

THE
INDIAN INSTITUTE OF PUBLIC
ADMINISTRATION

SEVENTH ANNUAL REPORT

PRESENTED TO THE ANNUAL GENERAL
MEETING ON THE 26TH AUGUST, 1961



INDRAPRASTHA ESTATE
RING ROAD
NEW DELHI-1

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

SEVENTH ANNUAL REPORT

This Report covers the activities of the Institute during the year April 1960 to March 1961. In addition, it contains the audited statement of accounts and the annual balance-sheet for the same period.

ORGANISATIONAL MATTERS

The Executive Council

Shri Jawaharlal Nehru, Prime Minister of India, was unanimously re-elected President of the Institute for the year 1960-61 at the Sixth Annual Meeting of the General Body held on August 27 in the Institute's new Assembly Hall.

As a result of the biennial elections to the Executive Council held under Rule 24 of the Rules of the Institute, the following were declared elected as members of the Executive Council for the years 1960-64, to fill the eight vacancies: *Shri C.M. Trivedi*, *Prof. D.G. Karve*, *Prof. N.K. Sidhanta*, *Shri H.M. Patel*, *Shri D.L. Mazumdar*, *Shri G.C. Singhvi*, *Shri D.S. Joshi* and *Prof. M.V. Mathur*.

The re-constituted Executive Council, at its thirty-eighth meeting held on August 28, re-elected *Shri V.T. Krishnamachari* as its Chairman for 1960-61. The Council re-coopted *Shri N.V. Gadgil*, *Shri Vishnu Sahay*, *Shri L.P. Singh*, and General *K.S. Thimayya* and co-opted *Shri L.K. Jha* as members of the Executive Council. *Shri S. Ranganathan* was re-elected Honorary Treasurer for another term of two years.

The Executive Council, at its fortieth meeting held on the 25th March, 1961, re-elected *Dr. G.S. Mahajani*, *Pandit H.N. Kunzru* and *Shri Shri Ram* as Vice-Presidents of the Institute for a period of two years. It further elected *Shri C. Subramaniam*, Minister for Finance, Law and Education, Government of Madras, as a Vice-President of the Institute for two years. The Council also decided that in the vacancy caused by the death of *Shri Govind Ballabh Pant*, *Shri Lal Bahadur Shastri*, Union Home Minister, should be requested to agree to become one of its Vice-Presidents. Earlier, in August 1960, *Shri Gurmukh Nihal Singh*, Governor of Rajasthan, was re-elected as a Vice-President for a term of two years.

The Executive Council held 6 meetings during the year.

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In August last, after the Sixth General Body meeting, the re-constituted Executive Council re-appointed the following members to the Standing Committee: Shri V.T. Krishnamachari (Chairman), Dr. G.S. Mahajani, Shri S. Ranganathan, and Shri L.P. Singh.

The Council also appointed Shri C.M. Trivedi, Shri L.K. Jha, and Prof. M.V. Mathur as members of the Standing Committee.

The Committee held 9 meetings during 1960-61.

The Executive Council re-appointed Prof. D.G. Karve, Shri L.P. Singh, Dr. G.S. Mahajani, Prof. M.V. Mathur, and Prof. S.V. Kogekar, and appointed Shri P.R. Nayak, as members of the Committee of Direction.

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The detailed membership of the Executive Council, and of the Standing Committee, as also of the Committee of Direction, is given in Appendix I.

Membership

Two hundred and fifty new members were admitted to the Institute during the year ending the 31st March, 1961—Ordinary, 204; Associate, 32; Corporate, 8; and Life, 6. The total membership on the 31st March, 1961 was 1804 and the breakdown of the membership was as follows:

	March 31, 1960	March 31, 1961
Ordinary	1,361	1,565
Corporate	89	97
Life	30	36
Associate	74	106
TOTAL	1,554	1,804

During the year 126 members resigned their membership. The number of ordinary members who had paid their subscription for the year 1960-61 by the 30th June, 1961 was 825 as against the total ordinary membership of 1565. Of 740 members thus in arrears, 350 had not paid up for two years and over.

Regional and Local Branches

A Local Branch of the Institute was formed at Shillong on the 26th April, 1960; it was inaugurated by Shri B.P. Chaliha,

the State Chief Minister. A Local Branch was set up in Nagpur on July 7, 1960. The Lucknow Local Branch was converted into a Regional Branch in July 1960. The total number of Local Branches now is 6.

Regional Branches are under formation in Gujarat and West Bengal. The total number of Regional Branches at the end of the year under review stood at 8.

The financial assistance given by the Institute to the Regional and Local Branches, including the one-fourth share of the membership fees, during the year was as follows:

Regional Branches		Local Branches	
Andhra Pradesh	Rs. 460	Nagpur	Rs. 385
Bombay*	Rs. 790	Patna	Rs. 315
Madras	Rs. 940	Poona	Rs. 85
Orissa**	Rs. 1630	Shillong	Rs. 570
Punjab	Rs. 260	Trivandrum***	Rs. 1100
Rajasthan	Rs. 435	Vallabh	
Uttar Pradesh	Rs. 265	Vidyanagar	Rs. 90
Mysore	Rs. 320		

The State Government of Maharashtra gave a grant of Rs. 5,000 to the Bombay Regional Branch; and the Government of Orissa, of Rs. 2,000 to the Orissa Regional Branch.

Information about the office-bearers of each Branch, its membership, etc. will be found in Appendix II.

The Bye-laws relating to the Regional Branches and the Rules of Business of the Local Branches have been amended to provide for direct relations between the Institute and the Regional and Local Branches.

Five-Year Programme

The Executive Council, at its meeting held on the 25th March, 1961, appointed a Committee consisting of the following members to consider the activities to be pursued by the Institute over the next five years: Shri N.H. Athreya; Prof. M.V. Mathur; Shri D.L. Mazumdar; Shri L.P. Singh; and Prof. V.K.N. Menon (Director).

*Covering both Maharashtra and Gujarat.

**To meet the expenses of the Conference on Revenue Boards and Divisional Commissioners (Bhubaneswar, April 8-9, 1961).

***For Seminar on Municipal Administration in Kerala.

O & M Cell

In pursuance of the decision taken by the Executive Council on the recommendations of the Economy Committee, an O & M Cell was set up in September 1960 with the object of improving speed and quality of disposal and effecting economy in expenditure. It consists of the following: (1) Shri M.S. Ramayyar, Deputy Director; (2) Prof. A. Avasthi, Assistant Professor of Public Administration; and (3) Shri R.G. Mulgund, Administrative Officer. The work of the Cell has, in its first phase, been concentrated on effecting economies in expenditure on correspondence, ensuring prompt replies, preparation of an office manual and improvement of efficiency.

The Institute's Staff

The Service Bye-laws have been amended to delete provision contained therein in regard to the automatic adjustment of the dearness allowance. Increase in dearness allowance will now be granted after considering the case every time on its merit if there is a rise in the All-India Cost of Living Index by 10 or more points for a continuous period of twelve months preceding the 1st day of April in any year.

A proposal is under consideration to approach the Government of India for a non-recurring grant for building a few flats for the middle grade staff within the campus or outside to the extent it would be technically feasible.

The Staff Club of the Institute functioned actively during the year; it was given a recurring monthly grant of Rs. 40.

The senior staff of the Institute in position during 1960-61 is shown in Appendix III.

Demise of Shri Govind Ballabh Pant

The Executive Council of the Institute, at its meeting held on the 25th March, 1961, placed on record its great sense of sorrow at the passing away of Shri Govind Ballabh Pant, the Union Home Minister, on March 7, 1961, and its appreciation of his long and great services to the country in general and to the Institute as its Vice-President.

ACTIVITIES OF THE INSTITUTE

(1) PERIODICALS

Indian Journal of Public Administration (Quarterly)

The Executive Council, at its meeting held on the 28th August, 1960, re-appointed Shri L.P. Singh, Additional Secretary, Ministry of Home Affairs, as Editor; and Prof. D.G. Karve, Prof. S.V. Kogekar and the Director as members of the Editorial Board for a period of two years.

Public Administration Abstracts and IIPA Newsletter (monthlies)

The Abstracts (compiled in the Library) as well as the Newsletter continue to be found useful by readers to keep in touch with recent developments in Public Administration in India and abroad.

For the benefit of non-members, the Newsletter is now priced at Rs. 3 per annum (single copy, 25 nP); and the Abstracts at Rs. 5 per annum (single copy, 50 nP).

The names of the News Correspondents in the States as on the 31st March, 1961 are shown in Appendix IV.

