In organizations, most of the employees have the ability to handle the situations. They tackle and solve a wider range of problems at work in an imaginable and creative way. Quality circles have this basic assumption stated above that most of the people are intelligent enough to do work in a different productive manner. This concept assumes that people have brains as well and it is important to give them the opportunity to use their mental abilities in a constructive way.

The concept of quality circle has been interpreted in many ways in India and abroad. The most commonly accepted definition keeping the essence of the philosophy that was prevalent in Japan; is as follows:

"Quality Circle is a small group of employees who work in same work area or doing a similar type of work, who voluntarily meet regularly for about an hour every week to identify, analyze and resolve work related problems, leading to improvement, in their total performance, and enrichment of their work life."

The major event in this period had been the Session on Quality in Government in the CII's annual Quality Summit, jointly sponsored by the LBSNAA and the Government of Karnataka.

Quality Circles
(Kumudini Sharma)*

*Professor, Behavioural Science, RCVP Noronha Academy of Administration, Bhopal.
Most people have the ability to tackle a wide range of problems at work in an imaginative and creative way.

The ability of the average person at work is used partly.

The QC concept assumes that once members are trained, they will be able to organize themselves to use their time effectively and there will be no need of outsiders to tell them what to do.

If everyone is given a chance to use his talents to solve work related problems collectively, the results will be extremely positive.

Problems at work place are best solved by the people most affected.

**The Principles of Quality Circles**

At first glance Quality Circles look very simple, but the approach depends upon a number of principles which one must consider in detail to understand the concept fully.

**The Voluntary Principle**

First, Quality Circles are voluntary right through the organization. This means that the leader is a volunteer as well as the members. As far as more senior management is concerned, anyone can refuse to have quality circles in his area of control. Some Managers/Officers may be skeptical about the concept at first, and they must be willing to create it a chance before circles can be started in their areas. This willingness should give the group confidence that their work will not be ignored, or dealt within an offhand negative way. Top management commitment is vital and experiences indicate that this commitment is normally given.

The second important aspect of the voluntary principle is that operates from week to week. In other words, nobody ties himself to the group, at the start. If anyone wants to stop coming whether after the first, fifth or fifteenth meeting, he is quite entitled to do so.

In case most people stop attending the meeting, for they felt unworthy, the circle will cease to function any more.

**Treating Members as Responsible Persons**

The principle of voluntariness discussed above assumes that those concerned are capable of making a sensible choice for themselves, about whether they have to join a quality circle or not. People are trusted that they will behave as responsible adults.

**Living in the real world**

There are a number of aspects of circle programs, which could tempt members to have unrealistic expectations. On the other hand, one should not sit back and accept that it takes months to change even simple things. It is too easy to assume that everything can be changed and improved over night.
**Win/win**

The principle of trying to work towards a situation where everyone wins is probably the most important at all. Also the principle of trying to create situations where everyone wins is at the heart of Quality circles and groups are well placed to help make this a reality for much of the time.

**Enjoy It**

In most of the organizations, the words "Work and Enjoyment" do not come together particularly well for many people. Most members will be keen to achieve results and to enjoy the time they spent working together in their groups. Enjoying the activity is the most important part of the whole movement.

**Training for QC**

Training is an important aspect of quality circle activity. In their enthusiasm to launch quality circles without delay, many organizations often skip the training. The major objectives of imparting training for quality circles are -

- To necessary to clarify many misconceptions that exist with regard to the concept of quality circle.
- To translate philosophy of QC into practice - dealing with the employee at the grass root as the concept does, and having an interface with many other forces that are prevalent in any organizations. It is essential that all those who are going to be involved in the implementation of quality circles must take care of all the important aspects of translating the theory of quality circles into practice.
- To solve problems systematically through simple techniques, being a people building philosophy and not just a people using one. The prospective quality circle practitioners are trained to use simple statistical quality control and other techniques for identifying problems, analyzing and solving them.
- To improve communication capabilities, not everyone even at the managerial level, is adept at conducting meetings, making others participate in discussions and ensuring proper communication. It is very essential to impart training to all the prospective participants of QC. The effective manner of making a presentation has also to be explained in the training session.
- To develop leadership qualities and build up individuals, for the first time workers must play the role of leading their colleagues in the activities of quality circle.

