

**PUBLICATION NO. 12**



**GOVERNMENT OF NAGALAND  
EVALUATION REPORT  
ON  
GOVERNMENT WORKSHOP ORGANISATION  
IN  
NAGALAND**

**EVALUATION ORGANISATION  
GOVERNMENT OF NAGALAND KOHIMA**

## PREFACE

This is a quick study report brought out by the directorate of Evaluation. It relates to the Evaluation study of Government Workshop organization, Government of Nagaland. This Government workshop was established with the objective to undertake major / minor repair, recondition of Government Vehicles and also arrange all purchases of spare parts, Accessories, tools etc. But with the introduction of vehicle maintenance allowance system in the state from 1974 the Government Officers with whom vehicles were attached generally sent their vehicle to the privately run workshops for repair / maintenance. As a result the operational staff of the workshop Organization remained idle without work. Under this condition, The State Government felt it necessary to undertake an evaluation study of the workshop. The Evaluation department was, therefore, entrusted with the task and make the report available at the earliest. A quick study was therefore, conducted and the report submitted.

I thank Shri N. Zeliang, Deputy director (Evaluation) who shouldered the responsibility of the conduct of the study and prepare of the report. I also gratefully acknowledge with thanks the co-operation extended and the assistance rendered by the official of the organization for furnishing the required information.

( H.G. GUPTA )  
JOIN DIRECTOR OF EVALUATION  
NAGALAND : KOHIMA.

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## Chapter-1

### INTRODUCTION.

#### Genesis and object of the workshop.

1.1 The Government of Nagaland established a Workshop Organisation in the year 1966 under the Transport Department to cater to the needs of Repairing and maintenance of all the Government Vehicles excepting Bus/ Truck, Roller etc. this Arrangement was found necessary due to the lack of Proper repairs facilities available in the state Then and also with the expectation to get an Efficient and prompt services, three Government Workshop were thus set up at Kohima, Mokokchung And Tuensang.

#### Organisational Set-up.

1.2 The secretary, Transport Department Government of Nagaland, is the ' Head of Department ' For the Workshop Organisation while the Mechanical Engineer Function as ' Head of Office ' exercising Certain administration and financial powers vested In Him. At the workshop level, and Assistant Engineer is given charge for the Supervision of the work of operational staff. The Ministerial staff as well as the operational Staff of the organization are presented in Table at the next pages.

Table – 1 (A).

**MINISTERIAL STAFF OF THE ORGANISATION**

| Sl.No. | Designation                       | Sanctioned Strength | Staff in position | Staff borrowed by other Deptt. | Staff deputed to other deptt. | Staff absorbed by other deptt. |
|--------|-----------------------------------|---------------------|-------------------|--------------------------------|-------------------------------|--------------------------------|
| 1      | 2                                 | 3                   | 4                 | 5                              | 6                             | 7                              |
|        | <u>Mechanical Engineer Office</u> |                     |                   |                                |                               |                                |
| 1.     | Mechanical- Engineer              | 1                   | 1                 | X                              | X                             | X                              |
| 2.     | Head Assistant                    | 1                   | 1                 | X                              | X                             | X                              |
| 3.     | Accountant                        | 1                   | 1                 | X                              | X                             | X                              |
| 4.     | U.D. Asstt.                       | 5                   | 3                 | 1                              | 1                             | X                              |
| 5.     | L.D. Asstt.                       | 9                   | 8                 | 2                              | X                             | X                              |
| 6.     | Account- Asstt.                   | 6                   | 6                 | X                              | X                             | X                              |
| 7      | Typist                            | 1                   | X                 | X                              | X                             | X                              |
| 8      | Office peon                       | 2                   | 2                 | X                              | X                             | X                              |
| 9      | Chowkidar                         | 1                   | 1                 | X                              | X                             | X                              |
| 10     | Driver                            | 2                   | 2                 | 1                              | X                             | X                              |
|        | <u>Store section</u>              |                     |                   |                                |                               |                                |
| 11     | Store Officer                     | 1                   | 1                 | X                              | X                             | X                              |
| 12     | Store Keeper                      | 3                   | 3                 | 1                              | X                             | X                              |
| 13     | Store Asstt.                      | 1                   | 1                 | 1                              | X                             | X                              |
|        | Total                             | 34                  | 30                | 7                              | 1                             | X                              |

