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North-West Karnataka Road Transport Corporation - An Overview
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NORTH-WEST KARNATAKA ROAD TRANSPORT CORPORATION-AN OVERVIEW

Karnataka State Road Transport Corporation has completed 50 years. The corporation has devised four major corporations in the state, with in the four corporations North-West Karnataka State Road Transport Corporation is one among them. These twin events are of great significance in the annals of passenger transport services in the state.

An attempt is made in this chapter to present an overview which gives a profile of the corporation, in addition to the information on Establishment and growth of the corporation, Level of Management, Organizational Goals, Organizational Policies, Administration Set-up, inter-state Services, City Service Passenger amenities, Staff employees Operational coverage in the Corporation etc.

3.1. Establishment and Growth of NWKRTC

Until August 1997, the KSRTC was holding a fleet of 10,400 buses, operating about 9500 schedules. In August 1997, KSRTC was divided and a new corporation as Bangalore Metropolitan Transport Corporation (BMTC) was carved out of KSRTC. In November 1997, another new Corporation called North-Western Road Transport Corporation (NWKRTC) meant to cater the traffic needs
of North-Western part of Karnataka which was formed out of KSRTC. Recently, one more Corporation North-East Karnataka Road Transport Corporation (NEKRTC) was formed with its Corporate Office at Gulbarga.

3.2. Nationalization of Road Transport Corporation in Karnataka

As all existing services were found inadequate and a few of them ill organized, resulting in growing dissatisfaction among the traveling public in some areas, the Government considered the nationalization of bus transport service as the means to ensure efficient, economical, adequate and properly co-ordinated services. “With these objectives in view, the road Transport Corporation Act was passed in 1950 and Chapter IV-A was added to the 1939 Act to facilitate speedy Nationalization. Various state Governments, having recourse to the provisions of the Act, implemented the policy of nationalization”.

In a number of major states of the Indian Union, most of the stage carriage operations are in the public sector. The state Transport Undertakings (STUs) are in commanding heights in Andhra Pradesh, Tamil Nadu, Karnataka, Maharastra, Gujarat, Haryana, Punjab, and Delhi.

In the process of nationalization, one important human aspect was neglected. While the large fleet owners diversified business to stay afloat, the operators with one or two stage carriage permits had to face a traumatic future by losing their capital and earning capacity abruptly and joining the teeming millions of unemployed, due to displacement.

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With the growing requirement of passenger Road Transport services and the inability of the state owned corporation to fulfill the need adequately, satisfactorily and economically, even after the lapse of 25 years after inception, a reassessment as to whether the policy of nationalization would meet the people, was necessitated.

Nationalization of the Road Transport service in different states of India, Mahesh Chand observes: “Entry of state in the filed of transport was due to poor coverage and inadequate service by private undertakings. It was realized that transport services, by their very nature, are such that they require huge fixed investments and Government monopolistic conditions. Hence, STUs in the interest of regularity, certainty, availability, efficiency, reliability of transport services”.

According to Patanaker – “By enacting the Road Transport Corporation Act the Government of India recognized as far as 1950 the fact that the provision of passenger bus services was more desirable in the public sector than in the private sector and committed itself to a policy of Nationalization of the passenger Road Transport Services”.

Accordingly, all the states have established Road Transport undertakings. But the extent of nationalization is not uniform in all of them. It is observed, on comparing Haryana, Gujarat and Maharastra that are 100% nationalized. Other states like Bihar, Uttar Pradesh are 30% nationalized.

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In pursuance of this, the Government of Karnataka launched the scheme of Nationalization in 1948. In 1956, long distance express bus services were introduced. During 1961, the express bus services were made inter-state, connecting Maharashtra, Andhra Pradesh and Goa.

Setup in 1961, the KSRTC has contemplated nationalizing the Road transport service in the state in a phased, subject to availability of resources and infrastructure facilities, on 31st March 2005, 70.5% area in Karnataka.