With the aforesaid objectives in mind, there are some important points to be taken care of, they are:

**Dealing with problems in the circle** - With the best will in the world it is unlikely that every quality circle will avoid having problems itself. Occasionally circles have stopped meeting because they have been unable to resolve their own problems.
Each quality circle in its early meetings should be allocated someone who will be available to sit in circle meetings and give any help, the circle needs. This person is usually known as facilitator. It is not his job to run the circle not to do all the work but to help group to stand on their feet.

This involves him in two main tasks, first to give any help that the members require, such as where to find information, whom to contact and questions like that. Secondly, he can be involved in the circle for as long as he is needed, but his main task is to help the circle become independent.

To whom the training is imparted - Over a period of time, everyone in the organization must be familiar with the philosophy of quality circles and working of the concept. The difference in the training program for different sections of employees in any organization therefore lives in the degree of details to be imparted.

Top management and senior executive - Some officers should be able to grasp the essence of the philosophy and should understand their role in ensuring that quality circles functions successfully and effectively. This is most essential because the support of the management should not only to be unshrinking but also to be clearly visible to the quality circle members. These objectives are achieved by giving the top and senior executives two or three-hour presentation on quality circles explaining all the different facets of the concept and emphasizing what is expected of them to ensure success.

The topics to be stressed at the orientation programme on quality circles to top and senior management/officers are:

- Concept and structure in brief.
- Relevance of the need for excellence.
- Tangible and intangible impact.
- Role of management.
- Methodical launching and institutionalizing.
- Segment of TQM.

Middle level executives - It is in the hands of the middle level executives to make the implementation of quality circles. It is therefore necessary that this category of employees is also fully exposed to the philosophy so that any fear they might have, of their authority being diluted or of their deficiencies being highlighted through quality circles are laid to rest. It is therefore necessary to prepare a presentation on the subject.

The following aspects of quality circle's operation are to be emphasized:

- Genesis/concept/structure.
- Impact on their own effectiveness as managers.
- Motivational factors.
- What quality circles are not.
- Role of middle management.
- How to launch and nurture.
**Facilitator/Coordinator** - Although facilitator is not a member of the quality circle, the effectiveness operation of the quality circle on the capability and understanding displayed by the facilitator. In order to ensure his total involvement help him to carry out efficiently his function as a teacher/promoter/catalyst/guide and one who would help the circle in obtaining the support and assistance of other functional agencies. The minimum training program for facilitators/coordinators should consists following information:

- Genesis and concept of quality circle.
- Structure of quality circles including the role of leaders, deputy leaders and facilitators.
- Simple problem solving techniques.
- Case studies.
- Motivational aspects of quality circles.
- Guarding against pitfalls.
- What quality circles are not.
- How to launch and institutionalize quality circles.

**Leaders/deputy leaders & members** - The natural process of development of circle members needs to be augmented by certain and self-confidence. It is also necessary to make them aware of the need to reach at solutions systematically so that their well thought out recommendations can easily be "sold" to those who have to accept them eventually. The leaders may be given formal training on various operations of quality circles or regular training program in local language for members and leaders for the benefit of all interested persons. The training program may have following contents:

- Genesis and concept of quality circles.
- Structure of quality circles, including the role of leaders/deputy leaders and facilitators.
- Simple problem solving techniques.
- Audio-visual.
- Guideline for the operation of a quality circle and group working.
- Case studies.
- Motivational aspects of quality circles- what is in it for me?
- Mode quality meeting/syndicate exercise.
- Guarding against pitfalls.
- Quality circle quiz and discussions.

Whether the training should be conducted at one stretch over two days or whether the session should be staggered, spreading over a period of time, depends again upon the nature of work being done in the work place, availability of space and faculty and convenience of the participants and the management. These cannot be a hard and fast rule in this regard and this is best decided in joint discussions and consensus. However, it is seen that long intervals between successive sessions tend to hamper the enthusiasm of the participants and reduce the effectiveness of the training.
It is very clear that at all stages training is the backbone of the QC movement. Training imparts the right inputs to the management/officials/employees to develop their abilities for solving QC problems. A speed out training schedule helps members assimilate the topics easily and also gives enough time to understand one another. Executive committee members/top management personnel should support fully and extend all facilities for these activities. The support must be visible, showing closeness between percept and practice.

