CHAPTER V
PERCEPTION OF EMPLOYEES OF FAIR PRICE SHOP TOWARDS PUBLIC DISTRIBUTION SYSTEM IN MADURAI DISTRICT

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6.1 INTRODUCTION

In India, Public Distribution System is considered as an important social welfare programme. Especially in the area of poverty alleviation programme. Tamilnadu is following Universal Public Distribution System. In this states Targeted Public Distribution System is being followed. In this chapter, the summary of findings and suggestions for improvement both for Targeted Public Distribution System and Universal Public Distribution System are presented.

6.2 SUMMARY OF FINDINGS

The most important medium through which the government ensures food security at the micro-level is the Public Distribution System. India has a large programme of
public food distribution, mainly food grains, through a network of Fair Price Shops, both in rural and urban areas. The Programme has evolved with the twin objectives of providing incentive prices to farmers for subsidizing its consumption. Until the seventies the focus of food distribution programme was urban and the food deficit areas. The welfare focus of the programme assumed importance during the eighties and coverage extended in rural areas, first in the South Indian States and later all over India. However, due to the mounting costs of subsidy, targeting was more focused during the nineties, first, with the revamped public distribution system in 1997. The programme cover poor households as the target group, generally, and tribal and drought prone areas, universally.

Under the existing division of administrative authority between the central government and State government, the central government, through Food Corporation of India, procures food grains under its ‘Minimum-Price Support’ operations and levy scheme, maintains stocks and allots food grains to states/union territories keeping in view the broad national policy on food. Responsibility for the actual implementation of various distribution schemes rest with the state governments. Food Corporation of India, as the Nodal agency of the central government, functions as the custodian of all the stocks. State Governments on their part receive the food grains and organize their distribution through fair price shops.

Public Distribution System can be regarded as one of the most important stable elements of Indians food policy since the early 1950’s. Started with the objective of
assuming the ‘supply-side’ in periods of wars related shortages to managing the post-independence scarcity scenario, it graduated into a welfare concept in 1970s and presently it works – broadly speaking – with the triple objective of welfare of vulnerable groups, despite its universal application, price stabilization and ensuring partial food security.

A foodgrains policy commission under the chairmanship of Sir Purushottam Das Thakur has examined the food policy of ‘independent India in 1947, which submitted its report in 1948. It came to the conclusion that imports were necessary to enable maintenance of central reserves to guard against crop failures and such reserves could be of the tune of two million tonnes. It also recommended for the maintenance of the rationing system, ‘introduced during the world war II, as ‘also the need to import food grains should be liquidated in phases.

Issues under the Public Distribution System were at their lowest during the closing years of the first plan. This was a period during which food control was generally relaxed. But during the period of VII Plan, it was felt that Public Distribution System was the permanent solution to alleviate poverty in India. The system was to be considered as a principal instrument in the hands of the government for providing safety net to the poor and the underprivileged. The government of Tamilnadu is implementing the Public Distribution System since the year 1964. Instead of targeted Public Distribution System Tamilnadu is following the universal Public Distribution system.
In the present study an attempt was made to study the functioning of the Public Distribution system in Madurai District. The study was undertaken with the following objectives:

- To trace the evolution of Public distribution system in India and in Tamil Nadu.
- To study the functioning of Public distribution system in Tamilnadu including the area under study.
- To study the perception of beneficiaries towards the public distribution system in Madurai District
- To study the attitude of the employee of Fair Price Shop towards the functioning of public distribution system in Madurai District.
- To offer suitable suggestions on the basis of the findings of the study.

Based on the objectives of the study hypotheses were framed and tested. In the public distribution system, fair price shops are being run by either Tamilnadu civil supplies corporation or co-operatives. In Tamilnadu nearly 96 per cent of the fair price shops are under the control of co-operatives.

In Madurai district out of the total fair price shops 29 are under the control of Tamilnadu civil supplies corporation. The remaining shops are under the control of co-operatives. For selecting the sample respondents 20 per cent of the total number of shops have been selected randomly (that is) 6 under Tamilnadu Civil Supply Corporation and 261 under co-operatives. From Each Fair Price Shops selected three respondents were
contacted randomly to get the required information through interview schedules. At the time of selecting the Fair Price Shops only full time shops were considered. At the rate of three per shop, the total number of respondents came to 801 and to round it off to the nearest 100, finally 800 respondents were contacted.

