



# QUALITY MANUAL

(IS/ISO 9001:2015)



**Department of Agricultural Research and Education  
and  
Indian Council of Agricultural Research**  
Ministry of Agriculture & Farmers Welfare  
Krishi Bhavan, New Delhi



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**Department of Agricultural Research and Education  
and  
Indian Council of Agricultural Research**



## **QUALITY POLICY**

DARE and ICAR are committed to clientele satisfaction and continual improvement for achieving excellence in agricultural research, education and frontline extension. This is achieved through systematic knowledge management, sense of ownership, responsive approach, human resource development, technological up-gradation, conducive work culture and implementation of effective Quality Management System ensuring compliance with applicable requirements.

## **QUALITY OBJECTIVES**

1. Achieving the documented measurable targets timely, qualitatively and with enhanced resource use efficiency
2. Providing improved service delivery to stakeholders through IT-enabled systems management and human resource development
3. Ensuring continual enhancement of clientele satisfaction

**(Himanshu Pathak)**  
**Secretary (DARE) & Director General (ICAR)**  
Krishi Bhavan, New Delhi

**Dated: 09th November, 2023**

**Department of Agricultural Research and Education  
&  
Indian Council of Agricultural Research**

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## Amendment Record Sheet

This amendment history sheet is updated and issued by MR to ensure that each controlled copy of this manual contains a complete record of amendments.

### Document Title

S. No.	Doc. No	Rev. No.	Date of Rev.	Page No	Summary of Changes
1.	DARE/ICAR QM-03	01	07.04.2022	Cover Page	Effective Date
2.				03	Added one Note
3.				05	Correction in Abbreviations
4.				08	Corrections in Scope of the license
5.				06	TS&WS changed as TS
6.				16	Added Quality Policy and Objectives
7.				18	Note for requirement of stamping
8.				25	Frequency of Internal Audit
9.				26	Frequency of Management Review
10.				30	Removal of Annexures
11.	DARE/ICAR QM-04	2	29.09.2022	Cover Page	Effective Date
12.				9	Added the Risk and Opportunity Clause
13.				9	Added the Quality Objective Measurement
14.	DARE/ICAR QM-05	3	09.11.2023	Cover Page	Effective Date
15.				Cover Page	Changes in Working Group
16.				7	Change of Management Representative (MR)
17.				23	Change of Organogram



## List of Abbreviations

List of abbreviations (non-standard) used in this Quality Manual (QM), Common System Procedure (CSD), Standard Operating Procedures (SOPs) & Forms (F), are arranged alphabetically here under: -

S. No.	Abbreviation	Full Form
1.	ADG	Assistant Director General
2.	AICRPs	All India Coordinated Research Projects
3.	DARE	Department of Agricultural Research & Education
4.	DG	Director General
5.	DGS&D	Directorate General of Supplies and Disposals
6.	DKMA	Directorate of Knowledge Management
7.	DS	Deputy Secretary
8.	EPABX	Electronic Private Automatic Branch Exchanges
9.	GAC	General Administration & Coordination
10.	Hqrs	Headquarters
11.	HR	Human Resource
12.	HRM	Human Resource Management
13.	ICAR	Indian Council of Agricultural Research
14.	ICT	Information and Communication Technologies
15.	IP	Intellectual Property
16.	IP&TM	Intellectual Property and Technology Management
17.	IPR	Intellectual Property Rights
18.	ISO	The International Organization for Standardization
19.	JS	Joint Secretary
20.	KAB	Krishi Anusandhan Bhavan
21.	KVK	Krishi Vigyan Kendra
22.	MoU	Memorandum of Understanding
23.	MR	Management Representative
24.	NASF	National Agricultural Science Fund
25.	NRM	Natural Resource Management
26.	PIM	Plan Implementation and Monitoring Unit
27.	QMS	Quality Management System
28.	QRT	Quinquennial Review Team
29.	RAC	Research Advisory Committee
30.	SMD	Subject Matter Division
31.	Tech. Coord.	Technical Coordination
32.	TS	Technical Services

## Distribution List For Quality Manual

Controlled Copy No.	Copy Holder
1	Secretary DARE & DG, ICAR
2	Additional Secretary DARE & Secretary ICAR
3 (Master Copy)	JS (Admn) / MR
4	Divisional Head (Horticultural Science)
5	Divisional Head (Animal Science)
6	Divisional Head (NRM)
7	Divisional Head (Crop Science)
8	Divisional Head (Fisheries Science)
9	Divisional Head (Agricultural Engineering)
10	Divisional Head (Agricultural Extension)
11	Divisional Head (Agricultural Education)
12	Divisional Head (Project Implementation and Monitoring)
13	Divisional Head (DKMA)
14	Divisional Head (NASF)
15	Divisional Head (LAW)
16	Divisional Head (Administration)
17	Divisional Head (Personnel)
18	Divisional Head (TS)
19	Divisional Head (Vigilance)
20	Divisional Head (GAC)
21	Divisional Head (Hindi)
22	Divisional Head (Finance)
23	Divisional Head (Technical Coordination)
24	Divisional Head (Works)
25	Divisional Head (IP&TM)
26	Divisional Head (DARE)
27	Certifying Body



## INTRODUCTION

The Department of Agricultural Research and Education (DARE) coordinates and promotes agricultural research & education in the country. DARE provides the necessary government linkages for the Indian Council of Agricultural Research (ICAR) which was established on 16th July 1929 as a registered society under the Societies Registration Act, 1860 in pursuance of the report of the Royal Commission on Agriculture. The ICAR has its headquarters at New Delhi.