(2) RESEARCH AND PUBLICATIONS

Recent Studies and Publications

Recent publications (other than 'single' lectures) brought out by the Institute are :

- (1) "Union-State Relations in India" by Shri K. Santhanam.
- (2) "The Development and Impact of British Administration in India—A Bibliographic Essay" by Mr. Bernard S. Cohn.
- (3) "Staff Councils and Associations in the U.K. and India".
- (4) "The Communal System of Yugoslavia" by Shri B. Mukerji.
- (5) "Administration of Traffic Enforcement with Special Reference to Delhi" by Shri T.S. Khanna.
- (6) "The Question of a Parliamentary Committee for Public Enterprises" (Mimeographed).

- (7) "Training for Social Welfare Work : Courses and Institutions" (Mimeographed).
- (8) "State Undertakings"—Report of a Conference (December 19-20, 1959) (Mimeographed).
- (9) "Budgeting in India"—Short-Term Course Lecture Summaries (September 14-25, 1959) (Mimeographed).
- (10) "Report of the Seminar on Problems of Urban Housing"—this has been published by the Bombay Regional Branch; Publishers—Popular Book Depot, Bombay.
- (11) "Problems of Starting an Industrial Enterprise"—Report of a Seminar organised by the Mysore Regional Branch (September 24-25, 1960).

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The following are under print :

- (1) "Administrative Aspects of River Valley Development"—by Prof. Henry C. Hart.
- (2) "Delegation and Autonomy"—by Prof. Arthur W. Macmahon.
- (3) "The Central Social Welfare Board"—by Shri P.D. Kulkarni.
- (4) "The Administration of Natural Resources—The American Experience" by Prof. Norman Wengert.
- (5) "The Ecology of Public Administration—Studies of the U.S.A., Thailand and the Philippines" by Prof. F.W. Riggs.
- (6) "Public Enterprise and Managerial Problems"—by Prof. A.H. Hanson.
- (7) "Public Administration for a Welfare State"—by Dr. Paul H. Appleby.

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Studies of subjects like "The Indian Audit and Accounts Department", "The Union Ministry of Finance", "The All India Radio", "The Union Public Service Commission" and others are in different stages of preparation.

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The volume on "The Organisation of the Government of India", which was first published in April 1958, is being revised; the revised edition is expected to be out by the end of the year, 1961.

New Research Projects

The Committee of Direction has approved of the following studies, with emphasis on operational aspects of the problems, which have been undertaken by members of the Faculty of the Indian School of Public Administration :

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| <i>Dr. A. Avasthi :</i> | Inspection of Government work at the District Level. |
| <i>Dr. V. Jagannadham :</i> | Social Welfare Administration in Delhi. |
| <i>Shri K.P. Choube :</i> | Survey of Tax Research in India. |
| <i>Dr. P. Prasad :</i> | Budgeting in Public Enterprises. |

At the request of the Government of India, the Institute has undertaken to prepare a study regarding the pay and other conditions of service of technical personnel in public enterprises. The study will examine how far there is a 'flight' of technical personnel and to what extent the disparities in scales of pay and other conditions of service are responsible for it; other related problems like the movement from the public sector to the private sector will also be studied and the nature of the remedial measures that may be adopted will be indicated. The study is being undertaken by Dr. H.K. Paranjape, Assistant Professor of Economic Administration; he is being advised by a group of six senior public officials.

Prof. V.V. Ramanadham, Dean, Faculty of Commerce, Osmania University, has undertaken, on behalf of the Institute, a comprehensive study of the Damodar Valley Corporation.

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Further progress has been reported by the Bombay Regional Branch in regard to the preparation of "The Organisation of Elections to Union and State Legislatures", "Government Co-operative Sugar Factories" and "The Organisation of Government of Maharashtra". The monograph on the administrative structure of the Government of Mysore, which has been undertaken by the Mysore Regional Branch, is nearing completion. The Orissa Regional Branch has undertaken a research study of "Local Government in Orissa".

Study Groups

The preparation of the report of the Study Group on "The Organisation of the Indian Central Government, 1947-57"—a historical and analytical survey—headed by Shri C.D. Deshmukh, is nearing completion. The volume is being drafted by

a senior retired I.C.S. officer, Shri P.C. Chaudhuri, formerly Secretary, Union Ministry of Information and Broadcasting.

Public Administration Case Study Programme

The importance of Case Studies for instruction and teaching in Public Administration was underlined at the Seminar on "The Study and Teaching of Public Administration at the Indian Universities" convened by the Institute in May 1956. The Seminar was of the view that Case Studies illuminating the realities of the administrative process involved in the framing of public policies and their execution at all levels of government—national, state and local—would be highly useful in promoting the study and teaching of public administration in India; and the formulation and implementation of a programme of Case Studies has since then been the subject of continuing attention by the Institute. With a view to making a start in the field, opportunity was taken to request Shri S.S. Khera, Secretary, Department of Mines & Fuel, Government of India, during his visit to the U.S.A. in October 1960, to discuss the matter with Mr. Edwin A. Bock, Staff Director, U.S. Inter-University Case Study Programme, in New York. Mr. Bock visited India in March 1961 and assisted the Institute in the organisation of a Public Administration Case Study Programme.

A Committee on Case Studies was set up on the 25th March, 1961, with the object of organising and directing a Case Study Programme on a pilot scale. The membership of the Committee is shown in Appendix V.

The main objectives of the Institute's Case Study Programme are :

- (i) To build up a body of systematic knowledge about the administrative process in India; this may be of use in the teaching of Public Administration and also in indicating improvements in administrative practices and procedures; and
- (ii) To promote a deeper and wider understanding of the functioning of the Indian Administration in its environmental and institutional framework.

A certain number of Case Studies have been assigned to senior teachers and practitioners of public administration in India; details are given in Appendix VI. In the assignment of Cases, the Committee has followed a policy of caution to ensure that each Case is useful from the point of view of administrative principles and methods or for teaching of Public Administration and also preferably has a public relations aspect, *i.e.*, some aspect

which is a matter of practical interest to the public. It has also been kept in view that the necessary material, which is likely to be available, published or departmental, will be adequate for the purpose of illuminating the different factors, forces and administrative principles as well as their inter-action which went into the decision-making process in a particular case. The Committee has decided that, in selecting subjects, Cases relating to development administration, the relation of the administration with the public, the relation between the Union and the State Governments and Local Authorities and Local Administration should be given preference.

Specialist Units for Research

The Committee of Direction has decided that the research staff of the Institute may be organised, as far as possible, into units like :

1. Constitutional Problems
2. Urban Government and Community Development
3. O & M
4. Personnel Administration
5. Financial Administration
6. Public Enterprises
7. Social Welfare Administration

Dr. Parmanand Prasad, Senior Research Officer in the Institute, was appointed by the Government of India in June 1960 to serve as a member of the Central Wage Board for Jute Industry; and in December as a member of the All India Textile Committee of the Khadi and Village Industries Commission.

Details about the research undertaken at the School and the Institute may be seen in Appendix VII. The articles published by members of Research Division are listed in Appendix IX.

I.I.P.A. Essay Competition, 1959

Out of the twenty-three entries received for the I.I.P.A. Essay Competition, 1959, the committee of three judges considered that none of the essays came up to the standard for the first prize (Rs. 1,000); and that the second prize might be awarded (each Rs. 500); to : (1) Shri P.R. Dubhashi, Director of Youth, and Deputy Development Commissioner, Planning and Development Department, Government of Mysore, for his essay on "The Implications and Scope of Democratic Decentralisation : A Comparative Study"; and (2) Shri R.K. Jain, Lecturer in Commerce, G.S. College for Commerce and Economics, Nagpur, for his essay on "The Problem of Capital Formation in State Enterprises in India".

The above prizes were awarded by *Shri Jawaharlal Nehru*, President of the Institute, at the time of the Sixth Annual Meeting of the General Body held on August 27.

(3) CONFERENCES, SEMINARS & TRAINING COURSES

Two seminars, three conferences, one workshop and two training courses were organised by the Institute during the year 1960-61.

The Fourth Annual Conference of the members of the Institute was held at the Institute's premises on August 28 in two sessions. The morning session, held under the chairmanship of *Shri V.T. Krishnamachari*, Deputy Chairman, Planning Commission, discussed "The Administrative Implications of the Third Plan". The subject for the afternoon session was "Education and Training for the Public Services" with *Prof. D.G. Karve*, Vice-Chancellor, Poona University, as Chairman.

