

MANAGEMENT CASE

describes a real-life situation faced, a decision or action taken by an individual manager or by an organization at the strategic, functional or operational levels

The Uttar Pradesh Lokayukta: Efficient Redressal of Citizen Grievances

Archana Shukla and R Srinivasan

As we walked into the office of the *Lokayukta*¹ of the state of UP— Justice SC Verma — we expected it to be a typical state government office but what we saw and experienced was only a precursor to the efficiency and operating discipline in this lean and thin ombudsman’s office. In a meeting of the local management association, Justice Verma had, in fact, propounded the need for efficiency and transparency in government offices as he had done in his own office.

Justice Verma and his team were fully prepared for a meeting with us with all the significant data including screenshots of the software they used and the various reports regarding complaints and their redressal. They explained the details of their activities and the various procedures involved in their routine tasks. There was an air of professionalism and commitment in the entire office.

Our discussion with Justice Verma centred around three major concerns. Firstly, whether all these initiatives would continue after he retires from the office by the end of 2005. The various initiatives that he had taken had resulted in a surge of complaints as the expectations from the *Lokayukta* had significantly gone up. Secondly, with the rise in volume of complaints, and very little support from the government, he was wondering if he could sustain the same levels of efficiency. Thirdly, whether the effectiveness of the office would be contingent upon the proposed amendments to the UP *Lokayukta* Act granting the *Lokayukta* with *suo moto* powers to initiate action against corruption and maladministration in the state.

THE UTTAR PRADESH LOKAYUKTA

Uttar Pradesh (UP) is the biggest state in India with the largest population and is located in the northern part of the country. The office of the *Lokayukta* of the state of UP was established under the Uttar Pradesh *Lokayukta* Act, 1975 for the purpose of investigating the complaints (grievances and allegations) against government servants, employees of notified cooperative societies, local authorities, government corporations, companies, and societies. Its jurisdiction also extends to ministers, legis-

¹ Ombudsman. *Lokayukta* is an attorney of the public for redressal of grievances as also to investigate the complaints and misuse of powers by public functionaries and submit recommendations for suitable action.

KEY WORDS

Efficiency

Effectiveness

Responsiveness

Change Implementation

Leadership

Complaint Redressal

lators, *Adhyaksha*, *Zila Parishad*,² *Pramukh of Kshetra Samiti*,³ *Nagar Pramukh*,⁴ President of the Municipal Board, etc.

The primary objective of the office of the *Lokayukta* is to investigate and counter corruption and maladministration in the functioning of the government and the public offices. The *Lokayukta* has powers to pronounce judgements against injustice or hardship faced by anyone due to the actions or decisions of any public functionary. Any aggrieved person can seek justice from the *Lokayukta* without the long delays and costs involved in filing a suit in the courts of law.

There can be two types of complaints that may be submitted to the *Lokayukta*, viz., grievances and allegations. The *Lokayukta* Act specifies against whom grievances or allegations could be filed as well as the procedure for filing complaints.

A *grievance* is defined as a claim by a person that he sustained injustice or undue hardship as a consequence of maladministration. Complaint involving grievances can be filed by the aggrieved person within 12 months from the date on which the action complained against becomes known to the complainant.

An *allegation* against a public functionary can be on the grounds of abuse of position for personal gain or gain/harm to others; discharge of functions for personal interest or improper or corrupt motive; corruption; and lack of integrity. Complaint involving an allegation can be filed by any person other than a public functionary. An allegation has to be filed within five years of the said act/decision.

An *officer* is a person appointed to a public service or a post in connection with the affairs of the state of UP (for details pertaining to the definition of a public servant, see Box).

The complaint in the prescribed format should be accompanied by an affidavit in support of the complaint and relevant documents in the possession or power of the complainant. In case of an allegation, a security of Rs. 1,000 is required to be deposited with the Treasury or State Bank of India in a specific head. Grievances in certain matters like action taken for the purpose of investigation of a crime or for protecting the security of the state, decisions regarding prosecutions, commercial transactions excepting matters relating to gross delay in meeting contractual obligations, appointments, remov-

²Chairman, District Council.

³Head of an area representing a group of villages.

⁴Chairman, City Council/Mayor of the city.

Box: Definition of a Public Servant

A public servant denotes a person falling under any of the following descriptions:

- Every Minister (other than the Chief Minister)/ Minister of State/ Deputy Minister who is a member of council of ministers for the state of UP
- Every Member of Legislative Assembly (MLA) or Member of Legislative Council (MLC) of the state of UP
- Every officer
- Every person under the following categories:
 - A *Pramukh* of a *Kshetra Samiti*
 - An *Adhyaksha* of a *Zila Parishad*
 - A *Nagar Pramukh* of a *Nagar Mahapalika* (municipality)
 - The President of the Municipal Board of a city
 - A non-official Chairman including every office-bearer or Managing Director of a district-level central society (a cooperative society which includes in its membership other cooperative societies) or an apex society (a state-level central society) under any law relating to cooperative societies for the time being in force
- Every person in the service or pay of:
 - Any local authority in the state of UP which is notified in the Gazette by the state government
 - Any corporation not being a local authority established by or under a UP or Central Act and owned or controlled by the state government which is notified in the Gazette
 - Any government company in which not less than 51 per cent of the paid-up share capital is held by the state government or any company which is a subsidiary of a company in which not less than 51 per cent of the paid-up capital is held by the state government and which is notified in the Gazette
 - Any registered society which is owned or controlled by the state government and which is notified in the Gazette.

als, pay, discipline, matters relating to service conditions excluding claims for pension, gratuity, provident fund or any other claim arising out of retirement, termination or removal from service, grant of honours and awards, etc., cannot be the subject matter of investigation by the office of the *Lokayukta*.

As indicated above, complaints relating to pensions, gratuity, provident fund, and other retirement benefits can be taken up by the office of the *Lokayukta*. Also, if the complainant has or had any remedy by way of a proceeding before any tribunal or a court of law, such matters will not be investigated by it. However, it can take up such cases for investigation if it is satisfied that the complainant, for convincing reasons, cannot have recourse to such remedy. In such investigations, the *Lokayukta* has the powers of the civil court with respect to:

- summoning/examining somebody on oath
- requiring discovery/production of any document
- receiving evidence on affidavit
- requisitioning of any public record or copy thereof from any court/office

- issuing commissions for examining witnesses/documents.

Investigation in the case of an allegation is conducted in private and the identity of the complainant and the public functionary affected is not disclosed to either the public or the press during or after the investigation. However, the *Lokayukta* may conduct an investigation relating to a matter of public importance in public.