**Structural Organization for Quality Circles**

As may be noted from the nature of Quality circles that it is a participative culture to take deep roots. Managers/Supervisors/Officers are generally impatient and look for quick results. Establishing effective Quality circles requires considerable time and therefore a suitable organizational structure should be developed. Experience over the years suggests the use of steering committee, facilitators, circle leaders and circle members in successfully introducing and operating the QC circles.

It should always be kept fresh that QC (quality circle) is a people building philosophy. It is bound to succeed where people are respected and are involved in decision-making concerning their work life, and in environments where people’s capabilities are looked upon as assets to solve work related problems.

**Top Management**

Top management should extend all the necessary support to the activities of the Quality circles. Through their personal presence at the presentations and other major activities of Quality circles, it can make its support seen and felt by all concerned.

**Steering Committee**

The steering committee is an advisory committee with head of the organization as Chairman and departmental heads as members. This is an apex body at the highest level of the division, which oversee the functioning of Quality circles in the unit/division and served as advisory body. The committee is headed by the Chief Executive of the unit/division/department and its meetings are convened at least once in two.three months by the Manager of the coordinating department. The heads of departments will be other members of the committee. Special invitees to the meetings are facilitators and representatives of the various departments.

**Facilitator**

A facilitator is usually a senior officer of the department/section and nominated by the management. He is the person responsible for coordinating and directing the quality circles activities within the organization. He is responsible for building and directing the activities of the quality circles in his areas and enthuse other executives also to get involved in supporting Quality circles activities.

**Leader**

A leader is chosen by the members of the quality circle among themselves and could be the natural hierarchical foreman, supervisor or any other member. Members could also decide to have rotation of leaders after each project is completed in order to provide leadership opportunities to other
members in turn. A leader will act as a first among equals and will be responsible for the effective performance of his circle.

**Members**

Members of a quality circle are small group of five to eight persons from the same work area or doing similar type of work, who voluntarily form a quality circle. They remain as permanent members of the circle, unless they leave the work area. Members contribute actively to the effective functioning of their QC circle, aiming at better performance of their work area in every way on an ongoing basis.

**Coordinating Agency**

The coordinating agency organises the activities of the circles throughout the organisation. Initially, when the number of circles are less, there can be a person to look after this function but as the number and activities grow; it is essential to have a separate body.

**Middle Management**

In the above structure, the middle management group has not found adequate place. It is necessary to keep them in the picture and inform them about the activities of the circles.

It would thus help in implementing ideas of the circle without any resistance. This group could be exposed to seminars and question and answer session on QC circles to ensure their understanding and support.

**Non-Member Employees**

Non-member employees remain a part of the circle because they are key persons in implementing the recommendations suggested by the Quality Circles as a measure of improvement.

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**Role of Quality Circle in Government**

The government departments work through different sections. These sections can work as a quality circle, because those persons can suggest better solutions who are doing the same task and suggest solutions for better working in their section. They can set realistic goals and through QC the accountability of the employees can be increased. Basically the top management should involve in these kind of initiative, because, their cooperation initiative, human respect and approach may give results.

The QC approach is very much needed in the Government departments to create commitment and accountability. Only the team approach and participative approach can improve the present condition and working of the Government departments.

It is be noted that although they are Quality circles, they do not tackle problems of quality alone but any issue affecting productivity, cost reduction, safety, house keeping, etc. In other words, QC aim to continuous improvement in every facet of the activities in their respective work areas.

Many people think that the formation of Quality circles affects organizational structure, but it is not true. The hierarchical set up or delegation of powers or authority to different levels is not in any way affected by the formation of Quality circles.

It is essential for us to clear the misunderstanding that once Quality circles are formed, all problems which are an organisation is facing would come to an end. If we lay too much emphasis on the short-term benefits of QC, we would be mistaken. We should emphasize the fact that Quality circle philosophy is towards changing our very style of management.
"Cooperation between Citizens & Civil administration for Public causes"

(Vijayalakshmi Bidari, IAS)*

We have often heard that the initiatives taken by individual officers or the systems built by them don't survive their transfers. We have also heard that the DC's are often overburdened with work and are not able to take new initiatives.

Here we talk of 3 initiatives taken by individual IAS Officers during their tenure as Deputy Commissioners in Sonitpur District of Assam. These initiatives have survived their transfer, have surmounted the predecessor complex, have continued with greater zeal even after they have left and in 2 cases were asked to be replicated in all districts of Assam. These projects have brought them lot credit, made them much popular and also have invited a lot of goodwill for the civil administration. The main reason for this success is the fact that the citizens of Tezpur (headquarters of Sonitpur district) were much involved officially in all these projects.

