

Local Governance:

6. Institutions and Services



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Pinarayi Vijayan
Chief Minister

Message

It is with immense pleasure I came to know that KILA is publishing handbooks on decentralisation in English language also. No doubt, Kerala Decentralisation has become another model to emulate. I hope that these six handbooks brought out by KILA deal with various subjects which give insights in the Local Developments and Decentralised Planning. The number of Elected Representative and Officials visiting Kerala to understand Kerala's ambitious Decentralisation programmes is increasing annually. I am sure that these handbooks would be of much help to those people who come from far and wide.

I heartily congratulate KILA for this new venture.

Lovingly,
Pinarayi Vijayan



Dr. M.K. K.T. Jaleel
Minister for Local Self Government

Message

Local Governance system enables the government to understand the issues and concerns of the public through its various modes that has been developed as part of Decentralised Planning. The elected representatives must have the awareness that in a democracy, citizens are the supreme authority in decision making. The Elected Members have to play a pivotal role to fulfil their responsibility to the people. Democratic Decentralisation is the means to attain such an end. Each and every member must have the awareness on various aspects of Decentralisation. KILA by organising foundation courses to all newly elected representatives with the sole aim of strengthen the capacity of Elected Representatives. This six set of hand books have been prepared with this end in view. I am sure that these hand books serve the purpose of reference books also. As there is great demand from representative and officials from outside the state to study the Kerala model of decentralization, these books will also help them a lot to understand Kerala model Decentralisation.

I heartily congratulate KILA for having brought out this for capacitating the Elected Representatives in stipulated time.

Lovingly,
K T Jaleel



Dr. P.P. Balan
Director, KILA

Foreword

The contribution of Kerala to the Local Self Governance system is very important. The onus of this, for next five years is on the newly elected representatives. The representation should be able to make new steps able to make new steps holding the achievement of previous years. The union and state governments use limited power in matters of urgent importance and direct impact on people. But the local government has the responsibility to establish local development and social justice.

In spite of the Kerala model of decentralization being well acclaimed, it is not free from the inefficiencies in the local administrative processes. This points towards a requirement of law-administration and technological skills to be acquired along the new administrative process of decentralization. KILA provides intensive training on these subjects regarding local self-governance from first phase onwards. KILA tries thus to develop the skills and efficiency in the activities for the welfare of the people. The collection of hand books titled Local Governance gives basic idea on these subjects. These handbooks have been prepared through the different levels of deliberations and activities with subject experts and stakeholder. I appreciate Assistant Professor Dr.J.B.Rajan, Associate Professor Dr. Peter M. Raj, and Professor Dr. Sunny George for the academic leadership provided. I also appreciate KILA extension faculty members, Sri. K. Gopalakrishnan, Sri. C. Radhakrishan, Sri. K.V. Anilkumar, Sri. N.P. Venugopal, Sri. Devarajan, Sri. Prathap Singh, Sri.P.K. Jayadevan, Mrs. Geethanjali, Miss. Akhila for the content editing and Sri Siraj Meenatheri for the Logistics help.

Dr. P.P. Balan

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Chapter 1

Institutions and Services

1.1 Introduction

According to the third, fourth, and fifth schedules of Kerala Panchayat Raj Act and first Schedule of Kerala Municipality Act, responsibilities of various service-development-welfare activities were entrusted with local administrative institutions and as per the following government orders and the orders issued by the local administration department and other departments, the institutions and officials vested with the responsibilities were handed over to local administrative institutions.

G.O.(P) No. 189/1995/LSGD Dated 18.9.1995 (Transferring of institutions and officials)

G.O.(P) No. 184/1999/LSGD Dated 27.9.1999 (Transferring of District Hospitals)

G.O.(P) No. 186/2000/LSGD Dated 4.7.2000 (Redeployment of Engineering staff)

G.O.(P) No. 187/2000/LSGD Dated 4.7.2000 (Redeployment of Ministerial staff)

G.O.(P) No. 188/2000/LSGD Dated 4.7.2000 (Transferring of staff after the reorganization of development departments)

To ensure an efficient administration as a local administrative institution, a local body requires an effective management of institutions under its control. Institution includes office of the local self government institutions as well as other institutions and offices handed over to it. The officials of such offices are under the control of local self government institution. The responsibility of the effective functioning of each and every office is vested with local self government institution and its Standing Committees.

1.2 Duties and Responsibilities(Kerala Panchayat Raj Act Section 166, Kerala Municipality Act Section 30)

While dealing with the mandatory duties enlisted in the third schedule of the Kerala Panchayat Raj Act and first schedule of Kerala Municipality Act, it is the essential duty of Village Panchayats and Municipalities to provide the required service to the public of the Village Panchayat/Municipality as per the Kerala Panchayat Raj Act section 166 and Kerala Municipality Act section 30. Likewise it is the duty of local self government institutions to carry out the general and development sector wise responsibilities as per the third, fourth and fifth schedules of Kerala Panchayat Raj Act in the case of three tier Panchayats and first schedule of Kerala Municipality Act in case of Municipalities. Such duties have to be performed through the institutions under local self government institutions.

1.3 Institutions, Officials

The officials and institutions under the Local Self Government Institutions are enlisted in the following boxes 1.1 to 1.4.

Box 1.1 : Institutions and officials of Village Panchayats		
Sl. No	Department	Institutions and officials
1	Agriculture Department	Krishi bhavan and its officials
2	Animal Husbandry	Veterinary Sub Center/Veterinary Dispensary/Hospital and officials
3	Fisheries Department	Matsya Bhavan and the post of Sub Inspector
4	Rural Development Department	Village Extension Officer and Office
5	Social Justice Department	Local Day Care Centers and Angavadis including the posts of Anganvadi workers, helpers, ICDS Supervisors
6	Scheduled Caste Development Department	Balavadis, Balavadi cum feeding center, Seasonal day care center, Dormitory
7	Scheduled Tribe Development Department	Balvadis, Medical Units , Nursery Schools, Midwifery Schools, Ayurvedic Dispensaries, Tribal Extension officer
8	Health Department	Health Center/Dispensary, Sub centers , Mother-child welfare centers and officials of this offices.
9	Indian System of Medicine Department	Ayurvedic Dispensary/Hospitals, staff
10	Homoeopathy Department	Dispensary/Hospitals, staff
11	General Education Department	Government Pre-primary schools, Govt. Primary Schools not attached to high schools (LP, UP Schools)