Complaint Redressal Process

Justice delayed is justice denied. Therefore, it is essential that the processes of complaint redressal are clearly defined. The office of the *Lokayukta* predominantly deals with grievances. For instance, in the year ending 2004, out of a total of 970 accepted complaints, about 840 of the complaints processed were grievances and the rest were allegations. The processes in the office of the *Lokayukta* for providing relief in the case of grievances and allegations are depicted in the form of flowcharts in Appendices 1 and 2.

When a complaint is received either by post or by hand, it is first entered into a register maintained at the entry of the office. Another register for recording the letters despatched is also maintained alongside. This single point entry/exit helps in proper record-keeping of the entire correspondence. The complaint is then stamped and a number assigned to it and filed. All these tasks are carried out by a class-IV worker like several other class-IV workers in the office of the *Lokayukta*. A typical class-IV worker would have about eight to ten years of formal education and is normally expected to perform errands like movement of files from one table to another. However, the class-IV workers at the office of the *Lokayukta* have been trained on-the-job to perform tasks that would be expected out of a lower division clerk.

The complaint file is then sent to the Section Officer who codifies it as a grievance or an allegation and prepares a synopsis that contains the summary of the complaint. The complaint is then verified to ascertain if it falls within the jurisdiction of the *Lokayukta*. This verification right in the beginning helps in ensuring that precious time and resources are not lost in the investigation of a case that *prima facie* does not fall within the jurisdiction of the office. The office may also decide not to entertain a complaint either on the ground that it is not within the jurisdiction of the *Lokayukta* or when the complaint

is not in the prescribed format. The office informs the complainant about the rejection in either case and sends an information booklet. Despite not being in the standard format, occasionally, some grievances are immediately taken up for examination in order to save time.

If the accepted complaint is a grievance, it is examined by the *Lokayukta* who gives his directions on the complaint. These directions seeking their explanation/compliance within a specified time-frame are sent to the authorities of the concerned department/organization. The time given for providing explanations may vary between one month and two months depending on the extent of information and the complexity of explanation required.

During this period, a lot of correspondence might be required with the department against which a complaint is made. For instance, in 2002, on an average, the total correspondence for about 1,012 complaints which remained pending was to the tune of 1,524 letters per month out of which 1,023 were specifically related to pending complaints. The various letters despatched are given a number, recorded in the corresponding file, and entered in the despatch register.

The most significant step in ensuring speedy disposal of cases is the timely follow-up of cases where explanations have not been received within the specified time. For an efficient follow-up, reminders might have to be sent to the complainee⁵ departments/organizations. The office sends up to two reminders to a complainee and if he fails to provide a response, the concerned person is summoned to appear before the *Lokayukta* to present his case. The use of the powers to summon by the *Lokayukta* has proved to be very effective in soliciting responses from the complainees.

After getting the response, the *Lokayukta* pronounces his order/directions on the complaint. These recommendations are then sent to the relevant authorities for necessary action within a specified time. The authority has to, before the expiry of the term specified in the report, intimate to the *Lokayukta* the action taken in compliance with the report. Since "justice is not delivered by just pronouncing orders; it is the implementation of the orders that matters," it is essential that the 'action taken report' from the complainee is received and is found satisfactory to both the *Lokayukta* and the complainant.

If the *Lokayukta* is satisfied with the action taken,

⁵A public functionary against whom a complaint is made.

he may close/dispose-off the complaint with information to the complainant. But, if the *Lokayukta* is not satisfied or if the report is not received on time, and if he considers that the case deserves it, he may make recommendations or report to the competent authority (Chief Minister in case of ministers, MLAs, MLCs, public servants of the rank of Secretary and above, and Chief Secretary in case of officers below the rank of a Secretary). The authority would be provided three months' time for appropriate action. If, after three months, no action is communicated to the *Lokayukta*, he may submit a special report to the Governor. Such a report with an explanatory memo is then laid before the Legislative Assembly and the Legislative Council by the Governor.

In case of allegations accepted for investigation, the complaint is sent to a competent investigation officer under the *Lokayukta* for a preliminary enquiry to examine the charges on the accused. The *Lokayukta* may also order safe custody of the documents relevant to the investigation. Typically, as mentioned earlier, the investigation is conducted in privacy.

If the *Lokayukta* is satisfied that the charges can be proved satisfactorily, he gives his consent to go further with the redressal process. Otherwise, the charges by the complainant are not accepted. The investigation officer seeks an explanation from the concerned authority within a specified time; a copy is sent to the authority charged and a reply is sent to the complainant for a rejoinder/counter reply. After the completion of the investigation, the investigation officer sends the complaint file with a final report on the basis of the entire material on record over the issue to the *Lokayukta*.

The *Lokayukta* recommends to the competent authority to take specified actions on the public functionary along with relevant documents and evidences to support his recommendation and seeks a report about actions taken or proposed to be taken over the recommendations. If this report reaches within a specified time and is to the satisfaction of the *Lokayukta* and to the complainant, then the complaint file is closed. In cases where the complainant is still not satisfied, he can seek recourse through a competent court of law.

Functioning of the Office of the *Lokayukta*

As we have seen, the process of handling grievances and allegations involves a considerable amount of paper work and correspondence. In order to be efficient, it is essential that the back-office is streamlined to handle the

process. The office should be able to track the status of any complaint at a given point of time, sort, and send reminders at the specified time, be able to physically track the file at any point of time, and at the end of it all, be able to monitor the relief provided to the complainant. The four sub-systems that form the backbone of the efficient functioning of the office of the *Lokayukta* are:

- Complaint monitoring system (CMS)
- Reminder tracking system (RTS)
- File tracking system (FTS)
- Relief monitoring system (RMS).

The following section describes each of the sub-systems in more detail.

Complaint monitoring system (CMS): This sub-system⁶ tracks the status of all the procedures — from receiving the complaint through the disposal/closure of the complaint. As the complaint is received and codified, an entry is made into a database containing all relevant details like the subject of the complaint, details of the complainant, details against whom complaint is made, etc. The status of the complaint — whether it is accepted or not; and if not, the reasons for rejection — is also immediately entered into the database. As further correspondence follows, the specific details like the letter numbers and dates, reminders sent, response from the related authorities, dates on which replies from the authorities were received, nature of reply, details of the recommendations/special recommendations, etc., are further keyed into the database.

The office of the *Lokayukta* presents a consolidated report on its performance to the Governor once a year. The report along with an explanatory memorandum is to be laid before the two houses of the State Legislature. The CMS produces various reports on several parameters including department-wise and district-wise status of complaints, acceptance/rejection, reminders, etc. These reports can be generated for various periods in combinations of these parameters.

Reminder tracking system (RTS): This is the most crucial link in the process of complaint redressal in terms of efficiency and effectiveness of the relief provided. Quite often, a complainant comes to the office of the *Lokayukta* seeking speedy redressal in comparison to the court of law. It is, therefore, essential that the time taken for redressal is kept minimum.