### 1. SCOPE

The Council is the apex body for coordinating, guiding and managing research and education in agriculture including animal, crops, engineering, fisheries, horticulture and natural resources management sciences in the entire country. With 113 ICAR institutes and 73 agricultural universities spread across the country, this is one of the largest national agricultural research systems in the world, playing a major role in promoting excellence in higher education in agriculture. It is also engaged in cutting edge areas of science and technology development and its scientists are internationally acknowledged in their fields.

**ICAR Vision:** Lead India to attaining sustainable food, nutritional, environmental and livelihoods security through agricultural research and education.

**ICAR Mission:** Harness the power of science and innovation for food security, food safety, farmer prosperity and enhance natural resources base to promote inclusive growth and sustainable development.

#### **Mandate of ICAR:**

- Plan, Undertake, Coordinate and Promote Research and Technology Development for Sustainable Agriculture.
- Aid, Impart and Coordinate Agricultural Education to enable Quality Human Resource Development.
- Frontline Extension for technology application, adoption, knowledge management and capacity development for agri-based rural development.
- Policy, Cooperation and Consultancy in Agricultural Research, Education & Extension.

### 2. NORMATIVE REFERENCES

The source of documents/information referenced are from the Annual Reports, Handbook of work allocation (*published by ICAR*) and Website of ICAR.

### 3. TERMS AND DEFINITIONS

For the purposes of this document, the terms and definitions given in ISO 9001:2015 Standard shall apply.

### 4. CONTEXT OF THE ORGANIZATION

#### **4.1 Understanding the organization and its context**

The world as a whole is undergoing several transformative changes. Growing population, changing lifestyles, expanding urbanization and accelerated climate changes are creating new challenges for the national agricultural research system.



Whereas in the past, the challenge was to supply adequate food, but now it is to provide adequate nutrients to promote health; and in the future, the challenge would be to provide optimal nutrients based on individual's genetic profile. Fortunately, along with challenges, the developments in science are creating new avenues for tackling the challenges. The ICAR and the National Agricultural Research and Education System at large, are determined to harness the advances of science for the welfare of society. The Council is committed to transform itself into an organization engaged fully with the farmers, industry, entrepreneurs and consumers at large.

To keep pace with the changing environment, the ICAR has been updating its visions and strategies from time to time. The ICAR has determined external and internal issues that are relevant to its purpose and strategic direction and that affect its ability to achieve the intended results of its Quality Management System (QMS). The organization has the mechanism to monitor and review information about these external issues. Division specific external and internal issues have also been determined. ICAR has prioritize its activities by finalizing its mandate, vision and mission to providing better QMS.

#### **4.2 Understanding the needs and expectation of interested parties**

The DARE/ICAR has determined the interested parties i.e., ICAR research institutes and agricultural universities, and their requirement that are relevant to the QMS. It has the mechanism to monitor and review information about these interested parties and their relevant requirements. Division specific interested parties have also been determined.

#### **4.3 Determining the scope of the quality management system**

Quality Management System of DARE/ICAR Head Office, as defined under this Quality Manual covers “All the activities of DARE and ICAR *pertaining to coordinating, guiding and managing research, extension and education in agriculture including Crop Science, Horticulture Science, Natural Resource Management, Agricultural Engineering, Animal Science, Fisheries Science, Agricultural Education, and Agricultural Extension are executed through various ICAR institutes, National Research Centers, National Bureaux, Directorates,/ Project Directorates, Krishi Vigyan Kendras and Agricultural Universities. “However, Design and Development of Products and Services (Claus 8.3) and property belonging to customers or external providers (Clause 8.5.3) are not applicable to the organization”.*

#### **4.4 Quality Management System and its processes**

**4.4.1** Various processes covered under Quality Management System of DARE/ICAR have been determined with their sequence and interactions. The organogram of the DARE/ICAR has been laid out as depicted in *Annexure-I*. The criteria and methods needed to ensure the effective implementation and control of various processes shall be established and wherever necessary documented in various Quality System Procedure/ Process Efficiency Criterion have been prepared.

Necessary resources and information required to support the operation and monitoring of these processes shall be provided by Senior Management through



General Administration and Coordination (GAC), Administration, Personnel, Technical Service, Finance Division etc. and regularly reviewed, upgraded as necessary.

Outsourced processes in DARE/ICAR Head Office includes maintenance of office premises and various office equipment e.g., Computers, photocopiers, EPBAX etc. The control over these outsourced processes is ensured by GAC Division.

It shall be ensured that processes are monitored, measured and analyzed where applicable at appropriate levels for smooth, operation, fulfilment of their laid down criteria and meeting stakeholders' requirement.

Continual improvement is an important part of QMS at DARE/ICAR, and it shall be achieved through improvement of resources, processes and systems along with stakeholders' focus.

**4.4.2** The QMS at DARE/ICAR shall be documented through the following levels of documents and shall be retained at all locations where operations, essential for effective functioning of quality management system, are performed.

- (a) Quality Manual
- (b) Quality Policy & Quality Objectives
- (c) Common System Procedures
- (d) Additional documents needed for effective planning, operation and control of processes; (i) internal documents such as Circulars, Check lists, Record Formats, Ministerial Circulars, Guidelines, Instructions etc. (ii) external documents such as Rules & guidelines of Govt. of India etc.
- (e) Records as required under QMS

## **5. LEADERSHIP**

### **5.1 Leadership and commitment**

#### *5.1.1 General*

The management of DARE/ICAR, is committed to the development and implementation of the Quality Management System and continually improving its effectiveness by:

- (a) being accountable for the effectiveness of the Quality Management System;
- (b) communicating to all employees of the Council, the importance of effective quality management and of conforming to the quality management system requirements the importance of meeting customer, applicable statutory and regulatory requirements through regular training programmes, display of documents;
- (c) establishing the quality policy based on progressive objectives;
- (d) ensuring establishment of quality objectives;
- (e) promoting the use of the process approach and risk-based thinking;
- (f) engaging, directing and supporting persons to contribute to the effectiveness of the quality management system;
- (g) promoting improvement and supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility;
- (h) conducting management reviews; and



- (i) ensuring the availability of resources.

