










National Workshop
on

ISO CERTIFICATION OF PANCHAYATS

LOCALISATION OF SDGs
Village with Good Governance

5th - 7th July, 2023

Proceedings of the National Workshop on ISO Certification of Panchayats

Kerala Institute of Local Administration (KILA), Thrissur, Kerala

Proceedings of the National Workshop on ISO Certification of Panchayats

LOCALISATION OF SDGs

Village with Good Governance

Co-ordination & Documentation

KILA Team

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सशक्त पंचायत सतत् विकास

सत्यमेव जयते

Panchayati Raj

KILA

Village with Good Governance

National Workshop
on
ISO CERTIFICATION OF PANCHAYATS



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Abbreviations

ATIS	:	Administrative Training Institution
BP	:	Block Panchayat
CM	:	Chief Minister
GoI	:	Government of India
GoK	:	Government of Kerala
GP	:	Gram Panchayat
GPDP	:	Gram Panchayat Development Plan
ISO	:	International Quality Standards
ISTM	:	Institute of Secretariat Training and Management
KILA	:	Kerala Institute of Local Administration
LIF	:	Local Indicator Framework
LSG	:	Local Self Government
LSGD	:	Local Self Government Department
LSGI	:	Local Self Government Institutions
MOHRD	:	Ministry of human Resource Development.
MOPR	:	Ministry of Panchayati Raj
MORD	:	Ministry of Rural Development
MOSPI	:	Ministry of Statistics and Programme Implementation
NEUPA	:	National Institute of Educational Planning and Administration
NFI	:	National Foundation for India
NIC	:	National Informatics Center
NRLM	:	National Rural Livelihoods Mission
PDI	:	Panchayat Development Index
PRI	:	Panchayati Raj Institutions
QMP	:	Quality Management Principles
RGSA	:	Rashtriya Gram Swaraj Abhiyan
SCPRI	:	Strengthening Capacities of Panchayati Raj Institutions
SDG	:	Sustainable Development Goals
TQM	:	Total Quality Management
ULB	:	Urban Local Body

Preface

Gram Panchayats (GPs) are increasingly recognized as Civic Bodies and instruments of Public Service Delivery with equal access to all. As Public Service Delivery is the focus of all Governments, Gram Panchayat act as the basic unit of Governance needs for effective service delivery. But the constraints such as lack of staff, funds, lack of OSR, technical expertise, and lack of well-defined procedures for service delivery hinder the transparency of Public Service Delivery. So the GPs require setting up of service delivery standards in the form of QMS.

The Ministry of Panchayati Raj has been working with various stakeholders such as Central Governments, UN Agencies, other institutions engaged with the Panchayat Raj Institutions, CSO, etc. Adopting the "Whole of Government and Whole of Society" approach to achieve Sustainable Development Goals through PRIs for the betterment of people.

The ISO certification is also one of the initiatives of Localization of SDGs to standardize the service delivery at the Gram Panchayat level. The objective of the ISO project is not just to obtain an ISO certification, but rather focus on developing a quality management system that is capable of delivering quality services to the citizens. ISO 9001:2015 sets out the criteria for a quality management system that helps the organization to satisfy its customers, meet their requirements, and achieve continual improvement.

"Village with Good Governance" is one of the identified themes for LSDGs under which citizen-centric matters with the concept of 'ease of living' and 'ease of doing' are included. The vision of this theme is to ensure the benefits of development under various schemes and responsive service delivery to all.

With the idea of the Good Governance theme, the Ministry organized the National workshop on ISO certification of Panchayats. KILA is the handholding partner for this. As in the Kerala scenario near to 100 percent of GPs are ISO certified and the Kerala Institute of Local Administration (KILA) has taken initiatives for ISO certification of these Panchayats. The starting point of standard public service delivery will be the examples given by Kerala. So the outcome and expectation from the workshop was ample

opportunity for cross-learning, discussions, and deliberations towards certification of Panchayats.

The three-day workshop was incorporated with various activities to learn and relearn the process of ISO certification and how each state in the nation can grasp the examples given by Kerala. The workshop went through various kinds of presentations taken by experts in the field of LSDGs, ISO certification, and quality management. The officials and Gram Panchayat elected representatives from different states also got the opportunity to visit and study the quality service delivery set by Panchayats in Kerala. The workshop was helpful for each state representative to plan for their future activities for the ISO certification of Panchayats.

Dr. Joy Elamon
Director General
Kerala Institute of Local Administration
(KILA)

About the Workshop and Organizers

1.1 About the Workshop

Kerala Institute of Local administration conducted a three-day National workshop on “ISO Certification of panchayats” as part of localization of SDGs: Village with Good governance on 05th, 06th and 07th of July, 2023. This event was conducted in collaboration with the Ministry of Panchayati Raj. Experts and dignitaries from all over the country were invited to participate in the Seminar. Representatives from around 25 states and union territories were present in the meeting.

1.2 About the Organizers

About KILA:

Kerala Institute of Local Administration (KILA) is an autonomous organisation working under the Local Self Government Department, Govt. of Kerala. It has been primarily engaged in the Capacity Development Programmes for the staff and elected representatives of the Local Self Government Institutions. Along with that, KILA is actively involved in action-research, publications, seminars and workshops, consultancy, documentation, hand holding and information services.

About MoPR :

The Ministry of Panchayati Raj is a branch of the Government of India looking after the ongoing process of decentralisation and local governance in the States.

In India, the powers and functions of the government are divided among the Union Government and the various State Governments. However, with the passage of 73rd and 74th amendment act of the Constitution of India, in 1993 the division of powers and functions have been further trickled down to Local Self Governments (Panchayat at Village levels and Municipalities and Municipal Corporations in towns and large cities). As such India now has not two but three tier of Governments in its federal setup.

Ministry of Panchayati Raj looks into all matters relating to the Panchayati Raj and Panchayati Raj Institutions.

Programme Schedule

Sl.No.	Program	Speaker / Resource Person
Day - 1 05th July. 2023		
1	Inaugural session	**MoPR**
2	Background and Introduction	**MoPR**
3	Village with good governance, Ease of Living and Ease of Doing and ISO Certification	**Presentation followed by Videos - KILA**
4	ISO - An Introduction	**Presentation - KILA**
5	Good Governance And Quality Management Principles	**Presentation - KILA**
	Lunch Break	
6	Steps towards ISO Certification	**Presentation - KILA**
7	Experience Sharing of Various Panchayats	**Videos from Panchayats followed by panel discussion**
8	Roles of the Stakeholders	**Presentation - KILA**
9	ISO Certification for Local Self Government	**Presentation by Certifying Agency**
10	Visit to EMS Museum on Decentralization & Local Governance	
Day - 2 6th July, 2023		
11	Field visit	
Day - 3 07th July. 2023		
12	Reflections on the field visit	**Participants**
13	Doubt Clearing Session	**KILA**
	Valedictory	
	Lunch Break	
	Sight Seeing	

Sessions

Day - 1
5th July 2023, Tuesday

3.1. Inaugural Session

The welcome address was delivered by Mr. Vikas Anand, MoPR. Dr. P.P. Balan, Dr. Mohammed Tauqueer Khan, Director-general KILA Dr. Joy Elamon, and Assistant Director KILA Amrutha K.P.N.

In the inaugural session Mr. Vikas Anand, Joint Secretary, MoPR discussed the Panchayat Development Index, targets, its relevance in achieving SDGs, the importance of e-governance, quality and consistency of service delivery.



