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THE  
INDIAN INSTITUTE OF PUBLIC  
ADMINISTRATION

EIGHTH ANNUAL REPORT

PRESENTED TO THE ANNUAL GENERAL  
MEETING ON THE 29TH OCTOBER, 1962



INDRAPRASTHA ESTATE  
RING ROAD  
NEW DELHI-1

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## INDIAN INSTITUTE OF PUBLIC ADMINISTRATION EIGHTH ANNUAL REPORT

This Report covers the activities of the Institute during the year April 1961 to March 1962. In addition, it contains the audited statement of accounts and the annual balance-sheet for the same period.

### ORGANISATIONAL MATTERS

#### *The Executive Council*

The Seventh Annual Meeting of the General Body was held on Saturday, the 26th August, 1961; *Shri Jawaharlal Nehru* was unanimously re-elected President of the Institute for the year 1961-62.

The Executive Council, at its Forty-second Meeting held on the 27th August, 1961, re-elected *Shri V.T. Krishnamachari*, as its Chairman, for the next year. The Council re-coopted *Shri N.V. Gadgil*, *Shri L.K. Jha*, *Shri Vishnu Sahay* and *Shri L.P. Singh* as its members for a further period of one year and also coopted *Shri Asoka Mehta* as a member.

In the vacancy in one of the six Vice-Presidentships caused by the death of *Shri Govind Ballabh Pant*, *Shri Lal Bahadur Shastri* was elected as Vice-President from the 1st January, 1962.

*Prof. N.K. Sidhanta*, member of the Executive Council, died on December 19, 1961, and his vacancy remained unfilled for the rest of the year.

The Executive Council held five meetings during the year.

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The Executive Council re-appointed the following members to the Standing Committee:

- (1) *Shri V.T. Krishnamachari* (Chairman)
- (2) *Dr. G.S. Mahajani*
- (3) *Shri L.K. Jha*
- (4) *Prof. M.V. Mathur*
- (5) *Shri S. Ranganathan*
- (6) *Shri L.P. Singh*
- (7) *Shri C.M. Trivedi*

The Standing Committee held nine meetings during the year.

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The detailed membership of the Executive Council of the Standing Committee and of all other Committees is given in Appendix I.

#### Membership

Three hundred and nine new members were admitted during the year ended March 31, 1962. Eight Ordinary members compounded their subscription for Life Membership. Thirty-eight Ordinary and one Associate members resigned their membership. The names of 88 Ordinary and three Corporate members were removed for non-payment of their dues since 1958.

The total membership as on March 31, 1962 was 1,975, distributed as follows:

	March 31, 1961	March 31, 1962
Ordinary	1,565	1,644
Corporate	97	103
Life	36	44
Associate	106	184
	<hr/> 1,804	<hr/> 1,975

The number of Ordinary members, who were in arrears as on the 30th July, 1962, was 824 as against total Ordinary membership of 1,644. Out of these, 530 had not paid their subscription for two years and over.

#### Special Effort for Increasing Membership

In pursuance of the decision taken by the Executive Council, a special drive for increasing the membership of the Institute was launched. A printed appeal for membership was sent to all Central and State Government Offices, Universities, etc. direct or through Local and Regional Branches.

#### Regional and Local Branches

A Regional Branch of the Institute was constituted in Gujarat in August 1961. The number of Regional Branches thus increased to nine. The total number of Local Branches continued to be six.

Regional/Local Branches are under formation in West Bengal, Madhya Pradesh and Jammu and Kashmir as also at Baroda.

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

Andhra Pradesh	Rs. 470.00
Gujarat	Rs. 695.00 <sup>1</sup>
Madras	Rs. 435.00
Maharashtra	Rs. 5,690.00 <sup>2</sup>
Mysore	Rs. 420.00
Orissa	Rs. 370.00
Punjab	Rs. 455.00
Rajasthan	Rs. 330.00
Uttar Pradesh	Rs. 2,545.00 <sup>3</sup>

#### Local Branches

Nagpur	Rs. 80.00
Patna	Rs. 125.00
Trivandrum	Rs. 210.00
Vallabh	
Vidyanagar	Rs. 105.00
Shillong	Rs. 180.00

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

#### Amendments to the Rules of the Institute

A Special Meeting of the General Body of the Institute was held on the 31st January, 1962 to consider certain amendments to the Rules of the Institute, as recommended by the Executive Council.

Under the amended rules, as adopted by the General Body at the Special Meeting, the Vice-Presidents now hold office until the date of the Second Annual General Body Meeting after their election; while the Chairman of each of the Regional Branches continues to be in the Executive Council (ex officio), the provision for sending a representative to the Executive Council has been deleted; the Annual General Body Meeting has been provided for in the month of September or October instead of August; and the last date for payment of subscription to retain eligibility to seek or vote at any election has been changed from February 15 to March 31, to give a more reasonable time to members to pay up their subscription.

A report of the proceedings of the Special Meeting was printed and circulated to the members of the Institute.

#### Five-Year Plan Committee

The Five-Year Plan Committee, which was appointed in March 1961, continued its work. Its report will be circulated separately to the members.

1. To meet the initial expenses.
2. Includes matching grant.
3. For a project of publishing a book on the "Organisation of the Government of Uttar Pradesh".

*Grant of Special Casual Leave to Government Servants Participating in the Activities of the Institute*

The Government of India has approved of the grant to the Government servants, who are members of the Institute and who are residing outside Delhi, special casual leave not exceeding six working days in each calendar year plus the minimum period required for the journeys to attend authorised meetings of the Institute.

As the meetings and conferences of the Institute are usually held on holidays or outside office hours, the question of granting similar special casual leave facilities to members who are local residents does not arise.

State Governments have been approached to grant a similar concession to their officers.

*Demise of Prof. N.K. Sidhanta and Shri P.C. Chaudhuri*

The Executive Council of the Institute, at its meeting held on the 11th March, 1962, placed on record its great sense of sorrow at the passing away of Prof. N.K. Sidhanta, Member of the Council, and Vice-Chancellor of the Delhi University.

Shri P.C. Chaudhuri, I.C.S. (retd.), formerly Secretary, States Re-organisation Commission, and Secretary, Ministry of Information & Broadcasting, passed away on April 3, 1962. Shri Chaudhuri was associated with the Institute for the last two years as a member of the Study Group on "The Indian Central Government Since 1947", and was actively engaged in the preparation of a volume on the subject.

*The Institute's Staff*

In the context of the increase in dearness allowance granted by the Central Government in April 1962 with retrospective effect from November 1, 1961, the Executive Council of the Institute has sanctioned a similar increase in dearness allowance permissible to the employees of the Institute.

A proposal for building a few residential quarters for the middle-grade staff to the extent feasible is under consideration and the Government has been approached about allotment of land for the purpose.

The Staff Association of the Institute continued to receive a recurring grant of Rs. 40 per mensem for its recreational activities.

The senior staff of the Institute in position during 1961-62 is shown in Appendix III.

*Location of other Professional Bodies at the Institute's Premises*

Accommodation has been provided, for varying periods, to the following professional bodies at the premises of the Institute:

- (1) Institute of Applied Manpower Research.
- (2) Special Re-organisation Unit, Ministry of Finance, Government of India.
- (3) Government of India Regional Centre for the Training of Educational Planners, Administrators and Supervisors in Asia (sponsored by Unesco).

ACTIVITIES OF THE INSTITUTE

(1) PERIODICALS

*The Indian Journal of Public Administration*  
(Quarterly)

A Special Issue of the Journal on "Administration and the Third Plan" was brought out for the quarter July-September 1961.

The Executive Council, at its Forty-fourth Meeting held on December 9, 1961, accepted the following recommendations of the Standing Committee: (1) The price of the Indian Journal of Public Administration may be raised from Rs. 10 per annum to Rs. 12 per annum, the current sterling and dollar prices also being increased suitably. The increase will have effect from the beginning of calendar year 1962, but will not affect subscriptions already entered, the increase in their cases being with effect from the next renewal. (2) State Governments should be persuaded to make bulk purchases of the Journal for distribution to Panchayat Samitis, Zila Parishads, etc. (3) The Advertisements regarding the Institute's Journal may, on a mutual basis, appear in important journals in India in the same way as they do now in corresponding journals in the U.K. and the U.S.A.

While the first recommendation has been implemented, action on the second and third recommendations is in progress.

*Public Administration Abstracts and IIPA Newsletter*  
(Monthly)

The Abstracts (compiled in the Library) and the Newsletter continued to be published during the year under review.

The names of the Correspondents in the States for the Newsletter as on the 31st March, 1962 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) "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) "Managerial Problems in Public Enterprise" by Prof. A.H. Hanson.
- (7) "Public Administration for a Welfare State" by Dr. Paul H. Appleby.
- (8) "A Bibliography on Public Enterprises in India" (Mimeographed).
- (9) "Planning in India"—Short-Term Course Lecture Summaries.
- (10) "The Press, The Public and The Administration" by Shri V.K. Narasimhan.

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The following are under print:

- (1) "New Directions in Comparative Politics"\* by Prof. Bernard E. Brown.
- (2) "The Finances of Public Enterprises" by Dr. V.V. Ramanadham.
- (3) "Progress Versus Utopia" by Prof. John A. Vieg.
- (4) "Administration of State Industrial Enterprises in India" by Shri S.S. Khera.

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Among the earlier publications the following have gone out of print:

- (1) The Organisation of the Government of India (1958).
- (2) Administrative Problems of State Enterprises in India—Report of a Seminar (December 1957).

\*Since published.

- (3) Union-State Relations in India, by Shri K. Santhanam.

The first has been revised and brought up-to-date and will be published soon by the Asia Publishing House. The second will be reprinted after it is brought up-to-date. The third is being reprinted by the Asia Publishing House.