#### 5.1.2 Customer focus

ICAR is committed to develop and provide services meeting the requirements of various ICAR Institutes, Agricultural Universities, *Krishi Vigyan Kendras*, so as to achieve full satisfaction while also taking into consideration the benefits to the ultimate beneficiaries and society at large.

The top management shall play a leading role in creating organizations' wide focus for the stakeholders. Systems have been created to ensure that institute requirements are determined and services are developed taking in to consideration features/ requirements specific to the training are fulfilled at each applicable function and level with the aim of achieving and continually enhancing their satisfaction.

Necessary actions shall be taken to determine existing and upcoming requirements of stakeholders, create necessary products, corresponding processes, infrastructure and other resources to meet these requirements and create awareness, concern and systems to continuously meeting these requirements.

### 5.2 Policy

#### 5.2.1 Establishing the quality policy

The ICAR has established a quality policy in accordance with the requirement of ISO 9001:2015. The quality policy is appropriate to the nature of the ICAR's activities. It has been issued by Management Representative (MR) and approved by Secretary, DARE & DG, ICAR. The Quality Policy reinforces the ICAR's commitment to comply with the requirements and continually improve the effectiveness of the Quality Management System. Based on the Quality Policy, and Quality Objectives for the different functions and levels have been established in the organization.

#### 5.2.2 Communicating the Quality Policy

Quality Policy shall be widely communicated, understood and adopted throughout the organization. Quality Policy is a dynamic document, which shall be regularly reviewed and updated based on changing business environment, management priorities, focus etc.

### 5.3 Organizational roles, responsibilities and authorities

Secretary, DARE & DG, ICAR has appointed Joint Secretary, ICAR as Management Representative (MR) along with a working group and QMS Coordinators of each Division/ Unit who has been given additional responsibility for:

- a) Ensuring that process needed for Quality Management System are established, implemented and maintained in according with ISO 9001:2015 in the organization.
- b) Ensuring that the processes are delivering their intended outputs.
- c) Reporting on performance of the Quality Management System to the top management for review which forms the basis of improvement of the quality system.
- d) Ensuring the promotion of customer requirements throughout the organization



- e) Ensuring that the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented.
- f) Liaison with Certifying Body and other External Agencies on matters relating to Quality Management System.

For establishing internal communication, reporting on processes of quality management system and their effectiveness, the primary responsibility lies with MR and the top management. MR in consultation with top management and Divisional Heads/ Working Group/ QMS Coordinators ensures effective communication on various QMS issues and regular work-related issues through circulars, notice boards, meetings, memos and emails.

## 6. PLANNING

### 6.1 Actions to address risks and opportunities

6.1.1. When planning for the quality management system, DARE/ICAR considered the issues referred to in 4.1 and the requirements referred to in 4.2 and determined the risks and opportunities that need to be addressed to:

- a) Give assurance that the quality management system can achieve its intended results;
- b) Enhance desirable effects;
- c) Prevent, or reduce, undesired effects; and
- d) Achieve improvement.

6.1.2 DARE/ICAR shall plans:

- a) Actions to address these risks and opportunities;
- b) How to:
  1. Integrate and implement the actions into its quality management system processes (See 4.4)
  2. Evaluate the effectiveness of these actions. Actions taken to address risks and opportunities are proportionate to the potential impact on the conformity of services.

### 6.2 Quality Objectives and Planning to achieve them

6.2.1 DARE/ICAR has established quality objectives at relevant functions, levels and processes needed for the quality management system. The quality objectives are:

- a) Consistent with the quality policy;
- b) Measurable;
- c) Taken into account applicable requirements of DARE/ICAR institutes;
- d) Relevant to conformity of services and to enhancement of customer satisfaction;
- e) Monitored by organizing internal audits, and MRMs
- f) Communicated to all concerned Divisions/Sections; and
- g) Updated as appropriate in the Divisional Documents.

6.2.2 When planning how to achieve its quality objectives, DARE/ICAR has determined:



- a) What will be done: Annual assessment of the Divisional Objectives and present the results before top management;
- b) What resources will be required: Detailed actions taken according to the objectives;
- c) Who will be responsible: Divisional heads in consultation with QMS coordinators;
- d) When it will be completed: Annually
- e) How the results will be evaluated: Results will be analyzed with suitable statistical methods.

### **6.3 Planning of Changes**

The QMS planning shall be reviewed and revised from time to time in line with emerging requirements of training and market dynamics, and need for continual improvement. Integrity of Quality Management System shall be maintained when changes to QMS are planned and implemented.

## **7. SUPPORT**

### **7.1 Resources**

#### **7.1.1 General**

It shall be ensured that adequate resources are arranged, provided and are upgraded continually based on emerging requirements.

The ICAR has determined and provided the resources needed for the establishment, implementation, maintenance and continual improvement of the quality management system. The ICAR has considered:

- (a) The capabilities, constraints, and existing internal resources; and
- (b) What needs to be obtained from external providers.

#### **7.1.2 People**

The ICAR has determined and provided the personnel necessary for the effective implementation of its quality management system and for the delivery of services of its processes.