In India, KSRTC ranks third largest state Road Transport Corporation. Therefore, it is the backbone of the system of passenger mobility both state and in the country.

The current scheme of nationalization is as under:

**100% Nationalization in:**

I. North-western Karnataka Road Transport Corporation (1997) covers the districts of:
   (1) Dharwad  (2) Belgaum  (3) Bijapur  (4) Bagalkot
   (5) Gadag  (6) Haveri  (7) Uttar Kannada

II. North-East Karnataka Road Transport Corporation (1997) covers the districts of:
   (1) Bidar  (2) Gulbarga  (3) Bellary  (4) Raichur
   (5) Koppala
III. Bangalore Metro Transport Corporation (1997) covers the District of Bangalore Urban (Bangalore City).

Partially Nationalized in

IV. Karnataka State Road Transport Corporation (1961) covers the Districts of:

(1) Kolar    (2) Mysore    (3) Bangalore (Rural)
(4) Daksina Kannada (5) Udapi    (6) Mandya

The above scheme of Nationalization varies from Corporation to Corporation. The process has been completed in two phases and 3 Corporations (NWKRTC, NEKRTC and BMTC). And another one Corporation (KSRTC), which partially nationalizes, is yet to be taken up. The tremendous importance of this nationalization can be seen from the number of passengers being carried by buses everyday, as also from the distance covered by them. All Corporations in Karnataka carry everyday 95.16 lakh passengers, and a distance of 30.17 lakh kms is covered.

Hundred percent nationalization of the North-Western Road Transport Corporation. In NWKRTC, almost 100% of bus services are Nationalized. This Corporation has a total monopoly on almost all routes. Significant loss of clientele in this Corporation with total nationalized and well-built network of Depots, bus stations, ect., is reported to be due to competition from three-wheelers, jeeps, mini-buses and from lorries without valid permits carrying passengers as stage
carriages and from buses with contract carriage permits operating as stage carriages offering services with lower waiting periods and in many cases, at lower fares. Unfortunately, to cover losses most of these Corporations have been increasing fares on cost-plus-basis instead of market conditions and competition.

**North-Western Karnataka Road Transport Corporation**

The North-Western Karnataka Road Transport Corporation (NWKRTC) was commissioned on 1st November 1997, to cater to the traveling needs of 7 districts (8 divisions) of North-West portion of state, they are Hubli, Belgaum, Gadag, Uttar Kannada, Haveri, Chikkodi, Bagalkot, Bijapur. It has become financially independent from 01-04-1998. It covers 49 talukas and has provided transport facilities to 5,217 villages out of total 5050 villages. Of which 5,028 villages are connected with the bus facility. The number of depots further increased to 53 and the total fleet strength increased to 4771 and the staff strength to 22,539.

The capital contribution of the corporation namely, the state and union Governments. The State Government invested the amount of Rs 10.00 lakhs in NWKRTC in the form of Equity Funds raised from IDBI, LIC and a consortium banks. The area of operation of NWKRTC covers all the six divisions. As per the approval accorded by the corporation board vide resolution passed for two more divisions were established with Haveri and Chikkodi as headquarters from 1st Nov
1998 by bifurcating both Hubli and Belgaum Divisions. At present, 53 Depots, Eight Divisions and One Workshop are working. A total number of divisions in NWKRTC are presented in chart 3.1.

The NWKRTC operates City Suburban and Mofussal bus services. It operates Mofussal bus services to several places located in its own region and also to several places in other transport corporation/s regions, including inter-state services.

3.3. **Level of Management**

Management system in North-Western Karnataka Road Transport Corporation (NWKRTC) is classified into top management, middle management and operating management. The factions of the top management are policy making, strategic planning, long range planning and provisioning for resources. The middle level management also called as executive management functions for

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4 NWKRTC, Annual Report, 2007-08.
implementation of the decision of top management. The operation management actually produces the services. The objectives of the organization are physically achieved at the operational management level. The operating manager or depot manager has to control the vehicle position, crew position and material consumption and has to optimize the contribution by improving revenue and reducing the cost.