⁶Designed in the office of the *Lokayukta* and developed by the National Informatics Centre (NIC) using Visual Foxpro.

It is a common practice for the overburdened and inefficient public offices to not respond to letters of complaints. It is the follow-up with reminders and subsequently the summoning of the concerned officer that makes them accountable. In the absence of such a system, the complaint remains dormant for an indefinite period of time as no action can be taken on the same unless an explanation is received from the complainee. Slowly, this will create disillusionment in the minds of the complainants.

In the office of the *Lokayukta*, there were 973 complaints pending as on December 31, 2002. These pending complaints had resulted in 977 letters to the complainees most of which were letters seeking explanations or reminders.

The RTS keeps note of the time-frame provided for response to each of the letters sent to the complainee in a register. These registers are organized file-wise, and for each file, the register contains information regarding the correspondence (letter numbers and dates), the time-frame for response, and the details of responses received, if any. Every day, these registers are manually checked to ensure whether the responses expected by that day have been received. These files are then produced before the competent officers for preparing the reminders and presented to the *Lokayukta*. In most cases, the reminders are sent within a few days and the details of the despatch are again recorded in the register.

Currently, there are 12 such registers in the office of the *Lokayukta*. As mentioned earlier, tasks such as manual entry of details in the registers, sifting them for sending reminders, tracing the files, etc., are being done by class-IV workers specially trained on the job.

File tracking system (FTS): The investigations over the complaints involve movement of the various files related to the complaint to different sections/officers within the office of the *Lokayukta*. The officers make reports in the files for further course of action in the investigation. Given the number of files in use, it is essential that there is a system for tracking where a particular file is at any point in time. This system is extremely useful in timely filing of all letters received and sent relating to that complaint.

For this purpose, the files are codified, sorted, and neatly stacked in shelves. When a file is taken out from the shelf, an entry is made in a file movement register as to where that file is being sent. Also, a reverse entry is made in the page when the same file is put back on

the shelf. This manual system helps in locating any file as and when required.

This register also helps to track the work done by the staff on a daily basis. Apart from this register, every day, the Section Officer maintains a list of files sent to each employee for his comments/work. It is normally expected that when an employee receives a file, he would complete his work on it and send it back within the same day. By the end of the day, the concerned employee is held accountable for the files he had taken for work that day. This system has ensured a lot of accountability in the employees.

Relief monitoring system (RMS): The *Lokayukta* considers a file closed only when the complainant gets appropriate relief against his complaint and not just an order against the complainee. Therefore, it is necessary to keep track of the actions taken on the recommendations by the concerned complainees. The action-taken report is expected to be submitted to the *Lokayukta* within a specified period of time and reminders and summons are sent to the concerned authorities if the action-taken report is not received or the action is not compliant to the recommendations.

The RMS works on the same reminder tracking system. The same registers are used to track reminders even after the judgment/recommendations are given on the complaint. When the file is finally closed, an entry is made in the register and the page is closed.

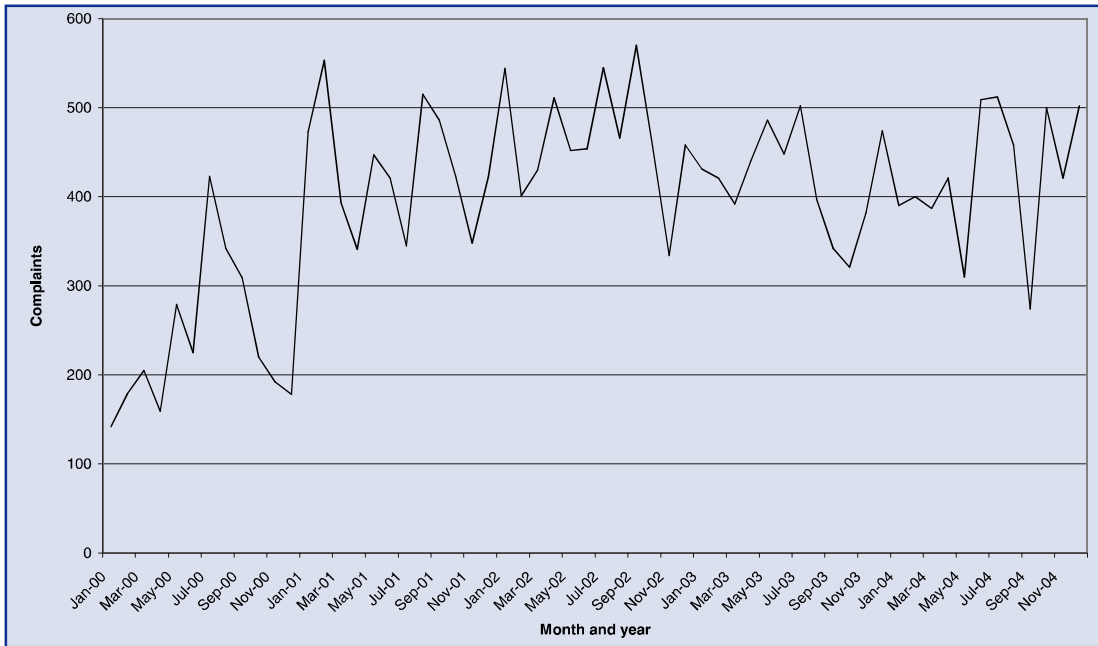
Leveraging IT for Process Improvement

When Justice Verma took oath of office in early 2000, the office of the *Lokayukta* had been receiving about 30 complaints per month. In the month of March 2000, 205 complaints were received out of which 14 were accepted and 27 cases were pending.

Justice Verma believed that the awareness about the *Lokayukta* and its services among the public needed significant improvement. He started promoting the office of the *Lokayukta* through advertisements in newspapers and by placing display boards in and around the offices of state government departments. The purpose was to highlight the role the *Lokayukta* could play in redressing grievances and checking maladministration. This led to a manifold increase in the number of complaints received by the *Lokayukta* office (Figure 1 and Appendix 3).

Justice Verma also launched an official website (<http://lokayuktup.nic.in>) with the same intention of

Figure 1: Growth of Complaints Received



providing information about the scope and the role of the *Lokayukta*. The bilingual (English and Hindi) website educates the target community about the role of the *Lokayukta* in view of increased corruption and maladministration in the government agencies, the detailed procedures involved in filing complaints, and the benefits accruing to the general public. It also provides a short write-up on the role of the *Lokayukta* and the citizens' charter. The site was designed in-house and is maintained by the National Informatics Centre (NIC). The content is updated internally on a regular basis.

When Justice Verma took charge as the *Lokayukta*, there was an urgent need to augment the office infrastructure. As the volume of complaints increased, he foresaw the need to institutionalize systems and procedures in order to ensure efficiency and responsiveness. As there was a shortage of manpower, he utilized the existing manpower by encouraging and retraining them. He motivated the class-IV employees to do repetitive clerical jobs after appropriate training and orientation. He developed a sense of responsibility and accountability among all the staff members and promoted a positive work culture.