ICAR Offices are located at Krishi Bhawan, Krishi Anusandhan Bhavan-I (KAB-I) &, Krishi Anusandhan Bhavan-II (KAB-II) in New Delhi. Overall manpower planning shall be done at individual divisional level keeping in view the projected work, new services, and emerging needs and sanctioned norms. The overall human resource requirements are fulfilled by supporting Divisions viz. Personnel, Administration, TS etc. through recruitment/ promotion/ transfer on the set criteria for educational qualification, experience and competence as defined in the govt. service rules for different positions. The overall Human Resource Planning shall take into consideration the working nature of the DARE/ICAR and its activities and functions.

An important aspect of overall Human Resource Planning shall be maintenance of competence levels. Regular upgradation of knowledge and skills of the members of the organization shall be ensured by Human Resource Management (HRM) Unit and competent personnel shall be placed for jobs.



### 7.1.3 Infrastructure

The ICAR has determined, provided and maintained the infrastructure needed to achieve conformity of products and service requirements. Infrastructure includes, as applicable:

- (a) Buildings, workspace and associated utilities;
- (b) Fast speed internet facilities to enable all the office processes through on-line mode i.e., DARE/ICAR e-Office.
- (c) Process equipment (both hardware and software) and
- (d) Supporting services (such as transport, communication or information systems).

The basic infrastructure needed for quality execution of various works is largely already in place, which includes building, work space, storage facilities and associated utilities like computer hardware and software and support services such as transport and communication.

Infrastructural investments shall be planned at Division level depending on need. Infrastructural requirements shall be made available in a timely manner. Infrastructural needs of all the divisions at ICAR Head Office for General items e.g. Stationary, computers, computer peripherals, furniture, vehicle etc. are fulfilled by GAC Division. Each owner/ user shall be responsible for maintenance, upkeep and improvement of necessary infrastructure to provide service and maintain a professional work environment.

### 7.1.4 Environment for the operation of processes

A supportive physical and human work environment already exists in DARE/ICAR which shall be maintained through continuous efforts at all levels. Effort shall be made to create and nurture conducive working relationships and team spirit to motivate all personnel to ensure their full involvement and contribution in the quality process.

The term “work environment” relates to those conditions under which work is performed including physical, environmental and other factors applicable to the product. The factors affecting the work environment include:

- a) healthy environment
- b) hygiene, cleanliness of work places and safety
- c) freedom from noise, vibration for better performance
- d) availability of fire extinguishers in the office premises and its maintenance

### 7.1.5 Monitoring and Measuring Resources

The ICAR has determined the monitoring and measurement to be undertaken of resources needed to provide evidence of conformity of service. The DARE/ICAR has established processes to ensure that monitoring and measurement are carried out in a manner that is consistent with the monitoring and measurement requirements.

In addition, the DARE/ICAR also assesses and records the validity of the previous measuring results when the services are found not to conform to requirements.

All the research works/ projects/ schemes etc. identified by the unique numbering. All Patented technologies, records, documents, reports, schemes have unique identification number.



### 7.1.6 Organizational Knowledge

The DARE/ICAR has determined and provided the resources needed to ensure valid and reliable results when monitoring and measuring is used to verify the conformity of services to requirements. This knowledge shall be maintained and be made available to the extent necessary. The training material of the trainings undergone by the personnel will also constitute the organizational knowledge.

When addressing changing needs and trends, the DARE/ICAR shall consider its current knowledge and determine how to acquire or access any necessary additional knowledge and required updates. The DKMA is committed to promote ICT driven technology and information dissemination system for quick, effectual and cost-effective delivery of messages to all the stakeholders in agriculture. Keeping pace with the current knowledge diffusion trends, Directorate is delivering and showcasing ICAR technologies, policies and other activities through print, electronic and web mode.

### 7.2 Competence

The ICAR has employees of different category viz, scientist, technical officers, administrative, finance and supporting staff. All staff members are qualified to their function with appropriate education background. Divisional Heads are ensuring that relevant staff members are allocated work as per their competence and skills. Annual review of the competence of the staff members is done and maintained. Staff members are provided skill development training appropriately. The ICAR has established Human Resource Management (HRM) Unit at ICAR HQs with the objectives of overall coordination, monitoring, and implementation of HR policies, management of training needs as well as to evaluate and advice on all strategic HR needs and requirements of the Council.

### 7.3 Awareness

The DARE/ICAR has displayed the quality policy in the appropriate places and the quality objectives are circulated to all Divisions/Units. The QMS Coordinators/nodal officers of the Divisions/Units/ Sections are sensitized through training about the quality management system including the benefits of improved performance. They are also sensitized about the implications of not conforming with the QMS requirements. The Divisional Heads and QMS Coordinators in turn sensitize the staff working under the Division about the same.

### 7.4 Communication

The management of the ICAR ensures that appropriate communication processes are established within and outside the Council and that communication takes place regarding the effectiveness of quality management system during Management Review Meeting with regards to objectives, improvements and status of corrective and preventive action with all heads. The quality policy, quality objectives and customer expectations are communicated to all employees through discussions, training programmes, display boards and other means as appropriate like verbal feedback of the workers for improvements if any. The different channels of internal communication are team briefing during internal audit and management review meetings by management review committee and their minutes, in-office



circulars, communicating and retrieving documents such as quality manual, quality procedures and work instructions.

The different channels of external communication (what, with whom, when, how & who communicates) with different stakeholders are policy circulars, requirements for outsourced processes etc. Internal communication within the organization exists in various forms such as meetings, internal circulars, interactions and various forums for consultations and information sharing such as Periodic Management Meetings, Annual Training Conference etc. which shall also be utilized for communication regarding the effectiveness of QMS.

It shall be ensured that communication on all matters relating to QMS, customer satisfaction and quality of service are effective on time to bring out best possible response. Timely response norms have been provided in various Process Efficiency Criterion formulated for various process.