In the sub-divisions where we will go to work now, we will be lucky if we already have a world bank project or a national project going on there. In case nothing new is happening we always can start these small initiatives to create a better rapport with the public. It is not difficult to find a civil hospital which is in bad shape or a municipality which is facing a financial crunch.

In my 8 months of District training in Sonitpur District, I have observed several areas of active Cooperation between citizens of Tezpur and the District administration.

The areas which I have chosen to discuss here are :-

1. **Health** :- The maintenance of Kanaklata Civil Hospital through a Hospital management committee.

2. **Street Lighting** :- Project Roshni by North Assam Chamber of commerce in collaboration with civil administration.

3. **Environment** :- Tezpur Environment Society which maintains the gardens and Parks of Tezpur town.

   **Renovation and Maintenance of Kanakalatha civil Hospital through public participation.**

The KCH which was in a state of disrepair because of lack of maintenance over the years has been renovated with the help of various organizations and citizens of Tezpur. The Indian Red cross Society, Tezpur Branch has been actively involved in determining the kind of renovation required and mobilizing funds. This project was started by Shri. Sanjay Lohia, DC Sonitpur in Dec 2001. The DC is the chairman of the Hospital management committee. The committee has members from the health administration, doctors of the civil hospital, Local MP and MLA and members among the citizens.

- The Tezpur Gas Agency has donated a kitchen with LPG facilities. This is for the first time in Assam that an LPG based Kitchen is in operation in any civil Hospital in the state.
- KCH has a modern incinerator, which was constructed by the Energy Department of Central University, Tezpur. It is meant for burning of organic matter produced in the Hospital.

* Paper presented for her District Experience Presentation Session at the LBSNAA during her Phase-II training.
There is a Hospital Management Committee consisting of doctors, citizens & Civil administration. The Committee has decided to collect registration fees for indoor and outdoor patients. This money is used for day to day maintenance of the Hospital for which funds don't come from the state Government. For the funds collected, there is a separate bank account of the Hospital management committee, which will be jointly operated by the superintendent of Civil Hospital and Joint secretary of IRC society Tezpur Branch.

The Government of Assam through a notification has allowed the formation of such management committees in Civil Hospitals and also to collect nominal fees for registration, X-Ray, Ultrasound etc. except blood for indoor patients which is available free of cost subject to availability.

A waiting shed with seating arrangement has been constructed for the large number of OPD patients waiting for registration and medical check up. They had to wait under the open sky, under the heat and rain earlier. It resembles a lounge today rather than a dilapidated hospital complex.

New Iron gates in the compound have been installed for the post mortem section so that there is a separate entry and exit point for patients and for the post mortem section. It gives privacy to the people approaching the PM section and helps easy movement of vehicles in this area compared to the main gate.

Modern CFL street lights have been installed in the Hospital premises, the broken windows and doors have been replaced, the boundary walls have been repaired and repainted. The NACCI, Glass agency and a shoe store have been active in this work.

A modern RCC water Hut fitted with water cooler and piped filter water taps have been installed with the help from mahila samitee of tezpur.

Toilet / Lavatory is constructed for patients, people accompanying patients and staff of the hospital separately.

There are frequent power failures, so the 30 KVA Genset which was lying unused for last 10 years has been re-commissioned with complete new wiring in the entire hospital with change over switches in each and every ward connected with the Generator room. This has been done by the hospital management committee. The fuel for the generator comes from the hospital management committee.

The Nezone paying ward which was constructed a year ago by M/S Nezone Biscuits has become popular. The first floor is being built to increase the capacity. The rates are higher for this ward. It is Rs. 150/ day/bed. Out of this Rs. 50 is paid to Government and another 100 rupees goes to a trust which in turn is used for creating new infrastructure in the hospital.

Another 12 Room modern paying ward is being constructed by another leading citizen. These new paying wards have helped increase the bed capacity and earn additional revenue for increasing the infrastructure in the Hospital. They are also at affordable rates to public.

Also to mention another important thing is that, the Hospital management committee and the superintendent of the civil hospital have right to waive off any charges for the very needy people who cannot afford to pay the nominal fees.