Box 1.2 : Institutions and officials of Block Panchayats		
Sl. No	Department	Institutions and officials
1	Agriculture Department	Assistant Director and related posts
2	Industries Department	A post of Industries Extension Officer
3	Rural Development Department	The post of Block Development Officer and related posts. (excluding VEO/LVEO post and offices)
4	Social Justice Department	Care homes, Old age homes, other such institutions and Child Development Project Officer.
5	Scheduled Caste Development Department	(1) Pre-metric hostel and staff. (2) The post of SC Development Officer (Service should be availed in all Village Panchayats)
6	Scheduled Tribe Development Department	(1) Pre-metric hostels. (2) The post of Tribal Extension Officer (Service should be availed in all Village Panchayats)
7	Health Department	Block Level Primary Health Center, Community Health Center, Taluk Hospitals/Govt. Hospitals, Staff (if situated in Panchayat area)
8	Indian System of Medicine Department	Taluk Hospitals and staff (if situated in Panchayat area)
9	Homoeopathy Department	Taluk Hospitals and staff (if situated in Panchayat area)
10	Dairy Development Department	Dairy Extension Officer
11	Animal Husbandry	The service of the Veterinary Surgeon or Assistant Director from Veterinary Poly Clinic (S.L.B.P.) District Office/Calf Feed Subsidy District Office/I.C.D.P. Project/Regional Artificial Insemination Center should be given by the Animal Husbandry Department.

Box 1.3 : Institutions and officials of District Panchayats

Sl. No	Department	Institutions and officials
1	Agriculture Department	1. District Level Principal Agricultural Officer and Staff.
		2. Two posts of agriculture deputy director and related posts.
		3. The post of District Soil Consideration Officer and related post.
		4. The post of Assistant Executive Engineer and related post.
		5. Local Soil Testing Laboratory.
		6. Mobile Soil Testing Laboratory.
		7. District Marketing Centers
		8. District Agriculture Nurseries/Coconut plant nurseries.
2	Animal Husbandry Department	1. District Veterinary officer and staff.
		2. District hospital.
		3. Farms and Breeding Centers (excluding regional farms)
		4. Veterinary Poly Clinic, Area Office, Mobile Veterinary Dispensary, Mobile Farm Unit, Clinical Laboratory not connected to District Veterinary Center. (Service of the Mobile Units and Clinical Laboratories should be availed to urban areas also.
3	Fisheries Department	1. District Level Deputy Director of Fisheries and Staff.
		2. Fisheries Schools.
4	Minor Irrigation Department	A section consisting of an Assistant Engineer and Staff.
5	Industries Department	General Manager, District Industries Center.
6	Rural Development Department	1. Functional Literacy Project Officer and Staff.
		2. Women Welfare Officer and Staff.
		3. Poverty Alleviation Unit, Staff

7	General Education Department	1. Deputy Director of Educational, District Educational Officer, Assistant Educational Officer and their Staff.
		2. High schools, Primary Schools attached to High Schools and Staff
		3. Vocational Higher Secondary Schools, Staff
		4. Higher Secondary Schools and Staff
		5. District Educational Training Center
		6. TTIs, PPTTIs, Special Schools.
8	Technical Education Department	1. Tailoring Garment Making Training Center
		2. Tailoring Trade Center.
9	Co-operative Department	A post of Assistant Registrar and a Clerk.
10.	Health Department	1. District Medical Officer and Staff .
		2. District Level Hospital and Staff.
11	Indian System of Medicine Department	1. District Medical Officer and Staff.
		2. District Level Hospital and Staff.
12.	Homoeopathy Department	1. District Medical Officer and Staff.
		2. District Level Hospital and Staff.
13	Dairy Development Department	District Level Deputy Director and Staff.
14	Social Justice Department	1. District Social Welfare Officer and staff.
		2. District Programme Officer (I.C.D.S.)
15	Scheduled Caste Development Department	District SC Development Officer and Staff, Pre-metric Hostels, Employment Training Centers
16	Scheduled Tribe Development Department	Integrated Tribal Development Projects/District Tribal Development Officer.
17	Khadi Board	District Level Officer of Kerala Khadi & Village Industries Board

Box 1.4 : Institutions and officials of Municipalities		
Sl. No	Department	Institutions and officials
1	Agriculture Department	1. Krishi bhavan and Staff
		2. Deputy Director of Agriculture (This post will be given to the Municipality situated in the District Center. But service should be availed to all the other Municipalities.)
2	Animal Husbandry Department	Veterinary Poly Clinic, Sub Center, Dispensary
3	Fisheries Department	Fisheries Sub Inspector (Required Municipalities only)
4	Industries Department	Industries Extension Officer
5	Social Justice Department	Day Care Centers, Anganwadis, such other Institutions (Old Age Homes), C.D.P.O, A.C.D.P.O.
6	Health Department	Community Health Center, Public Health Center, Govt. Hospitals, Taluk Hospitals.
7	Indian System of Medicine Department	Taluk Hospitals, Staff
8	Homoeopathy Department	Taluk Hospitals, Staff
9	General Educational Department	Govt. Schools up to Higher Secondary Level.
10	Co-operative Department	A Senior Co-operative Inspector (This post will be given to the Municipality situated in the District Center. But service should be availed to all the other Municipalities.)
11	Scheduled Caste Development Department	SC Development Officer(SC Welfare, Pre-metric or Post-metric Hostels.)

1.4 Institutional Activities – Approach

Local Government Institutions execute their functions through their institutions and staff. The reason behind the working excellence of local bodies is the efficient management of such institutions along with the efficiency of the staff. To ensure the efficient working of such institutions the public representatives and the officials must share a general notion between them.

- (i) All the institutions (including transferred ones) under the control of local government institutions should be named after the local body. (Circular No.6184/D.P.1/2003/LSGD, dated 06.02.2003)
- (ii) Such institutions and their properties will be under the control of local government institutions.
- (iii) Such institutions/properties should not be sold or transferred to others. Section 166 (8), Section 172 (7), Section 173 (7) of KPR Act 1994 and Section 30 (7) of KM Act 1994., Section 166 (6), Section 172 (5), Section 173 (5) of KPR Act 1994 and Section 30 (6) of KM Act 1994.
- (iv) The properties of such institutions should not be used for other purposes except their own.
- (v) The income obtained from institutions should be considered as the income of the local self government institution and it has to be used for the development of the concerned institutions. (Circular No.15523/D.P.1/03/LSGD, dated 23.10.2003)
- (vi) Maintenance of such institutions and offices should be done by the local government institutions.
- (vii) If such institutions do not have their own building, local government institution should construct buildings for them.
- (viii) General Purpose Grant can be used for the office expenses, rent, electric charge and vehicle maintenance of the institutions.
- (ix) The State Sponsored – Centrally Sponsored Schemes implemented through the local self government institutions must be under the knowledge and supervision of local government institution. Through this the effective unification and integration of various development activities in the lower level can be ensured and repetitions can be avoided.
- (x) The peoples organisations should identify the objective of local self government institutions at lower level and try to enhance the quality of service delivered from such institutions.
- (xi) The spatial and problematic integrated approach in local level developmental activities can be attained through the unification of various institutions for this purpose the local self government institutions should develop an attitudinal change

- (xii) Working groups take a decisive role in the plan formulation – implementation process. They are also the planning committee for developmental activities. Hence local self government institutions should function as the secretariat of the working group activities. It is essential for the effective analysis of the plan, evaluation of progress and monitoring .