There have been four phases, broadly speaking, in the history of the Public Distribution System in India. The first phase was from its origin to 1960, a period when the system was expanded to many cities in India. During the first phase, distribution through the Public Distribution system was generally dependent on imports of food grains. The second phase from 1960 to 1978 was one which saw major organisational changes. Specifically, in response to the food crisis of the Mid–1960s the Government of India tooks a holistic approaching to food security and set up the Agricultural Prices Commission and the Food Corporation of India In order to strengthen domestic procurement and storage.

The third phase from 1978 to 1991 was marched by large scale expansion of the Public Distribution System, supported by domestic procurement and stocks.

The fourth phase, from 1991 to the present, is one in which the policy of universal Public Distribution system has been replaced by a targeted policy in line with the objectives of economic liberalisation. Thus over the entire period, the Public Distribution System grew from rationing scheme in selected cities to a national universal programme of food distribution and then to a policy targeted at the income poor.
Initially the objectives of the Public Distribution System have been (1) Maintaining price stability (2) Increasing the welfare facilities too the poor (3) rationing during situations of scarcity (4) keeping a check on private trade. It is clear that some of these objectives are less important to-day then in the past. While rationing is not very relevant to-day, the first two objectives remain very important. In fact maintaining price stability is crucial in the post-liberalization period when private traders have been given a freer hand when international price fluctuations can make easily affect domestic prices. In the context of widespread malnutrition and inflation in food prices, access to basic foods at reasonable prices remains an important policy intervention.

Over the years, the policy related to Public Distribution System has been revised to make it more efficient and targeted. In 1992, Revamped Public Distribution System was introduced in 1700 blocks in the country. The target was to provide the benefits of Public Distribution System to remote and backward areas. From June 1999, in a renewed attempt, Targeted Public Distribution system was introduced to adopt the principle of targeting the ‘poor’ in all areas’. It was for the first time that a differential price policy was adopted for poor and non poor. Further in 2000, two special schemes were launched , (ie) Antyodaya Anna Yojana ( AAY) with Special target groups of the ‘poorest of the poor’ and ‘indigent senior citizens’ respectively. The functioning of these two schemes was linked with the existing network of Public Distribution System.

The targeted Public Distribution System differs from earlier variants of the Public Distribution System in certain key respects. The most important feature of the
Targeted Public Distribution System in relation to previous policy in India is the introduction of targeting, specifically the division of the entire population into below poverty line and above poverty line categories based on the poverty line defined by the planning commission. The second unique feature is that the Public Distribution System now has dual central issue prices, prices for Below Poverty Line consumers and prices for Above Poverty Line consumers. A third price is for beneficiaries of the Antyodaya Scheme. A third significant feature of the Targeted Public Distribution System is that it has changed centre-state responsibilities with respect to entitlements and allocation to the Public Distribution System.

According to a performance Evaluation by the Planning Commission the transition from Universal Public Distribution System to Targeted Public Distribution System has neither benefited the poor nor helped reduce budgetary food subsidies.

The main problem with the targeted Public Distribution System is that targeting has led to the large-scale exclusion of genuinely needy persons from the Public Distribution System.

Secondly targeting has affected the functioning and economic viability of the Public Distribution System network adversely and led to a collapse of the delivery system. Thirdly Targeted Public Distribution System has failed to achieve the objectives of price stabilization through transfer of cereals from surplus to deficit regions of the country. Moreover there are reports of large-scale leakages from the Public Distribution System that is, of grain being diverted and not reaching the final consumer.
It is to be noted that policy making and implementation have failed miserably in respect of tackling the crisis of Mass India – Nutrition. The period of economic liberalisation has seen a relentless set back to some of our major programmes of food security.

Leakage is one of the crucial problems in Public Distribution System in India which has weak end the current system of delivery at different stages. The share of leakages in off take from the central pool is abnormally high, except in the states of west Bengal and Tamilnadu. General awareness of the beneficiaries, high literacy level and strong grassroots-level organisations have helped states like west Bengal and Himachal Pradesh in reducing Fair Price Shops level leakage, which in the case of Tamilnadu, it is the elimination of private retail outlets. Reducing leakages requires political commitment and participation of the people in the delivery process.