The Civil hospital of the district is a place from where a lot of public opinion travels and a
intervention for the better is what is most required on any day. Efforts on this front will never go unnoticed.

**Project Roshni - Lighting up the streets of Tezpur**

It started off as "Project Jyoti" in a small way in 1995 to light up the market place in Tezpur. It was done in association with the NACCI. It was started by Shri. MGVK Bhanu who was then DC Sonitpur and has continued to work well even in 2003.

Now the North Assam chamber of Commerce and Industry (NACCI) with the help from civil administration (Tezpur Municipality) has jointly launched "Project Roshni". The aim of this project is to light up all the streets and by-lanes of Tezpur town with public participation. As we all know the municipalities in most parts of the country are financially weak, it is difficult for the municipality to expand streetlights at the rate the city is growing.

NACCI will install CFL (Compact Fluorescent Lamps) street lights at shops, residences of citizens, office premises etc at their request at subsidized rates.

The charges it collects are Rs. 800 for light with bracket Rs. 1500 for light with pole.

The energy bill of such lights will be around Rs. 10 per month, which will be borne by the citizen in whose premises the light is put up. This is quite economical.

The lights are affixed on perimeter walls of premises of individual houses and offices opening out on the streets. Thus they serve both as:

- Exterior lights for the household / Office.
- They also serve to light up the streets.

There has been a very positive response for this project and more than 300 lights have been installed in Tezpur town last year.

Street lights have many advantages.

- They reduce road accidents.
- Ensure security for night travellers.
- They enhance business hours.
- It checks anti-social activity to some extent.

Here the advantage for the municipality with this project is that:

- There is no worry about maintenance (replacement of bulbs and energy 'bills) to the Municipality. It is looked after by the owners of this light.
- Since the lights are within the premises or perimeter wall of the houses, there is sense of responsibility among citizen to look after them.
- The municipality (Civil administration) helps in installing the lights, and subsidizes the rates for initial installation - making it cheaper to install the lights.
- Since the municipality is already in a financial crunch, it does not have to worry about meeting energy bills and maintenance cost of these new streetlights. At the same time they are increasing the streetlights in the town through this project which is important for a growing town like Tezpur. They are able to meet the demand for streetlights to some extent.

This project was asked to be replicated throughout Assam by all the municipalities. Since this project was done in association with the citizens group (North Assam Chambers of Commerce and Industry), it has survived much after the officers have left Tezpur and also continue with zeal because it meets one of the most important and basic requirements of the town - Streetlighting.
**Tezpur Environment Society.**
*(Formed in Nov 96)*

It is a NGO registered under the Societies Registration Act, with its own constitution and Management to handle day to day affairs. It is the result of the efforts of former Deputy Commissioner of Sonitpur, Shri MGVK Bhanu to place the beautiful parks and gardens in Tezpur in the safe-hands of the citizens of Tezpur. The DC is the Chairman of the Society. It has some leading citizens, environmentalists and municipality officials on its management committee.

This society maintains the Chitralekha Udyan, the Padum Pukhuri, Ouguri hills Park, Agnigarh and Thana Pukhuri. To call it a "Park Society" is more appropriate. They have been successful in maintaining the parks as well as improving them and drawing a huge number of tourists to Tezpur as well as creating local employment.

The Chitralekha Udyan (the former Cole Park inaugurated by Mr. Cole the Deputy Commissioner of Tezpur in 1906) The Park was renovated with new pathways, historical ruins and stone carvings and fountains by Shri Bhanu. The next DC Shri. Naba Chetia had a great role in improving the infrastructure in these parks further. The TES has built beautiful water sports Complex and swimming pool, has musical fountains, boating facility in its lake, set an open-air stage and facilities for a light and sound show. It is one of the cleanest and greenest parks of the region.

The Agnigrah hills, the site of the legendary love story between Usha and Aniruddha has been converted to a beautiful park with the music (playing mostly Bhupe Hazarika's songs) and lighting and was given this new face by Shri. Sanjay Lohia, DC Sonitpur in his tenure of less than 18 months. The view of the Koliabhomora Bridge and the mighty Brahmaputra making it one of the most aesthetic garden in this part of the country.

There is an entry fees for each park for Rs.7.00 Chitralekha Udyan, Rs.10.00 for Agnigrah, Rs. 5.00 for Padum Pukhuri etc. This helps in maintaining the parks well and also adding new infrastructure and making people more responsible in conserving these places.