The following publications have been brought out by the Popular Book Depot, Bombay, on behalf of the Maharashtra Regional Branch: (1) Problems of Starting an Industrial Enterprise—Report of a Seminar organised by the Branch, and (2) Organisation of Elections to Union and State Legislatures in India.

The Trivandrum Local Branch of the Institute has brought out "Problems of Municipal Administration in Kerala", edited by V.K. Sukumaran Nayar.

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The study of "The U.P.S.C." has been nearly completed; and work is in progress on studies on "The Indian Audit & Accounts Department", "The Union Ministry of Finance" and "The All India Radio".

*Research Projects*

The following new research studies which were assigned last year by the Committee of Direction to the members of the Faculty of the Indian School of Public Administration and members of the research staff of the Institute have been nearly completed:

<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.

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The Institute was asked by the Government of India (Ministry of Commerce and Industry) to have a study made of the "Problem of Flight of Technical Personnel in Public Undertakings". The main points to be studied were: (i) How far is there such a flight? (ii) What are the causes—actual and potential? (iii) What policy measures are necessary to counteract such a tendency? The study was conducted by Dr. H.K. Paranjape, Reader in Economic Policy and Economic Administration, The Indian School of Public Administration, on behalf of the Institute. The Report of the Study has been submitted to Government.

Another study taken up by the Institute at the instance of the Government of India (Ministry of Commerce and Industry) was the evaluation of the efficiency of the Hindustan Cables Factory, Rupnarayanpur (Distt. Burdwan).

Dr. Paranjape completed a study of the Industrial Management Pool Scheme of the Government of India which is under print, and a study of Management Boards of Public Undertakings in India is in progress.

A survey of developments in Panchayati Raj has been undertaken by Prof. N. Srinivasan.

Studies of the behaviour pattern of voting in the third General Elections of 1962 were conducted in seven States. In each State an Assembly constituency was taken and voting behaviour pattern in the same constituency for Parliament seat was also studied. In four States, namely, Bihar, Delhi, Punjab and U.P., the Institute staff carried out the survey. In the remaining three States, i.e., Maharashtra, Madras and Rajasthan, the studies were conducted by Professors S.V. Kogekar, R. Bhaskaran and M.V. Mathur respectively, on behalf of the Institute. Prof. Kogekar has undertaken to co-ordinate the results.

Details about research undertaken and books and articles written by the members of the School Faculty and Institute's staff, will be found in Appendix V.

Further progress has been made in regard to the research study on the Damodar Valley Corporation assigned by the Institute to Prof. V.V. Ramanadham, Dean, Faculty of Commerce, Osmania University.

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Material regarding the structure of government departments has been collected by the Maharashtra Regional Branch. The work of processing the material and preparation of chapters has been entrusted to Shri B.J. Israel, formerly Secretary, Bombay Public Service Commission. It is hoped that the work would be completed during the year 1962-63.

The Trivandrum Local Branch has under preparation a monograph on the organisation and structure of the Government of Kerala. The Mysore Regional Branch has taken up a study on "Incentives and Efficiency in Administration".

The Punjab Regional Branch has undertaken a study project on the 'Administration of Chandigarh Capital'; it also proposes to organise a Seminar on the subject 'Role of the Public Servant in Indian Democracy'.

### 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, was held up due to the demise of Shri P.C. Chaudhuri. The remaining work has now been taken up by Shri S.S. Khera, Cabinet Secretary to the Government of India. The study of 'The Constituent Assembly of India' with a grant from the Asia Foundation, began during the year and is expected to be completed before the end of 1963.

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The conveners of two of the three Study Groups appointed by the Andhra Pradesh Regional Branch in the previous year submitted their reports, dealing with (i) Delegation of Financial Powers, and (ii) Administrative Problems of Financial Departments.

### Research and Training Projects under the New Ford Foundation Grant

The first Ford Foundation grant received by the Institute was of \$ 350,000. The Foundation has recently given a further grant of \$ 700,000 for the next two years, as a part of a *second* (Five-Year) Grant. This grant is intended to provide for the following projects of training and research:

#### (A) TRAINING

- (1) A one-year reflective training programme to be repeated annually for 20 young (age 35-40) carefully selected District officers and other appropriate officials, one from each State and five from the Centre.
- (2) An annual study-cum-seminar programme in developmental administration for 25 carefully selected assistant District developmental officers who will be serving in the District services of the Panchayati Raj programme.

This seminar is in response to a request from the Ministry of Community Development.

#### (B) RESEARCH

- (1) Basic research on the Panchayati Raj—Community Development Programme.
- (2) Depth study of India's experience in preparing its three Five Year Plans.
- (3) Depth study of the administration of all technical assistance programmes in India to see what lessons can be distilled from the ten years of experience in India.

- (4) Highly selective studies in the administrative history of India.
- (5) A case study programme of significant administrative decisions.

(C) LIBRARY DEVELOPMENT

(D) DEVELOPMENTAL ADMINISTRATION

To enable the School systematically to assume a greater role in developmental administration, it is intended to immediately add two experienced administrators who are close to retirement or who have recently retired (in general, this means of about 55 years of age).

During each additional year for at least five years one additional staff officer of this sort shall be added.

*Research Staff*

The following specialist research units are now functioning:

- (1) Urban Government
- (2) Community Development and Panchayati Raj
- (3) Public Administration (a) Personnel; and (b) O & M
- (4) Social Welfare Administration
- (5) Economic Administration
  - (a) Financial Administration
  - (b) Public Enterprises
  - (c) Economic Regulation and Control
- (6) The machinery of the Central Government

Dr. Jitendra Singh, Research Officer, who was deputed in 1960 to the Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University, returned in September 1961.

The Rockefeller Foundation extended the Fellowship awarded in 1960 to Shri Ajit Banerjee, Research Officer of the Institute, by another one year and three months and he is expected to resume duty by the end of the year.

Dr. V.P. Duggal, Ph. D. (Rotterdam), joined the Institute on October 29, 1961, to assist Dr. Parmanand Prasad to conduct an efficiency study on "The Hindustan Cables Factory, Rupanarayanpur (Distt. Burdwan).

Sri H.C. Arora was appointed as Statistician with effect from November 18, 1961, on deputation from the Government of India.

*Public Administration Case Study Programme*

Mention was made in the last year's report about the setting up of a Committee on Case Studies and launching of a pilot project on cases in public administration in March-April 1961. Of the fifteen Cases proposed by the Committee and mentioned in Appendix VI to the last year's report, five have been completed\*, five are under preparation, and five were dropped due to difficulties in getting sufficient material. Four new Cases assigned later have also been completed and the first Case Book on Public Administration in India, containing nine or ten Cases, is expected to be published by the end of the year.

Detailed information about the composition of the Committee, Cases completed and Cases in hand, is given in Appendix VI.

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The Institute organised a Seminar and Workshop on Case Studies in Public Administration, from February 5 to 20. The expert services of Mr. Edwin A. Bock, Staff Director, Inter-University Case Programme, U.S.A., were secured for a period of about three weeks for the Seminar and Workshop. The first two stages of the Seminar and Workshop (February 5-15) consisted of scrutiny, by Mr. Bock, of the first draft of some Cases, and discussions with individual Case Writers, and with groups of Case Writers—one group of Case Writers from Government departments and the second group of Institute and School staff. The third stage consisted of the Seminar, from February 15 to 20, with the following objects: (1) To consider the objects and uses of Case Studies in Public Administration; (2) To discuss the methodology and techniques of Case preparation; (3) To examine the different methods of teaching of Cases in Public Administration; (4) Exchange of ideas and experience in respect of Case Studies in Public Administration and allied fields in India and other countries; and (5) Measures for the promotion and expansion of the Case Programme. Participants, which numbered over 30, included Government officials, teachers from universities and the Indian School of Public Administration and other sister institutions. Prof. Wallace S. Sayre, Professor of Public Administration, University of Columbia, Vice-President, Inter-University Case Programme, U.S.A., and a Visiting Professor at the Institute's School, also participated.

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The Government of India has issued instructions to Secretaries to Ministries and to Heads of Departments to make

\* One of these has been published in the Indian Journal of Public Administration for July-September 1962.

available to the Institute and other sister institutions case material of real educative value. In this connection it may be of interest to note that in the Report of the Committee on Administration, placed in the Library of Parliament on May 17, the Committee has observed as follows:

“The usefulness of Case Studies as material for training in institutes like Academy of Administration for I.A.S. Officers at Mussoorie, and also non-government training institutes, like the Indian Institute of Public Administration and the Administrative Staff College, Hyderabad, has been recognised and the Heads of Departments have been authorised to release, after due scrutiny, suitable material of real educative value for the purpose of Case Studies.”

#### *I.I.P.A. Essay Competition, 1961*

Out of the 20 entries received for the I.I.P.A. Essay Competition, 1961, the Committee of Judges recommended the award prizes as follows: (1) First Prize of Rs. 1,000 to *Shri N.K. Bhojwani*, Deputy Secretary, Ministry of Finance, Government of India, for his essay on “Training of Public Servants in a Developing Economy”. (2) Second prize of Rs. 500 each to: (i) *Shri S.P. Jagota*, Lecturer, National Academy of Administration, for essay on “Training of Public Servants in a Developing Economy”, (ii) *Shri P.R. Dubhashi*, Deputy Development Commissioner, Government of Mysore, for essay on “Training of Public Servants in a Developing Economy”, and (iii) *Shri R.A. Deshpande*, Statistician, P.W.D., Government of Mysore, for essay on “The Pricing Policy of a Public Enterprise”.

The above prizes were awarded by the Institute's President, *Shri Jawaharlal Nehru*, at the Seventh Annual Meeting of the General Body held on August 26, 1961.

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The subjects for I.I.P.A. Essay Competition, 1962, are: (a) Panchayati Raj—Democratic Decentralisation; (b) Research for Purpose of Public Policy in India; (c) The Changing Role of the District Officer—1860-1960 (District Magistrate and Collector including his functions other than Revenue, and Law and Order).

