

THE INDIAN INSTITUTE OF PUBLIC  
ADMINISTRATION

NINTH ANNUAL REPORT

PRESENTED TO THE ANNUAL GENERAL  
MEETING ON THE 31ST AUGUST, 1963

---

---

*Printed at  
The New India Press  
Connaught Circus, New Delhi.*

---

---



INDRAPRASTHA ESTATE  
RING ROAD  
NEW DELHI-1

# THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

## NINTH ANNUAL REPORT

This Report covers the activities of the Institute during the year April 1962—March 1963. In addition, it contains the audited statement of accounts and the annual balance-sheet for the same period.

### ORGANISATIONAL MATTERS

#### *The Executive Council*

As required under Rule 14 (5) of the Rules of the Institute, biennial elections were held in July, 1962 to fill eight vacancies in the membership of the Executive Council; and the following were declared elected: *Sri C.D. Deshmukh, Sri V.T. Krishnamachari, Lt.-Col. K.M. Kuriako, Sri N.V. Gadgil, Prof. S.V. Kogekar, Sri P.R. Nayak, Sri V.T. Dehejia, and Dr. K.N.V. Sastri.*

*Sri Jawaharlal Nehru* was unanimously re-elected President of the Institute for the year 1962-63 at the Eighth Annual Meeting of the General Body held on October 29, 1962.

The re-constituted Executive Council at its Forty-ninth meeting held on October 29, 1962, re-elected *Sri V.T. Krishnamachari*, as its Chairman, for the year 1962-63. The Council also re-elected *Pandit H.N. Kunzru, Sri Gurmukh Nihal Singh, Dr. G.S. Mahajani, Sri Shri Ram* and *Sri C. Subramaniam* as Vice-Presidents for another term of two years. *Sri S. Ranganathan* was also re-elected as Honorary Treasurer for a further term of two years.

The Council re-coopted *Sri L.K. Jha* and *Sri L.P. Singh* as its members for a further period of one year and also co-opted *Sri Bhagwan Sahay* and *Dr. Harekrushna Mahatab* as its members, and left the fifth vacancy unfilled.

The Council earlier co-opted *Sri S.S. Khera* as its member in the vacancy caused by the demise of *Prof N.K. Sidhanta* for the unexpired portion of the term of office of the latter.

The Executive Council held six meetings during the year.

\*

\*

\*

The Executive Council re-appointed the following members to its Standing Committee for the year 1962-63:

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

Sri N.V. Gadgil and Sri D.L. Mazumdar were also appointed as members of the Standing Committee.

The Standing Committee held five meetings during the year.

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

\* \* \*

#### *Demise of Dr. Rajendra Prasad*

The Executive Council at its Fifty-first meeting held on March 9, 1963, observed two minutes' silence as a mark of respect to the memory of late Dr. Rajendra Prasad, who was a Patron of the Institute, and also placed on record its great sense of sorrow at his passing away and its appreciation of his long and distinguished services to the nation.

#### *Demise of Sri Shri Ram*

The Executive Council also placed on record its great sense of sorrow at the passing away of Sri Shri Ram who was a Vice-President of the Institute and an *ex officio* member of the Executive Council.

#### *President's Patronage to the Institute*

The President of India, Dr. S. Radhakrishnan, has been pleased to grant his patronage to the Institute.

\* \* \*

#### *Membership*

The growth in membership of the Institute from year to year was maintained during the period under review also. During the year ended March 31, 1963, three hundred and fourteen new Members were admitted (Ordinary 255; Corporate 23; Associate

33; Life 3); fourteen Ordinary Members compounded their subscription for Life Membership; forty-four Ordinary and six Corporate Members resigned their membership. Six members died during the year. The names of 122 Ordinary and 3 Corporate Members were removed for non-payment of dues since 1959. Five Members whose names were removed for non-payment of their subscriptions were re-admitted.