[ Source:- Workshop Organisation ]

Table – 1 (B)

PORATIONAL STAFF FOR THE THREE WORKSHOP

| Sl. No | Designation      | Sanctioned Strength. | Staff in position. | Staff borrowed by other Deptt. | Staff Deputed to other deptt. | Staff absorbed by other Deptt. |
|--------|------------------|----------------------|--------------------|--------------------------------|-------------------------------|--------------------------------|
| (1)    | (2)              | (3)                  | (4)                | (5)                            | (6)                           | (7)                            |
| 1      | Asstt. Engineer  | 2                    | 3                  | X                              | X                             | X                              |
| 2      | Foreman          | 3                    | 3                  | X                              | X                             | X                              |
| 3      | Mechanic Grd – I | 19                   | 19                 | 6                              | X                             | X                              |
| 4      | Mechanic Gcd –II | 24                   | 22                 | 9                              | X                             | X                              |
| 5      | Mechanic Grd-III | 30                   | 25                 | 18                             | X                             | X                              |
| 6      | Mechanic-Helper  | 19                   | 19                 | 9                              | X                             | X                              |
| 7      | Oil-man          | 1                    | 1                  | X                              | X                             | X                              |
| 8      | Electrician      | 1                    | X                  | X                              | X                             | X                              |
| 9      | Peon             | 3                    | 2                  | X                              | X                             | X                              |
| 10     | Blacksmith       | 1                    | X                  | X                              | X                             | X                              |
| 11     | Chowkidar        | 10                   | 8                  | X                              | X                             | X                              |
| 12     | Cleaner          | 2                    | 2                  | X                              | X                             | X                              |
|        | Total            | 115                  | 103                | 420                            | 0                             | 0                              |

[ Source:- Workshop Organisation ]

13 The figures in Col – 5 are the staff working in other department Viz. Secretariat, N.S.T. etc. But drawing their Pay and allowances from the workshop organisation. Hence, they are also included as in position in Col –4 of table –1(A) & (B).

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1. 4. The entire workshop Organisation staff position in Nagaland is reflected in table-(A) and table-(B). No separate posts were created workshops at Kohima, Mokokchung and Tuensang. The number and type of staff to be posted in particular Workshop are decided on the basis of the total available strength of vehicle in that particular area by the Mechanical Engineer, Kohima, who is the head of office.

Activities of the workshop.

1.5 The organisation not only undertook major/ minor repair and reconditions of vehicles but also arranged all purchases of spare parts, accessories, tools & plants etc. It has a purchase Board for deciding all purchases of tools and plants, spare parts etc. made by the organisation. The Mechanical Engineer was delegated powers for making condemnation and disposal of parts, accessories tools etc.

Objection of the study.

1.6 In accordance with the recommendation of the first Nagaland pay commission's Report, officers with whom vehicle are attached were given rs.200/- (Rupees two hundred) for vehicle less than two years old and Rs.300/- (Rupees three hundred) for vehicle more than two years old as vehicle Maintenance Allowance per month for maintaining the vehicles attached to them and keep them in a running condition. With the implementation of this recommendation with effect from 1974, the old practice of repairing vehicle at Government cost were stopped. The officers were also allowed to repair the vehicles attached to them at other privately run Workshop. After the introduction of this system, Government vehicles are generally being sent to the government workshop for repair/maintenance as most of the

Officers with whom the vehicles are attached are getting their vehicles repaired privately. The entire operational staff employed in the workshop are thus rendered idle without any work. The government is, therefore, considering for quite some times whether the organization should be wound up and the annual expenditure on staff employed and not utilized fruitfully could be saved. It was, therefore, felt advisable to undertake an evaluation study before a final decision is arrived at.

1.7. The main objectives of the present study are:-

- (a). To appraise of its working,
- (b) To study the problem faced by the organization,
- (c) To see whether it can run as an economically viable unit. If not, whether or not the organization can be wound up.
- (d) If, it is found that the organization has to be wound up, how the permanent/temporary staff can be utilized..

Methodology.