He emphasized on developing an efficient system rather than automating it in the first instance. He studied the various processes, identified ways and means to make these processes efficient, and installed numerous manual systems (like the FTS) before automating any of these systems.

When the number of complaints grew, there were

difficulties in managing the files as well as getting information about the status of the complaints. A computerized CMS was, therefore, designed in-house and developed by the NIC to fit the requirements of the office with the help of a few staff members who had prior exposure to operating computers. As the architecture of the system was designed in-house, it was highly user-friendly and effective.

The RTS, FTS, and RMS are currently operating manually. Registers that are used for file tracking are doubled up for reminder tracking and relief monitoring. What is significant is the extent of streamlining of these processes and the resultant accountability that is being fixed on every employee irrespective of his level.

The current level of IT infrastructure is not as mature as it would be required. There are currently five desktop PCs which are not networked. They are used both for running the CMS and word processing. The operators have very little formal training in computing or word processing. Most of them are typists who have been shifted to using computers.

Recently, the office has received budgetary support for training the staff members in IT. However, the *Lokayukta* has only limited powers to recruit full-time staff as computer operators. Efforts are on to fully automate and integrate the CMS, FTS, RMS, and RTS. In the near future, the CMS is expected to be available on the internet so that the complainants can track the status of their complaints themselves from wherever they are in the state.

Implementing the Change

Justice Verma leads by example. Since he is personally convinced that efficiency, effectiveness, and responsiveness would have to begin from the top, he monitors the various processes in his office from scrutiny of complaints, preparation of synopsis, follow-up procedures, through ensuring relief to the complainant. Constraints do not bother him — he always finds resources and methods to overcome them. For instance, he had converted the manpower shortage in his office into significant job enlargement and job enrichment for all the employees. With meagre budgetary support from the government and abundant commitment from his staff, he has been instrumental in maintaining cleanliness, discipline, and work ethics in his office. Even the skeletal IT infrastructure in his office is complemented with well-designed manual systems and traditional typewriters.

The growth in the scale of operations has been coupled with significant improvements in efficiency, effectiveness (in providing relief), and responsiveness (in terms of time taken for judgements). Figure 2 depicts the growth in terms of the number of complaints received, accepted, disposed, and pending. It is encouraging to see that the number of complaints received by the office of the *Lokayukta* is consistently increasing.

An analysis of 505 complaints accepted by the office of the *Lokayukta* between January 2002 and March 2002

reveals that 171 were related to complaints about retirement benefits (including non-payment of pension, gratuity, provident fund, and compassionate appointments); 91 of them were related to salary benefits (including non-payment of salary, increments, disputes relating to pay fixation, allowances, etc.); and 89 were related to payment of dues (including insurance claims, leave encashment, etc.). Most of these complaints are from the salaried class, particularly from the lower and middle income group, like students, government employees, government school teachers, employees of municipal corporations, and dependents of retired/deceased employees who have exhausted all their options for redressal of their grievances. Typically, these complainants cannot afford the money, time, and effort required to contest their claims in a court of law. Table 1 and Figure 3 depict the resolution time of complaints accepted during January 01, 2002 to March 31, 2002.

We can note from Table 1 that 144 out of 505 cases had not been resolved by December 31, 2004. Out of the 361 cases that had been resolved by December 2004, over 90 per cent of the cases were resolved within 570 days (just above one and half years). The descriptive statistics of the resolved cases are given in Table 2.

The redressal of complaints by the *Lokayukta* is not a simple phenomenon. The UP *Lokayukta* Act has neither provided the *Lokayukta* with *suo moto* powers to initiate action on a public interest issue nor with adequate