## **7.5 Documented Information**

### **7.5.1 General**

The QMS at ICAR shall be documented through the following levels of documents:

- a) Quality Manual
- b) Quality Policy, Quality Objectives with Development Plans
- c) Quality System Procedures
- d) Additional documents needed for effective planning, operation and control of processes; (i) internal documents such as Circular Check Lists, Record Formats, Ministerial Circulars, Guidelines, instructions etc. (ii) external documents such as Rules & guidelines of Govt. of India etc.

The Quality Manual has been established to provide an outline of Quality Management System at ICAR Head Office and it covers the following:

- a) Introduction to ICAR Head Office
- b) Quality Policy and Objective
- c) Scope and Basis of Quality Management System at ICAR Head office
- d) Role of Management in effective implementation of Quality Management System at ICAR Head office;
- e) Resource Management;
- f) Outlines of Service Realization Processes at ICAR Head office; and
- g) Measurement, Analysis and Improvement of QMS at ICAR Head

### **7.5.2 Creating and updating**

Generation of the record shall be ensured as per the requirements. Records generated shall be legible and identifiable. They shall be collected, compiled, maintained, properly indexed and filed as necessary. Adequate facilities shall be provided to maintain sage condition, custody of records in such a manner that they are easily retrievable and are prevented from damage, deterioration or loss.

### **7.5.3 Control of documented information**

The DARE/ICAR has maintained documented information defining the controls needed to:

- a) Identify and describe the documents in soft (Office files in DARE/ICAR

- e- Office) as well as hard form (if possible), the format for which has been specified,
- b) Review and approve the documents as necessary for suitability & adequacy,
  - c) Ensure that relevant versions of applicable documents are available where and when it is needed,
  - d) Ensure the documents remain adequately protected.
  - e) Ensure that documents are stored, preserved, remain legible and readily Identifiable. Emphasize on soft forms of the documents.
  - f) Ensure that documented information of external origin determined by the DARE/ICAR to be necessary for the services of the quality management system are identified as appropriate and controlled.
  - g) Retention and disposition as per the new system of DARE/ICAR e-office module.

Documented information retained as evidence of conformity shall be protected from unintended alterations. Document control mechanism shall ensure that:

- a) The relevant versions of applicable documents shall be available at all locations where operations, essential for effective functioning of quality management system, are performed.
- b) All documents shall be legible and identifiable.
- c) Obsolete/ nonoperational documents shall be promptly removed from all points of issue or use.
- d) Any obsolete document(s) maintained for archival/ future reference purpose shall be identified by stamping accordingly & appropriately stored.

*[Note: Stamping may not be necessary due to online data/information management.]*

The responsibilities to control the records shall be as per the documented procedures on the subject. Records established to provide evidence of conformity to requirements and effective operation of Quality Management System as identified under various Quality System Procedures & Process Efficiency Criterion.

Generation of the record shall be ensured as per the requirements. Records generated shall be legible and identifiable. They shall be collected, compiled, maintained, properly indexed and filed as necessary. Adequate facilities shall be provided to maintain sage condition, custody of records in such a manner that they are easily retrievable and are prevented from damage, deterioration or loss.

Minimum retention period of records shall be fixed depending on user department / ICAR requirements. It shall be ensured that records are not disposed-off before the minimum retention period and, whenever disposed-off, it is done as per the laid down policy / guideline / procedure.

## **8. OPERATION**

### **8.1 Operational Planning and Control**

The processes needed for realization of services rendered by the DARE/ICAR Head Office for conduct of all activities related to providing support to various ICAR Institutes through their various Divisions shall be planned ensuring



compatibility of the planning with other QMS processes, quality plans, procedures and other relevant documents.

To achieve this goal ICAR Head office work cohesively for smooth execution of the work.

In planning service realization, following issues shall be determined as appropriate:

- Quality objectives and requirements for the support services to be provided.
- The need to establish additional processes, documents and to provide the resources suitable to the services to be provided.
- The need to identify suitable specialists/ vendors/ consultant's/ service providers for various items/ services to be procured.
- Required verification, monitoring, inspection activities specific to the services to be provided and criteria for acceptance of services.
- The need for developing additional skills and competencies required.
- Records needed to provide evidence that realization of processes and resulting services meet the requirements.

The output of this planning is consolidated in the form of procedures, process efficiency criterion, work instructions and guidelines which shall be made available for use.

## **8.2 Requirements for Services**

### **8.2.1 Customer Communication**

Customers in the context of DARE/ICAR Head Office are various ICAR Institutes/ Agricultural Universities/ Krishi Vigyan Kendras (KVKs) etc. All customer communications shall be handled with utmost care to ensure timely and effective response with necessary action.

- All communications with respect to ICAR Institutes, Agricultural Universities, KVKs, Service Providers, Stakeholders shall be handled mainly by concerned Divisional Heads.
- All communications with respect to project requirements/ specifications, execution process, arrangement of required resources, feedback, etc., shall be handled at the level of Division/ Units/Subject Matter Division (SMD) and responded in a timely manner through personal discussions, emails, letters, fax, social media etc., as suitable.
- All communications related to ICAR feedback/ complaints shall be effectively handled at the senior level as per its severity. These shall be analyzed and examined for prompt action.

### **8.2.2 Determining the requirements for services**

Requirements related to technological services are received from various ICAR Institutes through project proposals and finalized by their respective Divisions. The requirements related to agricultural education are decided by Education Division of ICAR & Govt. of India.