The total membership as on March 31, 1963, was 2,113, as detailed below:

	<i>March 31,</i> 1962	<i>March 31,</i> 1963
Ordinary	1,644	1,718
Corporate	103	117
Life	44	61
Associate	184	217
	1,975	2,113

The number of Ordinary Members, who were in arrears as on June 30, 1963, was 720 as against total ordinary membership of 1,718. Out of these, 470 had not paid their subscriptions for two years and over.

#### *Measures for increasing membership*

As a result of a special appeal made last year to all Central and State Government Officers, University teachers, etc. requesting them to enrol themselves as Members of the Institute, there had been a good response and a large number of members were admitted during the year, as would be seen from the Table given in previous section. Requests are still coming in for the supply of literature regarding membership.

#### *Regional and Local Branches*

The number of Local and Regional Branches continued to be six and nine respectively.

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

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:

<i>Regional Branches</i>		<i>Local Branches</i>	
	Rs.		Rs.
Andhra Pradesh	460.00	Nagpur	55.00
Gujarat	450.00	Patna	545.00
Madras	340.00	Trivandrum	340.00
Maharashtra	6,030.00*	Vallabh Vidyanagar	150.00
Mysore	250.00		
Orissa	340.00		
Punjab	2,320.00**		
Uttar Pradesh	575.00		

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

#### *Five Year Plan Committee*

The report of the Five Year Plan Committee had been circulated to the Members of the Institute before the Eighth Annual General Meeting of the General Body held on October 29, 1962. At the meeting the members were requested to communicate their comments within a month's time.

The Executive Council in its fiftieth meeting held on the 15th December, 1962, decided that the Committee of Direction for Research, the School Advisory Board and the Library Committee should first examine all the recommendations within their respective spheres along with the observations of the Members of the Institute and give their views before the end of January 1963. The Standing Committee of the Executive Council should then consider the observations of these Committees, particularly in respect of those involving financial implications, and in addition also consider other suggestions and recommendations not within the purview of other Committees. This was done. The Executive Council at its fifty-first meeting held on the 9th March, 1963, noted the views of the Committee of Direction for Research, the School Advisory Board, the Editorial Board, the Library Committee and the Members of the Institute. The Council also took note of the statement circulated showing the summary of the recommendations of the Five Year Plan Committee and their financial implications.

While agreeing with the views of the Standing Committee that the implementation of the recommendations of the Five

\*Includes a consolidated matching grant of Rs. 5,000 for a seminar, a study and series of lectures-cum-discussions.

\*\*Includes Rs. 2,000 for a research project on "Administration of Chandigarh Capital Project".

Year Plan Committee may be made, where there are financial implications, as resources permitted, the Council decided that a memorandum should be drawn up showing in one place that various recommendations of the Five Year Plan Committee and the views of the appropriate Committees thereon and proposals for implementing them with due regard to the resources available and circulated to members of the Council. This was done. Further details will appear in the Annual Report for 1963-64.

#### *Grant of Special Casual leave to Government servants participating in the Activities of the Institute*

On being approached for the grant of concession of special casual leave to the State Government employees participating in the activities of the Institute, on the lines approved by the Government of India, the State Governments of Assam, Maharashtra, Madras, West Bengal, Mysore, Madhya Pradesh, Orissa, Bihar, and U.P. have agreed that the Government servants who are Members of the Institute and who are required to participate in the various activities of the Institute may be afforded facilities by the grant of special casual leave not exceeding six working days in a calendar year plus the minimum period required for the journeys to attend the authorised meetings of the Institute.

Replies from the Governments of Rajasthan and Kerala are still awaited. The other four State Governments have not agreed to our request.

The Railway Board, which was approached for a similar concession in respect of their service personnel, has agreed to grant the concession to its officers. The reply from the Ministry of Defence which was also approached for a similar concession is awaited.

#### *The Institute's Staff*

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

The staff of the Institute and the School of Public Administration subscribed one day's salary to the Prime Minister's National Defence Fund. A sum of Rs. 1,001 on this account was handed over to the Prime Minister on the occasion of the Annual Meeting of the General Body of the Institute on the 29th October, 1962. With subsequent instalments, the total amount paid to the Fund aggregates Rs. 1,192.50. The staff also decided to subscribe a day's salary monthly beginning from the salary of November 1962 for investment in Defence Deposit

Certificates or National Defence Savings Certificates so long as the emergency lasts. This was done up to March 1963. A pledge to serve the nation in any suitable capacity has also been signed by the staff members. Several members of the staff have further volunteered to donate blood as and when asked for.