Figure 2: Growth in Complaints

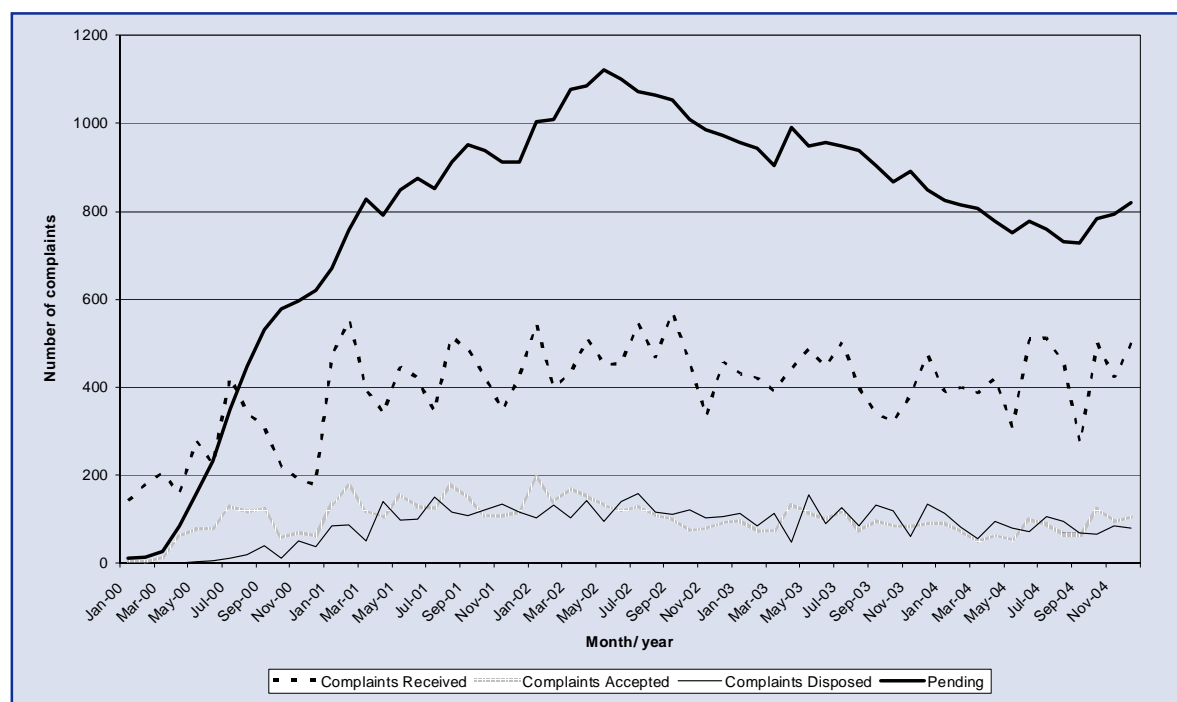


Table 1: Data on Complaint Redressal

| No. of Days | Frequency | Cumulative Frequency | Per cent |
|--------------|------------|----------------------|----------|
| 0-30 | 2 | 2 | 0.55 |
| 31-60 | 11 | 13 | 3.60 |
| 61-90 | 32 | 45 | 12.47 |
| 91-120 | 39 | 84 | 23.27 |
| 121-150 | 43 | 127 | 35.18 |
| 151-180 | 46 | 173 | 47.92 |
| 181-210 | 32 | 205 | 56.79 |
| 211-240 | 14 | 219 | 60.66 |
| 241-270 | 14 | 233 | 64.54 |
| 271-300 | 11 | 244 | 67.59 |
| 301-330 | 18 | 262 | 72.58 |
| 331-360 | 12 | 274 | 75.90 |
| 361-390 | 13 | 287 | 79.50 |
| 391-420 | 7 | 294 | 81.44 |
| 421-450 | 6 | 300 | 83.10 |
| 451-480 | 14 | 314 | 86.98 |
| 481-510 | 3 | 317 | 87.81 |
| 511-540 | 4 | 321 | 88.92 |
| 541-570 | 4 | 325 | 90.03 |
| 571-600 | 3 | 328 | 90.86 |
| 601-630 | 6 | 334 | 92.52 |
| 631-660 | 1 | 335 | 92.80 |
| 661-690 | 4 | 339 | 93.91 |
| 691-720 | 2 | 341 | 94.46 |
| 721-750 | 3 | 344 | 95.29 |
| 751-780 | 3 | 347 | 96.12 |
| 781-810 | 2 | 349 | 96.68 |
| 811-840 | 3 | 352 | 97.51 |
| 841-870 | 3 | 355 | 98.34 |
| 871-900 | 4 | 359 | 99.45 |
| 901-930 | 0 | 359 | 99.45 |
| 931-960 | 0 | 359 | 99.45 |
| 961-990 | 0 | 359 | 99.45 |
| 991-1,020 | 1 | 360 | 99.72 |
| 1,021-1,050 | 0 | 360 | 99.72 |
| 1,051-1,080 | 1 | 361 | 100.00 |
| Unresolved | 144 | | |
| Total | 505 | | |

Table 2: Descriptive Statistics

| | |
|--------------------|----------|
| Mean | 265.2936 |
| Standard deviation | 205.1207 |
| Median | 189 |
| Mode | 91 |
| Minimum | 9 |
| Maximum | 1,068 |

investigating and seizure powers as provided to the Karnataka *Lokayukta* office. The UP *Lokayukta*, therefore, is dependent on the complainee offices and their responsiveness in order to provide justice to the complainant. In most cases, the complainee offices either do not respond

despite several reminders within the specified time-frame or do not provide satisfactory responses. Recognizing this lack of responsiveness of the complainee offices (and officers), the *Lokayukta* has evolved and implemented a system of periodic reminders and follow-up to ensure speedy redressal of grievances. As a last resort, Justice Verma has used his powers effectively to summon the complainee officers to provide justice (*The Times of India*, March 21, 2002). Given this context and the fact that the complainants have approached the *Lokayukta* as a last resort (having exhausted all their options), an average redressal time of 265 days (around nine months) is a good measure of efficiency.

THE WAY FORWARD

Justice Verma has always given preference to the system rather than any individual. He ensures that the complaint is not closed/disposed-off before the implementation of the recommendations to the satisfaction of the complainant.

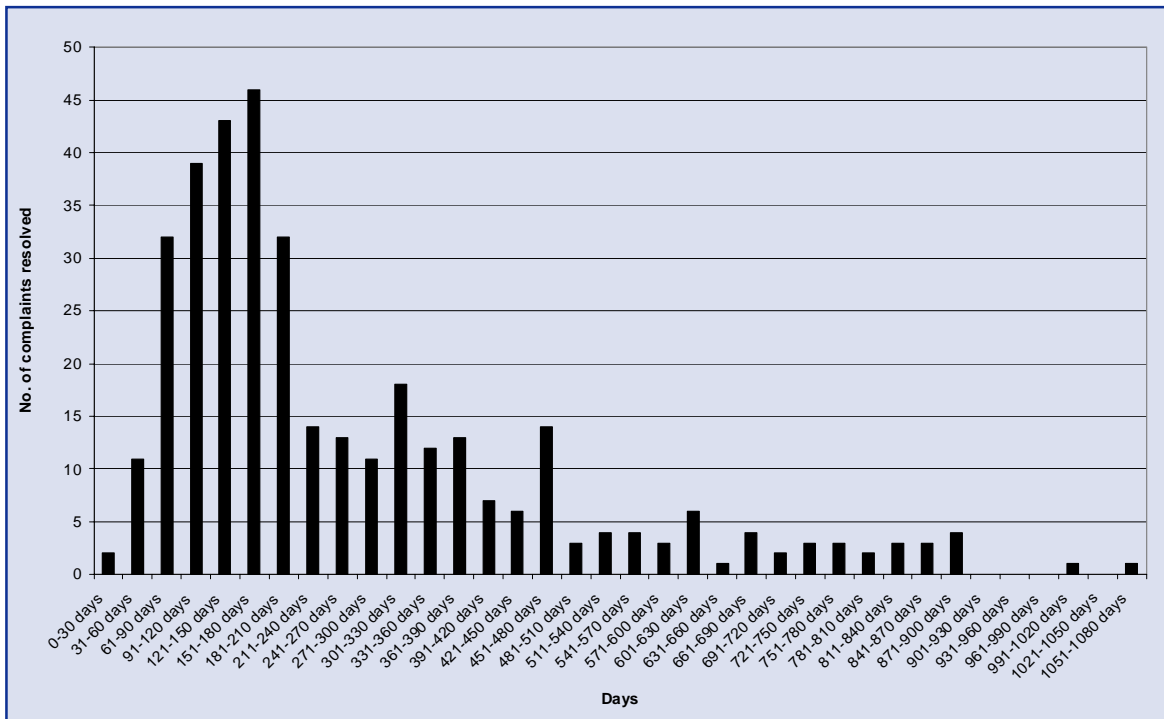
While Justice Verma believes that his training and experience in the judicial system and his own motivation have been the driving force behind the initiatives, he feels that this effort is only a drop in the ocean and much more needs to be done to bring transparency in the functioning of government offices. He also feels that with appropriate amendments to the UP *Lokayukta* Act, the office could become much more powerful and effective in combating corruption and maladministration in government and public offices.

Justice Verma has taken various initiatives for checking maladministration in the state like misuse of government vehicles by unauthorized persons and for personal use (Mishra, 2004), stopping frequent transfers of senior officers (Shukla, 2004), etc.