The Institute made material arrangements for the Regional Seminar, organised under the Regional Technical Assistance Programme of UNESCO, co-sponsored by the Division of Public Administration of the United Nations, on "Public Administration Problems of New and Rapidly Growing Towns in South Asia", at the Institute's premises in New Delhi from December 14 to 21, 1960. The Seminar was inaugurated by *Shri Jawaharlal Nehru*, Prime Minister of India. Eight Asian countries—Ceylon, India, Indonesia, Japan, Pakistan, Singapore, Thailand and Viet Nam—participated. The United Nations was represented by: (1) *Prof. Charles S. Ascher*, Professor of Political Science at Brooklyn College and Associate Director of the Institute of Public Administration, New York City, and (2) *Prof. Julius Gorynski*, Vice-Minister of Communal Administration, Poland. The UNESCO representative was *Mrs. Elizabeth Layton*, who was for four years a senior executive of the Harlow New Town Development Corporation, and formerly an Assistant Editor of "The Economist". The Director of the Institute and *Shri P.R. Nayak*, till recently Commissioner, Delhi Municipal Corporation, jointly served as Directors of the Seminar.

A Seminar on "South and South East Asia has a Second Look at Democracy" was held from February 1 to 8 at the Institute's premises under the joint sponsorship of the Institute and the Congress for Cultural Freedom. In addition to India the States which participated in the Seminar included Pakistan, Burma, Ceylon, Singapore, Malaya, Viet Nam, Indonesia, Thailand, Philippines and Japan. *Shri C.D. Deshmukh*, Chairman, University Grants Commission, presided over the Seminar.

Discussions at the Seminar were concentrated on the experience of the new democratic constitutions adopted in countries of South and South East Asia after the end of World War II and the liberation of these areas from the Colonial rule; the adaptation and modification of methods and techniques of democratic government adopted in the West to suit the needs of countries of South and South East Asia in the context of their cultural, social and economic circumstances; and the efforts needed for the preservation of the essence of democracy. A public symposium on the subject was held on February 3.

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The Institute, in collaboration with the Central O & M Division, organised from January 27 to 31 a Workshop on: (1) Elimination of Bias in Administration; (2) Distribution of Executive Time; and (3) Techniques of Project Preparation and Progressing. It was inaugurated by the Union Finance Minister.

A Round Table Conference of senior administrators, teachers and others having a specialised knowledge or experience in the field, was held on the 26th March, 1961, to discuss "Administration and the Third Plan".

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During the year under review, the Institute, in collaboration with the School, organised two short-term courses. A course—second in the series—on 'Local and Municipal Government, with Special Reference to Cantonments', for Military Lands and Cantonments Executive Officers, on behalf of the Ministry of Defence, was held from April 11 to May 5, 1960. It was inaugurated by *Shri V.K. Krishna Menon*, Union Minister for Defence, and was attended by twenty officers. (The first Course was organised by the Institute from April 6 to May 5, 1959.)

At the request of M/s Hindustan Steel Limited, a 5-month foundational training course was held from November 14, 1960 to April 8, 1961 for non-technical graduate apprentices of the Hindustan Steel. The number of trainees who took the course was 38—12 assigned to the Personnel Department, 12 to Labour Welfare, 3 to Public Relations, 4 to Estate and Land, and 7 to the Traffic Department of the Hindustan Steel Ltd. Besides these 38, two other officers attended the course, one from the Indian Airlines Corporation and one from the Ministry of Defence.

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The Bombay Regional Branch organized a seminar on "Problems of Starting an Industrial Enterprise" at Bombay

on the 24th and 25th September, 1960. It was inaugurated by *Shri Y.B. Chavan*, Chief Minister of Maharashtra, and was directed by *Shri G.L. Mehta*, Chairman, Industrial Credit and Investment Corporation of India, and former Indian Ambassador to the United States. The Seminar was concerned mainly with the consideration of procedural difficulties and delays experienced by entrepreneurs in starting new industrial units or expansion of existing units. About sixty-five representatives of various associations, and Chambers of Commerce and Industries, financial institutions, and various departments of the Central and State Governments connected with industries participated in the discussions. The report of the seminar has been published by the Popular Book Depot, Bombay.

A symposium on "Problems and Prospects of Economic Development in U.P." was held on September 27, 1960, under the auspices of the U.P. Regional Branch. The symposium was attended by the members of the State Legislature, University professors and Secretariat officers.

(4) THE FELLOWSHIP PROGRAMME

Foreign Fellowships

Under the Institute's Foreign Fellowship Programme for 1960-61, financed from the Ford Foundation Grant, *Shri R.N. Aggarwala*, Assistant Professor of Politics and Public Administration, Ramjas College, Delhi University, was sent abroad for one year's study of public administration at the Graduate School of Public and International Affairs, University of Pittsburgh.

Dr. Jitendra Singh, Research Officer of the Institute, was deputed to the Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University, for advanced study in Public Administration for one year. *Shri Ajit Banerji*, Research Officer, was awarded a Rockefeller Fellowship for advanced studies at the New York University.

The following Government Officers were selected for study and training abroad for a period of six months in the fields shown against their names: *Central Government* (1) *Shri R.K. Trivedi*, Deputy Director (Senior), National Academy of Administration ("Training of Higher Civil Servants"); (2) *Shri B.D. Jayal*, Special Assistant to the Union Home Minister ("Public Enterprises—Management and Personnel Policies"); (3) *Shri Gopeshwar Nath*, Director, Secretariat Training School ("Training of Ministerial and Executive Officers"); and (4) *Shri S. Soundarajan*, Deputy Secretary, Ministry of Defence ("Programme and

Performance Budgeting"); *State Governments* (5) *Shri S.B. Ray*, Additional Development Commissioner and Ex-Officio Additional Secretary, Development and Community Development and Extension Service Department, West Bengal ("Social Welfare and Local Government"); (6) *Shri Ram Singh*, Secretary, Excise and Taxation Department, Rajasthan ("Taxation Administration and Taxation Research"); (7) *Shri R.N. Lakshminarayanan*, Commissioner of Labour, Madras ("Labour Relations in Public Enterprises").

Fellowships within India

One-year fellowships for research in public administration were awarded to 3 University teachers and 1 Government officer; details will be found in the section on the Indian School of Public Administration.

Short-term fellowships of a duration of 4-6 months, meant for senior teachers and government officers, have been awarded to the following for study and research on subjects shown against them: (1) *Shri Haridwar Rai*, Lecturer, Department of Political Science, Patna University ("Some Aspects of District Administration"); and (2) *Shri G. Ram Reddy*, Lecturer in Public Administration, Osmania University ("Panchayati Raj in Rajasthan and Andhra Pradesh—A Comparative Study").

(5) LIBRARY

The number of books and public documents in the Institute's Library increased from 28,759 at the end of March 1960 to 39,359 on the 31st March, 1961—an addition of 10,600. Thirteen periodicals were added during the year. Back sets of the following periodicals were acquired: *Bulletin of Public Affairs Information Services* (1946 to date); *Quest* (1958 to date); and *Labour Law Journal* (1958 to date). An important collection of the Government publications, such as reports of ad hoc Committees, administrative reports of different departments of the Government of India and the States and various other government publications have been added to the Public Documents Section. Reports of Parliamentary Committees are also being received in the Section, as well as Gazettes of all the State Governments, Government of India and Delhi Administration.

The number of enquiries attended to was 65; 517 persons utilised the Library facilities during the year as against 383 in the previous year. Fifteen bibliographies were prepared as against 9 in 1959-60. Books were issued to 24 government and non-government bodies on inter-library loan basis.

Public administration news from 16 newspapers received in the Library are being indexed and a card-file maintained. The index of articles listed in "Public Administration Abstracts" is also maintained on cards.

(6) LECTURES

During the year under review, nineteen public lectures, which are listed below, were delivered at New Delhi under the auspices of the Institute. The more important of them have either been printed in the Indian Journal of Public Administration or are being printed separately.

Date	Lecturer	Subject
1960		
Apr. 1	Prof. Merle Fainsod, Harvard University, U.S.A.	"Recent Trends in Soviet Administration". (Chairman : Dr. Gunnar Myrdal).
Aug. 16	Mr. E.H. Cooper, Assistant Labour Adviser, United Kingdom High Commission in India.	"Whitley Councils in the United Kingdom". (Chairman : Shri S. Lall).
Aug. 17	-do-	"Staff Associations in the United Kingdom". (Chairman : Shri V.K.R. Menon).
Aug. 18	Shri B. Shiva Rao, Formerly Member of Parliament.	"Staff Associations and Staff Councils in India". (Chairman : Dr. P. Subbarayan).
Sept. 12	Dr. J.B. Westcott, Prof. of Political Science, Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University, U.S.A.	"Training for Higher Civil Servants". (Chairman : Shri N.K. Bhojwani).
Oct. 12	Prof. Max Gluckman, Professor of Social Anthropology, University of Manchester, U.K.	"Tribalism in British Central Africa".