1.5 Institutions and Services

The various institutions under the control of local government institutions and the important services provided through them are given below.

1.5.1 Institutions and Services of Village Panchayats

- (i) Office of the Village Panchayat
1. Various services under building construction regulation.
 2. Establish solid/liquid waste management facilities, construct sewages, and storm water drainage system.
 3. Registration of various institution, issuing license, permits and certificates
 4. Installation and Management of street lights.
 5. Protect public assets (Public places, buildings, roads, canals, ponds, wells, etc.)
 6. Arrange public amenities (urinals, toilets, waiting sheds, burial grounds, crematorium, etc)
 7. Registration of Birth – Death – Marriage and related services.
 8. Provide services through planning process.
 9. Provide job cards and jobs. (Through Mahatma Gandhi National Rural Employment Guarantee Scheme)
 10. Sanction and distribution of social security pensions.
 11. Constitute disaster relief fund, distribute financial assistance.
 12. Construct playgrounds and stadiums.
 13. Issue permission to start liquor shops.

14. Supervise Ration shops, Maveli stores and Neethi stores, inculcate awareness on weighing and measuring crimes, examine and solve complains regarding public distribution

(ii) Krishi Bhavan

1. Ensure the production of bio-fertilizer.
2. Conduct soil conservation activities.
3. Organize agricultural self help groups.
4. Form Mechanization.
5. Utilize the maximum land for agriculture and convert fallow land into cultivable one.
6. Preparation and implementation of agricultural development activities.

(iii) Veterinary Hospital/Dispensary/Sub center

1. Provide necessary certificate for issuing license to dogs and pigs.
2. Running of veterinary hospitals.
3. Running of Integrated Cattle Development Programme Sub Center.
4. Increase the production of milk.
5. Prepare and implement veterinary – dairy development programmes.

(iv) Office of the Village Extension Officer

1. Provide services under Rural Development Schemes
2. Give assistance through plan process.
3. Issue stage certificates for housing.
4. Submit enquiry reports on applications for welfare pensions.

(v) Anganwadis, Day Care Centers

1. Implement Nutrition programmes through Anganwadis.
2. Pre-school education through anganwadis.
3. Conduct welfare programmes for teenagers.

4. Provide nutritious food to pregnant women and lactating mothers.
 5. Conduct awareness programmes to pregnant women and lactating mothers.
- (vi) Balavadis, Feeding Center, Seasonal Day Care Center, Dormitory (transferred from scheduled caste development department)
1. Implement assistance programme for Scheduled Caste.
 2. Provide assistance through Scheduled Caste Departments.
- (vii) Balavadis, Nursery schools, Midwifery centers (transferred from scheduled tribe development department)
1. Provide assistance through Scheduled Tribe development department.
 2. Find the problems related to health and education of Scheduled Tribe and implement remedial steps.
- (viii) Public Health Center – Ayurvedic Dispensary/Homoeo Dispensary
1. Provide preventive as well as curative treatment services through health institutions
 2. Prepare and implement projects for health sector.
 3. Provide health assistance to all people in the area
 4. Control communicable diseases.
 5. Control eating houses
 6. Immunization and other preventive measures
 7. Take steps to keep the healthy & clean environment.
 8. Management of Child Welfare Centers and maternity centers and implement family welfare measures.
 9. Palliative Care Activities.
 10. Issue certificates (Sanitary fitness certificate, medical certificate, etc.)
- (ix) L.P Schools , U.P Schools
1. Provide primary school education.

2. Provide noon meal at schools
3. Distribute various scholarships and allowances.
4. Physical development of children.
5. School health programmes.
6. Distribution of lump sum grant.

(x) Matsya Bhavan

Matsya bhavan provides a single window through which various services from fisheries departments, fishermen welfare board and matsya fed are available. The following services are also available from matsya bhavan.

1. Provide eligible benefits to the students of fishermen family.
2. Provide emergency assistance during accidents.
3. Provide group insurance.
4. Provide emergency financial assistance to the hospitalized due to accidents.
5. Provide financial assistance for marriage.
6. Provide financial assistance to the deceased while fishing.
7. Provide financial assistance to purchase fishing implements.
8. Take actions for providing welfare pensions.
9. Organize matsya sabhas.
10. Provide assistance to fisheries sector.
11. Implement projects for protection of fishermen.

(xi) Office of the Assistant Engineer, L.S.G.D.

Planning, implementation and supervision of public works, protection of assets, inspection and varification of building loans etc.

1.5.2 Institutions and Services of Block Panchayats

The services provided by Block Panchayat through various offices/institutions are given below:

(i) Block Panchayat Office

1. Mahatma Gandhi National Rural Employment Guarantee Scheme – planning at block level, supervision of scheme at Village Panchayat level, monitoring, technical assistance.
2. Aid to self employment scheme – Trainings, helping to avail loans and sanction subsidies
3. Women’s welfare activities
4. Provide financial assistance for housing scheme (I.A.Y).
5. Provide assistance to youth clubs.
6. Sports development activities.
7. Developmental activities through Block Panchayat plan schemes.
8. Protection and caring of assets.
9. Prepare and keep BPL list and issue certificates

(ii) Engineering Section

1. Technical assistance and technical supervision for the public works at the block level.
2. Provide required assistance, supervision and implementation of the engineering works conducted in Village Panchayat works.
3. Technical assistance to public works implemented by Block Panchayat through other agencies.

(iii) Office of the Agricultural Assistant Director

1. Assistance and technical supervision for the agriculture works conducted in Village Panchayats.
2. Agricultural development activities through schemes of local administrative institutions.
3. Agricultural development activities through departments.

(iv) Dairy Extension Office

1. Information and extension activities for dairy farmers.
2. Dairy extension activities for dairy farmers.
3. Dairy extension activities through schemes.
4. Technical supervision of dairy development activities at block level.

(v) Industries Development Office

1. Find out and promote entrepreneurs.
2. Conducting job trainings, skill development activities.
3. Conducting employment encouragement schemes of central-state governments, providing technical-financial assistance.
4. Assistance to provide loans to self employed entrepreneurs.
5. Implementation of schemes of Block Panchayat.