A lakh visitors for each park every year is no less an achievement and helps maintaining a healthy balance sheet for the society. They have recently put up a toytrain at Padum Pukhuri. They make a decent income with joggers passes, swimming facility and watersports complex, maintaining canteens etc. in the parks. It also lends the open air theaters and stages for dance / drama performances, fashion show etc. The TES was created or the very purpose of maintaining the parks and gardens which were created by the district administration but the municipality found it difficult to maintain it.

All the three examples I have cited above are small instances wherein the citizens are actively involved in promoting public causes. The Civil administration also has played a positive role in creating interest and giving initial momentum for these projects and in turn helped creating better infrastructure for the town. The citizens participation has lent a good support to the other projects of the district administration like "The Tezpur Festival 2002" and the development of Rafting, eco-camping and angling facilities in the ECO Camp near Bhalukpong. It has also made Tezpur a pilot district for lot of new projects as the people are willing to support new initiatives and to say the least the deputy commissioners in Tezpur have also been competitive in starting new initiatives here and have earned their share of recognition in Assam.
Analysis of LOKMITRA for implementation in Jodhpur City of Rajasthan

(Naveen Jain, IAS)*

Why LOKMITRA?
Electronic governance can be defined as giving citizens the choice of when and where they access government information and services. The advantages are plenty: higher degree of transparency, lesser paperwork, less delay, improved pace and effectiveness of governance to name a few. For hordes of citizens, a visit to a government office is like a journey to hell. Even for the simplest bit of paperwork, one has to wait endlessly in stuffy offices, run from desk to desk, meet scores of people and grease a lot of palms. Most of these citizens coming to government offices are from middle class, commuting to their work place and trying to improve their living standards. They are forced to take leave from office and spend time at the government office to get some routine work done, register their grievance, and expedite some action. The citizens would certainly like to spend their time more productively. They would welcome a service that is available beyond the normal office hours and on holidays. The benefits from even a marginal increase in state wide human productivity are unimaginable. Improved services can have tremendous political spin-offs too. People will start believing in the genuineness of the government's intentions to tackle their problems. Faster disposal of files, timely decisions, and accessibility to citizens will create an atmosphere of trust and goodwill. Indirect employment generation will be another major advantage of this project.

In Jaipur, a system named LOKMITRA is functioning where citizens can avail of different Government services at one location without any additional cost and harassment. Collector Sh. Rajat Kumar Mishra wanted it to be replicated in Jodhpur as well and he constituted a task force in my guidance to work over this project but I asked permission to visit Jaipur to have a look at the system and then to go on the work. Finally I went to Jaipur to analyse the system and after coming back, I gave a very analytical report and suggested for not going for the same and further I suggested one alternative model with zero cost and more coverage. The report was very much liked by Collector and he decided to rethink over the issue and discuss my suggestions with concerned authorities.

Lokmitra is the first of its kind of service in the State of Rajasthan. Its aim is to deploy information technology (IT) for the benefit of the masses. It provides a wide range of citizen friendly Services under one roof so that the citizens do not have to run around various departments.

Features
- First of its kind electronic service in Rajasthan
- Aiming to deploy Information Technology
- One-stop, citizen friendly Computerized center, acting as Single window
- Citizens don't have to run around various departments
- Free of cost service to users
- Developed by DoIT and RajCOMP

* Paper presented for his District Experience Presentation Session at the LBSNAA during his Phase-II training.
Assignment and my role

Collector, Jodhpur was instructed to implement the system for Jodhpur City. Therefore, a task force was constituted by the Collector in which I was to act as the Nodal officer and coordinator.

Method of studying the System

- Observing the existing system, installed at Government Hostel, Jaipur
- Studying the important documents like Brochures, progress reports, MOUs
- Getting the information from the web site @ lokmitra.gov.in
- Discussing the subject with persons like
  - Mr. Ashok Sampathram, Secretary, IT
  - Ms. Indu Sharma, SIO, NIC
  - Mr. Ashwini Sharma, MD, Raj COMP

My observations on system

- Amount collected so far was Rs. 9.89 Crore.
- Total transactions were 28935 till date of my observation
- Total registered users were 14066
- At that time serving mainly DISCOM as
  - %age of transactions was 70%
  - %age of amount collected was 97.38%
- Second was PHED but now BSNL has pushed it on third place.