1.8 A schedule was prepared for collection of primary data from the workshop/Mechanical Engineer office. The information were also gathered through discussion from the officials of the organization. A-II the three workshop functioning in Nagaland at Kohima. Mokokchung and Tuensang were covered for the purpose of this study

### **Scope**

1.9 The government wanted to have a quick study for the limited purpose in view as specified in the objection of the study. The Evaluation organization, therefore, did not venture to cover all the aspects and make a detailed study. The main focus of enquiry was on the examination of the physical and financial performances of the organization. Study on beneficiaries was not attempted.

### **Limitation.**

1.9. Virtually, the organization is defunct. It is existing merely in name without any work. At this state of affairs, the staff, especially the operational staff were normally not available in the office where evaluation team tried to contact. Mostly, they come to office only on pay day simply to collect their pay and allowances. The Mechanical

Engineer who is the head of the organization used to come to the office mostly after 2 p.m. and that too only for an hour or so, as there is no work for him to do. The staff presently working are mentally out of their work presuming that the organisation has already been abolished. No body took interest in maintaining the official record systematically and up to date. As such the progress of data collection was delayed beyond the stipulated time.



## Chapter - II

### OPERATION OF THE PROGRAMME.

#### Land and building.

2.1. The approximate utilization of land and building belonging to the workshop organization and as under:-

Table –III.

#### UTILISATION OF AVAILABLE LAND.

| Sl. No. | Particular of area                        | Kohima (Approx) | Mokokchung (Approx) | Tuensang |
|---------|---|-----------------|---------------------|----------|
| (1)     | (2)                                       | (3)             | (4)                 | (5)      |
| 1       | Total area owned by the workshop.         | 120' X 430'     | 70' X100'           | -        |
| 2       | Total area under Garage.                  | 30' X '120'     | 30' X 40'           | -        |
| 3       | Total area under store.                   | 30' X 90'       | 10' X 20'           | -        |
| 4       | Total area available for parking vehicle. | 40' X 120'      | 20' X 20'           | -        |
| 5       | Total unutilized area.                    | 20' X 120'      | 10' X 20'           | -        |

[Source :- Workshop]

2.2 The land and building of the workshop at Kohima and Mokokchung were first acquired by deputy commissioner, Kohima and Mokokchung respectively. These land and building were handed over to the workshop organisation by the Deputy Commissioners when it was established in 1966. In tuensang, The workshop organisation could not acquire any land so far. The staff posted at tuensang workshop are reported to be working in an attached area of N.S.T. workshop.

## The system of repair before V.M.A. introduced

2.3. The system of repair/ recondition of Government vehicles before the introduction of vehicle maintenance allowance in 1974 was as follows :-

2.4. As soon as a vehicle was received by the workshop for repair / recondition, A mechanic would check up the vehicle and submit s report to the Assistant Engineer incharge of the workshop regarding the nature of work that need to be carried out along with the necessary parts required for repair. The Asstt. Engineer after Scrutiny of the report would then submit a requisition slip to the store Officer who in turn would supply the parts as required from the store for carrying out the repair work.

2.5 On Completion of the work the bill were charge ob the actual man hours it it took to repair that particular vehicle plus 25% on the actual labours costs.

2.6. The per hour rate of labour charge fixed for the different category of staff and the percentage of labour cost added are worked out as follows :-

| Rates per hour (Rs.)  | Hours | Labour charge (Rs.) | Percentage added (%) | Percentage on actual labour charge to be addad (Rs.) | Total charge on job attended (col. 3 + col. 5) |
|-----------------------|-------|---------------------|----------------------|--|--|
| 1                     | 2     | 3                   | 4                    | 5  | 6  |
| (A) Mechanic Grd – I  |       |                     |                      |  |  |
| 3.00                  | 1 Hr. | 3.00                | 125                  | 3.75   | 6.75   |
| (B) Mechanic Grd –II  |       |                     |                      |  |  |
| 2.60                  | 1 Hr. | 2.60                | 125                  | 3.25   | 5.85   |
| (C) Mechanic Grd –III |       |                     |                      |  |  |
| 2.10                  | 1 Hr. | 2.10                | 125                  | 2.62   | 4.72   |
| (D) Mechanic Helper.  |       |                     |                      |  |  |
| 1.40                  | 1 Hr. | 2.10                | 125                  | 2.62   | 4.72   |

[ Source :- M.E. Office Record]

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2.7. In addition to the above, the actual cost of materials, plus 15% on the actual cost of the materials/ parts supplied as storage charge, plus Nagaland sales tax on 11% on the actual cost of the parts were charged. The formula for preparation of a bill for repaired/ recondition of a vehicle is – Labour cost + 125% on Labour charge + Actual cost of materials/ parts supplied+ 15% on actual cost of materials/ parts as storage charge+ 11% Nagaland sales tax on the actual cost of the materials/ parts.