“The organization belongs to the Transport Department of the Government, and NWKRTC is administered by Board of directors, of which the Minister of Transport of Karnataka is the Chairman who administer it. Its operating units are called Depots, which is generally situated in Taluk Headquarters. At the District level, NWKRTC has Divisional Offices. Normally each division supervises 5 to 10 depots. The Board has both official and non-official members. The step was taken in pursuance of a policy laid down by the union Government that an autonomous body, functioning under the Road Transport Corporations Act, should manage the transport undertakings in the public sector”.

3.4. Organizational Goals

1) The main goal of North-Western Karnataka Road Transport Corporation is multidimensional i.e., good services for increasing revenues and to cut-short expenses.

2) It is not a profit making organization. Therefore the main intension is to recover the investment that has been made.

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5 Annual General Meeting Report, NWKRTC, 2001
3) To provide trouble-free-service to the public.

4) Safer service to the public

5) Customer satisfaction is also the main goal of NWKRTC

3.5. Organizational Policies

1. To provide depots to each of the talukas.

2. To provide Bus-terminals with all amenities

3. To provide Automatic Bus washing machines to all depots.

4. To provide Bus-terminals to all locations.

5. To provide Depots in all divisions

6. To provide Bus-shelters.

3.6. Objectives of NWKRTC

Following are the main objectives of the Corporation.

1 To provide the public with road transport facilities marked by high reliability, reasonable comfort and moderate costs, within the existing technological and economic constraints.
2 To constantly explore the updated and modern technological development in the field of road transport in order to provide better, safer and cheaper road transport traveling to public

3 To build up and maintain a high technological capacity in the corporation to keep ever growing fleet in an excellent condition.

3.7. Administrative Set-up of North-Western Karnataka Road Transport Corporation (NWKRTC)

The administrative set up below the board level consists of the Vice-Chairman and Managing Director and heads of department at the central office, the division and the depots. The central office, workshop and central stores are directly controlled by the head of the department in the central offices.

It is authorized to enter into contract in its own name and perform duties and attend to obligation for the purposes of fulfilling the provisions of the Act. Moreover, the KSRTC’s direction, policies, planning, recruitment and administrative management are followed by other three Corporations in Karnataka. Such posts do not exist in NWKRTC. However, its authorities are indirectly monitoring the NWKRTC. Officers as per the direction of Chairman and managing director of KSRTC. The structure of Corporation’s organization is shown in Chart 3.2.
Departmentation in NWKRTC

For effective functioning, NWKRTC has been divided into the following departments:

Civil Engineering Department

The Chief Civil Engineer (CEE) is in charge of this department. This department looks after the overall civil and electrical works like the construction of new buildings, fittings and maintenance of existing buildings of NWKRTC.

Maintenance and Technical Department

This department looks after the maintenance, body buildings and reconditioning of buses in NWKRTC. The Chief Mechanical Engineer is the head of this department. He attends to the repairs and ensures daily check-up of buses to avoid their breakdown during its while in operation. Reconditioning units and body building units and workshops are under the control of technical department.
ORGANIZATION STRUCTURE OF NWKRTC

