CHAPTER VII

7.0 Summary

7.1 Policies,

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7.0 SUMMARY

The study began by identifying research gap in the field of application of TQM. The effort of TQM in a systematic way emerged from the quality problem of industries during the 2nd World War. The Post war effect consolidated TQM effort in producing a high quality products for large number of end users in apparels, consumer electronics and manufacturing industries. The application of TQM slowly started spreading in 1980 in construction and service industries. There were astonishingly no application of TQM in a NPO setting. The present study aimed at fulfilling this gap for the best ranked, number one Organization in the child and youth sector - The Akshaya Patra Foundation (TAPF).

The research design envisaged to evaluate the performance of TAPF in preparing and distributing food for under privileged Government school going children in nine States of India. The research was designed to evaluate quality efforts beginning from Production to Distribution. The mass production of food for children is done and would cover space for children across nine Indian States.

TAPF is serving 1.4 million children studying in 10,000+ schools centered in 22 kitchen locations. The quality efforts are sequentially phased out and appropriate samples were drawn using Probability Proportional to Size (PPS) Sampling method. Three sets of Instruments such as checklist, schedule and questionnaires were designed to meet the study objectives which included Children, Teachers and Supervisors at various levels. The study also include Donors, Quality Head, Board of Trustees and the Government. The Questionnaires for Children, Teachers and Supervisors in food Production were translated to five different languages namely Kannada, Telugu, Hindi, Gujarathi and Oriya. The Data collected were resorted to statistical analysis using factor, Correlation and multiple regression analyses.

The study has revealed that the Total Quality Index (TQI) of TAPF is 90.36 on a 100 point scale which is termed as ‘A’ quality service being provided by the Organisation. The supply chain effort in converting raw material into food which in turn is being distributed to children. The perception at various levels of the respondents point to the fact that serving high quality satvik vegetarian food would help improve children who are the future social capital of India.
7.1 POLICIES

The Total Quality Index of Akshaya Patra is 90.36. This composite index is self-weighted. The component index in the production process across eight dimensions varies between 88.78 and 95.75. These variations suggest us policy prescriptions. They are enumerated below:

1. There is need to sustain the present index at 95.
2. The gap between pre-production supervisors, production supervisors and post production supervisors are to be kept at a constant at 95.
3. The high level of cohesion of HR supervisors need be sustained at 92.94 or more.
4. The school relation activity is at the level of 89.10. This has to be upgraded to 95.
5. Quality Head is conceptually sound at 95.75. This needs to be sustained.
6. Concerted efforts are needed to bring performance level in production at 95.
7. The trustee index is almost perfect at 97.87. The policy must be to ensure same level of consistency and to pull performance level up to 100.
8. The performance perception of the Government of all 70 NGOs in Karnataka is at 90. This level has to be sustained for long time improvisation.
9. The Donors, Corporate and individual are to be perceived differently by TAPF. This difference in perception will enhance funds inflow.

7.2 STRATEGIES

1. Training of production supervisors at three levels had to be taken up for improving the performance level-at inventory, at processing & at distribution levels.
2. The quality supervisors need retraining in quality sustenance initiatives.
3. HR supervisors are to be trained in updated Laws, handling grievance and in personal practices.
4. The School Relation activity can be further strengthened by high frequency feedback and training of teachers at the school level.
5. The conceptual soundness of Quality Head must be sustained by implementation of standards and practices. ISO 22000 & FSSA are to be implemented and adopted to location specific requirements.
6. The relationship with Government must be sustained at the same level. This can be done by short term crash programmes at the headquarters in each State.
7. The donor relations can be maintained by involved attention for better harmony by field visits of short term duration which can be arranged by TAPF.
7.3 SUGGESTED ACTIONS

The present study has led to indicative actions based on the findings:

1. The first action should be to make efforts to continuously sustain effective backward, throughput and forward linkages in the long term centers of mass production and delivery of food. The centers are Bengaluru- Rajajinagar, Vasanthpura, Hubballi and Ballari centers in Karnataka & at Hyderabad (erstwhile AP), Gandhinagar (Gujarat), Puri (Odisha), Vrindavan (UP) and Jaipur (Rajasthan).

2. Secondly, those centers which are serving relatively less number of children and in the centers served by decentralized kitchens, quality efforts have to be strengthened by training women who are involved in cooking & other cooking related activities.

3. ISO 22000 should be implemented across all kitchens to ensure standardization of Quality.

4. The cohesive efforts in the production phase which includes quality at the inventory level and at the throughput level must continue with appropriate checks and rechecks.

5. Children and teachers are to be continuously trained on hygiene practices to enable effective supplementation of quality efforts.

6. There is need to continuously retrain people at the production level to back up and sustain quality efforts.

7. The back office operations are well formatted. The same steps can be replicated with minor adaptations across all centers and in the centers to be established in the near future.

8. The Donors have perceived high image value for AkshayaPatra. This perception is reflected in large one time payments and continued donations each year. TAPF should make efforts to build relationships for its growth.

9. The concept of AkshayaPatra matches well with people in the hierarchy and people across society. The support of the Government will continue with concomitant public opinion. TAPF must make efforts in converting public goodwill to the backup support of the Government.

10. TAPF can extend its centers to whole of India covering all 30 States and Union territories.

11. TAPF must make efforts to acquire corpus funds by regulating channels of expenditure.

12. TAPF can explore possibilities of relationships with giant size organizations such as LIC of India, Public sector units, and local branded MNC companies to make this effort not only for fund raising but also training children on Saturdays and weekends. This would help children to facilitate in realizing their dreams.

13. Involving well educated and working individuals to train children on weekends would help develop children with good culture and good ethics and values. This would help society develop good citizens for future of this country.
**Books**


3.0 Webliography
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