Statutory and Regulatory requirements applicable to the Service:

Statutory and regulatory requirements related to ICAR services are available with the Divisions e.g. Education Division follow all the statutory and regulatory requirements related to University norms in India, for purchasing of items in



ICAR all the requirements prescribed by DGS&D rules & Govt. of India are followed, Personnel/ Administration/ TS Divisions follow all the requirements related to human resource & development prescribed by Govt. of India, Finance Division follow all the Statutory and regulatory requirements related to taxation, pension, provident fund etc. prescribed by Govt. of India.

### 8.2.3 Review of the requirements for services

The requirements related to technological services are reviewed in various Divisions for executing various research projects by various ICAR Institutes. Applications for scholarships/ fellowships, examinations and accreditation of universities are also received for approval in the Education Division. On receipt of the proposals/ applications, these are reviewed for their completeness, availability of supporting documents and authentication.

In addition, the availability of adequate & competent manpower and workload are reviewed to ensure that the proposal review activity may be undertaken professionally and completed on time. Any additional manpower requirement and training needs to enhance the competency levels are assessed at least once in a year.

The compliance to the stated/ un-stated requirements of services is checked by:

- ❖ Reviewing the status of projects/ activities.
- ❖ Monitoring by various committees i.e., RAC, QRT etc.
- ❖ Audit check by Internal Audit.
- ❖ Monitoring the suggestions and complaints received from ICAR Institutes/ Stakeholder/ DARE/ Ministry

During the review/ Audit, all major activities of the ICAR should be reviewed. The deficiencies observed are sorted out and necessary instructions are passed for rectification of deficiencies on regular basis and the compliance is verified. Necessary resources to various ICAR institutes are provided by Head Office.

Records of reviews are maintained by the concerned office/ Division.

### 8.2.4 Changes to requirements for services:

Where the service requirements are changed, the ICAR ensures that relevant documents are amended and that relevant personnel are made aware of the changed requirements.

## 8.3 Design & Development of products and services

Not applicable to ICAR Head Office.

## 8.4 Control of Externally Provided Processes, Products and Services

The DARE/ICAR does not outsource its core activities. The purchase of required material/items is done by established processes.

## 8.5 Production and Service Provision

### 8.5.1 Control of Production and Service Provision

ICAR Head Office plan, coordinate and monitor activities related to research, enhancement of quality of higher education in agriculture sector, IP management, commercialization & transfer of new technologies, capacity building etc. which are executed through various ICAR Institutes/ Agricultural Universities.



The Service planning is carried out on the basis of the proposals/ applications received from various ICAR Institutes/ Agricultural Universities/ students indicating the project description/ resources required.

The monitoring of the progress of works is done by the Head of the Division/ SMD or ADGs/ Nominated project Coordinator/ RAC/ QRT.

Various processes involved in realization of processes, have been duly identified, documented and controlled.

Main service realization processes are:

- ❖ To plan, coordinate and monitor research for enhancing production and productivity of agriculture sector.
- ❖ Monitoring & management of Research Works.
- ❖ Budget & resource provision to ICAR Institutes.
- ❖ Monitoring & review of various projects.
- ❖ To enhance quality of higher education in Agriculture sector.
- ❖ To conduct examinations for various postgraduate programmes in the field of Agriculture.
- ❖ Accreditation/ Extension of accreditation of agricultural universities.
- ❖ To provide financial & professional support to Agricultural Universities for modernization and strengthening of academic facilities, infrastructure and faculty improvement and monitoring of progress of the same.
- ❖ IP management and commercialization and transfer of technologies to end users.
- ❖ Human resource development and capacity building for technology application.

All the activities shall be planned and carried out in line with laid down Procedures and Process Efficiency Criterion which shall be documented and kept updated.

It shall be ensured that appropriate infrastructure and systems are maintained in suitable working conditions and information needed to control/ manage various processes is made available. It shall be ensured that appropriate supervision, checks, appraisals, monitoring, inspections etc. are carried out for maintaining appropriate controls over various service processes and compliance with procedures/ quality plans.

#### 8.5.2 Identification and Traceability

All the research works/ projects/ schemes etc. identified by the unique numbering/ labels/specific nomenclature. All Patented technologies, records, documents, reports, schemes have unique identification numbers.

#### 8.5.3 Property belonging to customers or external providers

Customer property is not applicable as no customer property is required/ preserved till output is delivered.

#### 8.5.4 Preservation

It shall be ensured that suitable storage is provided to all types of process records, Memorandum of Understandings (MoUs), Reports of projects, legal cases, policies, educational schemes, norms, standards, academic regulations, under graduate course curriculum and syllabi etc.

It shall be ensured that suitable storage is provided to all records/ documents and data to preserve them in good condition. All vital data, keyed into system shall have adequate data security and back-up system shall be ensured.

Data in hard copies shall be preserved in files maintained to prevent their damage or deterioration or loss pending their disposal as per laid down norms. All necessary guidelines/ instructions shall be issued for this purpose and compliance ensured through suitable supervision

#### 8.5.5 Post-delivery activities

The ICAR meets requirements for post-delivery activities associated with services. In determining the extent of post-delivery activities that are required, the organization shall consider:

- a) statutory and regulatory requirements;
- b) the potential undesired consequences associated with its services;
- c) the nature, use and intended lifetime of its services;
- d) customer requirements;
- e) customer feedback.

#### 8.5.6 Control of changes

The ICAR shall review and control changes for service provision, to the extent necessary to ensure continuing conformity with requirements. The organization shall retain documented information describing the results of the review of changes, the person(s) authorizing the change, and any necessary actions arising from the review.

### 8.6 Release of Services

The ICAR shall implement planned arrangements, at appropriate stages, to verify that the service requirements have been met. The release of services to the customer shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, as applicable, by the customer.