2.8. After working out the actual amount that are to be paid by the Department whose vehicle are repaired the bills were submitted to the concerned Department for payment. The bill when received were deposited in the treasury as the revenue of the organization. Repair after V.M.A. is introduced

**Repair after V.M.A. is introduced.**

2.9. Now after introduction of V.M.A. if a vehicle is sent for repair at the workshop Organization the rate of labour cost, the percentage added etc. remain the same as it was before the V.M.A. system was introduce. But now the policy of the organization is reported to repair vehicles on cash payment on the spot and no credit system is entertained.

**Procurement of tools plants and spare parts.**

2.10. The workshop organization has a purchase Board for making bulk/major purchases. Any purchase above rupees Fifty thousand are done by the board. The composition of the purchase board is reported to be as under :-

1. Minister (Transport) –Chairman.
2. Secretary (Transport) – Member.
3. Secretary (Finance) – Member.
4. Secretary (Law) – Member
5. Mechanical Engineer (Workshop Organization –Member Secretary.

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2.11 The amounts spent for procurement of tools and plants by the Organization after it took over from the Deputy Commissioner under whom these workshops were earlier are as follows:-

Table- III  
Expenditure on Purchase of tools and plants

| Sl. No.                            | Years                            | Amount spent for Purchase of T&P (Rs) |
|------------------------------------|----------------------------------|---------------------------------------|
| (1)                                | (2)                              | (3)                                   |
| 1.                                 | 1966-67                          | 1,37,792=77                           |
| 2.                                 | 1967-68                          | 1,41,272=30                           |
| 3.                                 | 1968-70                          | 28,370=66                             |
| 4.                                 | 1968-70                          | 393=93                                |
| 5.                                 | 1970-71 and towards till 1981-82 | NIL                                   |
|                                    | Total:-                          | 3,07,836=66                           |
| ( Source :- workshop Organization) |                                  |                                       |

2.12 The year- wise expenditure incurred for purchase of spare parts are as under :-

Table – V  
Expenditure on purchase of spare parts.

| Sl. No. | Years   | Amount spent for purchase of spare parts. |
|---------|---------|---|
| (1)     | (2)     | (3)                                       |
| 1.      | 1966-67 | 1,27,032=71                               |
| 2.      | 1967-68 | 2,40,300=00                               |
| 3.      | 1968-69 | 2,38,800=00                               |
| 4.      | 1969-70 | 5,07,109=10                               |
| 5.      | 1970-71 | 2,86,086=32                               |
| 6.      | 1971-72 | 3,06,759=49                               |
| 7.      | 1972-73 | 2,48,329=51                               |
| 8.      | 1973-74 | 4,32,433=34                               |
| 9.      | 1974-75 | 9,05,267=59                               |
| 10.     | 1975-76 | 5,44,665=34                               |
| 11.     | 1976-77 | 2,17,449=36                               |
| 12.     | 1977-78 | NIL                                       |
| 13.     | 1978-79 | NIL                                       |
| 14.     | 1979-80 | 343=47                                    |
| 15.     | 1980-81 | 6,131=86                                  |
| 16.     | 1981-82 | NIL                                       |
|         | Total:- | 40,60,708=                                |

**Stock Position.**

2.13. The total value of stock in the stores as on 31-3-1982 are furnished in a tabular forms as under:-

Table –V  
Stock value as on 31-3-1982.