The following points were highlighted in this session:

- Gram Panchayats (GPs) are being increasingly recognized as Civic Bodies and instruments of Public Service Delivery with equal access to all.
- **Public Service Delivery is the focus of all Governments**: GP as a basic unit of Governance for effective service delivery.
- **Constraints:** lack of staff, funds, lack of Own Source Revenue (OSR), technical expertise, lack of well-defined procedures for service delivery.
- **Inter GP variation:** need for setting service delivery standards in the form of QMS.
- **ISO 9001:2015:** internationally recognized Quality standard, which sets out the criteria for a QMS that helps the organization to satisfy its customers, to meet their requirements and achieve continual improvement based on the seven quality management principles of ISO 9001 (LEPRICE): Customer focus; Leadership; Engagement of people;

- **Process approach;** Improvement; Evidence-based decision making; Relationship management
  - **Tangible benefits:** proper front office system, record management system, infrastructure etc.
  - **Intangible benefits:** satisfied customers (management/ employee), continuous improvement in processes, Skill Development, Time management etc.
- **Right to Public Services Delivery Acts in various States** with a list of public services to ensure delivery of time bound public services to citizens. GPs are an integral part of Public Service delivery and in the future more and more services will be delivered at GP level.
- **"Village with Good Governance"** is one of the identified themes for LSGDs under which citizen centric matters with the concept of ease of living and ease of doing are included.
- **E-Governance and Public Service Delivery:** While E-Governance can help in improving service delivery, Quality Certification will ensure the consistency with which GPs deliver quality service.
- **Recognition to GPs:** As Panchayats are already working in the field of quality service delivery, the certification of the standards of the services will give recognition to the Panchayats and models for others to follow.
- **Ministry's Request for Certification of Quality standards of GP Services:** ISO 9001-2015 or similar certification, to start with, by some of their best performing Panchayats which are already working towards ensuring quality service delivery.
- **CB&T Cost:** the training cost / exposure visits of ERs and functionaries of GPs for this initiative may be booked from the CB & T component of revamped RGSA.
- **Financial Implication:** Through OSR or if OSR is difficult then the financial requirement may be proposed under the component of "Handholding support of Gram Panchayats", IEC and Project Management cost of revamped RGSA.
- **Encouraging Participation from States:** shows the importance and enthusiasm towards good governance in Panchayats through quality service delivery adopting ISO 9001 Standard. It will help in improving the quality of service which in turn will improve the quality of achievements made in SDGs.

- **Outcome and Expectation from the workshop:** ample opportunity for cross learning, discussions, and deliberations towards certification of Panchayats. Process of certification will be expedited.

Following this, Dr. P.P. Balan, Consultant, MoPR spoke about the various models and examples from Kerala.





Vote of thanks was delivered by Dr KPN Amrutha, Assistant Director KILA.

The main sessions of the day were:

1. Background and introduction by Dr. Taqueer Khan.
2. Village with good governance, ease of living and ease of doing and ISO Certification by Dr. Joy Elamon
3. ISO an introduction by Mr. Eswaran
4. Quality Management System (QMS) as a tool for good governance.
5. Step towards ISO Certification
6. Experience sharing By various panchayats
7. Role of stakeholders
8. Process of certification by Certification agency



3.2. Session 1: Background and Introduction

Dr. Mohd. Tauqueer Khan, Consultant, MoPR, provided a detailed background and overview of ISO certification. ISO certification is an initiative introduced by the Local Self-Government Department (LSGD) with the aim of standardizing service delivery at the Gram Panchayat level. The primary objective of this project extends beyond mere certification attainment; it focuses on establishing a robust quality management system that can effectively deliver high-quality services to the people.

Dr. Khan discussed several initiatives implemented by the Ministry of Panchayati Raj to enhance service delivery and promote the localization of Sustainable Development Goals (SDGs). These initiatives encompass regulatory services, statutory services, development services, and consumer utility services provided by the Panchayats.



Dr. Khan discussed several initiatives implemented by the Ministry of Panchayati Raj to enhance service delivery and promote the localization of Sustainable Development Goals (SDGs). These initiatives encompass regulatory services, statutory services, development services, and consumer utility services provided by the Panchayats. He emphasized the three fundamental principles of good governance: transparency, accountability, and responsiveness of the administration. Additionally, he highlighted the significance of the citizen charter, which serves as an instrument to foster trust between service providers and users.

He talks about the following points:

Good Governance: Good governance is widely recognized worldwide as crucial for sustainable development, encompassing both economic and social aspects. It emphasizes three key elements: transparency, accountability, and responsiveness of the administration.

Citizens' Charter: The Citizens' Charter initiative aims to address the challenges citizens face when dealing with organizations providing public services on a daily basis. It fosters trust between service providers and users

and empowers citizens in relation to public service delivery. The charter focuses on six principles: quality improvement, choice (wherever possible), setting standards and addressing non-compliance, value for taxpayers' money, accountability of individuals and organizations, and transparency in rules, procedures, schemes, and grievances.

Institutionalization of the Citizen Charter: The Ministry has prepared a model citizen charter for Gram Panchayats to institutionalize the concept. The charter focuses on the commitment of Gram Panchayats to citizens regarding standard of services, information, choice and consultation, non-discrimination and accessibility, grievance redress, courtesy, and value for money. A campaign called "Meri Panchayat, Mera Adhikaar Jan Sevaayein Hamaare Dwaar Campaign" was conducted to ensure adoption of the citizen charter by Gram Panchayats. So far, 218,843 Gram Panchayats have prepared the citizen charter, and 215,628 Gram Panchayats have obtained approval from the Gram Sabha.

Good Governance as an LSGDs: Following the launch of the LSGD report, the Ministry adopted a thematic approach for the localization of Sustainable Development Goals (SDGs) through grassroots interventions. "Village with Good Governance" is one of the identified themes, which includes local indicators related to service delivery, citizen-centric matters, ease of living, and ease of doing business. The vision of this theme is to ensure the benefits of development under various schemes and responsive service delivery to all.

PDI and Good Governance: Continuing LSGDs initiative, the Ministry formed a committee to prepare the Panchayat Development Index (PDI) to measure progress for local self government institutions. The committee has submitted its report, which was accepted by the Government of India and released in a national workshop. The PDI report identified 79 indicators under the "Village with Good Governance" theme, grouped into five sub-sectors: teamwork, technology, timeline, transparency, and transformation. The indicators focus on aspects such as online services provided, adherence to timelines specified in the citizen charter, grievance redressal, transparent tender processes, RTI query responses and displaying beneficiary lists of schemes.

ISO Certification of Panchayats: The Ministry collaborates with various stakeholders to achieve SDGs through Panchayati Raj Institutions (PRIs) and has adopted a whole-of-government and whole-of-society approach. ISO certification is one of the LSDGs initiatives aimed at standardizing service delivery at the Gram Panchayat level. The objective is not just to obtain ISO certification but to develop a quality management system capable of delivering high-quality services to citizens.

ISO 9001:2015 provides criteria for a quality management system, focusing on customer satisfaction, meeting requirements, and continual improvement. The benefits of ISO certification include promoting a quality culture, employee participation and satisfaction, skill development, and ease in responding to RTI queries and lawsuits.

Other State Initiatives: Several states, including Gujarat, Telangana, Andhra Pradesh, Karnataka, and Jharkhand, have also undertaken initiatives for ISO certification of Panchayats. These efforts are expected to improve service delivery, standardize processes, facilitate the implementation of citizen charters, and contribute to achieving LSDGs



3.3. Session 2: Village with Good Governance, Ease of Living and Ease of Doing and ISO Certification



KILA Director Joy Elamon enlightened the audience on villages that operate on good governance principles. Further, he elaborated on the agenda of the workshop and the implementation of this project in Kerala. Village with Good Governance is one of the themes under which citizen-centric matters with the concept of ' Ease of Living ' are to be addressed.

Quality service delivery is an integral part of the Good Governance initiatives of any institution. Since Panchayats are already working in the field of quality service delivery, the certification of the standards of the services will help in improving and sustaining the equality of services by the panchayats.

Good Governance is of great significance in making PRIs functional and efficient. The concept of Good Governance encompasses Transparency, Accountability, Compassionate Responsibility/Responsiveness and maximum Cooperation/Participation of citizens.

PRIs are supposed to undertake the responsibility of providing basic services to citizens at the grass root level. Thus, Good Governance becomes integral to their success. The Gram Panchayats in the country have been entrusted with preparation of plans for local development. The decision-making process of the Panchayats is such that the Gram Sabha (GS) discusses the development work plans of the GP of the Gram Panchayat Development Plan (GPDP) and the elected representatives execute the plans. Formulation of holistic GPDP improves efficiency of implementation of plans and programmes, resulting in sustainable development covering all the three dimensions – social, economic and environmental.