Nov. 16	Mr. Walter M. Mode, Chief of Party, Indiana University to advise on Training and Research at the Institute of Public Administration, Djakarta.	"Management Problems of Social Security Administration". (Chairman : Shri V.N. Rajan).
Nov. 17	Mr. George F. Rohrlich, Social Security Division, I.L.O., Geneva.	"I am your Obedient Servant—Empathy, Ethics & Other Tangibles in Public Administration". (Chairman : Shri V. Viswanathan).
Nov. 21	Prof. John Coleman, Carnegie Institute of Technology, Pittsburgh.	"Participation in Management—Facts & Fancies".
Nov. 30	Mr. Leo R. Werts, Deputy Asstt. Secretary, United States Department of Labour.	"A Manpower Programme for Economic Development". (Chairman : Shri V.T. Krishnamachari).
Dec. 2	Dr. Robert Blum, President, Asia Foundation, U.S.A.	"Making of Foreign Policy : A Case Study in the U.S. Department of State". (Chairman : Shri Asoka Mehta).
Dec. 15	Mrs. Elizabeth Layton, Formerly Senior Executive, Harlow New Town Development Corporation.	"The New Towns of England". (Chairman : Prof. Charles S. Ascher).
Dec. 20	Prof. Charles S. Ascher, Associate Director, Institute of Public Administration, New York City, U.S.A.	"Human Relations in Public Administration". (Chairman : Shri V.T. Krishnamachari).
1961		
Jan. 2	Sir Henry Self, Formerly Chairman, British Electricity Council.	"The Public Sector and Parliament". (Chairman : Shri Manubhai Shah).

- Jan. 7 Prof. Arthur F. Burns, Columbia University; Formerly Chairman, President's Council of Economic Advisers, U.S.A. "America's Gold and the World's Needs". (Chairman : Dr. V.K.R. V. Rao).
- Jan. 9 Sir Henry Self, Formerly Chairman, British Electricity Council. (Round Table Discussion) "Organizational Patterns in Nationalised Industry".
- Jan. 31 Dr. Paul H. Appleby, Visiting Professor, Indian School of Public Administration. "Individual Initiative and the Welfare State". (Chairman : Shri G.L. Nanda).
- Feb. 3 Symposium. "The Prospects of Democracy in Asia".
- Feb. 15 Mr. Raymond Nottage, Director, Royal Institute of Public Administration, London. "Current Administrative Problems in British Government". (Chairman : Shri V.S. Hejmadi).
- Mar. 14 Dr. Paul H. Appleby, Visiting Professor, Indian School of Public Administration. "The Politician and the Administrator". (Chairman : Shri Humayun Kabir).
- Mar. 17 Dr. Bertram Gross, Prof. of Political Science, Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University, U.S.A. "Development Administration—A New Orientation". (Chairman : Shri V.T. Krishnamachari).

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The following lectures were delivered at the Regional and Local Branches during 1960-1961 :

Andhra Pradesh

1960

- July 20 Shri M. Purushotham Pai, Chief Secretary to the Govt. of Andhra Pradesh. "The Impressions of My Recent Tour Abroad".

- Jan. 5 Sir Henry Self, Formerly Chairman, British Electricity Council. "Organizational Patterns in Nationalised Industry".

Bombay

1960

- Apr. 18 Prof. Arthur W. Macmahon, Eaton Professor Emeritus of Public Administration, Columbia University, U.S.A. "Autonomy for Public Enterprises".
- July 6 Shri S.T. Raja, Managing Director, Hindustan Antibiotic Ltd., Pimpri. "Administration of Public Sector Industries".
- Aug. 10 Shri O.K. Ghosh, Accountant General, Bombay. "A Unique Experiment in Anti-Corruption".

1961

- Jan. 2 Shri J. Charanjiva, Staff Manager, Burmah-Shell Oil Distributing Co., Bombay. "Staff Training and Career Development".
- Jan. 20 Sir Henry Self, Formerly Chairman, British Electricity Council. "Problems of Centralization and Control in Nationalised Industry".
- Mar. 6 Shri N. Dandekar, Managing Director, Associated Cement Companies & President, All-India Management Association. "Essentials of Administrative Competence".

Lucknow

1960

- Sept. 27 Symposium (Discussion initiated by Shri Govind Narain, Chief Secretary to the Government of U.P.). "Problems and Prospects of Economic Development in U.P.".

Madras

July 6 Sardar K.M. Panikkar, "Civil Services under a
Former Indian Amba- Democracy".
ssador to China and France

1961

Jan. 23 Prof. Arthur F. Burns, "Planning for Economic
Formerly Chairman, Growth".
President's Council of
Economic Advisers, U.S.A.

Two series of the following lectures were conducted in colla-
boration with the Department of Politics and Public Adminis-
tration, University of Madras :

First Series

1960

Oct. 14 Shri K. Ramunni Menon, "Services Structure, Orga-
Formerly Chief Secretary nisation, etc.".
to the Govt. of Madras.

Oct. 21 Shri A. Rajagopalan, "Co-operative Movement
Joint Registrar of in Madras State".
Co-operative Societies,
Madras.

Oct. 28 Shri R. Parthasarathy, "Role of Khadi in Cottage-
Director of Khadi. Industries".

Nov. 4 Shri R. Balasubramanian, "The Administration of
Commissioner, City Corporations".
Corporation of Madras.

" 11 Shri T.N.S. Raghavan, "District Administration
Chief Secretary to the in Madras State".
Government of Madras.

" 18 Shri G. Balasubramanian, "Reserve Bank and Indian
Manager, Agriculture".
Reserve Bank of India,
Madras.

" 25 Shri R.F. Isar, "Indian Diplomatic Ser-
Secretary, vice".
Home Deptt., Madras.

Dec. 2 Shri S. Venkitaramanan, "State Plans".
Deputy Secretary,
Planning Department,
Madras.

" 9 Shri J. Sivanandam, "Municipal Administra-
Secretary, tion in Madras State".
Revenue Deptt., Madras.

Second Series

1961

Jan. 20 Shri P.P.I. Vaidyanathan, "Government and Agri-
Member, culture".
Board of Revenue, Madras.

" 27 Capt. D. Gnanaolivu, "Housing Schemes of
Chairman, State and Union Govern-
City Improvement Trust, ment".
Madras.

Feb. 3 Shri T. Hanumanthappa, "On Legislature".
Secretary, Legislative
Assembly Deptt., Madras.

" 10 Shri S. Parthasarathi "Problems of Police
Iyengar, Administration".
Former Commissioner of
Police, Madras.

" 24 Shri T. N. Lakshminara- "Industrial Relations in
yaman, Madras State".
Commissioner of Labour,
Madras.

Mar. 3 Shri K. Srinivasan, "Technical Education in
Secretary, Education and the Context of the Five
Public Health Deptt., Year Plans."
Madras.

" 10 Capt. C.N. Raghunathan, "Administration of Jail
Asstt. Inspector-General Department".
of Prisons, Madras.

" 17 Prof. M. Ruthnaswamy. "Administrative Law".

Mysore

- 1960
- May 2 Dr. K.N.V. Sastri, Retired Prof. of History and Politics, University of Mysore. "Reflections on the Theory of Democratic Decentralisation".
- Aug. 31 Shri D.P. Basu, Industrial Consultant, 'COBIM', Bangalore. "Modern Techniques of Management Science".
- Sept. 3 Shri N.H. Athreya, Director, Modern Management Council, Bombay. "Private Sector and Public Sector—Mutual Relationships".
- Dec. 30 Shri Mani Narayanswamy, Deputy Secretary, Planning, Housing and Social Welfare Deptt., Government of Mysore. "Economic Development—A View from Abroad".

1961

- Feb. 27 Shri C.S. Venkatachar, Formerly Indian High Commissioner in Canada. "My Canadian Impressions".

Nagpur

- 1960
- Dec. 14 Shri C.D. Barfivala, Director-General, Local Self-Government Institute, Bombay. "Democratic [Decentralisation]".

1961

- Jan. 10 Shri N.T. Mone, Chief Secretary to the Govt. of Maharashtra. "Anti-Corruption Measures in Administration".
- Feb. 25 Shri N.V. Gadgil, Governor of Punjab. "Some Problems of Administration in India".

Orissa

- 1960
- Apr. 6 Shri A.K. Chanda, Comptroller and Auditor-General of India. "Relations between the Politicians and the Administrator".

- Dec. 28 Shri Asoka Mehta, Member of Parliament. "Public Administration and Third Five Year Plan".
- " 29 Shri S.K. Patil, Minister for Food and Agriculture, Government of India. "Food for Thought".