| Sl. No. | Particulars.   | Stock value in Kohima Store. | Stock value in MOK. Store. | Total Stock value. |
|---------|----------------|------------------------------|----------------------------|--------------------|
| 1       | 2              | 3                            | 4                          | 5                  |
| 1.      | Jeep           | 2,72,143=50                  | 1,52,593=83                | 4,24,747=35        |
| 2.      | Ambassador     | 1,05,127=90                  | -                          | 1,05,127=90        |
| 3.      | Power Wagon    | 22,350=00                    | 10,684=00                  | 32,434=00          |
| 4.      | Bed- Ford      | 96,086=40                    | -                          | 96,086=40          |
| 5.      | Pick- up       | 10,340=50                    | -                          | 10,340=50          |
| 6.      | Spring (A)     | 16,551=00                    | -                          | 16,551=00          |
| 7.      | Spring (B)     | 13,913=75                    | -                          | 13,913=75          |
| 8.      | Paints         | 24,365=00                    | -                          | 24,365=00          |
| 9.      | Tools & Plants | 1,75,207=94                  | 81,786=81                  | 2,56,994=75        |
|         | Total:-        | 7,36,085=99                  | 2,94,464=66                | 9,80,560=65        |

(Source :- Workshop Organization )

2.14. The data as presented in table-V are the value of stock remaining in the stores at kohima and Mokokchung. The Tuensang workshop is under the Assistant Engineer at Mokokchung and hence it has no separate stores of its own. The tools plants and spare parts are remaining idle in the store pending decision of the Government for its disposal.

Physical achievement and income of the Department.

2.15. The total number of jobs attended to and the annual receipt of the Department since its establishment in 1966 are presented in table the next page.

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Table - VI  
**Year – wise break –up job attended to and income.**

| Slo.No | Years   | Total No. of jobs attended | Total receipt (Rs) |
|--------|---------|----------------------------|--------------------|
| (1)    | (2)     | (3)                        | (4)                |
| 1      | 1966-67 | X                          | X                  |
| 2      | 1967-68 | 3,748                      | X                  |
| 3      | 1968-69 | 4,121                      | 17,550=53          |
| 4      | 1969-70 | 3,313                      | 46,025=08          |
| 5      | 1970-71 | 6,220                      | 1,63,526=43        |
| 6      | 1971-72 | 4,717                      | 55,419=16          |
| 7      | 1972-73 | 2,632                      | 4,26,278=88        |
| 8      | 1973-74 | 2,192                      | 8,107=89           |
| 9      | 1974-75 | 2,346                      | 11,767=08          |
| 10     | 1975-76 | 1,246                      | 2,07,013=22        |
| 11     | 1976-77 | 670                        | 5,04,327=64        |
| 12     | 1977-78 | 305                        | 2,12,395=12        |
| 13     | 1978-79 | 65                         | 28,190=84          |
| 14     | 1979-80 | 207                        | 35,594=26          |
| 15     | 1980-81 | X                          | 19,358=53          |
| 16     | 1981-82 | X                          | 41,426=53          |
|        | Total   | 31,791                     | 17,76,981=50       |

[Source : Workshop Organisation]

**Arrear dues.**

2.16. Arrears amounting to Rs. 28,56,533=07 are still due from various state Governments. Moreover, an amount of Rs. 1,23,808=67 are still pending payment from private individuals. These private individuals are reported to be mostly popular leader of the state (eg. Ex – Minister / undergrounds etc. ) Some of them have already expired, and it appears to be difficult to realize these arrears

Financial programme and performance

2.16. The budget provision of the organisation during the last five years period are give below :-

Table – VII

| Sl.No. | Years   | Total non-plan budget provision | Total actual non-plan expdr. |
|--------|---------|---------------------------------|------------------------------|
| (1)    | (2)     | (3)                             | (4)                          |
| 1      | 1977-78 | 10,92,000=00                    | 9,70,797=42                  |
| 2      | 1978-79 | 14,10,000=00                    | 13,04,059=28                 |
| 3      | 1979-80 | 12,05,000=00                    | 14,08,793=73                 |
| 4      | 1980-81 | 15,12,000=00                    | 13,32,494=23                 |
| 5      | 1981-82 | 15,41,000=00                    | 13,26,417=53                 |

( Source :- Workshop Organization)

2.17. Since 1974, the year when the Government started considering winding up the organization, there is no programme of its expansion. Hence, the Department dose not have any plan expenditure. The non-plan budget provision of the Organization is meant for meeting the establishment expenses on pay and allowances of the staff and other contingent expenditure.