ISO certification is linked to Village with Good Governance, one of the key themes in the Sustainable Development Goals. Ease of Living is through the responsibilities of the people's representatives and the authority of the departmental officers who work with it. Similarly, ease of doing is also included in the jurisdiction of line department officials. Good governance is supported by 5 pillars. Each pillar represents each principal. If a Gram panchayat is to run smoothly, its services should provide comfort to the people and should be transparent when required. Through this, each pillar is directly and indirectly related to the theme of good governance. The ISO certification is an example of how models used in the corporate sectors can be implemented to ensure quality management in the Panchayat. He also mentioned that the main motive for ISO certification is to increase the ease of living and ease of doing for the various stakeholders.

With the goal of promoting good governance via total quality management, the Kerala State Government developed its ISO certification initiatives with the assistance of the Kerala Institute of Local Administration (KILA). The goal of TQM is to provide effective office administration, prompt delivery of high-quality services, and effective use of the available resources. By using TQM methods, good governance via quality in service delivery mechanisms may be realized.

He also talks about Good governance and participatory democracy depending on the government and its institutions being responsive to the needs and aspirations of the populace, as well as on inclusive development. He emphasized on human equality, the right to take part in political decision-making for growth, and the right to live with honour. Ease of living and ease of doing means that a local self-governing body should ensure the welfare of the general public. It requires transparent and flexible functioning of executive officers to plan for it from the ground floor and convey it to the people accurately.



3.4. Session 3: ISO - An Introduction

Mr. Eswaran Namboothiri, the District Coordinator, gave an introduction to ISO or the International Organization for Standardization. He elaborated on the existing bodies in India for quality management i.e. Bureau of Indian Standards and Quality Council of India. The QCI has 5 bodies of which the National Accreditation Board for Certification Bodies provides the ISO certification to services. 9001: 2015 specifies the requirements for quality management in organizations to provide services in an efficient manner. This is the certification that was to be attained by the Panchayats

The speaker began his lecture by highlighting 6 steps of ISO 9001 Certification, which comprises Understanding ISO, Recognizing the Gap, Implementing the Action plan, Preparation of Documentation, Certification Audits and Continuous improvement.



The first step of Understanding ISO deals with three factors, i.e., knowing more about ISO and its standards, meeting with elected representatives and employees and finally enabling the idea of a quality management system. The 2nd step of “Recognizing the Gap” deals with analyzing current conditions of Gram Panchayats for quality development, keeping right track

This also includes conducting status analysis of the institutions and conducting inductions training for the representatives and employees. The third step of Implementing the Action Plan deals with analyzing status reports, ensuring a quality front office system, grievance redressal mechanism, quality infrastructure and achieving short term goals etc. This also includes team formation, connection with sub- teams, auditing etc.

The fourth step is Preparation of Documentation which deals with documenting all the important meetings and activities happening in the GP, identifying all the files and documents in the QMS/ Gram Panchayat etc. This includes questionnaire formation, feedback collection, citizen survey report, Quality Circle convening and documentation, training & documentation etc. The fifth step of Certification audits deals with Finalizing of a NABCB accredited Certification agency, conducting of pre-assessment audits and assistance on closure areas of concern etc. The sixth and last step of ISO Certification i.e., Continuous Improvement ensures quality system of Gram Panchayat, conducting capacity building training and workshop on good governance in all the stages, providing quality training on sustainability and assistance for conducting surveillance audit etc.

The way forward includes discussion with state departments and KILA, signing of MOU with KILA, Nodal officers for both state and districts, state visit and GPs and finally selecting the list of pilot Panchayats and preparing a categorised list.

3.5. Session 4: Good Governance And Quality Management Principles

This session was taken by **Ms. Sreerisha,** District ISO Coordinator. A Quality Management System (QMS) is a set of interconnected policies, processes, procedures, and resources that an organization implements to ensure that it consistently delivers products or services that meet customer requirements and comply with relevant regulations.

The principles of QMS serve as guiding concepts that organizations can adopt to establish and maintain an effective and robust quality management system.

The QMS principles provide a framework for organizations to align their processes, resources, and people towards achieving quality objectives and continuously improving their performance. The speaker briefly introduced each of the QMS principles which are as follows:

1. **Citizen Focus:** Citizen focus is the foundation of a QMS. It involves understanding and meeting citizen needs and expectations, determining customer requirements, and striving to exceed customer satisfaction. By placing customers at the center of their operations, organizations can deliver products or services that meet their needs and enhance customer loyalty. Furthermore discussions were held on citizen survey, citizen feedback form, citizen charter, complaint register and visitors diary.
2. **Leadership:** Leadership plays a crucial role in driving QMS. Leaders establish a clear vision, set quality objectives, and create an environment that fosters a culture of quality throughout the organization. They provide direction, support, resources, and empower employees to contribute to the achievement of quality goals.
3. **Engagement of People:** Engaging people at all levels of the organization is vital for the success of a QMS. It involves creating an inclusive and collaborative work environment where employees feel empowered, motivated, and involved in contributing to the organization's quality objectives. Engaged employees bring their knowledge, skills, and creativity to drive continuous improvement. The most valuable asset of the Gram Panchayat should be its competent and active elected representatives and employees. Knowledge and experience of the elected representatives and employees have a strong influence on the day-to-day functioning of Gram Panchayat.
4. **Process Approach:** The process approach emphasizes understanding and managing processes within the organization. It involves identifying key processes, mapping their interactions, and optimizing them to achieve desired outcomes. By viewing activities as interconnected processes, organizations can improve efficiency, reduce waste, and enhance overall performance.
5. **Factual Decision Making:** Factual decision making is based on the analysis of data and information. It involves collecting and analyzing relevant data, making decisions based on objective evidence, and evaluating the effectiveness of actions taken.



Organizations use data-driven decision making to identify areas for improvement, assess risks, and drive continual improvement.

6. **Improvement:** Continuous improvement is a core principle of a QMS. Organizations strive for incremental and breakthrough improvements in processes, products, and services. They establish mechanisms to monitor performance, identify opportunities for improvement, implement corrective and preventive actions, and foster a culture of innovation and learning.
7. **Relationship Management:** Managing relationships with stakeholders is crucial for the success of a QMS. Organizations recognize the importance of understanding and meeting the needs and expectations of stakeholders such as customers, suppliers, employees, and the community. Building strong relationships based on trust, effective communication, and collaboration helps organizations align objectives, resolve conflicts, and create mutually beneficial partnerships.

3.6. Session 5: Steps towards ISO Certification

This session was taken by **Mr. Sujesh Das**. This session gave insights into how to conduct ISO Certification in various Gram panchayats in india.

Six steps were discussed under this session. They are

Understanding the ISO: The first step is to gain a clear understanding of the ISO 9001:2015 standard and its requirements. This involves studying the standard's clauses, understanding its key concepts, and becoming familiar with the principles of a quality management system (QMS). Meeting the elected representatives and the employees is also an essential feature of this step.



Recognizing the Gap: Once the standard is understood, the Gram panchayat needs to assess its current practices and processes against the requirements of ISO 9001:2015. This gap analysis helps identify areas where the organization is already compliant and areas that require improvement to meet the standard's requirements. Training on the QMS, Office management, record management and implementing the best practices are essential to plug the gap.

Continuous Improvement: ISO 9001:2015 promotes a culture of continuous improvement. Organizations need to establish processes for monitoring and measuring performance, analyzing data, identifying opportunities for improvement, and implementing corrective and preventive actions. This ongoing commitment to improvement ensures that the QMS remains effective and aligned with organizational objectives.

3.7. Session 6: Experience sharing of Various Gram Panchayat

Experiences of three Gram panchayats were discussed during this session with various representatives. Videos on the functioning of these GPs were also showcased to the audience. The state representatives were given a chance to ask doubts regarding the ISO certification directly to the Secretary and assistant secretary of the three-Gram panchayat. The three-Gram panchayats were:



1. Kadirur Gram Panchayat, Kannur District
2. Bedaduka Gram Panchayat, Kasargod District
3. Manikyal Gram Panchayat, Thiruvananthapuram







3.8. Session 7: Roles of the stakeholders

This session was taken by **Sonia Jose**. The key stakeholders are MoPR, State Government, KILA , Gram panchayats. The functions and role of the Ministry of the Panchayati Raj is to bring the advisories to the state, prepare broad guidelines, the financial allocation will be done through RGSA and monitoring. The role of state government is to formulate state government policy, prepare order, manuals and guidelines, consult with KILA, identify certification bodies, financial support, monitoring and facilitating at different levels. The next stakeholder is KILA which will initially be involved in a status analysis of the concerned Gram panchayat. Later on, an initial training will be conducted, facilitating and handholding, supporting and monitoring will also be provided. Then the Gram panchayat has to take decisions, enhance infrastructure, implement functions efficiently, improve documentation and sustain the practices.