1961

- Jan. 30 Shri Sukumar Sen, Chairman, Dandakaranya Development Authority. "Parliamentary Government and the Administrative Services".
- Feb. 3 Shri P.C. Bhattacharya, Chairman, State Bank of India. "Management of Public Undertakings".
- " 11 Shri A.D. Gorwala. "Public Looks at Public Servant".

*Punjab**1960*

- June 17 Shri C.L. Handa, Chief Engineer, Punjab, P.W.D., Irrigation Branch. "Administration in Major Projects".
- July 2 Shri A.L. Fletcher, Financial Commissioner, Punjab. "How to Enlist Public Co-operation".
- July 15 Shri B.S. Grewal, Financial Commissioner, Punjab. "Some Present-day Problems of the Civil Services".
- Oct. 18 Dr. B.S. Khanna, Head of the Dept. of Political Science, Panjab University. "Some Important Post-war Developments in the Civil Services of Britain and U.S.A.".
- Nov. 18 Sardar Gurdial Singh Dhillon, Speaker, Punjab Vidhan Sabha. "Development through Voluntary Organisation in the Punjab".

Shillong

1960

Apr. 26 Shri A.K. Chanda, Comptroller & Auditor-General of India. "Cabinet System of Government".

1961

Jan. 7 Group Discussion "Centre-State Relationship".

Vallabh Vidyanagar

1960

Aug. 9 Shri B.J. Patel, Vice-Chancellor, Sardar Vallabhbhai Vidyapeeth, Vallabh Vidyanagar. "University Administration".

Aug. 30 Shri Shriram Sharma, Principal, D.A.V. College, Chandigarh. "The Supreme Court in the Indian Constitution".

1961

Feb. 8 Monthly Discussion "Administration of Kaira District".

Mar. 8 -do- "Decentralisation in Gujarat".

(7) FOREIGN CONTACTS

A three-member delegation from India participated in the I.I.A.S. Colloquium, held at San Remo (Italy) from June 22 to 25, 1960. It consisted of: (1) The Director; (2) Shri Indarjit Singh, Director, O & M Division, Cabinet Secretariat, Government of India; and Joint Secretary, Special Re-organisation Unit, Ministry of Finance; and (3) Shri S.K. Guha, First Secretary (Commercial), Embassy of India, Rome. Both Shri Indarjit Singh and Shri S.K. Guha were on deputation to the Colloquium from the Government of India as members of the Indian Delegation. The agenda for the Colloquium was: (1) Technical Assistance in Public Administration : Lessons of

Experience and Possible Improvement; (2) Public Relations in Administration : Official Publications; (3) Government Organisation for Long-term Economic Development. The Director had been appointed by the International Institute as the Reporter for the first subject, and had prepared a detailed questionnaire on it for the meeting. The Director represented the Institute on the Scientific Committee and Shri Indarjit Singh on the Committee on Administrative Practices; the Director also attended the meetings of the Committee on Publications and the International Review of Administrative Sciences.

The Director attended the first General Assembly of the Eastern Regional Organisation for Public Administration held at Manila from the 4th to the 10th December, 1960. The agenda for the meeting was: (1) Central Services to Local governments; (2) Local self-government; and (3) Government administration of rural development. Detailed information on all the three items on the agenda was furnished by the Institute. The Director chaired the working group on the third subject.

The Institute has prepared a detailed questionnaire on "City Administration and Citizens' Participation in Urban Government" for EROPA for its Seminar to be held at Tokyo in October-November 1961.

It is proposed to hold a six to eight weeks' course, once in a year, financed from available external sources, in pursuance of the scheme of starting a Training Centre for EROPA at the Institute.

THE INDIAN SCHOOL OF PUBLIC ADMINISTRATION

The Second Annual Day of the Indian School of Public Administration was celebrated at the Institute's premises on July 15, 1960. Dr. K.L. Shrimali, Minister for Education, Government of India, presided on the occasion and awarded the certificates of Master's Diploma in Public Administration to 17 successful candidates, as against 12 in 1959. The number of students taking the Diploma course has been increasing steadily during the past three years.

The third, *i.e.*, 1960-61, session of the Master's Diploma Course in Public Administration commenced on July 15, 1960. Nine students were admitted in the First Year and 52 in the Second Year. The latter included 9 officers, one each from the State Governments of Andhra Pradesh, Madhya Pradesh, Madras, Mysore, Orissa, Rajasthan and West Bengal; and two from the Government of Kerala. The response from the State Governments for deputing officers to the course was more

encouraging than in 1959-60. There were four officers on leave from the Government of India. There was one teacher from the University of Bihar. The strength of the I and II Year Classes at the end of the year 1960-61 was 5 and 41 respectively. There were two casual students.

* * *

The activities of the School were reviewed by a 6-member Committee of the Executive Council. The Committee felt that it was too early to make any fundamental alterations in the courses prescribed for Master's Diploma and that the present arrangements should continue for some time. It further recommended the grant of a larger number of scholarships and fellowships. The latter recommendation has been accepted by the Executive Council.

Shri K.P. Choube, Officer on Special Duty (University), Education Department, Government of Madhya Pradesh, joined the School on May 31, 1960, as Assistant Professor of Economic Administration vice Dr. R.N. Bhargava. The post of Assistant Professor of Public Administration could not be filled during the year. Prof. N. Srinivasan, Vice-Principal, and Professor of Political Science in the School, gave the course on "Personnel Administration", and Dr. Parmanand Prasad, Senior Research Officer, continued to give the course on "Government and Economic Order". The course on "Research Methods and Report Writing" was given by Dr. V. Jagannadham, Assistant Professor of Social Administration. Fuller information about the Faculty of the School will be found in Appendix VIII, and about the articles published by members of the Faculty in Appendix IX.

Among those who delivered courses of lectures at the School were Prof. E.R. Kapadia, Head of the Department of History, St. Stephen's College, Delhi University; Prof. M.N. Srinivas, Professor of Sociology, Delhi University; and Shri S.S. Khera, Secretary to the Government of India, Department of Mines and Fuel. A large number of senior government servants and others delivered individual lectures at the School; fuller details will be found in the School's Third Annual Report.

During the year, the School was fortunate to have, by arrangement with the Ford Foundation, Dr. Paul H. Appleby as a Visiting Professor for a period of four months from December 19, 1960 to April 20, 1961. He gave a course of lectures on "Government and the Citizen", and also delivered four public lectures. The opportunity of his presence was also availed of by the School to consult him on various matters connected with teaching and research in the School.

* * *

The School has instituted a research fellowship scheme to enable younger university teachers and/or government officers to carry out research in the field of Public Administration on some approved specific project. The duration of the fellowship is up to one year and the value of the fellowship is equal to the pay and allowances of the Fellow plus 20% thereof subject to a minimum of Rs. 400 and a maximum of Rs. 500 per month. Four university teachers and one officer from Government mentioned below were awarded these fellowships :

- (1) Shri Ram Chandra Prasad, Lecturer, L.S. College, Muzaffarpur (Bihar).
- (2) Shri Shri Ram Maheshwari, Lecturer, Agra College, Agra.
- (3) Shri Rudra Nath Thakur, Head of the Department of Political Science, T.N.B. College, Bhagalpur (Bihar).
- (4) Shri A. Jameel Ahmed, Officiating Assistant Professor of Politics, Presidency College, Madras.
- (5) Shri A. Prem Chand, Section Officer, Department of Expenditure, Ministry of Finance.

Two junior research fellowships for one year were awarded to students who took Master's Diploma in Public Administration in 1960 with a high first class.

FINANCE AND ACCOUNTS

Ford Foundation Grant

Of the original grant of \$350,000 from the Ford Foundation, the third instalment was received in 1959-60. The Ford Foundation has extended the period of currency of the grant to October 1961.

The expenditure in connection with the visiting Professorship of Dr. Paul H. Appleby for a period of 4 months from December 19, 1960 was met by the Ford Foundation direct outside this grant.

Accounts for 1960-61

The Accounts for 15 months for the period from 1st January, 1959 to 31st March, 1960 were presented to the General

Body last year with a view to bringing the accounts for the future years on the basis of the budgetary year from 1st April to 31st March. This has enabled the presentation this year for the first time of a receipts and payments account for the financial year 1960-61 in addition to the income and expenditure account and the balance sheet, as required by the financial bye-laws of the Institute.