2.19 The total expenditure incurred in running the workshop from 1960-67 till date are presented in table at the next page.

TABLE – VIII

| Years   | Capital investment (tools, plants, machines & factory equipment. | Other non recurring expdr. | Annual establishment cost. | Expdr. On purchase of spare parts. | Other recurring cost | Total        |
|---------|--|----------------------------|----------------------------|------------------------------------|----------------------|--------------|
| 1       | 2  | 3                          | 4                          | 5                                  | 6                    | 7            |
| 1966-67 | 1,37,799=77  | 1,893=00                   | 57,759=21                  | 1,27,032=71                        | 11,227=04            | 3,34,711.73  |
| 1967-68 | 1,41,272=30  | 169=25                     | 2,69,042=97                | 2,40,300=00                        | 18,293=32            | 6,69,077.84  |
| 1968-69 | 28,370=66  | 2,015=11                   | 3,68,167=71                | 2,38,800=00                        | 37,980=68            | 6,75,334.16  |
| 1969-70 | 393=93   | 2,433=32                   | 4,51,059=60                | 5,07,109=10                        | 55,449=47            | 10,16,445.42 |
| 1970-71 | X  | 6,132=00                   | 5,58,207=65                | 2,86,086=32                        | 24,844=28            | 8,47,270.25  |
| 1971-72 | X  | X                          | 6,28,146=79                | 3,66,759=49                        | 50,597=15            | 9,85,503.43  |
| 1972-73 | X  | X                          | 5,25,224=52                | 2,48,329=51                        | 55,357=62            | 8,28,911.65  |
| 1973-74 | X  | X                          | 6,16,826=92                | 4,32,433=34                        | 23,418=37            | 10,72,678=63 |
| 1974-75 | X  | 6,627=11                   | 5,66,497=66                | 9,05,26=59                         | 54,999=16            | 15,30,391.52 |
| 1975-76 | X  | 60=00                      | 9,51,661=06                | 5,34,665=34                        | 65,549=62            | 15,51,926.02 |
| 1976-77 | X  | X                          | 8,46,826=62                | 2,17,446=36                        | 1,16,305=89          | 11,80,581.87 |
| 1977-78 | X  | X                          | 9,06,627=01                | NIL                                | 64,170=41            | 9,70,797.42  |
| 1978-79 | X  | 2,569=00                   | 12,21,578=36               | NIL                                | 79,909=92            | 13,04,057.28 |
| 1979-80 | X  | X                          | 10,28,048=06               | 343=47                             | 52,402=20            | 10,80,793.73 |
| 1980-81 | X  | X                          | 12,79,574=25               | 6,131=86                           | 46,788=12            | 13,32,494.23 |
| 1981-82 | X  | X                          | 12,48,987=66               | NIL                                | 77,429=87            | 13,26,419.53 |



2.20. In table IX is presented a comparison picture of the Workshop since 1974-75:-

Table-IX

| Year     | Annual expdr. | Annual income | % of income of total expdr. | Deficit    |
|----------|---------------|---------------|-----------------------------|------------|
| <u>1</u> | <u>2</u>      | <u>3</u>      | <u>4</u>                    | <u>5</u>   |
| 1974-75  | 153039191.32  | 11767.08      | 0.77                        | 1518624.44 |
| 1975-76  | 1551926.02    | 207013.22     | 13.34                       | 1344912.80 |
| 1976-77  | 1180581.87    | 504327.64     | 42.72                       | 676254.23  |
| 1977-78  | 970797.42     | 212395.12     | 21.88                       | 1275866.44 |
| 1978-79  | 1304057.28    | 28190.84      | 2.16                        | 1275866.44 |
| 1979-80  | 1180793.73    | 35594.26      | 3.29                        | 1045199.47 |
| 1980-81  | 1332494.23    | 19308.53      | 1.45                        | 1313135.70 |
| 1981-82  | 1326417.53    | 41426.84      | 3.12                        | 1284990.69 |
| Total:-  |               |               | 9217386.07                  |            |