(vi) I.C.D.S. Office

1. Preparation, implementation and monitoring of I.C.D.S. schemes in Village Panchayats.
2. Implementation and supervision of Rajiv Gandhi Scheme for Empowerment of Adolescent Girls (RGSCAG) – SABLA and Take Home Ration Scheme (THRS).
3. Conduct activities for protection of children as per Child Justice Act 2000.
4. Precaution activities against the atrocities and tortures towards the women and children (as a part of Jagratha Samithi movement).
5. Awareness programmes for the protection of women and children.
6. Supervision of health nutrition activities for children of 0-6 years of age.
7. Supervision of ICDS annual survey codification activities.
8. Provide statistical reports as per ICDS survey.
9. Preparation and implementation of social welfare schemes at block level.

(vii) Health Institutions (CHC/Block PHC/Taluk Hospital)

1. Immunization and other activities including medical assistance.
2. Field level activities.
3. Monitoring of Primary Health Centers.
4. Palliative care activities at secondary level.
5. Special Clinics for HIV/AIDS inflicted persons, assistance.
6. Special systems for providing service as per Protection of Women from Domestic Violence Act 2005 (at Taluk Hospitals).
7. Planning and implementation of health projects of Block Panchayat.

(viii) Pre-metric Hostel

1. Efficient and effective management of pre-metric hostels for Scheduled Caste/Scheduled Tribe students.
2. Providing better tuition service for the students residing in hostels.

(ix) Women Home

1. Providing better accommodation, food, medical assistance and legal assistance to the inmates.

(x) Old Age Home

Providing required food, accommodation and medical assistance effectively.

1.5.3 Institutions and Services of District Panchayats

The services provided by District Panchayat through various offices/institutions are given below:

(i) District Panchayat Office

1. To provide technical expertise to Village/Block Panchayats and Municipalities form Government – Non Government institutions.
2. Taking into consideration of the schemes of Village/Block Panchayats, provide the service – welfare assistance through schemes related to them or directly taken.

- (ii) District Level Principal Agriculture Office
 - 1. Management of fields
 - 2. Management of Integrated Watersheds
 - 3. Establishment of agricultural centers
 - 4. Marketing of agricultural produce
 - 5. Promotion of ornamental plants
 - 6. Promotion of commercial crops
 - 7. Promotion of research programmes in agriculture
 - 8. Management of agricultural sales centre, district farm and coconut nursery
 - 9. Preparation and planning of projects in agriculture sector
- (iii) District Soil Conservation Office
 - 1. Run soil test laboratories
 - 2. Ensuring pest control
 - 3. Planning and implementation of soil conservation activities
- (iv) District Animal Husbandry Office
 - 1. Management of district level veterinary hospitals and laboratories
 - 2. Conduct preventive health programmes for animals
 - 3. Running of farms, breeding farms and research center
 - 4. Implement Special Livestock Breeding Programme (SLBP)
 - 5. Prepare and implement animal husbandry programmes
- (v) Office of the Deputy Director of Dairy
 - 1. To run dairy extension units
 - 2. Promotion of dairy development co-operative societies
 - 3. Preparation and implementation of dairy extension programmes

- (vi) Office of the district level fisheries deputy director
 - 1. Provide fish marketing system
 - 2. Management of fisheries technical schools
 - 3. Promotion of fishermen co-operative societies
 - 4. Management of district level hatcheries, fish net making units, feed mills, ice plants, cold storages, etc.
 - 5. Prepare and implement fisheries development programmes
- (vii) District Industries Centre
 - 1. Set up mini industrial estates
 - 2. Provide assistance to self employment schemes
 - 3. Promotion of industries
 - 4. Preparation and implementation of projects for the industries development
- (viii) District Literacy Office
 - 1. To assist the literacy programmes in the district
 - 2. Supervision of literacy – continuing education programmes in the district
- (ix) Women Development Office
 - 1. To assist women welfare programmes
- (x) Poverty Alleviation Unit
 - 1. Identifying the poor and providing assistance to the employment schemes for the poor
 - 2. Providing community assets of continuing benefit to the poor
- (xi) Office of the Deputy Director of Education, Office of the District Education Officer
 - 1. Management of high schools (including LP section and UP section attached High Schools)
 - 2. Management of Higher Secondary Schools (including Vocational Higher Secondary Schools)

3. Management of District Institute for Education and Training
- (xii) Tailoring Garment Making Training Centre / Tailoring Trade Centre
1. Conduct tailoring training programmes through Technical Education Department
 2. Providing assistance for garment making units
- (xiii) Office of the Co-operative Assistant Registrar
1. To organize co-operative societies
 2. Empowering of co-operative societies
- (xiv) Office of the District Medical Officer (Ayurvedic, Allopathy, Homoeopathy)
1. Management of district hospitals of Ayurvedic, Allopathic and Homoeopathic systems
 2. Establishment of health care centers for special categories
 3. Co-ordination and distribution of financial assistance availed through Central – State programmes
 4. Monitoring of palliative care projects
- (xv) Office of the District Social Welfare Officer/District Programme Officer
1. Providing grants for orphanages
 2. Establishing welfare centers for the destitute
 3. Activities for the protection of schools and children
- (xvi) Office of the District Scheduled Caste Development Officer
1. Management of post metric hostels
 2. Management of industrial training centers for Scheduled Caste
- (xvii) Office of the District Scheduled Tribe Development Officer
1. Management of post metric hostels
 2. Management of industrial training centers for Scheduled Tribe

(xviii) Khadi – Village Industries Board District Office

1. Assisting of Khadi industries ventures
2. Promotion of khadi garments

(xix) Office of the LSGD Executive Engineer

1. Construction and maintenance of district roads
2. Construct building for various institutions
3. Construction of drinking water/water supply schemes
4. Conducting lift irrigation projects
5. Construction and protection of minor irrigation projects
6. Planning, implementation and supervision of works under the plan

1.5.4 Institutions and Services of Municipalities and Municipal Corporations

(i) Municipal/Corporation Office

1. Various services under Municipal building rules.
2. Establish solid/liquid waste management system construct sewages, drainage systems for storm water drainage.
3. Registration of various institutions, issuing various licenses, permits and issuing certificates.
4. Installation and Management of street lights.
5. Protection of public assets (Public places, buildings, roads, canals, ponds, wells, etc.)
6. Arrange public amenities (urinals, toilets, waiting sheds, burial grounds, crematorium, etc)
7. Registration of Birth – Death – Marriage related services.
8. Provide services through planning process
9. Sanctioning and distribution of social security
10. Provide basic amenities at slum areas

11. Construct footpaths for pedestrians
12. Provide road-crossing facility for pedestrians
13. Prepare urban planning project (DTP scheme)
14. Constitute disaster relief fund, distribute financial assistance
15. Provide jobs as per Ayyankali Employment Assurance Programme
16. Construct playgrounds and stadiums
17. Issue permission to start liquor shops
18. Supervise Ration shops, Maveli stores and Neethi stores, inculcate awareness regarding weighing and measuring crimes, examine and solve complains regarding public distribution system

(ii) Krishibhavan

1. Ensure the production of bio-fertilizers
2. Conduct soil conservation activities
3. Organizing agricultural self help groups
4. Farm Mechanization
5. Ensure optimum utilization of land
6. Preparation and implementation of agricultural development activities through plan.