#### (3) CONFERENCES, SEMINARS & SHORT-TERM COURSES

Four conferences and six short-term training courses were organised during the year by the Institute, in co-operation with its School.

#### *Members' Fifth Annual Conference*

The Fifth Annual Conference on “The Administration and the Citizen” was held on August 27, 1961, at the Institute's premises in two sessions. The morning session was held under the chairmanship of *Shri V.T. Krishnamachari*, and the evening session under *Prof. S.V. Kogekar*.

The Institute organised a Conference on Problems of the Public Services, on March 10-11, 1962. The subjects discussed in the Conference were: (1) Problems of Recruitment and Training; (2) Experts and Administrative Generalists in a Developing Economy; and (3) Organisation for Innovation in Government. The Conference was inaugurated by *Shri V.T. Krishnamachari*. The participants included members of the Executive Council of the Institute, senior officers of the Government of India, academics from universities and the Institute's teaching and research staff. *Prof. Wallace S. Sayre* and *Dr. Jay B. Westcott*, Visiting Professors at the Institute's School, also participated in the Conference.

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The Orissa Regional Branch of the Institute organised a Conference on Revenue Boards and Divisional Commissioners at Bhubaneswar on April 8 and 9, 1961. The States of Orissa, Bihar, Andhra Pradesh, U.P., Kerala, Maharashtra, and Rajasthan participated in the Conference and the Institute was represented by the Director and *Dr. A. Avasthi*, Reader in Public Administration, The Indian School of Public Administration.

The Conference was inaugurated by the Governor of Orissa; *Shri H. K. Mahatab* presided over its first session.

The Andhra Pradesh Regional Branch of the Institute organised a Conference on “The Changing Role of the District Officer (Collector or Deputy Commissioner)” at Hyderabad on December 16-17, 1961. The States of Andhra Pradesh, Assam, Jammu and Kashmir, Madhya Pradesh, Madras, Orissa, Punjab, Rajasthan, Uttar Pradesh, and West Bengal participated in the Conference and the Institute was represented by the Director and *Dr. A. Avasthi*, Reader in Public Administration, The Indian School of Public Administration.

The Conference was inaugurated by *Shri P.S. Rao*, I.C.S. (retd.); *Shri M. Purushotham Pai*, Chief Secretary, Government of Andhra Pradesh, presided.

The proceedings of the above two conferences are under print.

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Particulars about the short-term courses will be found in the section on the Indian School of Public Administration.

## (4) THE FELLOWSHIP PROGRAMME

*Foreign Fellowships*

Seven officers of the Government of India and State Governments and one university teacher as follows were sent for six months' advanced study and training abroad in subjects shown against their names: (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 Union Home Minister ("Public Enterprises—Management and Personnel Policies"); (3) *Shri Gopeshwar Nath*, Director, Secretariat Training School ("Training of Ministerial and Executive Officers"); (4) *Shri S. Soundararajan*, Deputy Secretary, Ministry of Defence ("Programme and Performance Budgeting"); (5) *Shri S.B. Ray*, Additional Development Commissioner and ex officio Additional Secretary, Development and Community Development and Extension Service Department, West Bengal ("Social Security Administration"); (6) *Shri Ram Singh*, Secretary, Excise and Taxation Department, Rajasthan ("Taxation Administration and Taxation Research"); (7) *Shri T.N. Lakshminarayanan*, Commissioner of Labour, Madras ("Labour Relations in Public Enterprises"); and *Dr. N.R. Inamdar*, Lokamanya Tilak Lecturer in Politics and Public Administration, University of Poona ("Executive in Local Government—Urban and Rural").

*Fellowships within India*

The present position in regard to the short-term fellowships meant for university teachers and government officers, which were awarded last year for study and research, is as follows: (1) *Shri Haridwar Rai*, Lecturer, Department of Political Science, Patna University: "Some Aspects of District Administration"—The study has been completed and is under submission. (2) *Shri G. Rama Reddy*, Lecturer in Public Administration, Osmania University: "Panchayati Raj in Andhra Pradesh and Rajasthan"—Work is under progress and is expected to be completed shortly.

Details regarding Senior Research Fellowships awarded to university teachers and government officers for research in public administration will be found in the section on the Indian School of Public Administration.

## (5) LIBRARY AND REFERENCE SERVICES

The total number of volumes as on 31st March, 1962 (including books, public documents and bound volumes of periodicals and newspapers) was 50,471—an increase of 11,112 over the

previous year's total. Important additions to the Public Documents Section include Estimates Committee Reports, Public Accounts Committee Reports, Legislative Debates of the various States. Efforts are being made to acquire these from the year 1947 for all States.

Thirty-nine new periodicals were added during the year, bringing the total number of periodicals received as on 31st March, 1962 to 400. Gifts of back files of periodicals were received from *Shri V.S. Natarajan*, *Shri Sri Krishna*, and *Shri M.K. Subramaniam*. Important among them are: Royal United Services Institute Journal (U.K.), 1949-60; United Services Institute Journal, 1949-60; The Army Quarterly; Indian Air Force Quarterly; and Asiatic Review. Back files of the following periodicals were acquired: Problems of Economics, 1958; Economic Development and Cultural Change, 1955; International Review of Community Development, 1958; Community Development Bulletin (U.K.), 1953; and Public Opinion Quarterly, 1938.

The Library facilities were availed of by 587 persons—Members, 330; Associate Members, 48; School Students, 40; Institute and School staff, 89; and other persons on special permit, 80. The number of volumes issued was 8,005. The Inter-Library loans involved 25 libraries and Government Departments. The number of volumes loaned to other libraries and to Government Departments was 54, and the number of volumes borrowed from other libraries was 17.

The number of enquiries dealt with by the Library during the year 1961-62 was 74. Thirteen bibliographies were prepared.

Card files of Public Administration news indexed from 17 newspapers and of articles indexed in the *Public Administration Abstracts and Index of Articles* continue to be maintained.

The Economic Development Institute of the International Bank for Reconstruction and Development, Washington, D.C., has placed in the Institute's Library a depository collection of approximately 412 books, pamphlets, etc. on the economic development of underdeveloped areas. This collection is for reference only.

## (6) LECTURES

During the year under review, thirty-five public lectures which are listed below, were delivered at New Delhi under the auspices of the Institute and its School.

<i>Date</i> 1961	<i>Lecturer</i>	<i>Subject</i>
Apr. 6	Dr. Paul H. Appleby, Visiting Professor, The Indian School of Public Administration.	"The Generalist and the Specialist in Administra- tion" (Chairman: Shri S.K. Patil).
Apr. 14	-do-	"Who is a Good Adminis- trator" (Chairman: Shri V. T. Krishnamachari).
May 1	Shri V. K. Narasimhan, Assistant Editor, "The Hindu".	"The Press and the Public" (Chairman: Shri B. Shiva Rao).
May 2	-do-	"The Press and the Admi- nistration" (Chairman: Shri P. C. Chaudhuri).
May 3	-do-	"The Press, The Public and The Administration" (Chairman: Shri M. Anan- thasayanam Ayyangar).
July 20	Prof. Ralph Fuchs, Consultant, International Legal Stu- dies, Ford Foundation, and Prof. of Administra- tive Law, Indiana University.	"University Administra- tion in the U.S.A."
July 26	Shri Jayaprakash Narayan, Sarvodaya leader.	"Theory and Practice of Democratic Decentralisa- tion."
Aug. 10	Shri S. B. Bapat, Principal-designate, Institute of Public Admi- nistration, Accra, Ghana.	"The United Nations and Public Administration".
Sept. 18	Prof. Gerard J. Mangone, Prof. of Political Science and International Law, and Director of the Over- seas Training Programme, Maxwell Graduate School of Citizenship & Public Affairs, Syracuse University.	"Problems of Overseaman- ship".

Sept. 28	Dr. Jan Tinbergen, Prof. of Development Economics, Netherlands School of Economics, Rotterdam.	"Planning by Stages".
Nov. 2	Prof. Harold Zink, Prof. of Political Science, Ohio State University.	"Recent Trends in Federal "Government".
Nov. 3	-do-	"The American System of Local Government".
Nov. 16	Dr. Bernard E. Brown, Visiting Prof. of Compa- rative Government, University of Delhi.	"The Government of France in the Fifth Repub- lic".
Nov. 29	Dr. V. V. Ramanadham, Prof. and Head of the Department of Commerce, Osmania University.	"The Pricing Policy of Public Enterprises".
Dec. 6	Dr. Bernard E. Brown Visiting Professor of , Comparative Government, University of Delhi.	"Politics—West and Non- West".
Dec. 8	Prof. E. de Vries, Rector, Institute of Social Studies, The Hague.	"Public Administration for Rural Development".
„ 13	H.E. Sir Paul Gore-Booth, K.C.M.G., K.C.V.O., British High Commis- sioner in India.	"Decision or Pending".
1962		
Jan. 6	Dr. Henry Kissinger, Associate Professor of Government, and Direc- tor, Centre for Interna- tional Affairs, Harvard University.	"Organisational Aspect of American Foreign Policy".
„ 12	Dr. Clinton Rossiter, Prof. of Political Science, Cornell University.	"The Role of the President in American Government".