In Tamilnadu Public Distribution System is implemented from the year 1964 onwards. Initially under the scheme village shop programme, the government had one shop for one village to feed essential articles to rural public. At a later stage this scheme was converted in to Public Distribution System.

The Government of Tamilnadu follows universal Public Distribution System instead of Targeted Public Distribution System envisaged by the Government of India. The state has done away with the identification of Above Poverty Line and Below Poverty Line families to avoid errors of exclusion of eligible and vulnerable families. In Tamilnadu, Targeting is made only in the case of AAY beneficiaries. In Madurai District,
under this scheme identification of beneficiaries is done by the local bodies and the list is approved by the gram sabhas. At present the monthly off take of rice under Public Distribution System is 3’17’000 tonnes though the central allotment is only 296000 tonnes. The additional quantity of rice needed is being met from the open market sales scheme allotment by the Food Corporation of India and also from other state civil supply corporations. In the case of Sugar, the requirement is of the order of 33055 tonnes as against the central allotment of 10382 tonnes.

As the central allotment is not sufficient to meet the demand from cardholders, the state is purchasing sugar from the open market at the prevailing rates. By selling rice and other commodities at prices much lower then the price fixed by the central govt. the state govt. has been incurring substantial expenditure by way of food subsidy.

The movement of stock from 310 warehouses across the state to the Public Distribution System outlets begin from the 20th of the proceeding month. By the end of the month, 60 per cent of stocks for the next month reach the Public Distribution System. Outlets, by the 5th of the month of issue the whole quota is to be reached the shops. At any given point of time, Tamilnadu Maintenance six months supply of rice, wheat, and other commodities in its warehouses.

The movement from the warehouses to the Public Distribution System outlets is through trucks- which are tightly controlled by route charts. The charts display the route the truck has to adhere to, details of commodities it carries and the shop to which the
goods are to be delivered. Any elected representative or Government official who notices any deviation from the route is authorised to check the vehicle and report to the Nearest police station. The total number of ration cards in Madurai District has increased from 958160 to 959639 from 2008-09 to 2009-10. The increase was marginal. In the year 2010-11, the authorities have taken steps to reduce the bogus ration cards. Because of this the total number has come down to 853528 in 2010-11 where the figure was 959639 in 2009-10.

Madurai west zone and Madurai North Taluk are having the maximum number of cards as on date that is 1,18,917 and 1,16,454 respectively. The least number is found in Thirumangalam taluk that 62519 cards. In the year 2008-09 the total metric tonnes of rice supplied to Fair Price Shop amounted to 148958, wheat 4768 MT, Sugar 25818 MT and Kerosene 44688.36 K.L. But due to the elimination of bogus ration cards the total quantity of rice supplied is 164993.4 MT, Wheat 5132.8 M.T., Sugar 19732.2 M.T. and Kerosene 35426.6 K.L.

In the present study an attempt was made to ascertain the attitude of beneficiaries in Madurai District towards the functioning of Public Distribution System. Out of 800 respondents, 576 (72%) were in the age group of 40 years and above. Regarding educational qualification 44 per cent were upto high secondary 33 per cent were graduates and 13 per cent were post-graduates.

Out of the total respondents selected for the study 32 per cent were government employees, 30 per cent were workers and only 4 per cent were self-
employed. It is known that in Tamilnadu both co-operatives and Tamilnadu Civil Supply Corporation limited are running the Fair Price Shops. In Madurai District, the sample survey indicated that 88 per cent of the respondents having their ration cards in Fair Price Shops run by co-operatives and only 12 per cent are from Tamilnadu Civil Supply Corporation limited. It is to be noted that out of the total respondents 87 have used the Fair Price shop fully for purchasing rice. Regarding sugar, apart from Fair price shop, 16 per cent of respondents have purchased sugar in the open market also. In the case of cooking oil 46 per cent are getting their requirements only from the open market, not depending on the Fair Price Shop. For majority of the respondents the distance between the Fair Price Shop and their residence is only within two kilometers.