(iii) Veterinary Hospital/Dispensary/Sub center

1. Provide assistance to issue license to dogs and pigs.
2. Running of veterinary hospitals.
3. Running of Integrated Cattle Development Programme Sub Center.
4. Increase the production of milk.
5. Prepare and implement veterinary – dairy development programmes.

(iv) Anganwadis, Day Care Centers

1. Implement Nutrition programmes through Anganwadis.
2. Pre-school education through Anganwadis.
3. Conduct welfare programmes for teenagers.
4. Provide nutritious food to pregnant women and lactating mothers.
5. Conduct awareness programmes to pregnant women and lactating mothers.

(v) Balavadis, Feeding Center, Seasonal Day Care Center, Dormitory

1. Implement assistance programme for Scheduled Caste.
2. Provide assistance from Scheduled Caste department.

(vi) Balavadis, Nursery schools, Midwifery centers

1. Provide assistance through scheduled tribe development department.
2. Find the problems related to health and education of Scheduled Tribe and take remedial steps to solve the same
3. Run pre-metric, post-metric hostels

(vii) Public Health Center – Ayurvedic Dispensary/Homoeo Dispensary

1. Medical assistance and other preventive measures provided through the health institutions
2. Prepare and implement projects for health sector
3. Palliative Care activities
4. Provide health assistance to all people in the Municipal area
5. Controlling of communicable diseases
6. Controlling of eating houses
7. Immunization and other preventive measures
8. Take steps to keep the environment healthy & clean
9. Management of Child Welfare Centers and Maternity Homes along with family welfare activities
10. Issue certificates (Sanitary fitness certificate, medical certificate, etc.)

(viii) L.P Schools , U.P Schools etc. attached to High Schools, Higher Secondary School and Vocational Higher Secondary School

1. Provide primary school education.
2. Provide high school education
3. Provide higher secondary/vocational higher secondary school education
4. Provide noon meal to students up to 8th standard
5. Provide various scholarships and allowances
6. Distribution of lump sum grant
7. School health programme
8. Counseling to children
9. Physical development of children

(ix) Matsya bhavan

Matsya bhavan provides a single window through which various services from fisheries department, fishermen welfare board and matsyafed. The following services are available from matsya bhavan.

1. Provide appropriate benefits to the students of fishermen family.
2. Provide emergency assistance on accidents.
3. Provide group insurance.
4. Provide urgent financial assistance to the hospitalized fisherman due to accidents.
5. Provide financial assistance for marriages
6. Provide financial assistance to the deceased while fishing.
7. Provide financial assistance to purchase fishing implements.
8. Take actions for providing welfare pensions.
9. Organize matsya sabhas.
10. Provide assistance to fisheries sector.

11. Implements projects for the protection and care of fishermen

(x) Office of the Industrial Extension Officer

1. Design and implement small scale industrial development programmes
2. Prepare and implement projects in industries sector
3. Promote and assist self employed entrepreneurs

(xi) Office of the Municipal/Corporation Engineer

Planning, implementation and supervision of public works in Municipal/Corporation area and issue of building permit and connected activities

(xii) Scheduled Caste Development Office

1. Prepare and implement project for Scheduled Caste
2. Implement welfare – development schemes of Scheduled Caste development department

(xiii) Urban Poverty Alleviation Unit

1. Plan and implement welfare – development schemes for the poor and avail services to them
 2. Implement Central – State Sponsored Poverty Alleviation Schemes.
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Chapter 2

The Official Setup

2.1 Officials of Local Government Institutions

The Supervision and control of officials of a local government institution is vested with the concerned local body. At the same time these officials have to discharge the duty of implementing the programmes of state-central governments which are not handed over to local bodies. Hence these officials are under the control of local body along with the control of concerned departments. In addition to this, the salary and other allowances of these officials are paid by the concerned departments (except those in the office of the local self government institution). The execution of developmental duties, attending Grama Sabha/Ward Sabha/Ward Committee, attending various Standing Committees, performing other works demanded by the local body as per law, etc. are the duties of officials under the control of a local body. Hence they are responsible for executing all the resolutions of a local government institution. The following duties are to be discharged by the officials essentially.

2.2 Duties as an Official of an Institution

2.2.1 Attending the Grama Sabha/Ward Sabha/Ward Committee

Grama Sabhas, Ward Sabhas and Ward Committees are the integral and essential components of local administrative system. For their efficient and successful performance, the role of officials of a local government institution is significant. To perform this role, the concerned officials should act accordingly:

- (i) Provide details while preparing reports for submitting in the Grama Sabhas, Ward Sabhas and Ward Committees.
- (ii) Provide collected details about own departments for submitting in the Grama Sabhas, Ward Sabhas and Ward Committees.
- (iii) Attend the Grama Sabhas/Ward Sabhas/Ward Committees and officer suggestions.
- (iv) If the local body demands, act as Grama Sabha/Ward Sabha co-ordinator or plan co-ordinator or village centre/ward centre co-ordinator.

2.2.2 Attending the Standing Committee Meetings

- (i) Prepare agenda notes, draft resolutions (including files) for concerned Standing Committees.
- (ii) If directed, attend the Standing Committees and submit the details and suggestions regarding the institution in which one works.
- (iii) Execute the resolutions when the file is back with the written approval from the administrative committee.

2.2.3 Plan Formulation, Implementation

The duties related to plan formulation and implementation as an implementing officer/head of the office/working group convener:

- (i) Carryout the duties of the working group convener.
- (ii) Prepare and submit status report and draft projects in time.
- (iii) Prepare projects in a time bound manner and ensure approval of the same.
- (iv) Fix the priority in implementation and convince the local body about the technical procedures
- (v) All possibilities for intergration should be explored
- (vi) Take steps to get technical sanction on projects which require technical sanction and organizing beneficiary committees if required, and give guidance to them
- (vii) Invite quotations/tenders for purchase/public works and submit them before the LSGI for approval.