- Jan. 13 Prof. Richard E. Neustadt, "Staffing the Presidency: Prof. of Government, The Role of White House Columbia University, and Agencies". Consultant to President Kennedy.
- " 24 Dr. W. Friedmann, "Administrative Law and Professor of Law, and Social Change". Director of International Legal Research, Columbia University.
- Feb. 1 Prof. Wallace S. Sayre, "Bureaucracy in Fact and Eaton Professor of Public Fiction" (Chairman: Shri Bhagwan Administration, Columbia University, and Sahay). Visiting Professor, I.S.P.A.
- Feb. 2 -do- "Bureaucracy in Fact and Fiction" (Chairman: Dr. Tara Chand).
- " 8 Dr. Hans Simons, "Tradition and Change in Ford Foundation Expert on General Education, the Public Services: German and American Experience" (Chairman : Shri V.S. University Grants Commission. Hejmadi).
- " 12-15 Dr. John A. Vieg, "Public Administration: Fulbright Research Professor, Progress Versus Utopia". Delhi University.
- Mar. 6-7 Dr. Reinhard Bendix, "The Sociology of Visiting Professor, Administration". Department of Sociology, Delhi University.
- " 9 Mr. R.D.V. Roberts, "Joint Consultation in the Industrial Relations Public Sector in Britain". Adviser, Electricity Council, U.K.
- " 19 Prof. Norman Palmer, "The Anatomy of Political Chairman, Systems". Department of Political Science, University of Pennsylvania.

- March 20 Dr. Jay B. Westcott, "New Dimensions in Visiting Professor at the Administrative Improvement—Management and I.S.P.A. Organisation".
- " 23 -do- "New Dimensions in Administrative Improvement—The Audit of Performance".
- " 26 Prof. Normen Palmer, "Political Behaviour and Chairman, Public Administration". Department of Political Science, University of Pennsylvania.

Collections of some of these lectures have been published during the year or are under print (vide p. 6). Some of the other single lectures have been printed in the Journal or individually.

The following talks were delivered at the Regional and Local Branches during 1961-62:

*Andhra Pradesh*

- 1961
- Apr. 13 Shri A. R. Towl, "Case Study is a method of Professor of training higher executives". Harvard University, U.S.A.
- July 20 Prof. Eugene P. Dvorin, "American Public Administration." Prof. of Los Angeles State College, U.S.A.
- Nov. 9 Sri Indarjit Singh, "Work Study". Director of O & M Division, Cabinet Sectt., New Delhi.
- 1962
- Mar. 13 Shri R. L. Gupta "Relationship between Secretariat and Head of Department and the advantages and disadvantages of separating execution from policy making."

*Maharashtra*

- 1961  
Sep. 1 Dr. (Km.) A.J. Dastur "Teaching of Public Administration in Indian Universities".
- Sep. 18 Shri H.M. Patel "Administrative Aspects of the Third Plan".
- Oct. 11 Dr. K.S. Basu "The Human Factor in Administration".
- Oct. 30 Shri N.D. Sahukar "Government Administration: A Point of View of Industrialists".
- 1962  
Jan. 8 Prof. Stephen K. Bailey "University Training for Public Service".
- Jan. 20 Prof. V.K.N. Menon "Six Years of the I.I.P.A."
- Feb. 9 Prof. Wallace S. Sayre "Bureaucracy in Fact and Fiction".
- Feb. 9 Prof. Henry Maddick "Trends in Democratic Decentralisation in India".
- Feb. 17 Symposium "Administration, Public and Private: What each can learn from the other".

*Mysore*

- 1961  
Apr. 14 Shri K. Balasubramanyam, Superintendent of Census Operations in Mysore, Ministry of Home Affairs, Bangalore. "Some Aspects of the First Figures of the Recent Census".
- Sep. 15 Shri P.J. Fernandes, Secretary to the Government of Mysore, Public Works Department. "Problems of City Administration".
- Oct. 7 Dr. K. S. Basu, Director, Hindustan Lever Ltd., Bombay. "Human Problems of Technological Change".

- Nov. 23 Dr. K.N.V. Sastri, Shri N. Narasimha Rau, Shri S.A.L. Razvi. } "District Administration—Past, Present and Future" (Symposium).
- Dec. 7 Prof. Henry Maddick, Central Institute of Community Development, Mussoorie. "Concentration, Decentralisation—Panchayati Raj."
- 1962  
Jan. 18 Prof. V.K.N. Menon, Director, The Indian Institute of Public Administration, New Delhi. "Aims and Opportunities provided by the I.I.P.A."
- Mar. 19 Shri Mohamed Rehmatulla, Secretary to the Government of Mysore, Education Department. Paper on "Aspects of Administrative Evaluation in India".

*Nagpur*

- 1961  
Sept. 6 Shri Sri Prakasa, Governor of Maharashtra. "Public Services in a Democratic Set-up".
- 1962  
Jan. 23 Dr. A.V. Shaikh, Divisional Commissioner. "Administrative Services the Cross-Roads".
- April 7 Dr. A. Avasthi, Reader in Public Administration, I.S.P.A., New Delhi. "New Dimensions of Administrative Improvement".

*Punjab*

- 1961  
Apr. 15 Mr. E.H. Cooper, Assistant Labour Adviser to the United Kingdom High Commissioner, New Delhi. "Administrative Problems in Public Undertakings".
- „ 26 Mr. Justice G.D. Khosla, Chief Justice, Punjab High Court, Chandigarh. "India Today and Tomorrow with Special Reference to the Role of Administration."

- May 13 Shri G.C. Khanna, Chief Engineer, Punjab P.W.D., Buildings and Roads. "Measures to Improve the Efficient Working of the Engineering Organisation, with particular reference to Simplification of Accounting Procedure".
- Aug. 17 Shri N.V. Gadgil, Governor of Punjab. "Civil Administration Under Marathas".
- Sep. 23 Mr. Justice Tek Chand, Judge, Punjab High Court. "Judiciary's Role in a Democratic Set-up".
- Oct. 14 Dr. Harold F. Kaufman, Fulbright Research Scholar & Visiting Professor, Department of Sociology, Panjab University. "An American Case Study in Grass-Roots Democracy".

*Uttar Pradesh*

- 1961  
July 17 Symposium "Role of Services in a Democratic Government".
- Nov. 4 Symposium "Elimination of Delays in the Functioning of Government".

*Vallabh Vidyanagar*

- 1961  
July 8 Group Discussion "Village Administration".
- Aug. 3 Group Discussion "The Need of Opposition in Democracy".
- Sept. 7 Shri Utsavbhai Parikh, Minister for Agriculture, Forests, Gujarat. "Democratic Decentralisation".
- Oct. 4 Prof. Shri Ram Sharma, Principal, D.A.V. College, Chandigarh. "The Role of the Higher Civil Service in the Present-day Administration".
- Dec. 4 Group Discussion "University Education in Gujarat State".

- 1962  
Jan. 23 Group Discussion "Present Election Procedure".
- Feb. 3 -do- "Administrative Impact on the Formulation of Foreign Policy".
- „ 5 Shri P. Kodandarao, Formerly Member, Servants of India Society. "Teaching Colleges vs. Examining Universities".

(7) FOREIGN CONTACTS

A delegation from the Institute, consisting of the Director and *Shrimati Tara Cherian*, former Mayor of Madras city, and an official of the Indian Embassy in Tokyo, attended the Seminar of the Eastern Regional Organisation of Public Administration held at Tokyo from October 23 to November 5, 1961. The main theme for discussions at the Seminar was "Urban Administration and Economic Development", sub-divided into the following agenda: Metropolitan Administration; Urban Administration and Citizens' Participation; and Local Government and Economic Development. Detailed information on all the three items on the agenda was furnished by the Institute. The Seminar recommended that an intensive study of selected metropolitan areas in the region should be undertaken. The Executive Council of the Organisation decided to set up a new centre of EROPA at Tokyo for research and training in Local Government.

The Institute did not send any delegation to the Round Table of the International Institute of Administrative Sciences held at Lisbon from September 11-16, 1961.

**The Indian School of Public Administration**

*The Third Annual Day*

The Third Annual Day of the Indian School of Public Administration was celebrated at the Institute's premises on July 15, 1961. The Hon'ble Justice, Shri B.P. Sinha, Chief Justice of India, presided on the occasion and awarded the certificates of Master's Diploma in Public Administration to 41 candidates as against 17 in 1960. The number of students taking the Diploma course has been increasing steadily during the past four years.

*The Master's Diploma Course*

The fourth, i.e. 1961-62, session of the Master's Diploma Course in Public Administration commenced on July 15, 1961.

Thirteen students were admitted to the First Year but only eight joined the Course. Forty-seven students were admitted to the Second Year, but thirty-six actually joined the Course; four were promoted from the first year. Among the Second Year students, six were officers deputed by the State Governments of Andhra Pradesh, Kerala, Madhya Pradesh, Mysore, Orissa, and Rajasthan, and four were officers deputed by the Central Government. Besides, five officers from the Government of India and two from the Government of Maharashtra joined the Course taking study leave. There were also two University Teachers—one from Quilon (Kerala) and the other from Periyanaickenpalayam, Coimbatore.

#### *Classes in French*

With a view to assisting research scholars, classes in French were held in the evening during the months of November 1961 to March 1962. Seven candidates took the Course of whom three passed the test held at the end of the Course.

#### *The Faculty*

Dr. A.P. Barnabas, M.S., Ph.D., Cornell University, till recently Associate Professor of Agricultural Economics and Rural Sociology, Allahabad Agricultural Institute, joined on August 24, 1961 as Reader in Sociology.

Details about the members of the School Faculty for 1961-62 Session will be found in Appendix VII.

#### *Visiting Professors*

During the year, the following served as Visiting Professors at the School:

- (1) Shri S.S. Khera, Cabinet Secretary, Government of India—July 1961 to July 1962.  
Shri Khera delivered a course of lectures on "The Administration of Public Enterprises" during the second term, besides participating in a number of seminars.
- (2) Prof. Wallace S. Sayre, Eaton Professor of Public Administration, Columbia University—January to March 1962.  
Prof. Sayre gave a course on "Problems of the Public Service", and conducted a number of seminars.
- (3) Prof. Jay B. Westcott, Professor of Political Science, Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University, Syracuse, New York—January to April 1962.

Prof. Westcott gave the course on "O & M" for the Master's Diploma class, and conducted a number of seminars on the same subject.