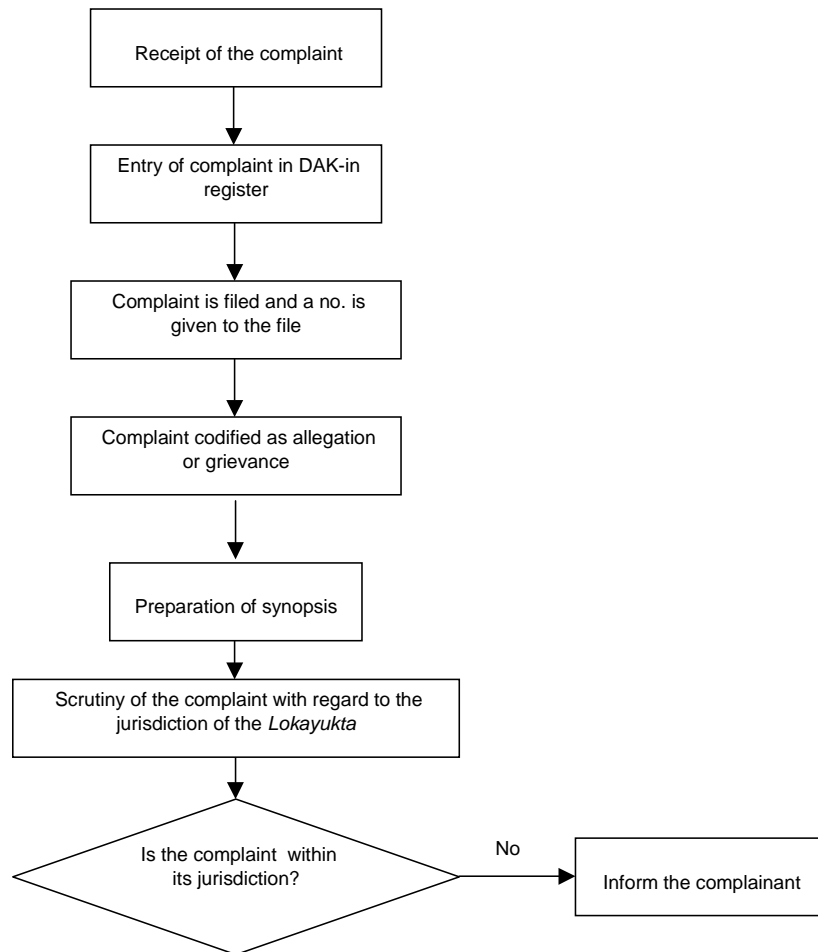
The office of the *Lokayukta* is looking forward to automating and integrating all its operations. It has made a beginning by computerizing all the complaints received in 2004. The objective is to provide complete information about the complaints to the complainant on the internet. This would facilitate the complainant in accessing the status of the complaint from anywhere and at any point of time. The office also plans to highlight some complaints that it has redressed in order to further strengthen its image (as in the case of the Karnataka *Lokayukta*).⁷ ✓

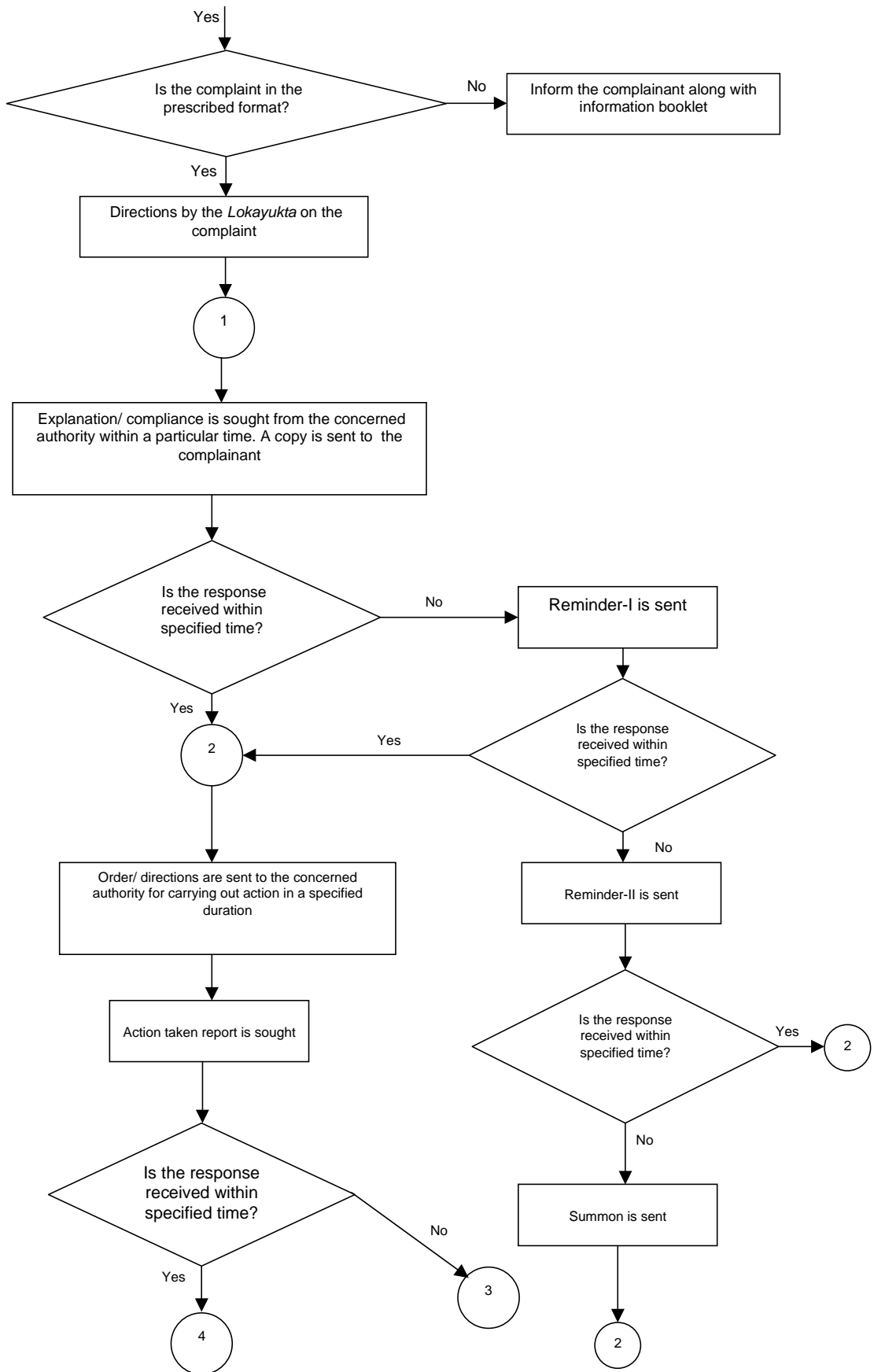
⁷<http://www.kar.nic.in/Lokayukta/judgements.htm>).