The popular mode of payment is Cash as the 88% amount is collected in cash and 10% by cheque and the remaining by other methods.
- Per transaction cost was Rs. 16 (DOWN FROM Rs. 29) but excluding salaries of department people and interest on capital investment.
- Now the transactions and the amount collected have gone up with BSNL’s entry.

Issue to be considered in replication of LOKMITRA

- Who will finance huge initial Capital Outlay?
- Is existing system actually decentralized?
- Is it really free of cost, as claimed by Govt.?
- Should Government be running such facility without analyzing its cost-benefit aspect?
- Is there an alternative model to make it more decentralized and profitable for Govt.?

New Model Must incorporate

- Role of Government as facilitator
- Involvement of private parties to the maximum possible extent
- Security of transactions
- Safety from possible losses due to carelessness of private players
- Decentralized facilities in all parts of the city
- Consent of all concerned departments

Alternative model

Obtaining the Billing cycle database from respective departments

Feeding the database in centralized Server/ HW HUB

Bills collected are entered in software and collection of data/ money by Vehicle from all kiosks

Internet kiosk gives the facility (access to server) by accepting bill and taking payment

Money deposited either with dept. or in the designated banks

Monthly reconciliation with the concerned department

How the process will go on?
Model as suggested by me for LOKMITRA in Jodhpur

1) Holding a meeting with the concerned departments to discuss the plan
Do they need such system in place?
Are they ready to pay for the facility based on a rate per transaction?
Will they enter into an MOU with the private parties for data sharing?

2) Inviting tender from private parties to run LOKMITRA on behalf of Government in Jodhpur

3) Selection of a sound Party which can
   - Invest upto 25 Lac rupees in hardware/vehicle
   - Give suitable financial guarantee for default
   - Coordinate with concerned departments ("How to coordinate" is to be specified by us)

4) Asking the selected party to install its own or hire Internet kiosks in all areas of city
For it the party may call for tender. Number will be decided on many criteria.

5) Customer to approach
People will go to any of the kiosks nearby

Centralized place of the selected bidder for installing Server and data of billing

K1
K2
8
7
6
3
4
5
Comparison of Existing model of LOKMITRA and Alternative model, as suggested by me

<table>
<thead>
<tr>
<th>S/No.</th>
<th>Basis</th>
<th>Existing Model</th>
<th>Alternative Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Initial capital outlay</td>
<td>Investment by the State government</td>
<td>Would be made by the private party</td>
</tr>
<tr>
<td>2.</td>
<td>Involvement of Private parties</td>
<td>Almost non-existent</td>
<td>Active role as Government acts as facilitator only</td>
</tr>
<tr>
<td>3.</td>
<td>Accessibility</td>
<td>Limited as presently it is at 2 places in Jaipur with extra provision on internet</td>
<td>Very good accessibility due to linkage with internet cafes</td>
</tr>
<tr>
<td>4.</td>
<td>Effective cost of transactions</td>
<td>Very high for Government although provided free of cost to users</td>
<td>User will pay a nominal charge and Government has to spend nothing at all</td>
</tr>
<tr>
<td>5.</td>
<td>Profits for exchequer</td>
<td>No profit but expenses only</td>
<td>Interest on the security deposited by the Party</td>
</tr>
<tr>
<td>6.</td>
<td>Hidden cost for Government</td>
<td>Personnel working, space in use and hardware installed</td>
<td>There would be no such costs in the alternative model</td>
</tr>
<tr>
<td>7.</td>
<td>Operational Expenses</td>
<td>Presently borne by the Government</td>
<td>There would be no expenses by Government</td>
</tr>
</tbody>
</table>
**TQM News from other places**

*11th Quality Summit: Special Plenary Session on Quality in Government*

*(6 November, 2003: Bangalore)*

The Confederation of Indian Industry (CII), LBSNAA, Mussoorie and the Government of Karnataka collaborated to organise a one day Session on “Quality in Government” on 6th November, 2003 at National Science Seminar Complex, Indian Institute of Science Bangalore. More than 100 senior and middle level officers from Central Ministries/Department and State Government, Central PSUs and State PSUs participated in the session.

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**Editor:**

S. Krishnan
Deputy Director, LBSNAA

**Associate Editor:**

N. V. Joseph
Project Coordinator, TQM-TRDC, LBSNAA