Chart – 3.2. Organization Structure of NWKRTC

LEGENDS
Sr.PS  Senior Personal Secretary
SCRY  Secretary to Corpn. Board
CAOFA  Chief Accts. Officer
DCAP3  Deputy Chief Accts. Officer
AO-ac  Accounts Officer
AAO-ac  Asst. Accounts Officer
COS&P  Controller of Stores & Purchase
DCOP2  Deputy Controller of Stores
SO-2  Stores officer
ASO-2  Asst. Stores Officer
MgHRD  Manager Human Resource Dev.
Prin06  Principals, Training Insts.[6]
CPM  Chief Personnel Manager
DCPM2  Deputy Chief Per. Manager
AO-4  Administrative Officer.[4]
AAO-5  Asst. Adm. Officer
CLWO  Chief Labour & Welfare Officer
DyCLO  Deputy Chief Welfare Officer
AO-5  Asst. Stores Officer
SysMg  Systems Manager
SySAAn  Systems analyst
SrPgm  Senior Programmer
C-PRO  Chief Public Relations Officer
PRO  Public Relations Officer
CLO  Chief Law Officer
JLO-2  Joint Law Officer
DLO-2  Deputy Law Officer
ALO-2  Asst. Law Officer
CP&S  Chief Planning & Statistical Officer
CStat  Chief Statistician
Sr.DS  Senior Divnl. Statistician
IMCG  Chief Manager (Projects & Policy)
EE-E  Sports Officer
EE-5  Executive Engineer @ 5 C.E.Divisions
CCE  Chief Civil Engineer
CEE  Chief Horticulture Officer
AEEhq  Asst.Exec.Engineer/Hq
Traffic and Commercial Department

Once the bus leaves the NWKRTC campus for operation, it comes under the preview of traffic and commercial department. This department performs the specialized function, such as getting permits for the vehicles, payment for road tax, planning of new routes, development of existing services, revenue collections on routes, attending to accidents of buses, fixation of timings and suggesting nationalizations of private bus routes. The Chief Traffic Officer is the head of the department.

Purchase and Materials Management Department

Controller of stores and purchase officer is in charge of this department. This department purchases the entire requirements of NWKRTC, including bus chassis, machineries, spare parts, furniture, office equipments, stationery, the central store stocks, the spare parts and other materials. The materials are released on authorized requisition by the Divisions, auctioning of old and condemned buses and scrapes are done by this department at periodical intervals.

Accounts and Audit Department

Chief Accounts Officer and Financial advisor is in charge of accounts and audit department. He maintains accounts for periodical review by the board of directors and chairman of NWKRTC. Forecasting of financial requirements is done by this department. Checking and passing of bills is done by this department. It also administers provident fund, gratuity fund, family benefit fund etc.
Depot audit, invoice audit and the audit of transactions of other departments are looked after by the audit-wing of this department.

**Management Information System**

The Management Information System prepares vital information about the financial and physical performance of the corporation. All this information is placed before the board and the management for review. The Chief Manager (MIS) is in charge of this department. The system department also under this department.

**Personnel Department**

The Chief Personnel Manager is the head of personnel department. This department deals with matter such as requirement, training, promotion, review, transfers, increment sanction, resignations of workers, retirement, gratuity, leave rules, wage bills, welfare schemes etc.

**Legal Department**

The Chief Law officer is in-charge of legal department. This department deals with standing orders, settlements with trade union, suspensions, dismissals appeals and labour disputes. This wing also deals with accident and consumer claims.
Training Center

The Principal becomes in-charge of training department. This department has got an Industrial Training Institute (I.T.I) and drivers' training school. In addition to this, it imparts training to all workers with the help of its officers and outside agencies. It also deputes and supervisors for training in other institutions, as and when required.

EDP Department

The System Manager turns in-charge of Electronic Data Processing (EDP) department. He is held responsible for processing the data into information through computers and furnishing the respective managers for better decision making. This department comes under the Chief Manager (MIS).

Labour Department

The Chief Labour and Welfare officer, who is in-charge of this department. Looks after the Labour and Welfare Act, Industrial Act, provides welfare facilities to the workers and also redresses the grievances of workers.

Security Department

Chief Security & Vigilance Officer holds additional charge of this department. The Security Officer is responsible for safeguarding the depots and other property of NWKRTC.
Divisions

The second-tier in the administrative set-up is the Division. The divisions are managed by the Divisional Controller. This is a strong integrating level. The divisional controller has under him a divisional workshop, a divisional store, a traffic planning unit headed by a divisional traffic planning officer and other assistants in respect of accounts, statistical and personnel.