3.9. Session 8 : ISO Certification For Local Self-Government

This session was taken by Varun M.V where he discussed the certification processes in ISO. The entire certification process consists of different stages which are the application stage, work order stage, auditing planning, 2 stages of auditing, auditing the entire process of the client and the closing meeting. Award of the certification is followed by surveillance audits.

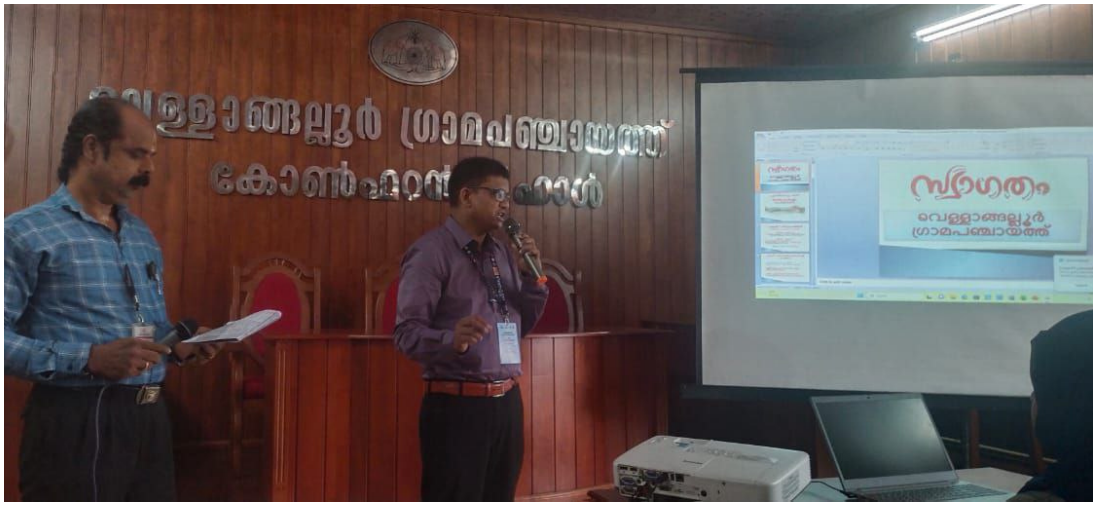
A doubt clearing session was conducted at the end. Various state representatives raised their doubts regarding the ISO certification.The first day ended with a campus tour. The state representatives were taken into the museum inside the KILA library.



Day - 2
6th July 2023, Tuesday

4. Field Visit

On the second day, the representatives of all 25 participating States/UTs with MoPR team visited Gram & Block Panchayat in Thrissur. They got an opportunity to witness the functioning of Panchayats, the infrastructure and were able to interact with the officials there.







Day - 3
7th July 2023, Tuesday

The day commenced at 10 am. The representatives gathered in the swaraj auditorium in KILA. Dr. Joy Elamon welcomed the officials to the last day of the national workshop.

5.1. Session 1: Reflections on The Field Visit

The first session was sharing the experience of the state representatives who visited various Gram panchayats. Each state shared their experience on the ISO certified Gram panchayats in Kerala.

Maharashtra: The officials from Maharashtra shared thier insights based on observing the front office, documentation, and record-keeping processes of the Gram panchayat. They were impressed by the bund that was constructed to separate marine and freshwater areas. This experience enlightened them about the potential of Gram panchayats. They also appreciated the commitment and team spirit demonstrated by the Gram panchayat members. As a result, they promised to implement ISO certification in the Gram panchayats of Maharashtra.

Assam: The officials from Assam noted the social and cultural similarities between Kerala and Assam. They were particularly impressed by the digitization efforts in the Gram panchayat. Furthermore, they shared a conversation they had with a citizen from that Gram panchayat, which provided valuable insights. The joint director of the SIPRD also praised the effective functioning of the Gram panchayat.

Andhra Pradesh: The officials visited Mathilakam Gram panchayat in Thrissur where they witnessed a well-established model of panchayat administration. They acknowledged that ISO certification could contribute to institutional memory and adherence to norms. Emphasizing the need for preparatory exercises and expenditure, they highlighted the importance of these steps for ISO certification.

Odisha: The representatives from Odisha shared their experience of observing the systematic approach followed by the Gram panchayat administration in Kerala. They were amazed by the infrastructural setup of the Gram panchayat. They mentioned the lack of infrastructure and human resources in their own Gram panchayats. They expressed their intention to adopt positive lessons from the field visit. The state representatives also stressed the significance of record management, resource management, risk management, and quality management in Gram panchayats. They promised to achieve ISO certification for 100 Gram panchayats within a year.

Punjab: The officials from Punjab highlighted the "She Workspace" initiative, which focuses on women's empowerment. They also mentioned the representation of women in the gram panchayat and commended the record-keeping and institutional memory management practices in place.

The experiences of the representatives from Sikkim, Tamil Nadu, Mizoram, Uttarakhand, Dadra and Nagar Haveli, Ladakh, Uttar Pradesh, West Bengal, and Karnataka were also shared, but the details were not specified.

Additionally, a representative from Maharashtra pointed out the difference in budget allocation among different states compared to Kerala. They mentioned that ISO certification in Maharashtra began 15 years ago and emphasized the need for the certification to start from the top levels of government. Creating model panchayats with ISO certification could serve as a starting point for this project.

Similarly, a representative from Jharkhand expressed admiration for the Panchayat system in Kerala and identified several commendable aspects such as citizen-focused programs, women's participation, and IT systems. They suggested implementing a help-desk system to address public queries. Their target was to obtain ISO certification for 50 panchayats in the state.

5.2. Session 2: Doubt Clearing Session

This session was specifically organized to address the doubts of state representatives. All representatives were requested to write down their questions and concerns. The queries covered various aspects and included comments on the topic.



Here are some of the questions raised:

Q) In some states and UTs like Ladakh, the panchayats do not provide any services. What can be done in such cases?

A status analysis can be conducted, and certification can be granted to various departments that can carry out the required services.

Q) How can proper record management be achieved with a lack of human resources?

Tasks can be allocated in a manner that ensures these goals are achieved while also focusing on improving infrastructure.

Q) How were funds obtained from the RGSA (Rashtriya Gram Swaraj Abhiyan) funds?

The funds were acquired prior to the recent guidelines, where states could propose funds to be allocated specifically for ISO certification.

Q) What is the role of district coordinators?

District coordinators provide support, training, and guidance throughout the certification process.

Q) How can funds be received from CSR (Corporate Social Responsibility)?

Implementing innovative projects can be a good approach to attract CSR funds, thereby increasing self-generated revenue.

Following the Q&A session, there was a discussion between nodal officers and representatives from each state. The discussion covered topics such as the timeline, selection of pilot panchayats and remarks and suggestions regarding the certification process. The final session involved planning for the future, focusing on how the Kerala Institute of Local Administration (KILA) could assist in guiding the ISO certification of various Gram panchayats in India. The session concluded by 2 pm and the representatives went for sightseeing.