#### *Visiting Lecturers*

- (1) Shri E.R. Kapadia, Head of the Department of History, St. Stephen's College, Delhi, gave a course of lectures on "Modern History" during the first term.
- (2) Dr. V.V. Ramanadham, Professor of Commerce, Osmania University, delivered a course of four lectures on "Public Enterprises" during November 1961.
- (3) Dr. A.T. Markose, Research Director, Indian Law Institute, gave a course of lectures on "Administrative Law in India" during the second term.
- (4) Dr. Bernard E. Brown, Department of Political Science, Vanderbilt University, gave a course of lectures on "Politics—West and Non-West".
- (5) Prof. John A. Vieg, Professor of Government, Pomona College and the Claremont Graduate School, U.S.A., gave a course of lectures under the title "Public Administration—Progress Versus Utopia".
- (6) Prof. Norman Palmer, Professor of Political Science, and Chairman of the Department, University of Pennsylvania, gave a course of three lectures on "The Comparative Study of Political Systems".

#### *Short-Term Training Courses*

During the year under review six short-term courses as follows were organised by the School:

- (1) *Short-Term Course for the Middle Management Staff of the IAC (July 31—August 19, 1961)*

This was a 3-week Refresher Course organised in collaboration with the Indian Airlines Corporation, from July 31 for the middle management staff of the Indian Airlines Corporation. Twenty-seven trainees participated in the training programme which covered (a) a general course dealing with the latest theory and practice of the Industrial Management; and (b) a specialised course dealing with aspects of peculiar interest to different departments of the I.A.C., e.g. engineering and operations, finances, stores, and administration and traffic.

The Course was inaugurated by Shri V. Shankar, Chairman, Indian Airlines Corporation, and the concluding session was addressed by Air Vice-Marshal P.C. Lall, General Manager of the I.A.C.

Prof. N. Srinivasan was in charge of the Course.

- (2) *Short-Term Course on Local Government with Special Reference to Cantonments (October 23—November 18, 1961)*

This was the third short-term course on the subject given at the request of the Ministry of Defence—Directorate of Military Lands and Cantonments.

Fourteen Officers of the Military Lands and Cantonments Services attended the Course.

The Course was inaugurated by Shri V.K. Krishna Menon, Minister of Defence, Government of India, and the concluding session was addressed by Shri O. Pulla Reddy, Secretary to the Government of India, Ministry of Defence.

Prof. N. Srinivasan was in charge of the Course.

- (3) *Short-Term Course on Personnel Management for Officers in Public Undertakings (November 27—December 15, 1961)*

A short-term training course in Personnel Management was held from November 27 to December 15 for nineteen officers drawn from various public undertakings and a few private enterprises and Government Departments.

In connection with this Course, an Advisory Committee was set up with Shri S.S. Khera as Chairman, and Sarvashri L.P. Singh, J.M. Shrinagesh, P.R. Nayak, K.B. Mathur, Charat Ram, and the Director, as members.

The Course was inaugurated by Shri V.T. Krishnamachari, and the concluding session was addressed by Shri K.D. Malaviya, Minister for Mines and Oil, Government of India.

Dr. H.K. Paranjape and Shri R.C. Goyal (Personnel Adviser to the Fertilizers Corporation of India) were jointly in charge of the Course.

- (4) *Short-Term Training Course in Public Administration and Panchayati Raj (March 5—April 12, 1962)*

The Course was given at the request of the Ministry of Community Development and Co-operation, and was attended by 18 officers from 8 States, and included Principals, Instructors in Orientation and Study Centres, Extension Training Centres, and a few selected Block Development Officers.

The Course was inaugurated by Shri P.V.R. Rao, Additional Secretary, Ministry of Community Development and Co-operation, and its concluding session was addressed by Smt. Durgabai Deshmukh, Chairman, Central Social Welfare Board.

During the Course, the trainees were addressed, among others, by Shri V.T. Krishnamachari, Shri Jayaprakash Narayan, and Shri S.K. Dey.

Prof. N. Srinivasan, assisted by Dr. A.P. Barnabas, was in charge of the Course.

- (5) *Short-Term Course on O & M for University and College Teachers (March 12—March 24, 1962)*

In co-operation with the O & M Division, the Special Re-organisation Unit, the Committee on Plan Projects, and the National Productivity Council, a short-term course on Organisation and Management, specially designed to suit the requirements of the university teachers in Public Administration was organised from March 12 to 24, 1962. Dr. Jay B. Westcott, Professor of Political Science, Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University, U.S.A., who was with the Indian School of Public Administration as Visiting Professor, conducted the Course jointly with Dr. A. Avasthi of the School.

- (6) *Training Course in Higher Management for Officers of Air-India (April 23—April 28, 1962)*

The Course was organised at the request of the Air-India and was given in Bombay. Thirty-one senior officers, belonging to various departments of Air-India, participated in the Course.

The Directing Staff for the Course consisted of Shri S.S. Khera, Shri K.K. Unni, and Dr. H.K. Paranjape (who was Professor in charge of the Course). The Course was inaugurated by Prof. V.K.N. Menon, and the concluding session was addressed by Shri B.P. Patel, Vice-Chairman and General Manager, Air-India.

#### *Research Fellowships and Scholarships*

During the year under review, the following senior research fellowships were awarded for carrying out specific research projects:

Shri H.G. Paranjape	“The Regulation and Control of Industry by Government in India”.
Shri Bishwanath Prasad	“The Indian Administrative Service”.

The following continued as senior research fellows for the second year:

Shri R.C. Prasad	“Panchayats in Bihar” (nearing completion).
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Shri S.R. Maheshwari "Advisory Bodies in the Government of India" (nearing completion).

Two senior research fellows as follows completed their assignments during the year and submitted their reports:

Shri R.N. Thakur "History of the All-India Services".

Shri A. Premchand "Control of Public Expenditure in India".

As during the last year, two of the students who had taken the Master's Diploma were appointed research scholars to work on projects mentioned below:

Shri Damodaran Pillai "Boards of Management of Public Enterprises" (in progress).

Shri S.C. Mehta "Caste in Politics" (completed).  
"Administration and Social Change" (in progress).

Km. K.M. Shyamala and Km. Surekha Gadgil (up to 31st May, 1962) continued as research scholars during the year.

#### *Foreign Interns*

During the year, the School arranged training programmes for three foreign scholars, one from Nepal—Devendra Bahadur Pradhan, and two from the U.S.A.—Jack A. Gillespie and Edward C. Maeder (Jr.). The Nepalese scholar was an officer of the Government of Nepal, who was selected for training in Personnel Administration for a year under the Technical Co-operation Scheme of the Colombo Plan. The U.S. scholars came to India on the Asia-Africa Programme of Syracuse University, U.S.A., under which American scholars are sent abroad for a year to Asia or Africa as students of administration on an exchange basis of similar facilities for Indian and African students in the U.S.A. These two scholars studied the progress of community development in Andhra Pradesh and Rajasthan.

### FINANCES AND ACCOUNTS

#### *Income-tax Exemption for Donations*

The Commissioner of Income-Tax, Delhi and Rajasthan, has passed orders that donations made to the Institute will be exempt from Income-Tax, subject to the limits and conditions prescribed in the Income-Tax Law.

#### *Ford Foundation Grant*

A grant of \$700,000 was sanctioned by the Ford Foundation to support the first two years of the Institute's new five-year programme of training and research.

The new Foundation grant will be used for the following purposes: (1) to provide funds for specialized foreign consultants to the Institute; (2) to finance training programme for district and other administrative officials at the Institute; (3) to meet some of the rupee costs for the expanded research programme as well as Institute's administrative staff costs; (4) to provide funds for foreign study fellowships for the Institute staff and for teachers of public administration from universities closely associated with the Institute; and (5) to provide funds for continued library development.

The new Ford Foundation grant supplements the grant of \$350,000 made to the Institute in 1954, thus bringing the total of Ford Foundation assistance to the Institute to \$1,050,000.

#### *Grant by Asia Foundation*

The Asia Foundation has given a grant of \$13,800 for a study of the Constituent Assembly of India.

#### *Accounts for 1961-62*

The total expenditure during the year was Rs. 15,04,174. The major items of expenditure were as follows: Establishment Rs. 4,19,557; Foreign Fellowships Rs. 2,21,684; Visiting Professors Rs. 76,170; Seminars and Conferences Rs. 16,517; Library 1,07,179; Research and Study Groups Rs. 83,285; Office Equipment, etc. Rs. 81,449; Building Project Rs. 23,535; Publications Rs. 37,600.

The Receipts and Payments account is given in Appendix IX.

The Income and Expenditure Account and Balance Sheet with Schedules are given in Appendices X and XI.

Messrs. S. Vaidyanath Aiyer & 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 1961-62 was Rs. 9 lakhs for recurring expenditure. A grant of Rs. 9 lakhs is expected for the year 1962-63.

#### *Budget Estimates for 1962-63*

The Budget Estimates for 1962-63 are given in Appendix VIII.

The Budget for 1962-63 presents expenditure to be met from the (A) Government Grant, B(1) the Ford Foundation first Grant, B(2) Ford Foundation second Grant, and B(3) The Asia Foundation Grant.

When the Budget Estimates for 1960-61 were put up to the Government of India, the future pattern of the Institute's 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 1962-63 was planned accordingly.

The Budget provides for recurring expenditure in Part 'A' of Rs. 8,75,500 for the Institute and Rs. 2,58,700 for the School.

The Budget for the year 1962-63 takes into account a reorientation of the activities of the Indian School of Public Administration with the filling up of vacant posts of Professors, the shedding of the first year's course intended for ordinary graduates and increasing emphasis on Ph.D. programmes and Post-Doctoral Fellowships in the School with a view to help research. As under the existing arrangements with the Government of India the Budget can proceed only on an assumption of a maximum grant from Government of Rs. 9 lakhs for the year for recurring expenditure, the increased expenditure has necessitated measures to increase the resources of the Institute in other ways. One such measure is to require all Departments of Government or other Institutions and Bodies desiring training courses in the Institute to pay for the cost of the courses. Another measure is to increase the income from rent as much as possible. A third is to increase the prices of periodicals and publications. All these are to some extent or other contemplated in the Budget.