The total expenditure during this period was Rs. 14,39,476. The major items of expenditure were as follows: Establishment Rs. 3,74,159; Fellowship Rs. 81,506; Visiting Professors Rs. 19,914; Seminars Rs. 25,920; Books and Periodicals Rs. 83,495; Research and Study Groups Rs. 24,319; Building Project Rs. 2,66,574; Office Equipment Rs. 25,915; Water and Electric charges Rs. 45,227; and Publications Rs. 37,041.

The Contributory Provident Fund balances which were merged previously in the general balances of the Institute have during the year been separated and an account opened with the Bank of Baroda Ltd. The balance surplus to day-to-day working is invested in Government Securities and Treasury Saving Certificates in the name of the IIPA Contributory Provident Fund. This has meant the preparation this year for the first time of a separate balance sheet for the IIPA Contributory Provident Fund.

The receipts and payments account is given in Appendix XI-A.

The Income and Expenditure Account and Balance Sheet are given in Appendix XI-B and XI-C.

Messrs. S. Vaidyanath Aiyar & Co. worked as Honorary Auditors for the Institute for the period of report.

The grant received from the Government of India for the financial year 1960-61 was Rs. 8.92 lakhs (Rs. 7 lakhs for recurring and Rs. 1.92 lakhs for non-recurring expenditure). A grant of Rs. 9 lakhs is expected for the year 1961-62.

Budget Estimates for 1961-62

The Budget Estimates for 1961-62 are given in Appendix X.

The Budget for 1961-62 presents expenditure to be met from the Government grant and the Ford Foundation grant separately.

When the Budget Estimates for 1960-61 were put up to the Government of India, the future pattern of the Institute Budget

was generally discussed and in the final orders of the Government, the Institute was instructed to plan its future programme on the basis of a grant not exceeding Rs. 9 lakhs from Government. The Budget for 1961-62 was planned accordingly.

There will be no grant for non-recurring expenditure from Government in 1961-62.

The Budget provides for recurring expenditure in Part A of Rs. 8,43,300 for the Institute and Rs. 1,77,400 for the School.

The Budget Estimates contemplate a slight increase in membership fees and an increase in royalties from publications. Conveyance advances to staff which were previously shown under Office Expenses—Amenities have now been shown separately both on the expenditure and receipt sides. Consequent on the expected increase in membership, some increase in expenditure on periodicals is also provided for. The Budget further provides for a strengthening of the School Office and for greater research activities.

Against the Ford Foundation Grant 7 Fellowships abroad for advanced studies for Government Officers and one for a University Teacher have been awarded recently.

CONCLUSION

It will be seen from what has been said above that the year under report saw a continuation and expansion of the different established activities of the Institute as well as the beginning of new directions in research and teaching. The Executive Council of the Institute realises the importance of the latter for the advancement of the science and the art of public administration in India and in particular for the solution of some of the pressing problems of today. In this work the continued interest of the Prime Minister as well as the grants made by the Government of India are gratefully acknowledged, also the continuing interest of the Ford Foundation in our activities.

APPENDIX I

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

PATRON

DR. RAJENDRA PRASAD
President of India

EXECUTIVE COUNCIL

(As on March 31, 1961)

President

Shri Jawaharlal Nehru Prime Minister of India

Chairman : Executive Council

Shri V.T. Krishnamachari Formerly Deputy Chairman, Planning Commission.

Vice-Presidents

Shri Gurmukh Nihal Singh Governor of Rajasthan.
Pandit H.N. Kunzru Member of Rajya Sabha.
Dr. G.S. Mahajani Member, Union Public Service Commission.
Shri Shri Ram Industrialist.
Shri C. Subramaniam Minister for Finance, Law and Education, Government of Madras.

Honorary Treasurer

Shri S. Ranganathan Secretary, Ministry of Commerce and Industry, Government of India.

Elected Members

Shri N.H. Athreya Director, Modern Management Council Consultants, Bombay.
Shri C.D. Deshmukh President, India International Centre, New Delhi.
Shri J.P. Jain Instructor, Secretariat Training School, New Delhi.

Shri D.S. Joshi Additional Secretary, Ministry of Commerce and Industry, Government of India.
Prof. D.G. Karve Vice-Chancellor, University of Poona.
Prof. S.V. Kogekar Principal, Fergusson College, Poona.
Prof. M.V. Mathur Member, Finance Commission.
Shri D.L. Mazumdar Secretary, Department of Company Law Administration, Ministry of Commerce and Industry, Government of India.
Shri P.R. Nayak Managing Director, Indian Refineries (P) Ltd.
Shri A.D. Pandit Joint Secretary, Ministry of Works, Housing and Supply, Government of India.
Shri H.M. Patel Chairman, Charutar Vidyamandal, Vallabh Vidyanagar.
Prof. N.K. Sidhanta Vice-Chancellor, University of Delhi.
Shri G.C. Singhvi Assistant Inspector-General of Police, Rajasthan.
Shri C.M. Trivedi Member, Planning Commission.
Shri N.N. Wanchoo Secretary, Ministry of Finance, Department of Expenditure, Government of India.

Co-opted Members

Shri N.V. Gadgil Governor of Punjab.
Shri L.K. Jha Secretary, Ministry of Finance, Department of Economic Affairs, Government of India.
Shri Vishnu Sahay Cabinet Secretary, Government of India.
Shri L.P. Singh Additional Secretary, Ministry of Home Affairs, Government of India.
Gen. K.S. Thimayya Chief of the Army Staff.

Ex-officio Member and Secretary

Prof. V.K.N. Menon Director, Indian Institute of Public Administration.

STANDING COMMITTEE

Shri V.T. Krishnamachari	Formerly Deputy Chairman, Planning Commission.
Dr. G.S. Mahajani	Member, Union Public Service Commission.
Shri S. Ranganathan	Secretary, Ministry of Commerce & Industry, Government of India.
Shri C.M. Trivedi	Member, Planning Commission.
Shri L.K. Jha	Secretary, Ministry of Finance, Department of Economic Affairs, Government of India.
Prof. M.V. Mathur	Member, Finance Commission.
Shri L.P. Singh	Additional Secretary, Ministry of Home Affairs, Government of India.
Prof. V.K.N. Menon	Director, Indian Institute of Public Administration.

COMMITTEE OF DIRECTION

Prof. D.G. Karve	Vice-Chancellor, University of Poona.
Shri L.P. Singh	Additional Secretary, Ministry of Home Affairs, Government of India.
Shri P.R. Nayak	Managing Director, Indian Refine- ries (P) Ltd.
Dr. G.S. Mahajani	Member, Union Public Service Commission.
Prof. M.V. Mathur	Member, Finance Commission.
Prof. S.V. Kogekar	Principal, Fergusson College, Poona.
Prof. V.K.N. Menon	Director, Indian Institute of Public Administration.

APPENDIX II

REGIONAL AND LOCAL BRANCHES
(1960-61)

Regional Branches

(1) Andhra Pradesh

Office-bearers :

President :	Shri Bhim Sen Sachar, Governor of Andhra Pradesh.
Chairman : (Ex. Committee)	Shri M. Purushotham Pai, Chief Secretary, Government of Andhra Pradesh.
Hony. Secretary :	Shri M.P. Cariappa, Chief Conser- vator of Forests, Government of Andhra Pradesh.

Membership :

Ordinary :	75
Corporate :	2
Associate :	2

(2) Bombay

* Office-bearers :

President :	Shri Sri Prakasa, Governor of Maha- rashtra.
Chairman : (Ex. Committee)	Shri N.T. Mone, Chief Secretary, Government of Maharashtra.
Hony. Secretary :	Shri N.S. Pardasani, Deputy Secre- tary, Government of Maharashtra.

Membership :

Ordinary :	180
Life :	10
Corporate :	12
Associate :	10

(3) *Madras :**Office-bearers :*

- President : Shri Bishnuram Medhi, Governor of Madras.
- Chairman : Shri T.N.S. Raghavan, Chief Secretary, Government of Madras.
(Ex. Committee)
- Hony. Secretaries : Shri S. Venkitaramanan, Deputy Secretary, Government of Madras.
and
Prof. R. Bhaskaran,
Head of the Department of Politics
and Public Administration,
University of Madras.

Membership :

- Ordinary : 100
- Life : 1
- Corporate : 6
- Associate : 14

(4) *Mysore**Office-bearers :*

- President : Shri B.D. Jatti, Chief Minister of Mysore.
- Chairman : Shri N.S. Hirannayya,
(Ex. Committee) Chief Secretary, Government of Mysore.
- Hony. Secretary : Shri Mani Narayanswami, Deputy Secretary, Government of Mysore.

Membership :

- Ordinary : 86
- Life : 1
- Corporate : 3

(5) *Orissa**Office-bearers :*

- President : Shri Y.N. Sukthankar, Governor of Orissa.
- Chairman : Shri Harekrushna Mahtab, Chief
(Ex. Committee) Minister of Orissa.
- Hony. Secretary : Shri Hit Prakash, Secretary to the
Governor of Orissa.