It is mandatory on the part of the fair price shop to put a notice board in front of the shop indicating the items available and their stock position. Only 20% of the respondents have stated that the Notice Board put up in front of the shop was the source of information. Friends and neighbours were the source of information for 54 per cent of the respondents. For 26 per cent of the respondents the source of information was ‘personal enquiry’ with the salesmen. Cardholders can register their complaints with the authorities or in the Notebok maintained for that purpose. the survey revealed that in Madurai district only 27 per cent of the respondents have registered their complaints. There is a general criticism that the quality of the items supplied through Public Distribution System is not up to standard. Moreover there is a problem of shortage of
weight in the commodities supplied. To ascertain the perception of the sample beneficiaries regarding the quality, quantity and weighment of the commodities supplied.

Six statements were given under five point scale and the perception score was obtained. Out of the total 800 respondents 316(40%) have agreed that the quality of commodities supplied was good. The remaining 60 per cent have stated that the quantity was not up to standard. Regarding weighment 56 per cent have stated that there was shortage in the weight of the commodities supplied. Majority of the respondents have agreed that adulteration was prevalent. For any social welfare scheme the behaviour of the person in the final stage of the benefit delivered is vital for its success. In the case of PDS, the general expectation of the beneficiaries was that the behaviour of the salesmen in FPS must be courteous. To ascertain the perception of the customers regarding the behaviour of the salesmen six statements were given on a five point scale and the perception score was obtained. About 68 per cent of the respondents have agreed to the statement that FPS staff do not behave politely with the customers and 62 per cent have agreed that the salesmen are lethargic while carrying out their duties. In the perception of the beneficiaries the time taken for the purchase of essential commodities in FPS was too much. For this one can’t blame the salesmen, because he has to make many entries in registers, ration cards and also prepare the bills manually.

A disturbing feature of the PDS in India is the ground reality that a large portion of the subsidized foodgrains and other essential commodities meant for distribution do not reach the beneficiaries and find their way to the market. The difference between the
open market price and subsidized prices of these commodities under PDS determine the
lucrativeness of the leakages. If calculation is made between the figures of stocks lifted
and actually sold to customers. There should be a discrepancy which could be said to be
equal to leakages in the system. Bogus ration cards was another major problem. The
respondents were well aware of the fact that bogus ration cards are in circulation and
diversion of PDS commodities to open market.

The respondents were asked to suggest the requirements to make the PDS more
effective. About 58 per cent of the respondents have stated that the profit margin
provided to societies is to be increased so that the salesmen will get better salary and 72
per cent of the respondents have suggested that the number of cards per ration shop is to
be reduced for effective functioning. In the opinion of the 54 per cent of the respondents
vigilant committees should be more vigilant for the effective functioning of the PDS.

If the overall perception score was considered, the dimension ‘leakages and Bogus
ration card’ occupies the first place with a mean score of 9.98.

In order to test the significant difference in the perception score of different groups
of respondents, based on personal variables, the Kruskal-Wallis Test was
applied.

There is significant difference between age and the perception of the respondents
towards the following dimensions.

(i) Behaviour of the salesmen
(ii) Convenience and time taken for procuring the commodities

(iii) Leakages and bogus ration cards

(iv) Requirements to make pubic distribution system more effective

There is no significant difference between age and the perception of the respondents towards ‘Quality, Quantity and weighment.

In order to test whether there is any relationship between educational Qualification and perception of the respondents towards various dimension Kruskal-Wallis Test was applied. It is concluded that there is significant difference between educational qualification and the level of perception for the following dimensions.

(i) Quality, Quantity and weighment

(ii) Behaviour of the salesmen

(iii) Leakages and Bogus ration cards.

(iv) Requirements to make PDS more effective

It is also found out that there is significant difference between occupation and the level of perception for the following dimensions.

(i) Behaviour of the salesmen

(ii) Leakages and Bogus ration cards.

(iii) Requirements to make PDS more effective
In order to test whether there is any relationship between residence of the respondents (rural, urban, semi-urban) and perception towards various dimensions, Kruskal-Wallis Test was applied. It is concluded that there is significant differences between residence and the level of perception for the following dimensions.

(i) Quality, Quantity and weighment

(ii) Behaviour of the salesmen

(iii) Convenience and time taken for procuring the commodities

(iv) Leakages and bogus ration cards

(v) Requirements to make public distribution system more effective

In the case of size of the family and the level of perception except for the dimension, quality, quantity and weighment, there is significant difference in the case of the remaining four dimensions.

In order to test whether there is any relationship between number of employed family members and perception towards various dimensions Kruskal-Wallis Test was applied. In the case of the dimension ‘ leakages and bogus ration cards’ there is no significant difference between number of employed family members and their perception towards various dimensions.