Figure 3: Time Taken for Complaint Redressal

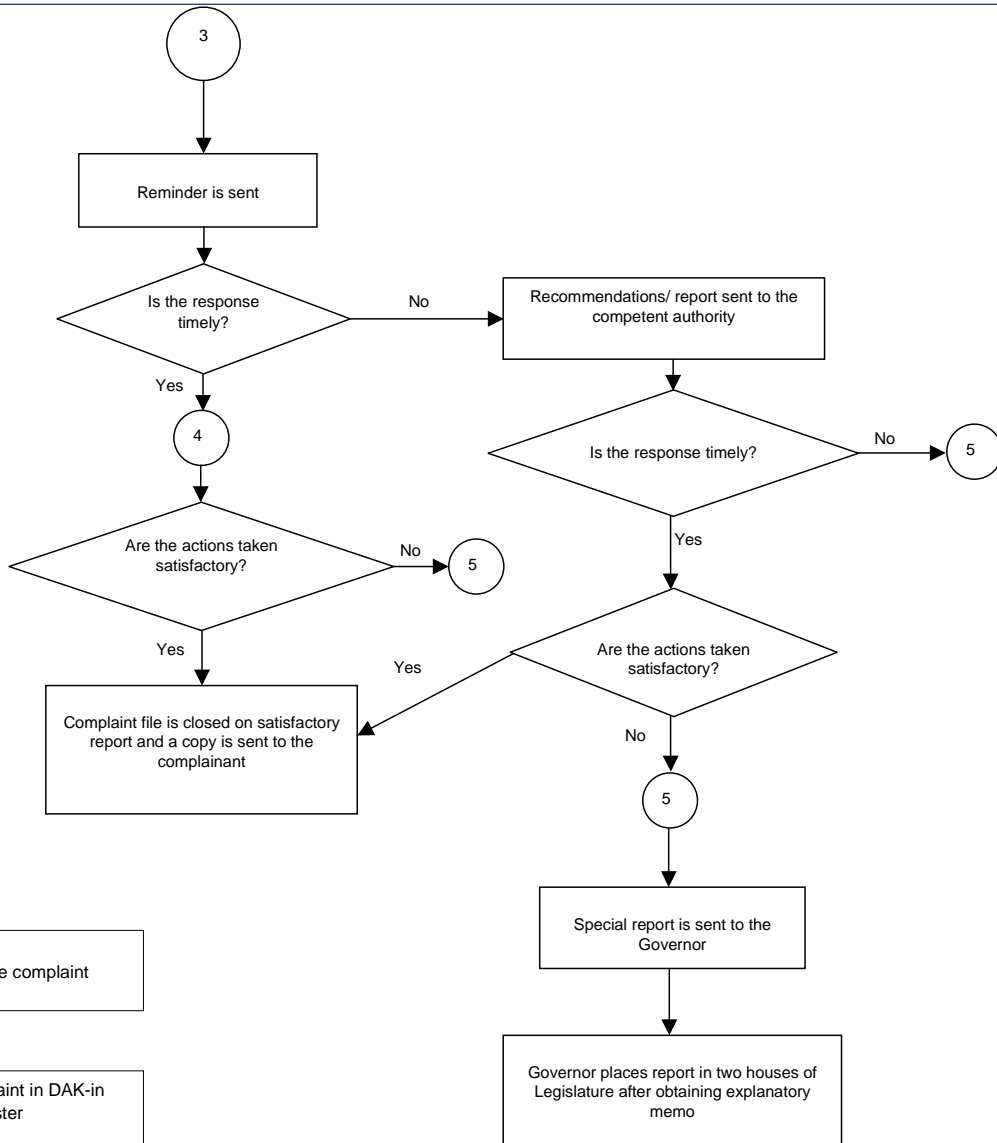


Appendix 1: Flowchart for Grievances

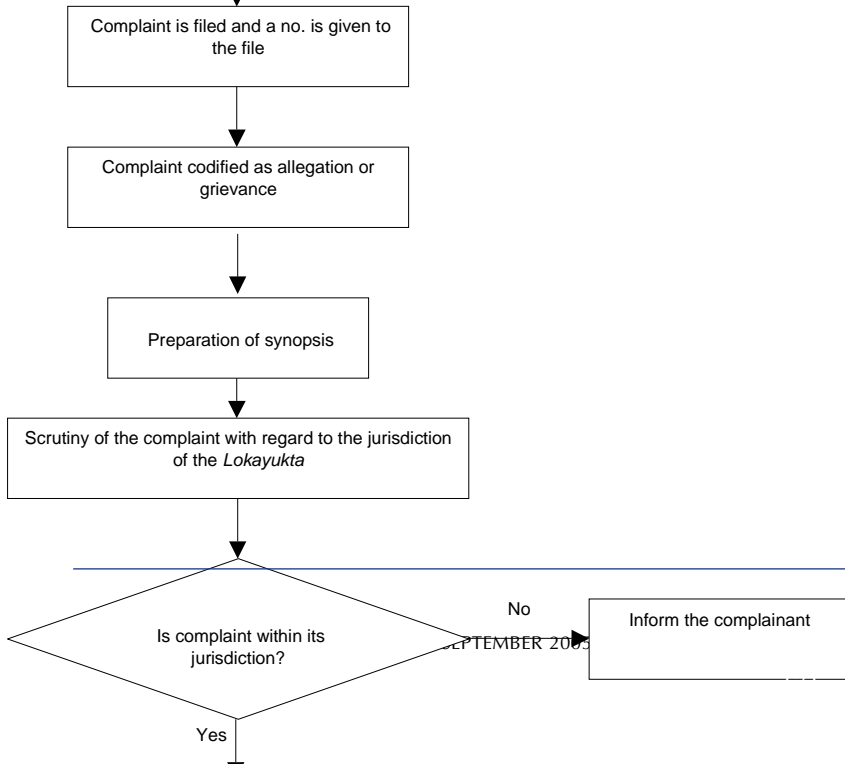




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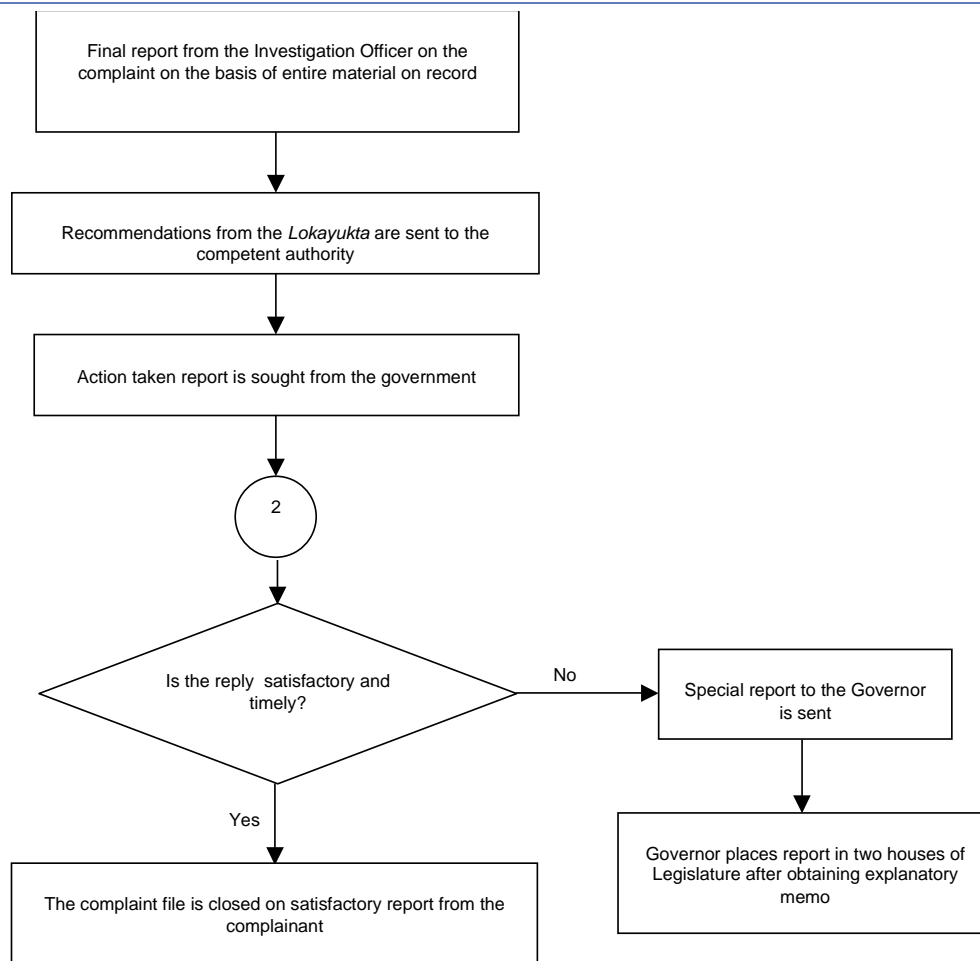


Appendix 2: Flowchart for Allegations



Contd.

Contd.



Appendix 3: Month-wise Complaints Status

| Month | Complaints Received | Complaints Accepted | Complaints Disposed | Complaints Pending | Month | Complaints Received | Complaints Accepted | Complaints Disposed | Complaints Pending |
|--------|---------------------|---------------------|---------------------|--------------------|--------|---------------------|---------------------|---------------------|--------------------|
| Jan-00 | 142 | 3 | 0 | 11 | Oct-01 | 423 | 108 | 121 | 938 |
| Feb-00 | 179 | 2 | 0 | 13 | Nov-01 | 348 | 107 | 134 | 911 |
| Mar-00 | 205 | 14 | 0 | 27 | Dec-01 | 423 | 118 | 116 | 913 |
| Apr-00 | 159 | 61 | 2 | 86 | Jan-02 | 544 | 194 | 104 | 1,003 |
| May-00 | 279 | 78 | 4 | 160 | Feb-02 | 401 | 140 | 133 | 1,010 |
| Jun-00 | 225 | 79 | 6 | 233 | Mar-02 | 430 | 170 | 104 | 1,076 |
| Jul-00 | 423 | 129 | 12 | 350 | Apr-02 | 511 | 151 | 142 | 1,085 |
| Aug-00 | 342 | 118 | 20 | 448 | May-02 | 452 | 132 | 96 | 1,121 |
| Sep-00 | 309 | 124 | 40 | 532 | Jun-02 | 454 | 119 | 139 | 1,101 |
| Oct-00 | 220 | 58 | 12 | 578 | Jul-02 | 545 | 130 | 158 | 1,073 |
| Nov-00 | 192 | 70 | 52 | 596 | Aug-02 | 466 | 109 | 117 | 1,065 |
| Dec-00 | 178 | 62 | 37 | 621 | Sep-02 | 570 | 101 | 111 | 1,055 |
| Jan-01 | 473 | 135 | 85 | 671 | Oct-02 | 457 | 74 | 121 | 1,008 |
| Feb-01 | 553 | 175 | 88 | 758 | Nov-02 | 334 | 80 | 102 | 986 |