The North-Western Karnataka Road Transport Corporation was constituted for catering to the passengers transport needs of the people of Northern Karnataka comprising Dharwad, Belgaum, Bijapur, North Kenara, Gadag, Bagalkot, Districts (erstwhile Bombay-Karnataka Region) through its eight Divisions and 53 depots established in North Karnataka. Earlier, these areas were covered and administered by the KSRTC.

The Division is required to carry on its activities according to the business principals. It has to exercise the powers conferred by the Act, so as to progressively provide, secure and promote an efficient, adequate, economical and co-ordinate system of Road Transport within the area of its operation. The Division has the power to operate passenger Road Transport and ancillary services. The division organization structure is shown in the chart 3.3.
Chart – 3.3. Divisional organization structure of NWKRTC

LEGENDS

GM (Tech & Traf) General Manager (Technical & Traffic) ME-Hq Mech. Engineer-Head Quarters COTS Controller of Tickets & Stationery
CTM-C Chief Traffic Manager (Operations) AME Asst Mechanical Engineer ACOP Asst. Controller of Printing
DyCTM Deputy Chief Traffic Manager CME-P Chief Mechanical Engineer (Production) JtCSO Joint Chief Security Officer
DTO Divisional Traffic Officer DME-P Divisional Mech. Engineer (Production) DyCSO Deputy Chief Security Officer
ATM Asst. Traffic Manager WM-3 Works Manager © 3 Regl W/S S.O(2) Security Officer (2)
CME-M Chief Mechanical Engineer (Maintenance) DyCOP Deputy Controller Of Printing DTOlc Divnl Traf. Officer Line Checking

ATMel Asst. Traf. Manager-Line Checking
CMO Chief Medical Officer
Sr.MO Senior Medical Officer
M.O Medical Officer
Depots

On the basis of traffic flow, the vehicles in a division are distributed to different operating centers known as Depots. Vehicles are attached to the depots. The running crew, maintenance staff and a few staff in administration are under the control of Depot Managers.

The depot administration wing looks the personnel matters, issue of tickets to the crew and vouchering, collections, remittance in banks, fuel, store, security staff welfare and other allied matters. The technical wing looks after the preventive maintenance to improve the reliability of service and stores.

The traffic wing is responsible for duty schedules of operational crew, dispatch of buses in time and the like. The depot organization structure is shown in chart 3.4.
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Chart – 3.4. Depot organization structure of NWKRTC

LEGENDS

DME  Divisional Mechanical Engineer
DTO  Divisional Traffic Officer
AOac  Accounts Officer
AOadm  Administrative Officer
DCLWO  Dy. Chief Labour & Welfare Officer
SOstr  Stores Officer
DyCSO  Deputy Chief Security Officer
Sr.DS  Senior Divisional Statistician
AME  Assistant Mechanical Engineer
ATM  Assistant Traffic Manager
AAOac  Assistant Accounts Officer
AAOadm  Assistant Administrative Officer
ALWO  Asst. Labour Welfare Officer
ASO  Asst. Stores Officer
SOst  Security Officer
DS  Divisional Statistician
DLO  Deputy Law Officer
ALO  Asst. Law Officer

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Organization structure of Depot

Senior Depot Manager

Depot Manager

ATS

AWS

EST Supr.

A/cs Supr.

SK Stores

HG Security

TI

Changemen

Assistant

Assistant

Assistant

Security Guard

ATI

Head Mech.

TC

Mechanic

Driver

Conductor

Chart 3.5. Organization structure of Depots in NWKRTC

Legends

ATS - Assistant Traffic Supervisor  SK - Store Keeper
TI - Traffic Inspector  HG - Head Guard
ATI - Assistant Traffic Inspector  Asstt. - Assistant
TC - Traffic Inspector  ASK - Assistant Store Keeper
Est. Supervisor - Establishment Supervisor
AWS - Assistant Works Superintendent Acct. Supervisor
3.8. Operational Highlights of the NWKRTC

Fleet Composition

The number of buses held by the corporation as on March, 31, 2008 was 4771. The number of departmental vehicles held by the corporation at the end of the study period was 140. In the fleet composition, the share of Tata buses is more throughout the period under study.