Appendix 1 - Presentation by Dr. Mohd. Tauqueer Khan, Consultant, Ministry of Panchayati Raj

Background and Introduction

सत्यमेव जयते

Panchayati Raj

National Workshop on ISO Certification of Panchayats

5 - 7 July, 2023



Dr. Mohd. Tauqueer Khan

Ministry of Panchayati Raj

Minimum Government, Maximum Governance

Gram Panchayats (GPs): Drivers for Rural Transformation

Gram Panchayats; Seats of village level governance, with mandate to deliver on activities of **18 departments covering 29 sectors**

Vision

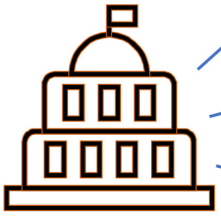
Equip GPs for the **next generation of local governance**

Converting **GP Bhawans as hub** of activities for governance, service delivery knowledge and training

Smart governance by integrating BharatNet, Common Service Centres (CSCs) & Panchayats

Provision of **online Government services in GPs**

Service Delivery by Panchayats



Panchayats

Driving engines for Rural Development through convergence

Regulatory Services	Trade licenses, Building construction permit
Statutory Services	Issuance of Birth / Death certificates
Developmental Services	Services under GoI welfare schemes
Consumer utilities services	Bill payment, Railway ticket booking





Imperative to equip Panchayats

- Panchayat Bhawans
- Smart Governance by integrating BharatNet, Common Service Centres (CSCs) & Panchayats
- Provision of online Government services in GPs

>900 Services already being offered across the Panchayats in 20 States/ UTs; Role of Panchayats to be mainstreamed in Online Service Delivery

Good Governance

It has been recognised world over that good governance is essential for socio-economic sustainable development

The major three essential aspects emphasised in good governance are:

- Transparency
- Accountability and
- Responsiveness of the administration.

Why Citizen Charter

- Citizens' Charters initiative is a response to the quest for solving the problems which a citizen encounters, day in and day out, while dealing with the organisations providing public services.
- The concept of Citizens' Charter enshrines the trust between the service provider and its users.
- The basic objective of the Citizens Charter is to empower the citizen in relation to public service delivery.

Why Citizen Charter (contd..)

Six principles of the Citizens Charter are:

(i) Quality: Improving the quality of services;

(ii) Choice: Wherever possible;

(iii) Standards: Specify what to expect and how to act if standards are not met;

(iv) Value: For the taxpayers money;

(v) Accountability: Individuals and Organisations; and

(vi) Transparency: Rules/ Procedures/ Schemes/Grievances.

Institutionalisation of Citizen Charter

- To institutionalize the citizen charter in Gram Panchayats Ministry has prepared a model citizen charter for the Panchayats
- Model citizen charterrepresents a systematic effort to focus on the commitment of the Gram Panchayats towards its Citizens in respects of:
  - Standard of Services,
  - Information,
  - Choice and Consultation,
  - Non-discrimination and Accessibility,
  - Grievance Redress,
  - Courtesy and Value for Money
- Ministry had also carried out special campaign as 'Meri Panchayat, Mera Adhikaar Jan Sevaayein Hamaare Dwaar Campaign' during 2021 for the adoption with need specific modification.
- The campaign was mainly for ensuring the Gram Panchayats:
  - To have a citizen charter approved by the respective Gram Sabhas in place,
  - Cataloguing the different categories of services rendered to the citizen by the Panchayat,
  - The conditions for such service and
  - Also the time limit for such service.
- So far 218843 Gram Panchayats have prepared citizen charter and 215628 Gram Panchayats have get it approved from Gram Sabha.

Good Governance as an LSDGs

- As you know subsequent to the launch of the report of LSDG in December, 2021 Ministry adopted thematic approach for the localisation of Sustainable Development Goals (SDGs) through grossroot level interventions as recommended in the report.

- *Theme-8: Village with Good Governance* is one of the identified themes for LSDGs wherein local indicators related to service delivery and citizen centric matters with the concept of ease of living and ease of doing are included.

- The vision of this theme is ensuring benefits of development under various schemes and responsive service delivery to all.

PDI and Good Governance

- Taking forward the initiative of LSDGs, Ministry constituted a Committee for preparation of Panchayat Development Index to measure the progress towards LSDGs

- The Committee has submitted the report and the same has been accepted by the Government of India and released in a national workshop held on 28th June 2023 in New Delhi.

- The PDI report has identified 79 indicators under *Theme-8: Village with Good Governance and has grouped into 5 sub sectors:*
  - *Teamwork*
  - *Technology*
  - *Timeline*
  - *Transparency*
  - *Transformation*

- Some of the main indicators as mentioned in the report of PDI related to service delivery are:

  - Number of online services provided by GP
  - Percentage of Services delivered as per the timeline of the Citizens' Charter
  - Percentage of Grievances redressed
  - Online Management of Income and Expenditure of Panchayats
  - Preparation of Disaster Risk Reduction Plan
  - Whether the Citizen charter is prepared and upload in the Portal (Panchayat Charter website)
  - Ensuring transparency in Tender process
  - Percentage of RTI queries responded
  - Whether the List of beneficiaries of all Schemes displayed in GP

ISO Certification of Panchayats

- The ISO certification is also one of the initiatives of LSDGs to standardize the service delivery at Gram Panchayat level.

- The objective of ISO project is not just to obtain an ISO certification, rather focus on developing a quality management system that is capable of delivering quality services to the citizens.

- ISO 9001:2015 sets out the criteria for a quality management system that helps the organisation to satisfy its customers:
  - To meet their requirements, and
  - achieve continual improvement.

ISO Certification of Panchayats

- This standard is based on seven quality management principles which can ensure quality services and continuous improvement of the institution, which are:

  1. Customer focus
  2. Leadership
  3. Engagement of people
  4. Process approach
  5. Improvement
  6. Evidence-based decision making
  7. Relationship management

Benefits of ISO Certification

- **Front Office System:** A proper front office system that deliver quality services to public will be more appealing and help to develop a positive attitude among citizens towards the Panchayat.

- **Record Management system:** The record management ensures the retrieval of records in the minimal time. This ensures speedy delivery of services to public and improves quality of work life of the employees.

- **Infrastructure:** A basic infrastructure should be there for a smooth functioning of the institution, the certification ensures that the office is neat and appealing to both public as well as the employees.

- **Citizen Satisfaction:** The prime focus is to deliver quality services to the citizens and hence the citizen satisfaction will increase significantly.

Benefits of ISO Certification (Contd..)

- **Quality Culture in organisation:** The gram panchayats were more focused on day to day operations and delivery of services. But it will infused the concept of quality in the minds of elected representatives and employees.

- **Employee Participation and Satisfaction:** The initiatives like quality circle will ensured the participation of employees. In addition, an efficient record management system will reduce the work load of employees resulting in more satisfied employees.

- **Skill Development:** The quality management system insists on conducting at-least one employee training in month (either external or internal faculty), this improved skill set of employees as well as efficiency of front office functioning.

- **Ease to reply RTI queries and suit management:** Due to lack of record management system, it is quite difficult to respond on RTI queries on old records. Efficient record system will reduce the time and ease to respond on these queries.



Appendix 2 - Presentation by Mr. Eswaran Namboothiri, District ISO Coordinator

ISO - An Introduction



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ISO- In Short

International Organization for Standardization

- **Formation: 23 February 1947**
- **Headquarters: Geneva, Switzerland**
- **President: John Walter**
- **Members: 168 countries**
- **Official languages**

  English, French and Russian



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Quality Institutions in India

- **Bureau of Indian Standards (BIS)**
- **Quality Council of India (QCI)**

(Accreditation Authority)

मानकः पथप्रदर्शकः
Bureau of Indian Standards

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Formation	23 December 1986 https://bis.gov.in/PDF/bs/198663.pdf (for extra reading, BIS Parliament Act 1986)
Head Quarters	Manak Bhawan , New Delhi
Regional Offices	❖Kolkata (East), ❖Chennai (South), ❖Mumbai (West), ❖Chandigarh (North), ❖Delhi (central)

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BIS RESPONSIBILITIES

- Standard Development
- Testing and Calibration
- Public Awareness and Education
- Training programs by National Institute of Training for Standardization(NITS)
- International Collaboration- Certification of Foreign Products and Services
- Hall Marking

QCI
Quality Council of India

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QCI _ Objectives

- Established in 1997 through a Cabinet decision of the Government of India.
- An autonomous organization under the Ministry of Commerce and Industry.