| Mar-01 | 394 | 119 | 50 | 827 | Dec-02 | 458 | 93 | 106 | 973 |
| Apr-01 | 341 | 105 | 140 | 792 | Jan-03 | 431 | 97 | 113 | 957 |
| May-01 | 447 | 155 | 99 | 848 | Feb-03 | 421 | 73 | 86 | 944 |
| Jun-01 | 421 | 129 | 101 | 876 | Mar-03 | 392 | 74 | 113 | 905 |
| Jul-01 | 345 | 126 | 151 | 851 | Apr-03 | 441 | 133 | 48 | 990 |
| Aug-01 | 515 | 178 | 117 | 912 | May-03 | 486 | 115 | 157 | 948 |
| Sep-01 | 486 | 147 | 108 | 951 | Jun-03 | 448 | 99 | 91 | 956 |

Contd.

| Month | Complaints Received | Complaints Accepted | Complaints Disposed | Complaints Pending | Month | Complaints Received | Complaints Accepted | Complaints Disposed | Complaints Pending |
|--------|---------------------|---------------------|---------------------|--------------------|--------|---------------------|---------------------|---------------------|--------------------|
| Jul-03 | 502 | 119 | 126 | 949 | Apr-04 | 421 | 64 | 95 | 777 |
| Aug-03 | 397 | 74 | 85 | 938 | May-04 | 310 | 53 | 79 | 751 |
| Sep-03 | 342 | 97 | 132 | 903 | Jun-04 | 509 | 99 | 73 | 777 |
| Oct-03 | 321 | 85 | 120 | 868 | Jul-04 | 512 | 89 | 106 | 760 |
| Nov-03 | 382 | 84 | 60 | 892 | Aug-04 | 458 | 65 | 95 | 730 |
| Dec-03 | 474 | 90 | 134 | 848 | Sep-04 | 274 | 65 | 68 | 727 |
| Jan-04 | 390 | 91 | 114 | 825 | Oct-04 | 500 | 124 | 67 | 784 |
| Feb-04 | 400 | 71 | 82 | 814 | Nov-04 | 421 | 94 | 84 | 794 |
| Mar-04 | 387 | 49 | 55 | 808 | Dec-04 | 502 | 106 | 79 | 821 |

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We learn the inner secret of happiness when we learn to direct our inner drives, our interest, and our attention to something outside ourselves.

Ethel Perry Andrus