- (viii) After the approval of the LSGI enter into agreement and take further actions, on tender/quotation.
- (ix) Take steps for monitoring the project, from the beginning itself
- (x) Whenever the implementation process is completed, receive authorization from the Chairperson, collect allotment from the secretary and take steps for the payment of the bill.
- (xi) Take steps for earmarking funds for day to day requirements and maintenance of the assets of institutions from the general purpose grant and maintenance grant.

2.2.4 Preparation of Budget

The budget of the local body should be prepared in time observing all the procedures. The procedure to be noted by the implementing officers and heads of institutions while preparing the budget is shown below:

- (i) Officials should submit a budget proposal for their sector and institution to the concerned Standing Committee in connection with the budget preparation within 15th January every year.
- (ii) Submit the details of funds in respect of the central-state sponsored schemes and requirement for completing them along with the budget proposal or at the time when the details are obtained.
- (iii) Ensure that plan - non-plan expenditures are incurred as per the budget. If it is found that the expenditure will exceed the budget, it should be informed to the local body and take steps for setting it right before payment.

2.3 Implementing Officers

The responsibility of implementation of projects is vested with the Implementing Officers. Head of the institutions including secretary is appointed as Implementing Officers. Time bound implementation of development-welfare-service activities is based on the efficiency of Implementing Officer. Those who are appointed as the Implementing Officers in local Government institutions are shown in boxes 2.1 to 2.5.

Box 2.1 : Implementing Officers of Village Panchayat	
1.	Secretary, Village Panchayat
2.	Assistant Secretary, Village Panchayat
3.	Agricultural Officer, Krishi Bhavan
4.	Veterinary Surgeon, Veterinary Dispensary Hospital
5.	Medical Officer , Public Health Center/ Government Dispensary
6.	Medical Officer, Homoeo Dispensary/Hospital
7.	Medical Officer, Ayurvedic Dispensary/Hospital
8.	Head Master, Govt. Primary Schools (LP and UP schools)
9.	Sub Inspector of Fisheries
10.	Village Extension Officer/Lady Village Extension Officer
11.	I.C.D.S. Supervisor
12.	Dairy Extension Officer
13.	D.F.O.Parambikulam (For the Scheduled Tribe in wild life protected area)
14.	Assistant Engineer, L.S.G.D.
15.	Dairy Farm Instructor

Box 2.2 : Implementing Officers of Block Panchayat	
1.	Secretary, Block Panchayat
2.	Assistant Director, Agriculture
3.	Assistant Director/Senior Veterinary Surgeon
4.	Dairy Extension Officer
5.	Industries Extension Officer
6.	General Extension Officer
7.	Tribal Extension Officer/Tribal Development Officer
8.	Medical Officer – Community Health Centre/Govt.Hospital / Taluk Hospital
9.	Medical Officer – Ayurvedic Hospital/Dispensary/Taluk Hospital
10.	Medical Officer –Homoeo Dispensary/Taluk Hospital
11.	Scheduled Caste Development Officer
12.	Child Development Project Officer
13.	Assistant Executive Engineer, LSGD

Box 2.3 : Implementing Officers of District Panchayat	
1.	Secretary, District Panchayat
2.	Principal Agricultural Officer/Deputy Director of Agriculture
3.	Deputy Director, Animal Husbandry
4.	District Soil Conservation Officer
5.	Assistant Executive Engineer, Agriculture
6.	Assistant Engineer, Minor Irrigation
7.	General Manager/Manager, District Industries Centre
8.	Superintendent, Tailoring and Garment Making Training Centre
9.	Assistant Development Commissioner, General/Social Mobilization
10.	District Women Development Officer
11.	Head Master, Govt. High School
12.	Deputy Director, Fisheries
13.	Head Master, Fisheries School
14.	Principal, Higher Secondary School/Vocational Higher Secondary School
15.	Deputy Director, General Education
16.	District Education Officer (HQ)
17.	District Mission Co-ordinator, Kudumbasree
18.	District Medical Officer, Allopathy/ Ayurveda/ Homoeopathy
19.	District Hospital Superintendent, Allopathy/Ayurveda/Homoeopathy
20.	Project Director, Poverty Alleviation Unit
21.	Superintendent, Agriculture Farm/Animal Husbandry Farm
22.	Deputy Director, Dairy Development
23.	District Programme Officer, Social Welfare Department
24.	Project Officer, Integrated Tribal Development (I.T.D.P)
25.	District Scheduled Tribal Development Officer
26.	District Scheduled Caste Development Officer
27.	Assistant Registrar, Co-operative Department
28.	Project Officer, District Khadi – Village Industries Board
29.	Executive Engineer, LSGD
30.	Chief Medical Officer, District Hospital (Ayurveda)
31.	Chief Medical Officer, District Hospital (Homoeo)
32.	Chief Medical Officer, District Hospital (Allopathy)
33.	Farm Superintendent, District Agriculture Farm
34.	Agricultural Officer, State Seed Production Centre
35.	Agricultural Officer, Coconut Seed Production Centre
36.	Deputy Director/ Assistant Director, Jersey Farm
37.	Senior Veterinary Surgeon, Pig Breeding Unit
38.	Superintendent, Buffalo Breeding Farm
39.	Assistant Director, Regional Poultry Farm
40.	Assistant Director/Veterinary Surgeon, District Poultry Farm
41.	Senior Veterinary Surgeon/Superintendent, Goat Farm

Box 2.4 : Implementing Officers of Municipality	
1.	Secretary, Municipality
2.	Agricultural Officer/ Agriculture Field Officer
3.	Deputy director, Agriculture
4.	Sub Inspector of Fisheries
5.	Medical officer, Community/Primary Health Centre/Govt. Hospital
6.	Medical officer, Taluk hospital
7.	Medical officer, Ayurveda
8.	Medical officer, Homoeo
9.	Head master, Government LP school
10.	Head master, Government LP School
11.	Head master, Government High School
12.	Principal, Government Higher Secondary School
13.	Veterinary Surgeon/ Senior Veterinary Surgeon
14.	Deputy Director, Dairy Development
15.	Industries Extension Officer
16.	Project Officer, Urban Poverty Alleviation Unit
17.	Child Development Project Officer
18.	Tribal Extension Officer
19.	Scheduled Tribe Development Officer
20.	I.C.D.S. Supervisor
21.	Superintendent, Welfare Institution transferred from Social Welfare Department
22.	Health Officer, Municipality
23.	Senior Co-operative Inspector
24.	Principle, Government Vocational Higher Secondary School
25.	Municipal Engineer