It will be seen from the above table that the revenue earned by the Workshops in relation to overall expdr. is much less. The maximum revenue earned was in 1976-77 when it found 42.72% of the total expenditure. Therefore, it has been facing due considerably and was as low as 1.45% in 1980-81 and 3.12% in 1981-82. in absolutely terms the deficit in income in composition to expenditure ranging between 6.76 lakhs in 1976-77 to 15.18 lakhs in 1974-75. over 8 years from 1974-75 to 1981-82. there was a total deficit of Rs. 92.17 lakhs. The average expenditure per year after having taking into account the income over the period works out to Rs. 11.52 lakhs which is substantial and by no account it can be said that the Workshops Organisation is a viable preposition.

2.21. As stated earlier, the land and building were handed over to the organization by the Deputy Commissioner, Kohima and Mokokchung and hence the expenditure incurred for acquiring land of constructing office building, sore, Tin-shed, etc. are not readily available with the organization.

Existing capacity of Government vehicle.

2.23. The Evaluation Organisation tried to collect information on all types of Government vehicles (viz. NLG,NLX) available in the State along with their ages. This exercise was done to work out the average annual expenditure incurred by the Government by way of paying V.M.A. The existing running vehicles of all types belonging to the Government (excluding NLP vehicles) as also pool vehicles for which no V.M.A. is paid are presented in a table as follows:-

Table-X

Existing number of Government vehicles as on 31-3-1982.

| Sl. No | Type of vehicle          | Less than 2 years old | Above 2 years old | Total |
|--------|--------------------------|-----------------------|-------------------|-------|
| 1      | 2                        | 3                     | 4                 | 5     |
| 1.     | Cars/ Station Wagon      | 47                    | 572               | 619   |
| 2.     | Jeep                     | 200                   | 806               | 1,006 |
| 3.     | Two-Wheelers             | 105                   | 945               | 1,050 |
| 4.     | Bus                      | 46                    | 348               | 394   |
| 5.     | Truck                    | 32                    | 866               | 898   |
| 6.     | Mini Bus/ Medium vehicle | 1                     | x                 | 1     |
| 7.     | Tractor                  | 1                     | 29                | 30    |
| 8.     | Trailor                  | 2                     | 28                | 30    |

(Source:- Regional Transport Office)

2.24 Basing on the above figures, the approximate annual expenditure incurred by the Government by way of paying V.M.A roughly work out to Rs.55, 53, 600/-. This calculation does not take into account the expenditure incurred on major repairs of vehicles.

## CHAPTER-III

### Main Finding and Suggestion.

#### Findings.

3.1. It is observed that the loss would have been avoided if the Workshop Organisation could run on a little commercial basis and with proper management. Apart from the annual loss of about Rs. 11.52 lakhs there is lack of confidence in the minds of customers about the efficiency in the working of Workshop Organisation. This is mainly due to mismanagement , poor supervision of the work of operational staff, resulting into laxity and slackness of the working process.

3.2. The staff of the Workshop Organisation particularly the operational staff are drawing their pay and allowances without any work since when the Government introduced Vehicle Maintenance Allowance system. They mostly visit office on the first day of the month simply to collect their pay and allowance. Even though there was a Government decision to dispose off the Workshop Organisation staff by absorbing them in other state Government department not a single staff was taken by the other Department so far. A few staff are borrowed by other Department (eg. Sectt. NST, etc but they continue to be as the staff strength of the Workshop Organisation and draw their pay and allowances from there.

3.3. It is reported that about 90% of both operational as well as ministerial staff are already declared permanent by the Government. Further, it is reported that the Department like N.S.T , P.W.D. , Agriculture, etc. , are in a position to absorb a few staff but are not ready accept the seniority of the Workshop staff. On the other hand, the Workshop staff are not prepared to go to other Department unless their seniority is counted in the new Department whenever they are posted there. This technical and administration has created difficulties in the disposal of staff and their proper utilization.

### **Suggestions.**

3.4. In order to avoid further unnecessary expenditure of about Rs. 13,00,000/- annually, step must be taken at the earliest possible to wind up the Organisation.