### CONCLUSION

It will be seen from what has been said above that in the year under report, while the established activities were continued, there was expansion in some of them, particularly in Training and Refresher Courses. Assignment by Government of specific problems of Administration to the Institute for study and report to them was a new and welcome feature. The Institute gratefully acknowledges the further liberal help kindly offered by the Ford Foundation, and the grant received from the Asia Foundation. The continued interest of the Prime Minister in the activities of the Institute has also been a great source of encouragement to the Institute. The Special Number of the Journal relating to Panchayati Raj brought out on this occasion of the meeting of the General Body, the Short-Term Course run for six weeks during the year for a group of selected Block Development Officers and Principals of Orientation & Study Centres

and Extension Training Centres, and the recommendations of the Institute's Five Year Plan Committee, at the instance of the Ministry and in consultation with it, on a scheme of Research and Training relating to Panchayati Raj Administration will show how useful the advice of the Prime Minister relating to Panchayati Raj in the course of his last address has been.

The Institute is also grateful to the Government of India not only for its recurring annual grant of Rs. 9 lakhs but also its help and co-operation in various ways like the instructions issued in the case of the case studies programme which have been mentioned in the appropriate paragraphs of the Report.

## APPENDIX I

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

## PATRON

DR. RAJENDRA PRASAD  
*Formerly President of India*

*EXECUTIVE COUNCIL*  
*(As on the 31st March, 1962)*

*President*

Shri Jawaharlal Nehru Prime Minister of India.

*Chairman : Executive Council*

Shri V.T. Krishnamachari Member, Rajya Sabha.

*Vice-Presidents*

Shri Gurmukh Nihal Singh Governor of Rajasthan.  
Pandit H.N. Kunzru President, Indian Council of World Affairs.

Dr. G.S. Mahajani Member, Union Public Service Commission.

Shri Shri Ram Industrialist.  
Shri C. Subramaniam Minister for Steel and Heavy Industries, Government of India.

*Honorary Treasurer*

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*Elected Members*

Shri N.H. Athreya Director, Modern Management Counsel Consultants, Bombay.

Shri C.D. Deshmukh Vice-Chancellor, Delhi University.

Shri J.P. Jain Instructor, Secretariat Training School, New Delhi.

Shri D.S. Joshi Special Secretary, Ministry of Commerce and Industry, Government of India.

Prof. D.G. Karve Deputy Governor, Reserve Bank of India.

Prof. S.V. Kogekar Principal, Fergusson College, Poona.  
Prof. M.V. Mathur Head of the Department of Economics and Public Administration, University of Rajasthan, Jaipur.

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., New Delhi.

Shri A.D. Pandit Special Secretary, Ministry of Food and Agriculture, Government of India.

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

Shri G.C. Singhvi District Superintendent of Police, Sriganganagar.

Shri C.M. Trivedi Member, Planning Commission.

Shri N.N. Wanchoo Secretary, Department of Iron and Steel, Ministry of Steel, Mines and Fuel.

*Co-opted Members*

Shri N.V. Gadgil Governor of Punjab.

Shri L.K. Jha Secretary, Department of Economic Affairs, Ministry of Finance, Government of India.

Shri Asoka Mehta Chairman, Praja Socialist Party.

Shri Vishnu Sahay Member, Planning Commission.

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

*Ex officio Member and Secretary*

Prof. V.K.N. Menon Director, The Indian Institute of Public Administration, and Principal, the Indian School of Public Administration.

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Dr. G.S. Mahajani Member, Union Public Service Commission.

Shri S. Ranganathan	Secretary, Ministry of Commerce and Industry, Government of India.
Shri C.M. Trivedi	Member, Planning Commission.
Shri L.K. Jha	Secretary, Department of Economic Affairs, Ministry of Finance, Government of India.
Prof. M.V. Mathur	Head of the Department of Economics and Public Administration, University of Rajasthan, Jaipur.
Shri L. P. Singh	Additional Secretary, Ministry of Home Affairs, Government of India.
Prof. V.K.N. Menon	Director, The Indian Institute of Public Administration, and Principal, The Indian School of Public Administration.

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Dr. G.S. Mahajani	Member, Union Public Service Commission.
Prof. M.V. Mathur	Head of the Department of Economics and Public Administration, University of Rajasthan, Jaipur.
Prof. V.K.N. Menon	Director, The Indian Institute of Public Administration, and Principal, The Indian School of Public Administration.
Shri P.R. Nayak	Managing Director, Indian Refineries (P) Ltd., New Delhi.
Shri L.P. Singh	Additional Secretary, Ministry of Home Affairs, Government of India.

#### THE INDIAN JOURNAL OF PUBLIC ADMINISTRATION

##### Editor

Shri L.P. Singh	Additional Secretary, Ministry of Home Affairs, Government of India, New Delhi.
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Prof. V.K.N. Menon	Director, I.I.P.A., and Principal, The Indian School of Public Administration.
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Shri J.M. Kanitkar	Librarian and Reference Officer, I.I.P.A., New Delhi.

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Dr. A. Avasthi	Reader in Public Administration, I.S.P.A., New Delhi.
Dr. H.K. Paranjape	Reader in Economic Policy and Economic Administration, I.S.P.A., New Delhi.

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Shri S.K. Joglekar	Chief Architect and Town Planning Officer, C.P.W.D., New Delhi.
Prof. V.K.N. Menon	Director, I.I.P.A., New Delhi.
Shri Ranchor Prasad	*Director, Institute of Applied Manpower Research, New Delhi.
Shri Gurdev Saran	Asstt. Financial Adviser, Ministry of Works, Housing & Supply, Government of India, New Delhi.

\*Only for business relating to the new building for the Institute of Applied Manpower Research.

## COMMITTEES OF THE SCHOOL

### (1) SCHOOL ADVISORY BOARD

#### *Chairman*

Shri S. Lall, Chairman, Damodar Valley Corporation; formerly Assistant Secretary-General, United Nations.

#### *Members*

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Shri B.N. Ganguli, Pro-Vice-Chancellor, University of Delhi.

Shri Gurmukh Nihal Singh, Governor of Rajasthan.

Shri B.N. Jha, Chairman, Union Public Service Commission.

Prof. D.G. Karve, Deputy Governor, Reserve Bank of India, Bombay.

Dr. G.S. Mahajani, Member, Union Public Service Commission.

Dr. V.K.R.V. Rao, Director, Institute of Economic Growth, Delhi.

Shri L.P. Singh, Additional Secretary to the Government of India, Ministry of Home Affairs.

Shri C. Subramaniam, Minister for Steel and Heavy Industries, Government of India.

The Principal, (Member-Secretary).

### (2) ACADEMIC COMMITTEE

#### *Chairman*

Prof. V.K.N. Menon, Director and Principal (ex officio).

#### *Members*

Prof. R. Bhaskaran, Professor of Politics and Public Administration, University of Madras.

Dr. B.N. Ganguli, Pro-Vice-Chancellor, Delhi University.

Shri S.S. Khera, Cabinet Secretary, Government of India.

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

Prof. M.V. Mathur, Professor of Economics, and Head of the Department of Economics and Public Administration, University of Rajasthan.

Shri L.P. Singh, Additional Secretary, Ministry of Home Affairs.

Dr. V. Jagannadham, Reader in Sociology and Social Administration.

Dr. A. Avasthi, Reader in Public Administration.

Dr. H.K. Paranjape, Reader in Economic Policy and Economic Administration.

Dr. A.P. Barnabas, Reader in Sociology.

Prof. N. Srinivasan, Professor of Political Science, and Vice-Principal (Secretary).

### (3) EXAMINATION COMMITTEE

Shri S. Lall, Chairman, Damodar Valley Corporation; formerly Assistant Secretary-General, United Nations.

Shri L.P. Singh, Additional Secretary to the Government of India, Ministry of Home Affairs.

Dr. B.N. Ganguli, Pro-Vice-Chancellor, Delhi University.

Prof. V.K.N. Menon, Director and Principal.

Prof. N. Srinivasan, Vice-Principal.

## APPENDIX II

REGIONAL AND LOCAL BRANCHES  
(1961-62)

## Regional Branches

## (1) Andhra Pradesh

## Office-bearers :

President : Shri Bhim Sen Sachar, Governor of Andhra Pradesh.

Chairman: Shri M. Purushotham Pai, Chief Secretary, Government of Andhra Pradesh.

Hony. Secretary: Shri V.K. Bawa, Director of Central Records, Government of Andhra Pradesh.

## Membership :

Ordinary: 77

Life: 1

Corporate: 2

Associate: 4

## (2) Gujarat

## Office-bearers :

Chairman: Shri Chinubhai C. Sheth, Mayor, Municipal Corporation, Ahmedabad.

Hony. Secretary: Shri H.K.L. Capoor, Deputy Secretary, Government of Gujarat.

## Membership :

Ordinary: 47

Life: 2

Corporate: 4

## (3) Maharashtra

## Office-bearers :

Chairman: Shri N.T. Mone, Chief Secretary, Government of Maharashtra.

Hony. Secretary: Shri N.S. Pardasani, Deputy Secretary, Government of Maharashtra.

## Membership :

Ordinary: 128

Life: 6

Corporate: 8

Associate: 10

## (4) Madras

## Office-bearers :

President: Shri Bishnuram Medhi, Governor of Madras.

Chairman: Shri R.A. Gopalaswamy, Chief Secretary, Government of Madras.

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: 103

Life: 1

Corporate: 6

Associate: 14

## (5) Mysore

## Office-bearers :

President: Shri S. Nijalingappa, Chief Minister, Mysore.

Chairman: Shri R.J. Rebello, Chief Secretary, Government of Mysore.