It is also concluded that there is significant difference between income and the level of perception for the following dimensions.

(i) Quality, quantity and weighment
(ii) Behaviour of the salesmen

(iii) Convenience and time taken for procuring the commodities

(iv) Leakages and bogus ration cards

(v) Requirements to make public distribution system more effective

For the success of any social welfare scheme like PDS, the employees involved in it have to play a vital role. In the presented study an attempt was made to study the perception of the employees towards PDS in Madurai District. To study the perception of the employees towards the behaviour of the beneficiaries, infrastructure facilities in FPS, Work load and the supply of essential commodities to FPS, statements were given under five point scale. Among the sample respondents, 91 per cent of the employees have more than 10 years of experience. Many of the respondents have studied up to higher secondary.

Regarding the monthly salary of the respondents it is observed that 78 per cent are getting salary of Rs.6001 to 10000. Many of the 91 per cent FPS are run by co-operative societies. Only 3 per cent of FPS have less than 300 cards 32 per cent have ration cards between 501 to 800 and 20 per cent have more than 1000 cards.

In the perception of the employees, the beneficiaries are not in the habit of forming proper queue system while purchasing the items. The employees also felt that the beneficiaries are unnecessarily making complaints against the FPS. In order to test whether the experience of the salesmen, educational qualification, monthly salary and
organisation of the FPS influence the perception of the employees Pearson chi-square test was used. It is concluded that

24. There is no significant difference between the total number of years of experience and the perception level of the employees towards customer behaviour.
25. There is no significant difference between the Educational qualification of the employees and their level of perception towards customer behaviour.
26. There is a significant relationship between monthly salary of the employees and their perception towards customer behaviour.
27. There is a significant relationship between nature of organisation of Fair Price Shop and their perception towards customer behaviour.
28. There is a significant difference between the total number of years of experience and the perception of the employees towards location and infrastructure facilities.
29. There is no significant difference between the Educational qualification and the perception of the employees towards location and infrastructure facilities.
30. There is no significant difference between the monthly salary of the employees and the perception of the employees towards location and infrastructure facilities.
31. There is no significant relationship between nature of organisation of Fair Price Shop and perception of the employees towards location and infrastructure.
32. There is no significant relationship between the total number of years of experience of the employees and their perception towards work load.
33. There is no significant difference between the Educational qualification and the perception of the employees towards workload.

34. There is a significant difference between the monthly salary and the perception of the employees towards workload.

35. “There is no significant relationship between nature of organisation of Fair Price Shop and the perception of the employees towards workload.

36. There is a significant difference between the total number of years of experience and the perception of the employees towards the supply of essential commodities.

37. There is a significant difference between the Educational Qualification of the employees and the perception of the employees towards the supply of essential commodities.

38. There is no significant difference between the monthly salary of the employees and the perception of the employees towards the supply of essential commodities.

39. There is a significant relationship between nature of organisation of Fair Price Shop and perception of the employees towards Supply of essential commodities.

6.3 SUGGESTIONS

Except Tamilnadu, other states are having Targeted Public Distribution System (TPDS).

To make the implementation of Targeted Public Distribution System (TPDS) more effective, it is desirable that the following points may be taken into consideration:
Items other than rice and wheat need to be excluded from the purview of TPDS. The main objective of providing food subsidy to the poor is to ensure food security. Rice and wheat are the two commodities, which are eagerly sought after as basic necessities by the poor in India. Provision of food subsidies should be restricted to these two commodities.

Items such as sugar should be kept outside the purview of PDS. Sugar should be decontrolled and the system of levy on sugar should be discontinued.

It is argued that if production of coarse cereals, is encouraged in dry land areas environment damage like degradation of soil can be checked to some extent. However, there is difficulty in supplying coarse cereals through PDS and bringing them under the cover of food subsidy. The average life of coarse grains is limited making them unsuitable for long term storage and distribution under PDS. Inclusion of coarse cereals under PDS cannot be taken up as a national level program since there is no standard variety of coarse grain. But initiatives from the side of state governments are possible catering to the needs of specific localities.