Major Activities

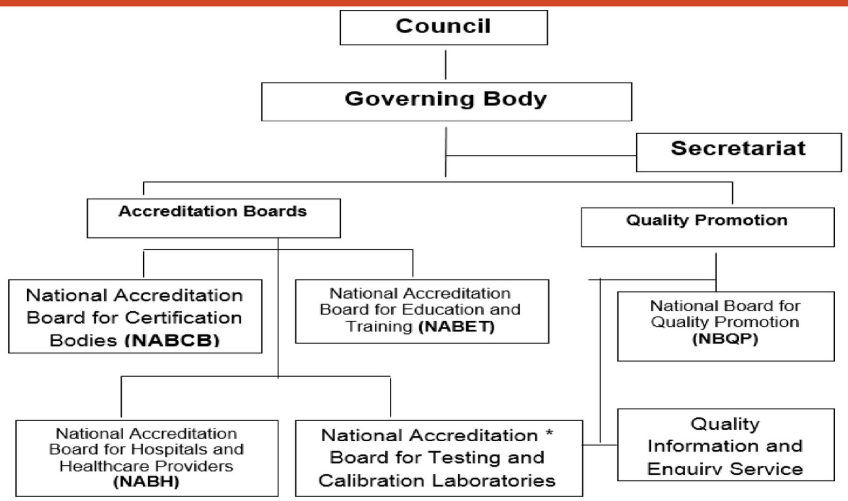
- Appointment of Accreditation Agencies in India
- Quality Promotion , Accreditation, Monitoring and ensuring quality
- Certification Schemes
- National Quality Campaigns

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QCI – Accreditation Boards

- ❑National Accreditation Board for Certification Bodies (NABCB),
- ❑National Accreditation Board for Education and Training (NABET),
- ❑National Accreditation Board for Hospitals Healthcare Providers (NABH),
- ❑National Accreditation Board for Testing and Calibration Laboratories (NABL).
- ❑National Board for Quality Promotion (NBQP)

Structure



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National Accreditation Board for Certification Bodies

(NABCB)

- ❑ Accreditation of certification and inspection bodies
- ❑ Assessment and Evaluation
- ❑ Guidance and Training
- ❑ Criteria Development

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What are Standards ?



Various Standards

STANDARDS	SYSTEM
ISO 9000	Quality Management
ISO 22000	Food Safety Management
ISO 14000	Environmental Management
ISO 26000	Social Responsibility
ISO 31000	Risk Management
ISO 37001	Anti-Bribery Management Systems
ISO 45001	Occupational Health And Safety
ISO 27001	Information Security Management

ISO 9000 Family
Quality Management System (QMS)

ISO 9000 series of Standards

The ISO 9000 family contains these standards:

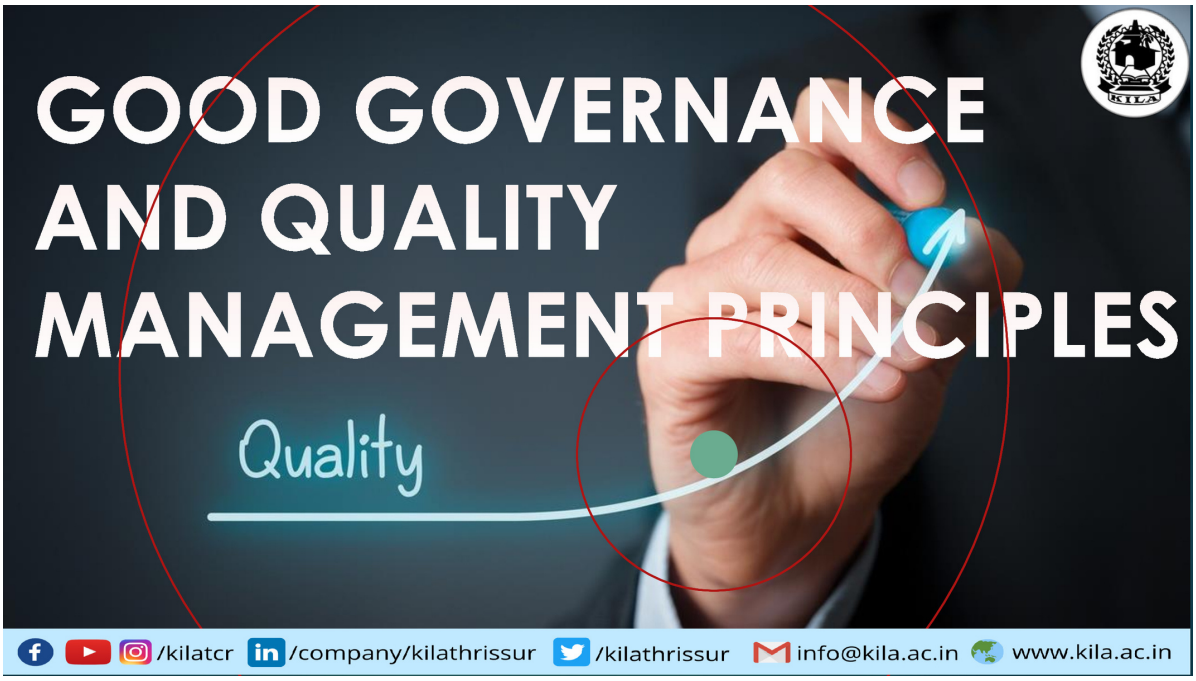
- ISO 9001:2015: Quality Management Systems – "**Certification Standard**"
- ISO 9000:2015: Quality Management Systems - Fundamentals and Vocabulary (definitions)
- ISO 9004:2018: Quality Management -Guidance to Achieve Sustained Success (continuous improvement)
- ISO 19011:2018: Guidelines for Auditing Management Systems

The ISO 9001:2015 standard covers the requirements for implementing a quality system in an organization.

*Based on **Quality Management** Principles.*

Appendix 3 - Presentation by Ms. Sreerisha, District ISO Coordinator

Good Governance And Quality Management Principles





3

1. CITIZEN FOCUS

- Citizen needs and overall satisfaction
- Revolve around citizen needs
- Assess and understand citizen needs

1. CITIZEN FOCUS

1	2	3	4	5
CITIZEN SURVEY	CITIZEN FEEDBACK FORM	CITIZEN CHARTER	COMPLAINT REGISTER	VISITORS DIARY

2. LEADERSHIP

- **Leadership and commitment**
- **Collective Leadership**

6

2. LEADERSHIP

1

QUALITY POLICY

-Establish
-Communicate
-Display

2

ROLES AND RESPONSIBILITIES

7

3. ENGAGEMENT OF PEOPLE

- The most valuable asset of the Gram Panchayat should be its competent and engaged Elected Representatives and Employees .
- Knowledge and experience of the Elected Representatives and Employees have influence on the day-to-day functioning of Gram Panchayat .

1

QUALITY CIRCLE

2

TRAININGS

QUALITY CIRCLE

It is an informal group of Elected representatives and employees for the continual improvement of the system.

- Quality Circle Guidelines
- Constitution
- Quality Circle Minutes
- Monitoring of QC

9

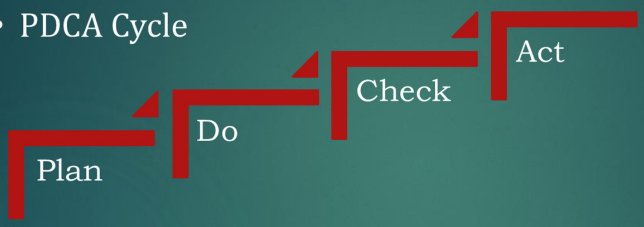
TRAININGS

- Training Need Analysis
- Training Plan
- Training Register
- Training Feedback

10

4. PROCESS APPROACH

- PDCA Cycle



11

4. PROCESS APPROACH

1 QUALITY OBJECTIVES

2 DOCUMENTATION

3 FRONT OFFICE MANAGEMENT



5. EVIDENCE BASED DECISION MAKING

Effective decisions are based on the analysis of data and information rather than guess work

1

RECORD MANAGEMENT



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RECORD MANAGEMENT

- Sorting
- Setting
- Preparation of Record Retention Schedule
- Preparation of Record Index
- Maintain Record Movement Register
- Preparation of Record Destruction Register
- Assign duty for Record Keeper
- Measures for Rodent and Pest control





6. IMPROVEMENT

- Effort to constantly improve the QMS to meet Citizen needs and expectations.
- Involves planning, implementing ,monitoring and correcting any problems that may occur.