Hony. Secretary: Shri P. Venkataraman, Deputy Secretary, Government of Mysore.

## Membership :

Ordinary: 82

Life: 1

Corporate: 3

## (6) Orissa

## Office-bearers :

President : Shri Y.N. Sukthankar, Governor of Orissa.

Chairman: Shri B. Patnayak, Chief Minister of Orissa.

Hony. Secretary: Shri Hit Prakash, Secretary to the Governor of Orissa.

*Membership :*

Ordinary: 70  
Life: 1  
Corporate: 4  
Associate: 1

(7) Punjab

*Office-bearers :*

Patrons: Shri N.V. Gadgil, Governor of Punjab, and Shri Partap Singh Kairon, Chief Minister, Punjab.

Chairman: Shri E.N. Mangat Rai, Chief Secretary, Government of Punjab.

Hony. Secretary: Shri J.D. Sharma, Deputy Secretary, Government of Punjab.

*Membership :*

Ordinary: 97  
Life: 2  
Corporate: 6  
Associate: 4

(8) Rajasthan

*Office-bearers :*

President: Shri Gurmukh Nihal Singh, Governor of Rajasthan.

Chairman: Shri Mohan Lal Sukhadia, Chief Minister, Rajasthan.

Hony. Secretary: Prof. M.V. Mathur, Head of the Department of Economics and Public Administration, University of Rajasthan.

*Membership :*

Ordinary: 95  
Corporate: 4  
Associate: 2  
Life: 1

(9) U.P. (Lucknow)

*Office-bearers :*

Chairman: Shri L.C. Jain, Chief Secretary, Government of U.P.

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

*Membership :*

Ordinary: 79  
Life: 2  
Corporate: 12  
Associate: 3

LOCAL BRANCHES

(1) Nagpur

*Office-bearers :*

President: Dr. N.R. Deshpande, Head of the 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: 18  
Corporate: 2  
Associate: 37

(2) Patna

*Office-bearers :*

Chairman: Shri S.J. Majumdar, Chief Secretary, Government of Bihar.

Hony. Secretary: Shri S.A.F. Abbas, Additional Secretary, Government of Bihar.

*Membership :*

Ordinary: 17  
Corporate: 4  
Life: 1  
Associate: 1

(3) Poona

*Office-bearers :*

President: Shri S.B. Dhavle,

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

<i>Membership :</i>	
Ordinary:	18
Corporate:	1
Life:	2

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

Chairman: Shri A.N. Kidwai, Chief Secretary, Government of Assam.

Hony. Secretary: Shri M.C. Narasimhan, Under Secretary, Government of Assam.

*Membership :*

Ordinary:	28
Corporate:	1

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

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

Hony. Secretary: Shri K. Kamunni Menon, Private Secretary to the Chief Minister.

*Membership :*

Ordinary:	39
Corporate:	1

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

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

Hony. Secretary: Shri Hiren J. Pandya, Lecturer in Politics, Nalini and Arvind Arts College, Vallabh Vidyanagar, Anand.

*Membership :*

Ordinary:	22
Corporate:	1
Life:	1

## APPENDIX III

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

*STAFF*

(1961-62)

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

## APPENDIX IV

*CORRESPONDENTS IN THE STATES*

(As on 31st March, 1962)

<i>State</i>	<i>Name and Designation</i>
Andhra Pradesh	Shri J. Jayarama Rao, Deputy Secretary, Government of Andhra Pradesh, <i>Hyderabad.</i>
Assam	Shri I.C. Biswas, Under Secretary, Government of Assam, Appointments Department, Assam Secretariat, <i>Shillong.</i>
Bihar	Shri S.A.F. Abbas, Additional Secretary, Government of Bihar, River Valley Projects Department, (Gandak & Sone Wing) <i>Patna.</i>
Gujarat	Shri N.D. Buch, Deputy Secretary, General Administration Department, Government of Gujarat, Sachivalaya, <i>Ahmedabad.</i>

Kerala	Shri S.Y. Muthuswamy, Deputy Secretary, Finance Department, Government of Kerala, <i>Trivandrum</i> .
Madhya Pradesh	Shri D.J. Ramakrishnan, Officer on Special Duty, (O & M), General Administration Department, Government of Madhya Pradesh, <i>Bhopal</i> .
Madras	Shri S. Venkitaramanan, Deputy Secretary, Finance Department, Government of Madras, <i>Madras</i> .
Maharashtra	Shri N.S. Pardasani, Deputy Secretary, Government of Maharashtra, General Administration Department, Sachivalaya, <i>Bombay</i> .
Mysore	Shri P.R. Dubhashi, Honorary Secretary, Mysore Regional Branch, (I.I.P.A.), Vidhana Soudha, <i>Bangalore</i> .
Orissa	Shri S.N. Sharma, Deputy Secretary, Government of Orissa, Political & Services Department, <i>Bhubaneswar</i> .
Punjab	Shri K.K. Mookerjee, Deputy Secretary, O & M Department, Government of Punjab, <i>Chandigarh</i> .
Rajasthan	Shri Mohan Mukerji, Finance Secretary, Government of Rajasthan, Secretariat, <i>Jaipur</i> .
U.P.	Shri M. Zaheer, Joint Secretary, General Administration Department, (Re-organisation) U.P. Civil Secretariat, <i>Lucknow</i> .
West Bengal	Shri A.C. Banerjee, Staff Audit Officer & Assistant Secretary, West Bengal Secretariat, Finance Department, O & M Branch, Writers' Building, <i>Calcutta</i> .

## APPENDIX V

*RESEARCH PROJECTS UNDERTAKEN AND  
BOOKS/ARTICLES PUBLISHED BY THE MEM-  
BERS OF THE SCHOOL FACULTY AND INSTI-  
TUTE STAFF*

(a) *Research Studies assigned by the Committee of Direction*

1. Dr. A. Avasthi (assisted by Shri R.S. Gupta)  
—“Inspection of Government  
Work at District Level” (near-  
ing completion)
2. Dr. V. Jagannadham (assisted by Sarvashri Arun  
Sinha and G. Mutatkar)  
—“Social Welfare Administration  
in Delhi” (nearly completed)
3. Shri K. P. Choube —(assisted by Km. Surekha  
Gadgil)  
—“Survey of Tax Research in  
India” (in progress)
4. Dr. P. Prasad (assisted by Shri G.P. Keshav)  
—“Budgeting in Public Enter-  
prises” (in progress)
5. Shri R.K. Basu, Area —The Technical Assistance Pro-  
Personnel Officer for gramme in India, with special  
Technical Assistance, reference to the United Nations  
(Europe, the Middle (in progress)  
East, and Africa) U.N.  
Headquarters now in  
India on a year's leave.

(b) *Other Research in the Institute*

1. Prof. V.K.N. Menon —Education and Training for the  
(Director) Public Service (in progress)
2. Shri M.S. Ramayyar (assisted by Shri Anand K.  
(Deputy Director) Shrivastava)  
—“Indian Audit and Accounts  
Department” (in progress)  
(assisted by Shri Ved Prakash)  
—Revision of “The Organisation  
of the Government of India”  
(is going to press shortly)

3. Dr. Parmanand Prasad (Assistant Chief Research Officer) —The Damodar Valley Corporation—a brief account  
—Government Regulation and Control over the Private Sector (in progress)  
(assisted by Shri K.L. Handa)  
—Efficiency Study of the Hindustan Cables Factory, Rupnarayanpur (Distt. Burdwan) (nearly completed)  
(assisted by Dr. V.P. Duggal)
4. Prof. N. Srinivasan —“Democratic Government in India”  
—“Survey of Development in the Field of Panchayati Raj” (in progress)
5. Dr. H.K. Paranjape (assisted by Shri L. Venkatesan)  
—A Study of the Industrial Management Pool Scheme of the Government of India.
6. Dr. A. P. Barnabas (assisted by Shri. S.C. Mehta)  
—“Caste Politics and the Administration” (Paper)
7. Shri H.C. Arora (Statistician) —Research for Public Policy in India (Paper in progress)
8. Shri B.D. Raheja (Assistant Research Officer) —Types of City Executives in U.S.A. (Paper)  
—Government & Administration of Delhi Territory (in progress)
9. Km. K. M. Shyamala (Research Scholar) —Whitley Councils in the Government of India (Paper)
10. Km. Surekha Gadgil (Research Scholar) —Public Finance in India (a brief account)

(c) *Research in the School (under Fellowships)*

1. Shri A. Prem Chand (Senior Research Fellow) —Control of Public Expenditure in India (draft completed)
2. Shri H.G. Paranjape (Senior Research Fellow) —Regulation and Control of Industry by Government in India (in progress)
3. Shri R.N. Thakur (Senior Research Fellow) —The All-India Services (in progress)
4. Shri R.C. Prasad (Senior Research Fellow) —“Panchayats in Bihar” (in progress)

5. Shri S.R. Maheshwari (Senior Research Fellow) —Advisory Boards in the Central Government (in progress)
6. Shri Bishwanath Prasad (Senior Research Fellow) —The Indian Administrative Service (in progress)

(d) *Other Work*

(1) BY THE MEMBERS OF THE FACULTY

1. Dr. V. Jagannadham —“Social Policy in a Welfare State—Administrative Aspects” (The Indian Journal of Social Work, June 1961, Vol. XXII, No. 1).
2. Dr. A. Avasthi *Book :*  
Public Administration (in collaboration with Shri S.R. Maheshwari)  
(Published by Shri Laxmi Narain Aggarwal, Publishers, Agra).  
*Articles:*  
—“Inspectorate of Government Offices in Uttar Pradesh” (Work Improvement, March-April, 1962) in co-authorship with Shri R.S. Gupta.  
—“Elphinston Correspondence (1804-1808)” (Published by the Nagpur University Historical Society—Co-editor)
3. Dr. H.K. Paranjape —“State Enterprises: Co-ordination and Control” (The Indian Journal of Public Administration, Vol. VII, No. 4, 1961.)  
—“Management Boards” (Paper submitted to the Seminar on Public Enterprises held by the Osmania University, February 1962)
4. Dr. A.P. Barnabas —“Sanskritisation (Economic Weekly, April 19, 1961).  
—“Agents of Rural Change” (Kurukshetra, May 1961).  
—“Social Action—Social Change (Economic Weekly, September 30, 1961)