Kerosene is also a commodity supplied through PDS and intended for the poor. But this is an item where there occurs large scale illicit diversion where the benefits meant for the poor are cornered by miscreants and subsidized kerosene is used for adulteration with diesel. Subsidy on kerosene while it benefits the poor to a certain extent is very often cornered by the rich and subsidized kerosene ultimately ends up being used for commercial purposes. A study carried out by Indira Gandhi Institute for Development
Research, Mumbai shows that there is huge leakage of kerosene meant for PDS in the four states covered by the study. It is irrational, therefore to continue to subsidise kerosene at rates that are so high and continue its distribution through the PDS. Subsidy on kerosene should be gradually phased out by raising its supply price under PDS while at the same time eliminating all domestic central (e.g. cenvat) and state (e.g. sales) taxes on kerosene so as to encourage private supply of kerosene through normal distribution channels. Alternately, if kerosene is to be retained under PDS the extent of subsidy given should be reduced below 30 per cent so that there is less incentive for diversion and for adulteration with diesel.

All further attempts to include more and more commodities under the coverage of food subsidy should be resisted.

At the same time, the FPS (fair price shop) should be permitted to sell all commodities (other than rice and wheat) at full market prices through PDS outlets so as to ensure their economic viability.

The coverage of TPDS and food subsidy should be restricted to the population below the poverty line. For the people above the poverty line who have the purchasing power to buy food the requirement is only to ensure availability of food grains at a stable price in the market. There is no need to extend the coverage of food subsidy to this population. Stability in food grain prices should be ensured through the maintenance of a buffer stock and open market operations of the FCI. However, during the present period when there exist huge surplus stocks of food grains with FCI it may be necessary to
continue below “economic cost” supplies of cereals under PDS to the APL population as a temporary measure.

With the liberalization of external sector, the operation of the buffer stock can be supplemented by timely exports and imports and effectively this will mean that the buffer stock required will be smaller in size.

Ration cards should not be used by the administration as an identification card for various purposes. The role should be assigned to multi-purpose identity cards in the future. Many people get ration cards issued only to establish their identity before the administration.

There are several plan schemes in operation, which are in the nature of welfare or income transfer schemes where distribution of food grains is involved. Such schemes, all serving the same purpose, could be merged and some sort of convergence among them could be evolved.

Community grain banks can be set up in such areas wherefrom the needy can borrow grain in times of need and repay the grain after the emergency is over. Natural disasters such as earthquakes also create conditions in which emergency assistance must be provided by the government and the administration has to be alert to such spurts in hunger. Finally a minimal amount of social security must be provided to those who are old, sick or disabled and cannot partake of work even if it is available. Special schemes must ensure that they do not go hungry.
To reduce workload of the employees in FPS, the hand held billing machines are to be introduced in all the shops in Madurai District.

It is estimated that to monitor the activities of the FPS if a WEBCAM is installed it would cost Rs.22000 per year. As a trial run in a few shops in Madurai District webcam may be installed and its impact in performance may be studied. To motivate the workers of co-operative societies, on par with the employees of Tamilnadu Civil Supply Corporation limited salary may be increased.

- Steps are to be taken to reduce the bogus ration cards.

- Vigilant committees are to be more vigilant and see that the commodities are supplied to Fair Price Shop without any defect in weighment.

- Quality of the products supplied to Fair Price Shop is to be taken care of.

- Steps should be taken to provide sufficient space for storage.

6.4 CONCLUSION

The Public Distribution System has been instrumental in moderating market prices and also providing food grains at assured prices at the household level. It has thus evolved as a producer – price – support – cum consumer subsidy programme for more than five decades. Food gains procured by Government are distributed at subsidized prices. Besides, food grains thus distributed become the main sources of calorie supply to consumers. Hence, the Public Distribution System has close limits with food security and considered as the key element of Government’s food security system in India.
Comprehensive recommendations for the reform of Public Distribution System available from various committees and research work like the present one. The Supreme Court has ordered for the introduction of ePDS across the country. The main components of ePDS are integrated weight management system, MIS Inventory Management GPS based fleet tacking for grain transportation, SMS-based information dissemination and Public Grievance Redressal Forum. It is recommended that Madurai District may be taken as a Model District for the implementatioin of ePDS “ePDS in Madurai District” – problems and prospects may be taken up for further research.
CHAPTER VI
SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

6.1 Introduction

6.2 Summary of Findings

6.3 Suggestions

6.4 Conclusion

BIBLIOGRAPHY

BOOKS