1 INTERNAL AUDIT

2 MANAGEMENT REVIEW

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INTERNAL QUALITY AUDIT

▶Audit done within the Gram Panchayat to assess the activities associated with each position .

▶A Group of selected elected representatives and employees are trained for conducting the internal quality audit.

▶ Reports are presented towards the Panchayat committee for corrective actions and continual improvement.

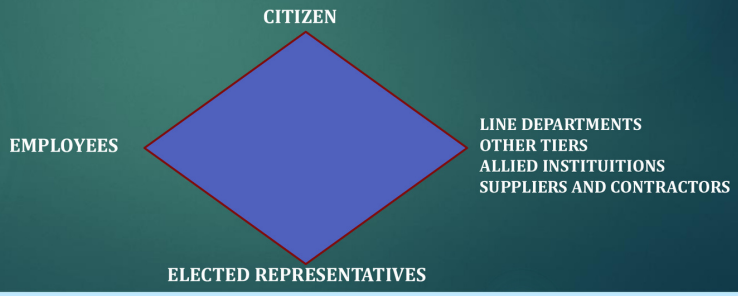
MANAGEMENT REVIEW (Panchayat Committee Review)

▶ Gram panchayat committee reviews the activities and take corrective actions

▶ Management review minutes

7. RELATIONSHIP MANAGEMENT

- Building a sound relationship with the Citizens and interested parties by the Gram Panchayat
- Gram Panchayat can improve the service only if they have good support from the stakeholders.



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PRINCIPLES	ACTIVITIES
CITIZEN FOCUS	CITIZEN SURVEY REPORT,CITIZEN FEEDBACK,CITIZEN CHARTER,COMPLAINT REGISTER,VISITORS DIARY
LEADERSHIP	QUALITY POLICY & ROLES AND RESPONSIBILITIES
ENGAGEMENT OF PEOPLE	QUALITY CIRCLE & TRAINING
PROCESS APPROACH	FRONT OFFICE MANAGEMENT,DOCUMENTATION,QUALITY OBJECTIVES
EVIDENCE BASED ON DECISION MAKING	RECORD MANAGEMENT
IMPROVEMENT	INTERNAL AUDIT,MANAGEMENT REVIEW
RELATIONSHIP MANAGEMENT	CITIZENS,EMPLOYEES,SUPPLIERS,ELECTED REPRESENTATIVES

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Appendix 4 - Presentation by Mr. Sujesh Das, District ISO Coordinator

Steps towards ISO Certification

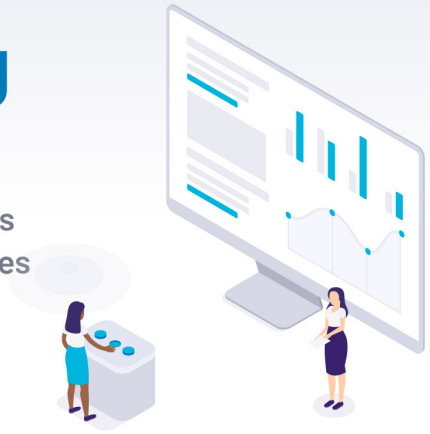




Understanding ISO

1

- Know ISO and knowing its Standards
- Meeting with Elected representatives and employees
- Providing the Idea of Quality Management System



Understanding ISO

Major Activities

1. Agreement with KILA and Gram Panchayats
2. Initial Meeting with Elected representatives & Employees



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Recognise the Gap

2

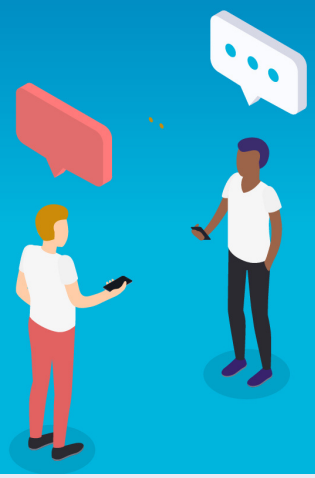
- Knowing the system/ Gram Panchayat
- Identifying the current condition of Gram Panchayat for quality development
- Trainings on QMS, Office Management, Record Management etc.
- Pick the best practices and find the lack



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Major Activities

- Conducting Status Analysis of the institution
- Status analysis Report submission
- Conducting of Induction Training to Induction training to all Elected Representatives & employees and Team Formation



3 Implementing The Action Plan

- Decision making for implementing action plan as per status report
- Quality improvement of Front Office System, Online Service Delivery system, Grievance redressal mechanisms, Quality infrastructure leading to employee and citizen satisfaction, etc.
- Time bounded implementation of short term goals



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Major Activities

- Training to all Elected Representatives & employees on Quality Circle, Internal Audit, MR, Office Management, Record Management etc. to make them more efficient.
- Team Formation
- Meeting with sub teams

(Front Office, Record Management, Capacity Building, Documentation, Infrastructure)

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4 Preparation of Documentation

- Documenting the activities and procedures
- Monitor every procedure either physically or digitally.
- Authorizing of all the documents
- Proceedings on Record Retention
- Identifying all the files and documents in the QMS/ Gram Panchayat



Major Activities

1. Citizen Survey Questionnaire Preparation
2. Citizen Feedback Collection and consolidation
3. Publishing Citizen Survey Report
4. Vision, Mission, Quality Policy, Quality Objectives preparation

5. Implementation of 5 S Principles for Record Room Management.
6. Finalizing the Master list of registers/ minutes & documents
7. Quality Circle convening and documentation

7. Training – Documentation
   - Level 1 - On Internal and External Training
   - Level 2 – Internal Audit and Management Review Meeting
   - Level 3 – Quality Manual and Procedure Manual publishing
8. All quality Improvements in the Grama Panchayat (Files, facilities, etc.)

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5 Certification audits

- Finalizing of a NABCB accredited Certification agency
- The Gram Panchayat itself needs to ensure all the ISO requirements originally planned and documented are completed in the initial stages itself
- Conducting of pre assessment audit, to check whether all requirements of certification are met
- First and second stage Certification Audits

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Major Activities

- Pre- Assessment Audit
- ISO Certification Stage -1&2 Audit Assistance
- Assistance on Closure of Areas of Concerns (Non conformities)



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- ISO certification is more than just a recognition or badge of honour, it forms the foundation for quality improvement culture in the Gram Panchayat.
- To ensuring the improvement of the quality system of Gram Panchayat, First and second surveillance would conduct with follow up visits.
- Also conduct various capacity building trainings and workshops on good governance in all the stages.

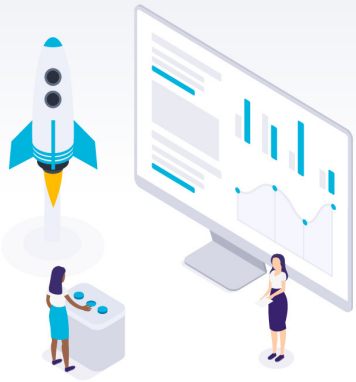


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Major Steps:

Training on Sustainability

Assistance for conducting Surveillance Audit 1&2



References

KILA Digital Repository, KILA Publications, TQM ISO Documents

http://dspace.kila.ac.in/handle/123456789/515



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Way Forward

- Discussion with State Department and KILA
- Government Decision on implementation of ISO Certification in Gram Panchayats
- Signing of Memorandum of Understanding with KILA for Consultancy
- Nodal Officer for both State and District
- Finalise the list of pilot Panchayats and categorised list

17

- KILA to visit the State to understand the state situation
- KILA to develop an Action Plan for the State
- State teams to visit Kerala GPs
- KILA team to start the activities as per the steps mentioned

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Thank you

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0487-2455000
0487-2204097
helpdesk@kila.ac.in

KILA Digital Repository
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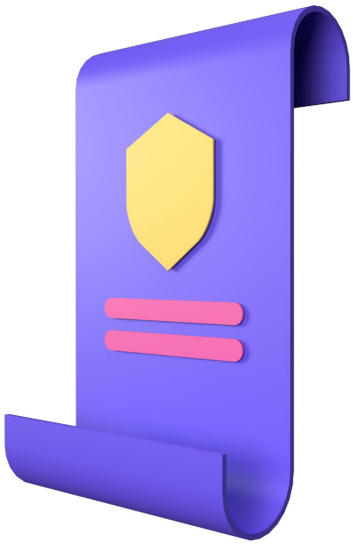
Appendix 5 - Presentation by Ms. Sonia Jose, District ISO Coordinator