—“Review of Literature on Rural Social Change in India”  
(Religion & Society, April 1961)

(2) BY RESEARCH FELLOWS/RESEARCH STAFF

1. Shri R.C. Prasad, (Senior Research Fellow) —The Organisational Pattern of River Valley Projects in India: A Study of the Control Board vis-a-vis Public Corporation (Indian Journal of Political Science—July-September, 1961)
2. Shri Haridwar Rai, (Senior Research Fellow) —Whitley System in India: A Critical Appraisal (Journal of the Academy of Administration, Mussoorie, Vol. VI, No. 3, July 1961).  
—Parliamentary Control Over Autonomous Public Enterprises: A Study with Special Reference to the Role of a Standing Parliamentary Committee (The Indian Journal of Political Science, Vol. XXII, No. 1 & 2, January-March, April-June, 1961).  
—The Role of the Civil Services in India: A Reappraisal, Current Studies, A Research (Journal of the Patna College, Patna University 1962)
3. Shri R. S. Gupta, (Assistant Research Officer) —“Inspectorate of Government Offices in U.P.” (in co-authorship with Dr. A. Avasthi) (Work Improvement, March-April, 1962, Vol. II, No. 1)
4. Shri S.C. Mehta, (Research Scholar) —Caste in Modern India (Quest, Calcutta, October-December, 1961)

APPENDIX VI

(A) COMMITTEE ON CASE STUDIES

(As on 31st March, 1962)

1. Shri S.S. Khera (Chairman),  
Cabinet Secretary,  
Government of India.
2. Shri L.P. Singh,  
Additional Secretary,  
Ministry of Home Affairs,  
Government of India.
3. Shri 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,  
The Indian Institute of Public Administration; and  
Principal, The Indian School of Public Administration.
6. Shri B.S. Narula, (Secretary),  
Secretary to the Director,  
The Indian Institute of Public Administration; and  
Assistant to the Editor,  
The Indian Journal of Public Administration.

(B) PUBLIC ADMINISTRATION CASE STUDY PROGRAMME

The present position of the cases, which have been assigned by the Committee, is as follows:

(a) Case Studies Completed

S. No.	Subject	Case Writer
1.	“The Establishment of the Heavy Electrical Project in Bhopal”	Shri S.S. Khera, Cabinet Secretary, Government of India (assisted by (Km. K.M. Shyamala of the Institute).

2. "Decontrol of Food Grains, 1952" Shri Ram Saran, Deputy Economic Adviser, Directorate of Economics and Statistics, and Director (Intelligence), Ministry of Food and Agriculture, Government of India.
3. "The Decentralisation of Financial Control in Government of India" Shri B.B. Lal, Assistant Financial Adviser, Ministry of Defence, Government of India.
4. "The Human Problem at Work: The Discharge of an Assistant Station Master" Shri I.S. Kansal, Senior Personnel Officer (Instruction), Railway Staff College, Baroda-4.
5. "The 'Public' Hospital Case of an Inspection Report" Dr. A. Avasthi, Reader in Public Administration, The Indian School of Public Administration (assisted by Shri R.S. Gupta of the Institute).
6. "The Decision to Expand the Bokaro Thermal Plant" (Published in the Indian Journal of Public Administration, July-September, 1962) Dr. Parmanand Prasad, Assistant Chief Research Officer, The Indian Institute of Public Administration (assisted by Shri K.L. Handa of the Institute).
7. "Grant of Extension to the Incumbent of the Post of Inspector-General of Forests" Dr. M.A. Muttalib, Lecturer, Osmania University, at present with the Indian Institute of Public Administration.
8. "The Selection of the Basic Administrative Unit for Development in Mysore State" Shri P.R. Dubhashi, Deputy Development Commissioner, Government of Mysore, and Honorary Secretary, The Indian Institute of Public Administration, Regional Branch (Mysore), Bangalore.
9. "The Abolition of the Labour Appellate Tribunal" Shri B.S. Narula, Secretary to the Director, The Indian Institute of Public Administration, and Assistant to the Editor, The Indian Journal of Public Administration (assisted by Shri J.P. Sharma of the Institute's Case Unit).

## (b) Cases Under Preparation

10. "The Establishment of the Central Secretariat Service" Dr. Jitendra Singh, Reader in Public Administration, The Indian School of Public Administration.
11. "The Construction of the Bridge at Mokameh" Shri S.V. Sohoni, Commissioner, Patna.
12. "The Decision to Introduce Farm Forestry as an Extension Service in Rural Development Blocks" Shri C.A.R. Bhadrans, Chief Conservator of Forests, Madras.
13. "One Important Decision Concerning the Village Level Worker or the Block Development Officer" Prof. V.K.N. Menon, Director, The Indian Institute of Public Administration; and Principal, The Indian School of Public Administration.
14. "The Institution of the Package Programme" Prof. N. Srinivasan, Vice-Principal, The Indian School of Public Administration.
15. "The Revival of the Posts of Divisional Commissioners in Madhya Pradesh" Dr. A. Avasthi, Reader in Public Administration, The Indian School of Public Administration.

APPENDIX VII  
THE INDIAN SCHOOL OF PUBLIC ADMINISTRATION

FACULTY

(1961-62 Session)

Principal

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

Academic Staff

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), Reader in Sociology and Social Administration.

A. Avasthi, B.A. (Hons.), M.A., Ph.D. (Lucknow), M.A. (Nagpur), M.P.A. (Harvard), Reader in Public Administration.

H.K. Paranjape, M.A., Ph. D. (Bombay), Reader in Economic Policy and Economic Administration.

K.P. Choube, M.A. (Nagpur), M.A. (Minnesota), Reader in Economic Administration.

A.P. Barnabas, M.S., Ph. D. (Cornell), Reader in Sociology.

Visiting Professors

Shri S.S. Khara, Cabinet Secretary, Government of India.

Prof. Wallace, S. Sayre, Eaton Professor of Public Administration, Columbia University.

Prof. Jay B. Westcott, Professor of Political Science, Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University, New York.

APPENDIX VIII

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Budget Estimates for 1962-63

Recurring (Part 'A')

RECEIPTS		INSTITUTE		PAYMENTS	
PARTICULARS		Estimates 1962-63	PARTICULARS		Estimates 1962-63
1	Subscriptions: (a) Ordinary Members (b) Associate Members	30,000 1,000	1	Publications: (a) Periodicals (b) Others	30,000 12,000
2	Corporate Members: (a) State Governments (b) Universities (c) Other Organisations	8,000 2,000 5,500	2	Research & Study Groups	25,000
3	Sale of Journals & Other Publications	10,000	3	Contribution to Branches	10,000
4	Royalty	5,000	4	Honorarium to Lecturers	5,000
			5	Honorarium to Correspondents	10,000
			6	Seminars	10,000
			7	Fellowships in India	2,000
			8	Meetings	11,000
			9	Pay & Allowances: (a) General Administration (b) Journal & Publications	1,56,300 46,200

APPENDIX VIII (Continued)

54

		(c) Research	1,12,800
5 Interest	2,000	(d) Library	64,900
		(e) Accounts	22,300
6 Rent from Residential Qrs. including School Staff	23,000	(f) Travelling Allowance	5,000
		(g) Medical Expenses	10,000
7 Auditorium	1,000	(h) (i) Leave Salary & Pension } (ii) CPF Contributions }	20,000
		(i) Casual & Seasonal Posts	5,000
8 Miscellaneous Receipts	1,500	10 Office Expenses:	
9 Advances Recoverable	8,000	(a) Printing & Stationery	30,000
		(b) Rates & Taxes	16,000
10 Other Rents	7,000	(c) Electric & Water Charges	50,000
		(d) Services & Supplies	50,000
11 Sale proceeds of Staff Car	4,000	(e) Contingencies & Miscellaneous	26,000
		(f) Staff Car (Purchase)	1,000
		(g) Amenities	1,000
		(h) Maintenance of Buildings, Garden & Repairs	45,000
		11 Library:	
		(a) Books	55,000
		(b) Periodicals }	18,000
		(c) Binding }	
		12 Conferences Abroad	10,000
		13 Foreign Affiliation	1,000
		14 Advances Recoverable (Conveyance Advance)	14,000

	15 Honorarium to Reporters	2,000
<u>1,08,000</u>		<u>8,75,500</u>

THE INDIAN SCHOOL OF PUBLIC ADMINISTRATION

1 School Fees	10,000	1 Teaching Staff	1,22,000
2 Hostel Rent	30,000	2 Visiting Professors	5,000
3 Miscellaneous Receipts	500	3 Office Staff & Hostel Staff	49,000
4 Training & Refresher Courses:		4 T.A., Medical Expenses, Leave Salary and Pension Contributions & CPF	15,000
(a) Receipts from M.L. & C Officers Course	.	5 Scholarships	5,000
(b) Receipts from I.A.C. Course		6 Office Expenses:	
(c) Receipts from HSL		(a) School }	20,000
(d) Receipts from Personnel Management Course		(b) Hostel }	
(e) Receipts from Others	10,000	7 Honorarium to External Examiners	4,000
	<u>50,500</u>	8 Post Doctoral Fellowships 6 x 450 x 7	18,900
Grant from Government of India	9,00,000	9 Ph. D. Fellowships 4 x 350 x 7	9,800
Met from Ford Foundation	..	10 Training & Refresher Courses	10,000
	<u>10,58,500</u>		<u>2,58,700</u>
		Ad hoc Cut	(-) 75,700
			<u>10,58,500</u>

(continued)

55