The organization shall retain documented information on the release of services. The documented information shall include:

- a) evidence of conformity with the acceptance criteria;
- b) traceability to the person(s) authorizing the release.

### 8.7 Control of Non-Conforming Outputs

Documented procedure exists for Control of Non-Conformities at any stage in providing the services and execution of various processes to prevent/ manage non-conformities creeping in at any stage leading to unintended and wrongful delivery of products and services.

Non-conformities committed, if any, shall be identified through activities such as monitoring, internal quality audits, examination of records etc. They shall be documented and evaluated to determine the extent and boundaries of the repercussions/ corrections needed. They shall be notified to the concerned personnel within the ICAR Head Office to limit the extent of damage and necessary actions shall be decided for resolution of the non-conformities. Wherever non-



conformity is of a serious nature, it shall be reported to the top management for review.

The decision to accept any deviation shall not be taken at a level lower than Divisional Head. Record of all deviations shall be maintained. Records of non-conformities including rectification, permitted deviation shall be documented and communicated to the concerned personnel for implementation.

The necessary checks shall be undertaken by Head of the Division/ Section to ensure the rectification as communicated. Documented information of nature of non-conformities, any subsequent actions taken and any concessions obtained are retained.

## 9. PERFORMANCE EVALUATION

This chapter elaborates the policy with regard to Monitoring, Measurement, Analysis and Evaluation of services and related processes in ICAR for ensuring effective implementation of Quality Management Systems and related processes.

### 9.1 Monitoring, Measurement, Analysis and Evaluation

#### 9.1.1 General

Monitoring, Measurement, Analysis and Evaluation activities related to ICAR Head Office for execution and monitoring of all the processes shall be planned and implemented to:

- ❖ ensure and demonstrate conformity of service executed/ delivered in accordance with the planned requirement.
- ❖ ensure and demonstrate effective and efficient operation of Quality Management System.
- ❖ continually improve the effectiveness of the Quality Management System.

These activities shall include:

- Monitoring/ Measurement of Customer satisfaction.
- Internal Quality Audits.
- Monitoring and Measurement of processes involved in service execution.
- Monitoring and Measurement of Products/ Service deliverables.
- Control of Non-conformities.
- Analysis of data.
- Continual Improvement Process
- Preventive actions
- Corrective actions

#### 9.1.2 Customer Satisfaction

Customers in the context of ICAR Head Office are various ICAR Institutes/ Agricultural Universities/ Students etc.

Customer satisfaction with respect to services of ICAR Head Office shall be assessed through activities such as:

- ❖ Meetings/ interactions with Institutes/ Agricultural Universities in Review Meetings.
- ❖ Customer feedback from the Institutes/ Agricultural Universities/ Students and

- ❖ Divisional Head shall review & analyses the formal Customer feedbacks received from the Institutes/ Agricultural Universities/ Students. Top management shall take note of all the feedbacks from various stakeholders and ensure removal of the shortcomings identified.

### 9.1.3 Analysis and Evaluation

Important data needed for Quality Management shall be identified, generated, collected and compiled to analyze trends, using as required, suitable statistical techniques. Results of analysis shall be recorded and reported and areas needing system corrections shall be identified with the goal of quality improvement.

Some of the important data to be analyzed are indicated below:

- ❖ Customer satisfaction
- ❖ Data on performance of outsourced service suppliers/ providers;
- ❖ Key process parameters to analyze process performance, trend of processes and services delivered including opportunities for corrective & preventive actions; and
- ❖ Service Delivery parameters to analyze service conformity, quality of service and improvement required.

## 9.2 Internal Audit

The ICAR conducts internal audits at planned intervals to determine whether the quality management system:

- Confirms to the planned arrangements, to the requirements of IS/ISO 9001: 2015 and to quality management system requirements established by the ICAR and
- Is effectively implemented and maintained.

A system of internal quality audits shall be implemented at ICAR Head Office. Internal quality audits covering all the activities of ICAR Head Office shall be planned by MR in line with the documented procedure on the subject. Audits shall be planned at a specified frequency i.e., twice in a year. In addition, depending on status/ importance of the activity or results of previous audits, further audits, comprehensive or partial, may be planned. The planned audit programmes shall bring out audit criteria and scope clearly.

Internal auditors shall be trained and qualified, whose services shall be used to carry out effective audits of QMS. Selection of auditors and conduct of audit shall be carried out in an objective and impartial manner. Auditors shall not audit their own work. Internal audits shall be carried out in line with the laid down procedure on the subject. ISO 19011 shall be used as the guideline document for conducting the audit.

To control the extent of individual subjectivity and bias, internal quality audits shall be carried out by teams as far as possible. As far as possible, at least one member of the team shall have necessary work experience needed for each activity to be audited. As a result of internal audits, areas of non-conformity



shall be identified, documented and reported to auditee as well as to management personnel responsible for the area to enable corrective/ preventive actions to be taken.

Auditees shall take timely corrective/ preventive actions on non-conformities which shall be verified for their effectiveness. Results/ trends of audits shall be discussed in the management review where they shall be evaluated to assess the effectiveness of the system and to suggest system improvements.

Note: In special situations frequency of Internal Audit can be changed with approval of the Top Management.

### 9.3 Management Review

#### 9.3.1 General

A Management Review Committee has been constituted to review the operation and effectiveness of Quality Management System. The committee consists of:

Secretary DARE and DG, ICAR:	Chairman
Addl. Secretary DARE and Secretary ICAR:	Dy. Chairman
Divisional Heads:	Members
Joint Secretary/ Management Representative (MR):	Coordinator

Any other member (s) as desired by Chairman

Management Review shall be conducted twice in a year (after completing the internal audit), to ensure continuing suitability and effectiveness of QMS in meeting Quality Policy & Objectives. Management Review shall be carried out in line with a documented procedure and shall be coordinated by MR. Minutes of Management Review meetings shall be recorded and circulated for improvement of QMS and corrective/preventive actions. Many other forums exist for review of ICAR's performance, such as government of India audits, performance appraisal meetings at administrative Ministry, review by Parliamentary Standing Committee etc. these reviews shall continue to be undertaken to provide directions for improvement. Timely action on decisions taken shall be ensured and followed up at suitable levels.