Roles of the stakeholders

ROLES OF KEY STAKEHOLDERS

KERALA INSTITUTE OF LOCAL ADMINISTRATION

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KEY STAKEHOLDERS



- MINISTRY OF PANCHAYATI RAJ
- STATE GOVERNMENT
- KILA
- GRAM PANCHAYATS

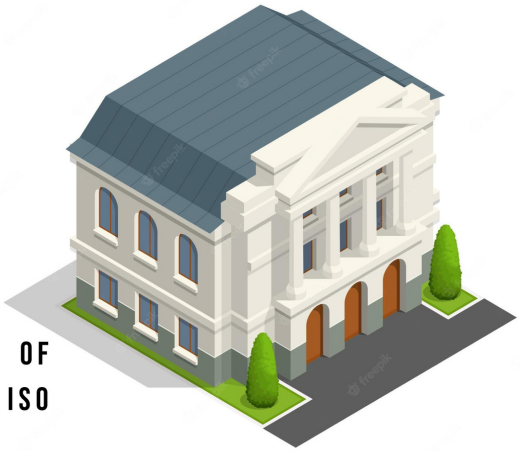
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- Advisories to the States
- Broad Guidelines
- Financial Allocation through RGSA and others
- Monitoring

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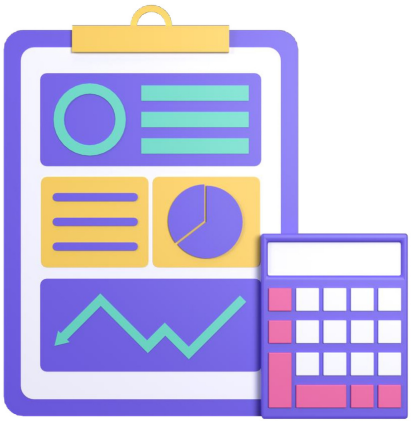
STATE GOVERNMENTS



- STATE GOVERNMENT POLICY
- ORDERS, MANUALS AND GUIDELINES
- ENGAGING KILA AS CONSULTANT
- IDENTIFYING CERTIFICATION BODIES
- FINANCIAL SUPPORT (BY ALLOCATION OF FUND/PROVIDE FUND FOR ISO CERTIFICATION)
- MONITORING AND FACILITATING AT DIFFERENT LEVELS (STATE LEVEL, SIRD, DISTRICT LEVEL OFFICES AND OTHERS)

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KILA

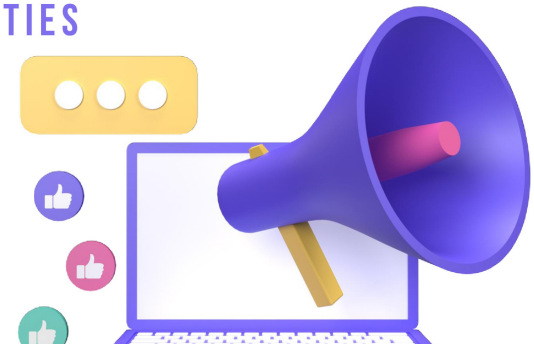


- STATUS ANALYSIS
- ORIENTATION AND CAPACITY BUILDING
- FACILITATING/ HANDHOLDING
- SUPPORTING AND MONITORING

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GRAM PANCHAYAT

- DECISION
- INFRASTRUCTURE AND FACILITIES
- IMPLEMENTATION
- DOCUMENTATION
- SUSTAIN



ISO CERTIFICATION ACTIVITIES & RESPONSIBILITIES

SL NO	TITLE	KILA RESPONSIBILITY	GRAM PANCHAYAT RESPONSIBILITY
1	DECISION FOR ISO CERTIFICATION		CONVENING OF PANCHAYAT COMMITTEE AND THE DECISION
2	STATUS ANALYSIS	CONDUCT STATUS ANALYSIS	SUPPORT FOR ANALYSIS
3	INDUCTION TRAINING	TRAINING & HAND-HOLDING	PARTICIPATION
4	CITIZEN SURVEY AND REPORT	TRAINING & HAND-HOLDING REFERENCE DOCUMENTS	PREPARE, FINALIZE AND PUBLISH
5	FEEDBACK REPORT & ANALYSIS REPORT	TRAINING & HAND-HOLDING REFERENCE DOCUMENTS	COLLECTION OF FEEDBACK FORMS AND CONSOLIDATION, MONITORING AND NECESSARY ACTIONS
6	QUALITY POLICY & OBJECTIVE PREPARATION	TRAINING & HAND-HOLDING REFERENCE DOCUMENTS	PREPARE AND PUBLISHING

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ISO CERTIFICATION ACTIVITIES & RESPONSIBILITIES

SL NO	TITLE	KILA RESPONSIBILITY	GRAM PANCHAYAT RESPONSIBILITY
7	QUALITY CIRCLE	TRAINING & HAND-HOLDING REFERENCE DOCUMENTS	CONVENING OF MEETING, MINUTES PREPARATION
8	PROCEDURE MANUAL	TRAINING & HAND-HOLDING REFERENCE DOCUMENTS	EDIT, FINALIZE AND PUBLISH
9	QUALITY MANUAL	TRAINING & HAND-HOLDING REFERENCE DOCUMENTS	EDIT, FINALIZE AND PUBLISH
10	MASTER LIST OF REGISTERS/MINUTES/RECORDS-PREPARATION	TRAINING & HAND-HOLDING REFERENCE DOCUMENTS	IDENTIFICATION, NUMBERING, LABELLING OF THE REGISTERS, MINUTES AND DOCUMENTS

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ISO CERTIFICATION ACTIVITIES & RESPONSIBILITIES

SL NO	TITLE	KILA RESPONSIBILITY	GRAM PANCHAYAT RESPONSIBILITY
11	FRONT OFFICE MANAGEMENT •FACILITIES FOR PUBLIC •FACILITIES FOR EMPLOYEES/ELECTED REPRESENTATIVES	TRAINING & HAND-HOLDING, STATUS ANALYSIS REPORT	ARRANGEMENT OF INFRASTRUCTURE AND MONITORING
12	INTERNAL AUDIT & NON CONFORMITY REPORT	TRAINING & HAND-HOLDING REFERENCE DOCUMENTS	CONDUCT INTERNAL AUDIT

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ISO CERTIFICATION ACTIVITIES & RESPONSIBILITIES

SL NO	TITLE	KILA RESPONSIBILITY	GRAM PANCHAYAT RESPONSIBILITY
13	MANAGEMENT REVIEW MEETINGS	TRAINING & HAND-HOLDING REFERENCE DOCUMENTS	REVIEW PLANNING FEEDBACK GRIEVANCE REDRESSAL MEETING DECISIONS
14	RECORD MANAGEMENT SYSTEM	TRAINING & HAND-HOLDING REFERENCE DOCUMENTS	DEVELOPING RECORD MANAGEMENT SYSTEM

ISO CERTIFICATION ACTIVITIES & RESPONSIBILITIES

SL NO	TITLE	KILA RESPONSIBILITY	GRAM PANCHAYAT RESPONSIBILITY
15	PREPARATION AND UPDATING OF CITIZEN CHARTER	TRAINING & HAND-HOLDING REFERENCE DOCUMENTS	PREPARATION AND PUBLISH
16	EMPLOYEE TRAINING SYSTEM	TRAINING & HAND-HOLDING REFERENCE DOCUMENTS	TRAINING NEED ASSESSMENT TRAINING PLAN/SCHEDULE
17	INFORMATION BOARDS	REFERENCES/MODELS	DISPLAYING REQUIRED INFORMATION BOARDS

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ISO CERTIFICATION ACTIVITIES & RESPONSIBILITIES

SL NO	TITLE	KILA RESPONSIBILITY	GRAM PANCHAYAT RESPONSIBILITY
18	STAGE ONE AUDIT AND STAGE TWO AUDIT	TRAINING & HAND-HOLDING	COMPLETING THE PROCESS AND READINESS REPORTING FOR THE AUDIT

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THANK YOU

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