Routes, Route Kilometers, Schedules and Scheduled Kilometers

The efficiency of bus transportation depends on the network of routes chosen for operation and the effective use of schedules. Design of routes should be in such a way to pick more demand in the least possible time. The schedules are also designed in such a way to get maximum utilization of scheduled kilometers of the NWKRTC during the period under study. The number of routes has increased from 5,920 to 6,393 and route kms has risen from 5, 60,025 to 6, 12,838 kms during the study period during the last year under study.

Operation of inter-state service

The corporation under study operates not only state bus also extend its service to the three neighboring states, such as; Andhra Pradesh, Goa and Maharastra. The effective routes and schedules are depicted in the table 3.1.
Table 3.1

Operation of inter-state service

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>States</th>
<th>No. of Routes</th>
<th>No. of Schedules</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Andhra Pradesh</td>
<td>46</td>
<td>118</td>
</tr>
<tr>
<td>2</td>
<td>Goa</td>
<td>48</td>
<td>125</td>
</tr>
<tr>
<td>3</td>
<td>Maharashtra</td>
<td>295</td>
<td>625</td>
</tr>
</tbody>
</table>

The Corporation is also operating number of vehicles for long distance routes to provide night services connecting all the district headquarters besides some other important places in and outside of the state.

Mofussil Services

The mofussil services operated by the corporation have been covered 14,99,907 kms daily at the study period, which formed 91.5% of the total operations. Besides the operation of ordinary service on Mofussil routes, the corporation operated Express, Non-stop and Night services in addition to Luxury and Hi-Tech services on long routes. The detail of such operations as on study period is shown in Table 3.2.
Table 3.2

Mofussil service Operated by NWKRTC

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Types of service</th>
<th>Daily scheduled kms</th>
<th>As % of Mofussil service</th>
<th>As % to operation of the corporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ordinary</td>
<td>5,42,111</td>
<td>36.1</td>
<td>33.1</td>
</tr>
<tr>
<td>2</td>
<td>Express</td>
<td>8,85,837</td>
<td>59.1</td>
<td>54.0</td>
</tr>
<tr>
<td>3</td>
<td>Rajahanssa</td>
<td>57,301</td>
<td>3.8</td>
<td>3.5</td>
</tr>
<tr>
<td>4</td>
<td>Meghadoot(A/C)</td>
<td>6,318</td>
<td>0.5</td>
<td>0.4</td>
</tr>
<tr>
<td>5</td>
<td>Sleeper(A/C)</td>
<td>5,022</td>
<td>0.3</td>
<td>0.3</td>
</tr>
<tr>
<td>6</td>
<td>Volvo(A/C)</td>
<td>3,318</td>
<td>0.2</td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>14,99,907</strong></td>
<td><strong>100.0</strong></td>
<td><strong>91.5</strong></td>
</tr>
</tbody>
</table>

Source: Annual Administration Report 2007-08.

All District / Taluk headquarters were connected to Bangalore and other major cities within the state and in the neighboring states by operation of long distance services. 767 long distance routes were in operation as on 31-03-2008, with route length ranging from 200kms to 1,000 kms. Some of these long distance services operated for night services. Express services are being operated by the corporation with limited number of stops with fare slightly higher than the ordinary services with a view to reduce journey time. Non-stop services on selected routes also operated. 2,107 express services were operated covering 8,85,837 kms daily. It accounted for 56.17% of the kms operated in mofussil routes covering by the corporation as on study period.
To meet the needs of affluent sections of the traveling public and also to provide comfortable journey particularly during nights, the corporation operated Luxury and Hi-Tech services. 107 Rajhans, 12 Meghadoot, 14 Sleeper coach and 6 Volvo services were in operation during the study period. Rajhans, Meghadoot Sleeper coach and Volvo service had the coverage of 57,301 kms, 6,318 kms, 5,222 kms and 3,318 kms respectively. This constituted 3.82%, 0.42%, 0.33% and 0.22% respectively of the mofussil operation.