3.5 After considering the Government standing decision to abolish the organization completely as well as by seeing the deficit condition of the organization, the Evaluation Department did not venture to offer any comment / suggestion for the organizational and functional efficiency of the organization in this report. However, the Evaluation Department is of the view that the source the organisation is wind up, the better it would be.

3.6 In case it is decided to wind up the Workshop Organisation a high level committee should be constituted for disposal of all the remaining stock belonging to the Workshop. The value of stock remains in the store are worth Rs. 9,80,560=65.

3.7 It is surprising to see that, as per direction of the Government, the Department is trying to dispose off the staff on the hand and at the same time recruiting new staff by filling up those vacant posts. Similarly, 1 Assistant Engineer, 2 Foreman, 2 Gr. II Mechanic, 2 Gr III Mechanic has got promotion from lower grade during this period. If this practice continues there will be no end disposing off the staff. Hence recruitment of new staff and promotion cases should no longer be taken up by the Workshop Organisation till a final decision is made by the Government.

3.8 It is reported that a few staff are appointed after 1974 purely on temporary basis terminable at any time. The services of these staff may be terminated especially when their services are not required because of lack of work in the Workshops.

3.9 For the disposal of operational staff, the following methods are suggested:-

(i) there are 4 (four) operational staff who have completed 25 years of continuous service. These staff may be given retirement benefit and retired compulsorily, if the Government fail to absorb them in other department.

(ii) Two peons, two cleaners and eight chowkidars (12 Grd – IV staff) could be adjusted in other Departments when such posts are being created from time to time. The problem of fixing seniority for these staff with that of the office in which he is posted may not pose much problem.

(iii) There are 6(six) operational staff who has completed 20-24 years of continuous services. these staff if the desire can be given voluntary retirement otherwise they may also have to adjusted in the other departments

(iv) Again there are few staff who are reported to be under suspension. if the charges against these officials are proved and if they are discharger from services, the question of absorbing these officials in the other department will no arise. Their cases may, therefore, be decided expeditiously.

(v) The 6(six) mechanic, Grd-I,9 mechanic Grd-II 18 mechanic Grd –III ,9 mechanic heaper who are already working in the other department on 'borrowed' basis should permanently be absorbed by the departments in which they are working.

(vi) The remaining 2 asstt engineers, 2 foreman, 12 mechanic Grd-I, 12 mechanic Grd -II, 6 mechanic Grd -III 9 mechanic helper, and 1 oilman, totaling 44 staff (including suspension and possible voluntary retirement staff) should be accommodated in any other department eg.NST,PWD,police workshop, agriculture, etc. The government may not stop all new recruitment on the above posts till these 44 staff are completely disposed off and sent to various department for absorption. The departments where some of the organization staff is working on the borrowed basis may also be allowed to create new posts if there is no vacant posts so that the persons already working with them on borrowed basis get bored.

3.10. The problem of fixing seniority should be tackled through a board constituted by the Government. This fixation of seniority along with the office staff to which these workshop staff were absorbed should be done by the government by enacting a law so that the controversy over the fixation of seniority is avoided.

3.11 As regards ministerial staff, unlike operational staff, absorption in other department does not seem to be a problem. Workshop organization has been treated as a miscellaneous department. The scale of the of the ministerial staff of the workshop organization are less than their country – part in the directorate level offices but more than the district level office .hence if they were adjusted against any office ( eg. District level /directorate level/secretariat)the problem of fixing seniority will not arise. It may be an automatic promotion or a transfer with his present status.

3.12 As has been in the of operational staff 1 U.D.A,2 L.D.A ,1 acctt,asstt.1 driver, 1 store keeper, 1 store asst . The 3 Grd – iv staff can easily be accommodated in any office. The driver can go along with the mechanical engineer wherever he is posted.

3.13 The remaining 1 mechanical engineer, 1 head clerk, 1 accountant , 2 U.D.A,6 L.D.A , 5 ACCNT. ASST. and 2 store keeper ( totalling 18 officials)can be posted to any offices whenever vacancy arises in the state government offices. The above officials include 5 suspensioners (viz. 1 acctt . 2 asstt.asstt.2 U.D..A ).

3.14 In general, the modus operandi of absorption of the staff can be considered by the Broad to be constituted for the purpose as suggested in para 3.9 above once the decision is taken by the government to wind up the oraganisation.