Box 2.5 : Implementing Officers of Municipal Corporation	
1.	Secretary, Corporation
2.	Agricultural Officer/ Assistant Director
3.	Deputy Director, Agriculture
4.	Deputy Director, Fisheries
5.	Sub Inspector of Fisheries
6.	Medical Officer, Community Health Centre
7.	Medical Officer, Government Hospital
8.	Medical Officer, Taluk Hospital
9.	Medical Officer, Ayurveda
10.	Medical Officer, Homoeo
11.	Medical Officer, Sidha
12.	Head Master, Government LP school
13.	Head Master, Government UP school
14.	Head Master, Government High school
15.	Principal, Government Higher Secondary School
16.	Deputy Director, Education
17.	Senior Veterinary Surgeon/ Veterinary Surgeon
18.	Deputy Director, Dairy Development
19.	Industries Extension Officer
20.	Project Officer, Urban Poverty Alleviation Unit
21.	Child Development Project Officer
22.	Tribal Extension Officer
23.	Scheduled Caste Development Officer
24.	Health Officer, Corporation
25.	Senior Co-operative Inspector
26.	Principal, Government Vocational Higher Secondary School
27.	Superintendent, Welfare Institution transferred from Social Welfare Department
28.	Corporation Engineer

2.4 Enquiry Officers of Welfare Pensions

Government have assigned enquiry officers to conduct enquiry on applications for welfare/ social security pensions received in the Grama Panchayats as per the Govt. Order No.189/ 2000/LSGD, dated 04.07.2000. The enquiry officers and various pension on which they have to conduct enquiry are shown in Box No.2.6. In the order, it is also mentioned that the same procedure should be maintained in municipalities. The Heads of Office should bear it in mind while dividing works among officials through the office order.

Box 2.6 : Enquiry Officers		
1	Agriculture Labour Pension	Agricultural Assistant
2	Widow Pension	I.C.D.S Supervisor
3	Unemployment Wages	Secretary, Village Panchayat
4	National Old Age Pension	Village Extension Officer
5	Insurance	Village Extension Officer
6	Pension for the Disabled	Health Inspector
7	Mother Financial Assistance Scheme	Health Inspector

Note:

1. In Municipalities, the enquiry officer of Old Age Pension and Insurance will be deputed by the Secretary.
2. The enquiry officer of the Pension for the Unmarried Woman above 50 years and Financial Assistance for Marriage of Poor Widows will be I.C.D.S. Supervisor.

2.5 The Official Relationship between Representatives and Officials

2.5.1 Service of the Officials

The constitutional liability of preparing and implementing projects for achieving economic development and social justice is not only vested with the representatives of local body but also with the officials. Likewise the technical expertise for preparing and implementing these development projects is with the officials of the concerned departments. Hence the complete support and co-operation of these officials are essential for the successful working of the local body according to the public interest.

2.5.2 Relationship between Elected Representatives and Officials

As per the Kerala Panchayat Raj Act (Section 185 A) and Municipality Act (Section 229 A), it is mentioned that a code of conduct should be followed in respect of the relationship between the elected authorities and employees of the Panchayat for the purpose of protection of the rights of the officers and employees under the control of the Panchayat to render advice on matters dealt with by them and professional freedom and statutory rights. Based on this, Relationship between the Elected Authorities and Employees Rules were enacted in 2005 and 2007 in Municipalities and Panchayats respectively.

As per the above mentioned Acts and Rules, the officials have protection to render advice on matters dealt with by them and uphold the professional freedom and statutory rights. Hence:

- The officers and employees of the local bodies should respect the elected authorities and act accordingly.
- The elected representatives should behave with respect and should value the services provided by the officials.
- While inter acting they should avoid rude language, gesture and actions.
- Elected authority has the right to give lawful instructions to the official within its jurisdiction and the official is liable to obey the instructions. But oral instructions given to the officers by the elected authorities shall be confirmed in writing before they are implemented.
- The views expressed by the officials in various committees shall be included in the minutes of discussion.
- It is the duty of an official to respect the elected authorities and give them legal and technical advices.
- If there is any violation of the code of conduct by the elected authorities occurs, a complaint can be given to the Ombudsman for the local self Government Institutions and the report thereon shall be forwarded to the Government for appropriate action.

Box 2.7 : Statutory Powers

According to section 185 'B' of Kerala Panchayat Raj Act 1994/section 229 'B' of Kerala Municipality Act 1994 any elected representative/President/Vice President/Chairperson/Deputy Chairperson/Mayor/ Deputy Mayor etc. should not interfere or influence an officer who has to act independently while exercising statutory powers, duties or responsibilities. (Eg. Ward delimitation, preparation of voters' list, birth-death , marriage registration, etc.)

2.6 Control over Officials

2.6.1 Controlling Clauses

- (i) All the officials of the local government institution and institutions under the control of local government are the officials under the control of local body (Kerala Panchayat Raj Act Section 181(4)(1), Kerala Municipality Act Section 227A). Based on the conditions of the Act, Rules have been issued on control over officials (Kerala Panchayat Raj(Control over Officers) Rules 1997, Kerala Municipality (Control over Officers) Rules, 2011).
- (ii) Every Government officer or employee whose service has been lent to Panchayat while serving for the Panchayat shall also have the authority to exercise the powers entrusted by the Government and shall be liable to perform the duties.
- (iii) (a) The President may grant casual leave to the Secretary and to the head of office and institutions which have been lent by the Government subject to eligibility. (Control over Officers Rule 13 – Panchayat& Municipality)
(b)The application for other leaves except casual leave should be forwarded to the head of the department with the chairperson's recommendation letter. (The leave applications of officers except head of the offices shall be sanctioned by the head of the office).
- (iv) Where an officer fails to perform his official duty or violates the discipline or refuses to carry out the lawful decision of the Panchayat or willfully obstructs the implementation there of or fails to obey the lawful orders of the President, or for the misbehaviour or misconduct of an officer, the Panchayat may take disciplinary

proceedings against such officer and may impose on him any one of the following minor penalties, namely: —

- Censure, fine (No fine shall be levied on an officer except in the post of last grade, part-time or full-time contingent)
- Temporary withholding of increment (The period of withholding of increment shall not be less than three months and not more than three years)
- Withholding of promotion (Shall not entail loss of seniority in the grade for the time being he is working)
- Recovery of amount from salary only (When pecuniary loss is caused to the Panchayat by the act of the officer)

Government Officer or employee of subordinate service (except Secretary and Gazetted Officers) who has committed an offence of serious nature may be suspended from service subject to detailed enquiry and disciplinary proceeding. (Kerala Panchayat Raj Act Section 179(5), 181(3) and Kerala Municipality Act Section 48(7)(13), 52(4), 222(3), 227(6) deal with the procedures of the control over officers). Before taking the disciplinary actions all the procedures as per the Kerala Civil Service (Classification, Control and Appeal) Rules, 1960 should be completed.