The senior staff of the Institute in position during 1962-63 is shown in *Appendix III*.

#### *New Building in the Institute Campus*

The Institute has taken up the construction work of a new building in the Institute campus required for the Institute of Applied Manpower Research. The cost of the construction of the new building would be met from the Government funds being placed at the disposal of the I.I.P.A. through the Institute of Applied Manpower Research. A final agreement between the I.I.P.A. and the I.A.M.R. in this regard is yet to be executed.

### ACTIVITIES OF THE INSTITUTE

#### (1) PERIODICALS

##### *The Indian Journal of Public Administration*

(Quarterly)

A special issue (October-December, 1962) of the Journal on "Panchayati Raj" was brought out on the occasion of the Annual Meeting of the General Body of the Institute held on the 29th October, 1962. The Chief Secretaries to the State Governments were addressed to make bulk purchases of the Journal for distribution to Panchayat Samitis, Zilla Parishads, etc. This resulted in a number of these bodies subscribing directly for the Journal. The arrangement regarding exchange of advertisements with sister journals in India and abroad was extended to eight more journals and at present such agreements exist with thirteen journals.

The Editorial Board was continued during the year with the same members as before and its membership is shown in *Appendix I*. *Sri L. P. Singh* continues to be the Editor.

Negotiations are afoot with the Society for Economic, Industrial and Social Studies and Documentation (S.E.D.E.I.S.), Paris, and the Swiss Foundation for the Study of International Relations—F.E.R.I.S.—Geneva, to finance the publication, as proposed by them, of supplements to the Journal on political and social trends in India.

### *IIPA Newsletter and Public Administration Abstracts and Index of Articles*

(Monthlies)

The Newsletter and the Abstracts (compiled in the Library) continued to be published during the year. The names of correspondents in the States for the Newsletter as on 31-3-63 are shown in *Appendix IV*.

#### ✓ (2) RESEARCH AND PUBLICATIONS

##### *Recent Studies and Publications*

Recent Publications (other than 'single' lectures) brought out by the Institute during the year are :

- (1) *Progress Versus Utopia* by Prof. John A. Veig (Through the Asia Publishing House).
- (2) *The Industrial Management Pool : An Administrative Experiment* by Dr. H. K. Paranjape (Directly by the Institute).
- (3) *Personnel Management in Public Undertakings : Short-term Course Lecture Summaries* (Directly by the Institute).
- (4) *The Damodar Valley Corporation (A Brief Study)* by Dr. P. Prasad (Directly by the Institute).
- (5) A draft Case Study on *The Establishment of the Heavy Electrical Plant at Bhopal* by Sri S. S. Khera (Directly by the Institute).
- (6) *Cases in Indian Administration* (five cases) (Directly by the Institute).
- (7) *New Directions in Comparative Politics* by Prof. Bernard Brown (Through the Asia Publishing House).
- (8) *The Finances of Public Enterprises* by Dr. V.V. Ramadham (Through the Asia Publishing House).

\* \* \*

✓ The following are under print :

- (1) *Government in Business* by Sri S. S. Khera (Through the Asia Publishing House).
- (2) *Claims Determination and Hearing Procedure under the Employees' State Insurance Act* by Prof. Ralph F. Fuchs and Dr. V. Jagannadham (Directly by the Institute).
- (3) *Cases in Indian Administration : Abolition of the Labour Appellate Tribunal* by Sri B. S. Narula (Directly by the Institute).
- (4) *Divisional Commissioners and Revenue Boards (Proceedings of a Conference)* (Directly by the Institute).