3.9. Financial Performance of North-Western Karnataka Road Transport Corporation

To have an understanding of the workings of STUs in North-Western Karnataka Road Transport Corporation and their financial performance, the table was prepared by using the Balance Sheets during ten years. If the profit and loss of STUs were analyzed, it would reflect the overall financial position of the NWKRTC. Following table shows the financial position of STUs.
### Table 3.3

#### Profit/loss of North-Western Karnataka Road Transport Corporation

(Rs. In Lakhs)

<table>
<thead>
<tr>
<th>Sl No.</th>
<th>Years</th>
<th>Revenue</th>
<th>Cost</th>
<th>Profit/Loss</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1998-99</td>
<td>36,873.23</td>
<td>36,851.14</td>
<td>(+) 022.09</td>
<td>022.09</td>
</tr>
<tr>
<td>2</td>
<td>1999-00</td>
<td>42,561.36</td>
<td>42,285.08</td>
<td>(+) 276.28</td>
<td>298.37</td>
</tr>
<tr>
<td>3</td>
<td>2000-01</td>
<td>47,248.88</td>
<td>46,741.91</td>
<td>(+) 506.97</td>
<td>805.34</td>
</tr>
<tr>
<td>4</td>
<td>2001-02</td>
<td>53,734.78</td>
<td>52,563.24</td>
<td>(+) 1171.54</td>
<td>1976.88</td>
</tr>
<tr>
<td>5</td>
<td>2002-03</td>
<td>55,650.14</td>
<td>55,422.00</td>
<td>(+) 1228.14</td>
<td>3205.02</td>
</tr>
<tr>
<td>6</td>
<td>2003-04</td>
<td>58,488.40</td>
<td>59,457.38</td>
<td>(-) 968.98</td>
<td>2236.04</td>
</tr>
<tr>
<td>7</td>
<td>2004-05</td>
<td>55,676.26</td>
<td>63,081.78</td>
<td>(-) 7405.52</td>
<td>5169.48</td>
</tr>
<tr>
<td>8</td>
<td>2005-06</td>
<td>69,989.14</td>
<td>73,008.77</td>
<td>(-) 3019.63</td>
<td>7569.28</td>
</tr>
<tr>
<td>9</td>
<td>2006-07</td>
<td>80,984.64</td>
<td>79,718.01</td>
<td>(+) 1266.63</td>
<td>9266.65</td>
</tr>
<tr>
<td>10</td>
<td>2007-08</td>
<td>90,724.42</td>
<td>97,431.09</td>
<td>(-) 6706.67</td>
<td>11560.29</td>
</tr>
</tbody>
</table>

**Source:** Annual Administration Reports of NWKRTC from 1998-99 to 2007-08.

This table reveals the financial performance of the North-Western Karnataka Road Transport Corporation for a period of ten years. The cost includes personnel cost, materials cost, taxes, Interests, depreciation and others miscellaneous costs. Revenue includes traffic revenue and others revenues.
It is evident from the table that the financial performance of North-Western Karnataka Road Transport Corporation has been in profit. It has increased during 1998-99 and 2002-03. There is an increase in the profit earned by the corporation. But during 2003-04 to 2007-08, there was tremendous loss of amount ranging from Rs. 968.98 to 11,560.29 Lakhs, because of the adverse effect of private operators' competition, non-induction of sufficient new vehicles and private hired schemes.

3.10. Summary

The performance of STUs in India like fleet utilization and bus utilization had increased significantly over the period under study. The number of routes has increased from 5,920 to 6,393 and route kms has risen from 5,60,025 to 6,12,838 kms during the study period.

The Financial performance of North-Western Karnataka Road Transport Corporation has increased profit, except for the last four years in the study period.