Membership :

- Ordinary : 70
- Life : 1
- Corporate : 4

(6) *Punjab**Office-bearers :*

- Patrons : Shri N.V. Gadgil, Governor of Punjab,
and Shri Partap Singh Kairon,
Chief Minister.
- Chairman : Shri E.N. Mangat Rai, Chief Secretary,
Government of Punjab.
- Hony. Secretary : Shri J.D. Sharma, Dy. Secretary,
Government of Punjab.

Membership :

- Ordinary : 93
- Life : 2
- Corporate : 5
- Associate : 3

(7) *Rajasthan**Office-bearers :*

- President : Shri Gurmukh Nihal Singh,
Governor of Rajasthan.
- Chairman : Shri B. Mehta, Chief Secretary,
(Ex. Committee) Government of Rajasthan.

Hony. Secretary : Prof. M.V. Mathur, Head of the Department of Economics, University of Rajasthan, and Member, Finance Commission.

Membership :

Ordinary : 104

Corporate : 4

Associate : 3

Life : 1

(8) *U.P. (Lucknow)*

Office-bearers :

Chairman : Shri Govind Narain, Chief Secretary, Government of U.P.

Hony. Secretary : Shri M. Zaheer, Joint Secretary, Government of Uttar Pradesh.

Membership :

Ordinary : 72

Corporate : 11

LOCAL BRANCHES

(1) *Nagpur*

Office-bearers :

President : Dr. N.R. Deshpande, Head of the University Department of Politics, University of Nagpur.

Hony. Secretary : Shri E.H. Valsan, University Lecturer in Political Science and Public Administration, University of Nagpur.

Membership :

Ordinary : 20

Corporate : 1

Associate : 10

(2) *Patna*

Office-bearers

Chairman : Shri M.S. Rao, Chief Secretary, Government of Bihar.

Hony. Secretary : Shri S.A.F. Abbas, Additional Secretary to Government, River Valley Projects Department.

Membership :

Ordinary : 21

Corporate : 4

Associate : 1

(3) *Poona*

Office-bearers :

Hony. Secretary : Prof. S.V. Kogekar, Principal, Fergusson College, Poona.

Membership :

Ordinary : 18

Corporate : 1

Life : 4

(4) *Shillong*

Office-bearers :

Chairman : Shri S.K. Datta, Chief Secretary, Government of Assam.

Hony. Secretary : Shri R.K. Srivastava, Joint Secretary, Government of Assam.

Membership :

Ordinary : 29

Corporate : 1

(5) *Trivandrum**Office-bearers :*

Chairman : Shri A.G. Menon, Chief Secretary,
Government of Kerala.

Hony. Secretary : Shri S.Y. Muthuswamy, Deputy
Secretary, Government of Kerala.

Membership :

Ordinary : 35

Corporate : 1

(6) *Vallabh Vidyanagar**Office-bearers :*

Chairman : Shri H.M. Patel,
Chairman, Charutar Vidyamandal,
Vallabh Vidyanagar.

Hony. Secretary : Shri A.R.G. Tiwari, Reader and
Head of the Department of History,
Sardar Vallabh Vidyapeeth.

Membership :

Ordinary : 19

Corporate : 1

Life : 1

APPENDIX III

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

STAFF

(1960-61)

Director :	Prof. V.K.N. Menon.
Deputy Director :	Shri M. S. Ramayyar.
Chief Research Officer :	Prof. N. Srinivasan.
Senior Research Officer :	Shri Parmanand Prasad.
Secretary to Director :	Shri B.S. Narula.
Administrative Officer :	Shri R.G. Mulgund.
Librarian and Reference Officer :	Shri J.M. Kanitkar.

INDIAN JOURNAL OF PUBLIC ADMINISTRATION
(1960-61)*Editor*

Shri L.P. Singh, Additional Secretary,
Ministry of Home Affairs, Government of India,
New Delhi.

Editorial Board

Prof. D.G. Karve, Vice-Chancellor,
Poona University.

Prof. S.V. Kogekar, Principal, Fergusson College,
Poona.

Prof. V.K.N. Menon, Director, I.I.P.A., and
Principal, Indian School of Public Administration.

Editorial Staff

Assistant to Editor : Shri B.S. Narula.

APPENDIX IV

NEWS CORRESPONDENTS IN THE STATES

(As on March 31, 1961)

State	Name and Designation
Andhra Pradesh	Shri J. Jayarama Rao, Deputy Secretary, Government of Andhra Pradesh, Hyderabad.
Assam :	Shri R.K. Srivastava, Joint Secretary, Appointments Department, Government of Assam, Shillong.
Bihar :	Shri S.A.F. Abbas, Secretary, Department of Industries & Co-operation, Government of Bihar, New Secretariat, Patna.
Gujarat :	Shri N.D. Buch, Deputy Secretary, General Administration Department, Government of Gujarat, Sachivalaya, Ahmedabad.
Kerala :	Shri S.Y. Muthuswamy, Deputy Secretary, Finance Department, Government of Kerala, Trivandrum.
Madhya Pradesh :	Shri D.K. Ramakrishnan, Officer on Special Duty, (Organisation and Methods), General Administration Department, Government of Madhya Pradesh, Bhopal.

Madras :	Shri S. Venkitaramanan, Deputy Secretary, Finance Department, Government of Madras, Madras.
Maharashtra :	Shri N.S. Pardasani, Deputy Secretary, General Administration Department, Government of Maharashtra, Sachivalaya, Bombay.
Mysore	Shri Mani Narayanswami, Deputy Secretary, Planning, Housing and Social Welfare Department, Government of Mysore, Vidhana Soudha, Bangalore.
Orissa :	Shri Bhupinder Singh Deputy Secretary, Government of Orissa, Political and Services Department, Bhubaneswar.
Punjab :	Shri Prem Kumar Kathpalia, Deputy Secretary, General Administration & Re-organisation, Government of Punjab, Chandigarh.
Rajasthan :	Shri Mohan Mukerji, Finance Secretary, Government of Rajasthan, Secretariat, Jaipur.
Uttar Pradesh :	Shri M. Zaheer, Joint Secretary, General Administration Department, (Re-organisation), U.P. Civil Secretariat, Lucknow.
West Bengal :	Shri A.C. Banerjee, Staff Audit Officer & Assistant Secretary, West Bengal Secretariat, Finance Department, O & M Branch, Writers' Building, Calcutta.

APPENDIX V

COMMITTEE ON CASE STUDIES

(As on 31st March, 1961)

1. Shri S.S. Khera, (*Chairman*),
Secretary,
Department of Mines and Fuel,
Government of India.
2. Shri L.P. Singh,
Additional Secretary,
Ministry of Home Affairs,
Government of India.
3. Prof. S.V. Kogekar,
Principal, Fergusson College, Poona.
4. Prof. M.V. Mathur,
Head of the Department of Economics and
Public Administration,
Rajasthan University; and Member,
Finance Commission, Government of India.
5. Prof. V.K.N. Menon, Director,
Indian Institute of Public Administration; and
Principal, Indian School of Public Administration.
6. Shri B.S. Narula, (*Secretary*),
Secretary to the Director,
Indian Institute of Public Administration; and
Assistant to the Editor,
Indian Journal of Public Administration.