- (iv) In addition to the above disciplinary actions, if the president or the local body committee thinks that an official deserves serious punishment, the enquiry report shall be sent to the appointing authority or the government.
- (v) The President shall prepare confidential report of the Secretary from time to time and send to the appointing authority. (Control over Officers Rule 12(1)). The Secretary shall, prepare from time to time the confidential report of the employees of the Panchayat for whom it is directed as keep confidential reports and submit to the President for review and shall send to the appointing authority together with review report of the President. (Control over Officers Rule 12(2)). The President may send report regarding the service of the Government officers or employees whose service have been lent to the Panchayat from time to time to the concerned appointing authority and the said report shall also be taken into account, while considering such officer or employee for promotion. (Control over Officers Rule 12(3))

Chapter 3

Institutions and Services

3.1 Issues Related to Institutional Management

If the local administration needs to be public friendly, the functioning of institutions under the control of local bodies should be efficient and effective. But still there exist some issues in the functioning of these institutions. Without solving these issues, it is impossible for them to function efficiently. The steps for solving the same must be taken by the local bodies themselves. Some of the issues still exist are shown below:

- (i) The communication between the office of the local self government institution and the institutions under the control of local body is ineffective in many ways. These institutions do not perform the duties assigned to them fully.
- (ii) The essential information like government orders, guidelines, etc., is not made available to the Implementing Officers in time.
- (iii) The file transfer, correspondence, etc., between local body and transferred institutions found to be ineffective and not in a time bound manner.
- (iv) The resolutions taken by the local body in connection with the functioning of the institutions are not transmitted to the officials of these institutions in time. Thus this fact adversely affects the efficiency of these institutions.
- (v) There are still some officials and elected representatives who do not have adequate information of the duties and responsibilities of officials in the institutions. Hence their service cannot be utilised fully by the LSGI properly.
- (vi) The inadequacy of office facilities (modernisation) hamper the efficiency of officials.
- (vii) The officials do not get training at proper time interval.

3.2 Steps for Problem Solving

Only through the efficient institutional management, problems if any can be solved and the administration can be made efficient and effective. Hence the local bodies should follow the steps shown below:

- (i) Provide all the government orders, guidelines, etc., to all the the heads of institutions as soon as they are received at the local body.
- (ii) There are well established formalities for the file transfer, submission and review of the report, etc., between the local body and the institutions under its control. All the concerned should follow them.
- (iii) Conduct awareness and training programmes to officials, elected representatives, working group members and institutional management committee members for creating a concept about the role of various committees and persons in the local level integration of the related institutions.
- (iv) The role of Standing Committees in the efficiency of institutional management is crucial. There should be incessant communication between the Standing Committees and heads of the institutions. The finance Standing Committee have get a lot to do in this regard.
- (v) Along with the monthly administrative review, the presidents of local bodies should evaluate routine works and take necessary actions.
- (vi) Elected representatives should visit all the institutions under their control and if there exist any problem, resolve it as early as possible.
- (vii) Improving the basic amenities of all the institutions are vested with the local body. There fore, every effort should be mode to improve it, with the active participation of the various committees.
- (viii) The institutional management committees are the most effective system for increasing the efficiency of the institutions. The institutional management of all the offices can be improved by introducing efficient institutional management committees.

3.3 System for Enriching the Institutional Management

A clear vision should be formed among the elected representatives, officials and voluntary workers about the relation between local bodies and the institutions under their control; The following are the some points for making the institutional management more effective.

3.3.1 LSGI and Standing Committee

- The main responsibility of efficient management of the institution is vested with the LSGI. At the same time, the effective execution of this should be done through the Standing Committees.
- Ensure the presence of the of the offices/implementing officers when Standing Committees take decisions in respect of the institutions and also with active discussion with them.
- Each and every institution should conduct a review of their activities as a part of department level programme in the Standing Committees along with the review of developmental activities and discussion of issues related with implementation.
- Head of the Institutions should discuss the matters regarding the institution, with Standing Committee Chairpersons.
- Before preparing the agenda for the meeting and fixing review meeting it is proper to discuss with the heads of institutions.
- Standing Committees should consider the issues and requests of the implementing officers timely.

3.3.2 Grama/Ward Sabha, Ayal Sabha, Ward Vikasana Samithy

- As per the Panchayat Raj – Municipality Acts, Grama Sabha/Ward Sabha has the power to observe the work of officials and to give instructions to improve them. (Panchayat Raj Act Section 3 A (L), Municipality Act Section 46(2)(i)).
- Ayal Sabhas and Ward Vikasana Samithis can observe, evaluate, point out the defects of the management of the institution and can submit suggestions for the betterment. (G.O.(MS).No.112/2014/LSGD, dt.25.06.2014).
- If these possibilities are utilized, institutional management can be made efficient.

3.3.3 Public Organizational Systems

The public organizational systems which can be used for operating the institutions under local bodies efficiently are listed in the Box No.3.1. Through the interaction of the public organizational systems, the management of institutions can be made more efficient.

Box No.3.1 : Public Organizational Systems
Paddy-field Committees, Hospital Management Committees, Agricultural Development Committee, Parents-Teachers Association, School Managing Committees, Anganwadi Welfare Committees, Working Groups, Monitoring Committees.

3.3.4 Institutional Managing Committees

Every local body should constitute an institutional managing committee for every public health institution transferred to it for planning and ensuring better service through them. (Kerala Panchayat Raj Act Section 173 A, Kerala Municipality Act Section 20(9)). All institutions under the local body can constitute institutional management committees like the managing committees constituted for the health institutions. School Parent Teachers Association, Anganwadi Welfare Committee, etc., should be constituted like wise.

3.3.5 Citizen Charter

The citizen charter published by the local body should contain the services provided by each institution, its conditions and time limit. Citizen charter is a best tool for providing efficient institutional service. Local body should ensure that the institutions provide services as mentioned in the citizen charter. (The details about the citizen charter are available at the Chapter 6 of the 2nd Hand Book)

3.3.6 Right to Service Act 2012

As per Right to Service Act 2012, all the institutions should notify the services they provide along with the conditions and time limits for the same. When the citizens are aware of this, the functioning of the institutions will become more efficient. (For details see chapter 6 of the 2nd Handbook entitled “Good Governance”).

3.3.7 Right to Information Act 2005

Right to Information Act 2005 is a strong tools which can be used for gathering information about the activities of the institutions. If the possibilities of this act are utilized, the institutional management will become transparent and efficient. (For details see chapter 5 of the Handbook entitled “Good Governance”).

3.3.8 Total Quality Management(TQM)

Total Quality Management is a good tool for providing better institutional service. This management technique is explained in 3rd Handbook.

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