*Note: In special situations frequency of MRM can be changed with approval of the Top Management.*

#### 9.3.2 Management Review Inputs

The inputs to management review include information for the period under review on all applicable elements of IS/ISO 9001: 2015. However, more focus is laid down on the followings:

- a) Follow-up actions from earlier management reviews,
- b) Result of audits (both internal and external),
- c) Changes in external and internal issues that are relevant to the quality management system
- d) Customer satisfaction & feedback from other interested parties including complaints and action taken,
- e) Process performance, product conformity, other monitoring and measurement results,

- f) Status of non-conformities & corrective actions,
- g) Adequacy of resources
- h) Effectiveness of actions taken to address risks and opportunities
- i) Changes that could affect the quality management system and
- j) Recommendations for improvement.

Agenda in the form of review input covering the above points is circulated to all members.

### 9.3.3 Management Review Outputs

The output from the management review includes any decisions and actions related to:

- a) Improvement of the effectiveness of the quality management system and its processes.
- b) Improvement of service related to customer requirements.
- c) Optimum utilization of resources.

Conclusion and recommendations issued as a result of the management review is recorded in the form of minutes and are circulated by MR to all members after approval of the Secretary DARE and DG, ICAR.

## 10. IMPROVEMENT

### 10.1 General

The ICAR determines and selects opportunities for improvement and implements any necessary actions to meet customer requirements and enhance customer satisfaction through correction, corrective action, continual improvement, breakthrough change, innovation and re-organization which include:

- Stakeholder's meeting
- Findings of Internal Audit;
- Customer Complaints/feedback;
- Management Review;
- Analyst feedback (informal suggestions);
- Preventive and corrective action;
- External audit findings;

### 10.2 Non-Conformity and Corrective Action

The necessary checks shall be undertaken by Head of the Division/ Section to ensure the rectification as communicated.

A documented procedure is in place for ensuring effective corrective actions. Timely corrective actions shall be taken to eliminate the cause of existing non-conformities, in order to prevent recurrence.

Corrective action shall be decided at appropriate levels in the organization, appropriate to the gravity, complexity and nature of problem, its financial repercussions, effect on the service and image of the Organization. In all matters, customer satisfaction of stakeholders and image of the organization shall be accorded the due importance.

The need for preventive actions to eliminate the causes of potential non-conformities shall be assessed through analysis and review of performance



trends, periodical performance review, data and related report such as, the reports of internal quality audits, quality system audits, management review, data on deviations, process characteristics, financial and performance trends with respect to achievement of objectives & targets, customer feedbacks etc.

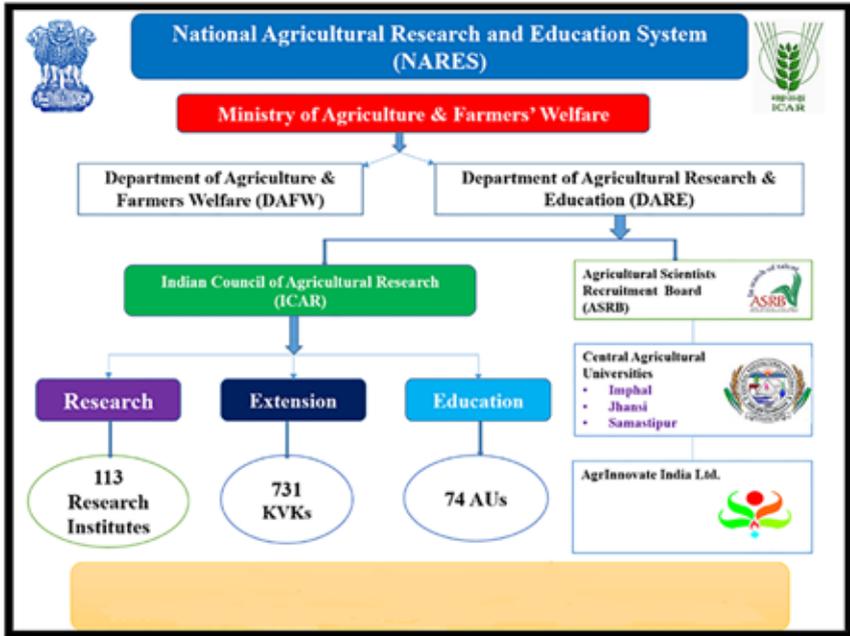
### **10.3. Continual Improvement**

The responsibility for continual improvement of the effectiveness of the QMS rests with every member in the Organization.

Continual improvement is one of the most important elements of the quality policy of ICAR Head Office. A continual improvement philosophy is deployed throughout the ICAR, to continually improve the quality of services, responsiveness, efficiency and effectiveness of various processes involved, including the effectiveness of QMS implemented.

Opportunities for improvement shall be identified through various mechanisms such as review of quality policy, quality objectives and various processes in all the Divisions, management review, internal audit results, internal & external quality audits, review meetings, data analysis, corrective & preventive actions, customer feedbacks, etc. Based on identification of continual improvement issues, quality objectives and their deployment plans shall be modified.

### Annexure-I Organogram of DARE/ICAR



## References

1. Handbook of Work Allocation
2. ICAR Annual Reports









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ICAR