APPENDIX VI

PUBLIC ADMINISTRATION CASE STUDY
PROGRAMME

(Cases Assigned)

S.No.	Subject	Case Writer
(A) DEVELOPMENT/PROGRAMME ADMINISTRATION		
(a) Public Enterprises		
1.	"The Location of the Heavy Electrical Project at Bhopal"	Shri S.S. Khera, Secretary, Department of Mines and Fuel, Government of India.
2.	"The Construction of the Bridge at Mokameh"	Shri S.V. Sohoni, Commissioner, Patna.
3.	"The Decision to Expand the Bokaro Thermal Plant"	Dr. Parmanand Prasad, Senior Research Officer, Indian Institute of Public Administration.
4.	"The Nationalisation of the Indian Airlines"	Shri J.P. Jain, Instructor, Secretariat Training School, Ministry of Home Affairs, Government of India.
(b) Community Development and National Extension Service		
5.	"One Important Decision concerning the Village Level Worker or the Block Development Officer"	Prof. V.K.N. Menon, Director, Indian Institute of Public Administration; and Principal, Indian School of Public Administration.
6.	"The Institution of the Package Programme"	Prof. N. Srinivasan, Vice-Principal, Indian School of Public Administration.
(c) Agricultural Administration		
7.	"Decontrol of Food Grains, 1952"	Shri Ram Saran, Assistant Economic Adviser,

S.No.	Subject	Case Writer
		Directorate of Economics and Statistics, Department of Agriculture, Government of India.
(B) ADMINISTRATIVE ORGANISATION AND SERVICES		
8.	"The Creation of the Ministry of Steel, Mines and Fuel"	Shri D.D. Gupta, Deputy Secretary, Department of Mines and Fuel, Government of India.
9.	"The Revival of the Posts of Divisional Commissioners in Madhya Pradesh"	Dr. A. Avasthi, Assistant Professor of Public Administration, Indian School of Public Administration.
10.	"The Establishment of the Central Secretariat Service"	Shri B.P. Mital, Under Secretary, Ministry of Home Affairs, Government of India.
11.	"The Decision to set up the Central Social Welfare Board"	Dr. V. Jagannadham, Assistant Professor of Social Administration, Indian School of Public Administration.
12.	"The Abolition of the Labour Appellate Tribunal"	Shri B.S. Narula, Secretary to the Director, Indian Institute of Public Administration; and Assistant to the Editor, Indian Journal of Public Administration.
(C) FINANCIAL ADMINISTRATION		
13.	"The Decision to Impose the Central Sales-Tax"	Shri K.P. Choube, Assistant Professor of Economic Administration, Indian School of Public Administration.
14.	"The Appointment of the Internal Financial Advisers"	Shri B.B. Lal, Assistant Financial Adviser, Ministry of Defence, Government of India.

S.No.	Subject	Case Writer
(D) LOCAL ADMINISTRATION		
(a) Urban		
15.	"The Establishment of Delhi Municipal Corporation"	Shri N.K. Bhojwani, Deputy Secretary, Department of Expenditure, Ministry of Finance, Government of India.
(b) Rural		
	"One Important Decision Concerning the Village Level Worker or the Block Development Officer"	Prof. V.K.N. Menon, Director, Indian Institute of Public Administration; and Principal, Indian School of Public Administration.
	"The Institution of Package Programme"	Prof. N. Srinivasan, Vice-Principal, Indian School of Public Administration.
(These are also given at S.Nos. 5 and 6 above.)		

APPENDIX VII

RESEARCH PROJECTS

(1960-61)

(a) Research Undertaken at the Institute

1. Shri M.S. Ramayyar (Deputy Director) (Assisted by Shri Krishna Kumar)
—Audit of Public Enterprises*
(Assisted by Shri Anand K. Shrivastava)
—Indian Audit and Accounts Department*
(Assisted by Shri Ved Prakash)
—Revision of "The Organisation of the Government of India"*
2. Dr. Parmanand Prasad (Senior Research Officer) (Assisted by Shri K.L. Handa)
—Damodar Valley Corporation
—Government Regulation and Control over the Private Sector
—Administrative Year book (Statistical)*
(Assisted by Kumari K.M. Shyamala)
—Whitley Councils Abroad
(Assisted by Shri G.P. Keshav)
—Public Enterprise Budgets in India*
3. Shri N.K.N. Iengar (Research Assistant) (Attached to Shri B. Shiva Rao)
—History of the Constituent Assembly of India*

(b) Research Undertaken at the School

1. Dr. V. Jagannadham (Assistant Professor of Social Administration) (Assisted by Sarvashri Arun Sinha and G. Mutatkar)
—Social Welfare Administration in Delhi*
(Assisted by Shri S.P. Nandwani)
—Training for Social Welfare

* Still in Progress.

Work : Courses and Institutions (Mimeographed).
Training Courses for Personnel under Community Development Programmes*

2. Dr. A. Avasthi (Assistant Professor of Public Administration) (Assisted by Shri R.S. Gupta)
—Inspection of Government Work at the District Level*
—Boards and Commissions in the Government of India.
3. Dr. H.K. Paranjape (Assistant Professor of Economic Administration) (Assisted by Shri L. Venkatesan)
—Pay and Other Conditions of Service of Technical Personnel in Public Undertakings*
—Bibliography of Public Enterprises in India
—A Study of the Industrial Management Pool*
4. Shri K.P. Choube (Assistant Professor of Economic Administration) (Assisted by Kumari Surekha Gadgil)
—A Memorandum Submitted to the Third Finance Commission
—Survey of Tax Research in India
—Budgeting in India
—Panchayats in Bihar*
5. Shri R.C. Prasad (Research Fellow)
—Advisory Boards in the Central Government*
6. Shri S.R. Maheshwari (Research Fellow)
—History of All-India Services*
7. Shri R.N. Thakur (Research Fellow)
—Control of Public Expenditure in India*
8. Shri A. Prem Chand (Research Fellow)

* Still in Progress.

APPENDIX VIII

INDIAN SCHOOL OF PUBLIC ADMINISTRATION

FACULTY

V.K.N. Menon, M.A. (Oxon.), Director, Indian Institute of Public Administration; and Principal.

N. Srinivasan, M.A., B.Sc. (Econ.), Professor of Political Science; and Vice-Principal.

V. Jagannadham, M.A., B.L., M. Litt., LL. D., Amsterdam), Assistant Professor of Social Administration.

A. Avasthi, B.A. (Hons.), M.A., Ph. D., (Lucknow), M.A. (Nagpur), M.P.A. (Harvard), Assistant Professor of Public Administration.

H.K. Paranjape, M.A., Ph. D. (Bombay), Assistant Professor of Economic Administration.

K.P. Choube, M.A. (Nagpur), M.A. (Minnesota), Assistant Professor of Economic Administration.

APPENDIX IX

(A) ARTICLES AND MEMORANDA BY SCHOOL FACULTY

Dr. A. Avasthi —O & M IN INDIA
(Yojana, February 1961)

Dr. H.K. Paranjape —POLITICAL RIGHTS OF PUBLIC SECTOR EMPLOYEES
(Indian Journal of Public Administration, Vol. VI, No. 4., Oct.-Dec. 1960)

—CAPITAL FORMATION IN STATE ENTERPRISES IN INDIA—Comments
(Indian Journal of Public Administration, Vol. VII, No. 1, Jan.-March 1961)

—THE THIRD FIVE YEAR PLAN—ADMINISTRATIVE IMPLICATIONS
(The New Socialist, Vol. III, No. 35 and 36, Sept.-Oct. 1960)

—PUBLIC PARTICIPATION IN THE CAPITAL OF STATE UNDERTAKINGS
(AICC Economic Review, Vol. XII, No. 15-16, Jan. 6, 1961)

Shri K.P. Choube —A Memorandum submitted to the Third Finance Commission

(B) ARTICLES AND MEMORANDA BY MEMBERS OF THE RESEARCH DIVISION

Dr. P. Prasad —EFFICIENCY AND ITS EVALUATION IN PUBLIC ENTERPRISES
(Indian Journal of Public Administration, Vol. VII, No. 1, Jan.-March 1961)

—CAPITAL FORMATION IN STATE ENTERPRISES IN INDIA—Comments
(Indian Journal of Public Administration, Vol. VII, No. 1, Jan.-March 1961)

—PLANNING IN INDIA
(The New Socialist, Vol. III, No. 29, March 1960)

—PLANNING PROCESS IN INDIA
(The Spark, August 1960)

PART 'A' (Contd.)

INDIAN SCHOOL OF PUBLIC ADMINISTRATION

	Estimates 1961-62		Estimates 1961-62
School Fees	10,000	1 Teaching Staff	78,300
Hostel Rent	15,000	2 Visiting Professors	10,000
Miscellaneous Receipts	600	3 Office Staff and Hostel Staff	45,100
	25,600	4 T.A., Medical Expenses, Leave Salary and Pension CPF	15,000
		5 Scholarship	5,000
Grant from Govt. of India	9,00,000	6 Office Expenses	20,000
Met from Ford Foundation	..	7 Honorarium to External Examiners	4,000
			1,77,400
		Ad hoc Cut	(-) 21,600
Grand Total	9,99,100	Grand Total	9,99,100

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INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Budget Estimates for the Ford Foundation Grant for 1961-62

Part 'B'

RECEIPTS	Budget 1961-62		PAYMENTS
	Budget 1961-62		Budget 1961-62
	Rs.		Rs.
Brought Forward from last year	2,33,800	Buildings	40,000
Grant received	..	Fellowships and Training Abroad	1,35,000
Interest	1,000	Scholarships for Indian University Teachers	9,800
		Visiting Professors	..
		Library Books	..
		Library Equipment	..
		Research Projects and Seminars	..
		Delegations Abroad	..
		O & M Equipment	50,000
	2,34,800		2,34,800

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