\* \* \*

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

- (1) *The Organisation of the Government of India*
- (2) *District Administration in India* by Sri S. S. Khera
- (3) *Union-State Relations in India* by Sri K. Santhanam
- (4) *Planning in India*—Short-term Course Lecture Summaries
- (5) *Administrative Problems of State Enterprises in India*—Report of a Seminar (December 1957)
- (6) *The Question of a Parliamentary Committee for Public Enterprise.*

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

\* \* \*

The Uttar Pradesh Regional Branch brought out a booklet "Civil Servants in Democracy" being a collection of articles written by Sri B. L. Chak, I.A.S., Secretary to the Chief Minister, Uttar Pradesh.

\* \* \*

The publication *Administration, Public and Private : What each can learn from the other* has been brought out by the Popular Book Depot, Bombay, on behalf of the Maharashtra Regional Branch.

\* \* \*

The Study of "The Union Public Service Commission" has been nearly completed; and work is in progress on studies on "The Indian Audit & Accounts Department", but work on "The Union Ministry of Finance" and "The All India Radio" have made no further progress.

#### Research Projects

The following Research Studies which were assigned 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.

Dr. A. Avasthi :	Inspection of Government Work at the District Level
Dr. V. Jagannadham :	Social Welfare Administration in Delhi
Sri K. P. Choube :*	Survey of Tax Research in India
Dr. P. Prasad :**	Budgeting in Public Enterprises

\*Reverted to his post in the Madhya Pradesh Educational Service on 30th May, 1962.

\*\*On deputation to the Hindustan Steel Ltd. from 31.7.62 as Economic Adviser.

The Institute was asked by the Government of India (Ministry of Commerce and Industry) to undertake the evaluation of the efficiency of the Hindustan Cables Factory, Rупnarayanpur (Distt. Burdwan). The study has been completed and the report will be submitted to the Government shortly.

Dr. Paranjape undertook preliminary work on a new research project on "The Causes of Delay in the Execution of Public Sector's Projects". The details of the project are being finalised in consultation with the Government authorities concerned.

\* \* \*

During the year some of the members of the Faculty of the School and Research Staff of the Institute were engaged on studies of certain problems relating to Emergency. The material so collected is now intended to be utilised in a comprehensive study of Administrative Reforms proposed to be initiated early at a Conference.

\* \* \*

Members of the staff of the School have been engaged in preparing a volume on "Public Administration in India" based on material collected for teaching of the subject in its different aspects in the School.

The research study on 'Damodar Valley Corporation' assigned by the Institute to Prof. V. V. Ramanadhan, Dean, Faculty of Commerce, Osmania University, and jointly financed by the Institute and the Damodar Valley Corporation, remains to be completed.

Details about research undertaken and books/articles written by the School Faculty and Institute staff will be found in Appendix V.

The project undertaken by the Punjab Regional Branch, viz. "Administration of Chandigarh Capital" is nearing completion.

\* \* \*

The work on "Organisation of Government in Maharashtra" undertaken by the Maharashtra Regional Branch was in progress. Sri V.S. Tilak, I.A.S. (Retd.) and Sri B.J. Israel, formerly Secretary, Bombay Public Service Commission, are working on this project. In addition to the above, the Maharashtra Regional Branch undertook two more research projects (i) "Government and Co-operative Sugar Factories", entrusted to Dr. N.R. Inamdar, Reader in University of Poona. He has been given part-time assistance of an Assistant Registrar of Co-operative Societies; (ii) "Municipal procedures pertaining to industrial activities in Greater Bombay and Thana"—This project has been undertaken in co-operation with the Indian Merchants' Chamber, Bombay. The Chamber has sanctioned a

sum of Rs. 1,500 towards the cost of the project and agreed to one of its officers assisting the Branch for the purposes of the project.

\* \* \*  
The Uttar Pradesh Regional Branch remained actively engaged on the compilation of the material and drafting of chapters for the book "Organisation of the Government of Uttar Pradesh".

\* \* \*  
The Vallabh Vidyanagar Local Branch undertook studies of (i) Administrative Problems of Running a Milk Cooperative and (ii) The First Year of Panchayati Raj in Gujarat State. The first subject has been entrusted to Sri Praful Bhatt, Manager (Administration), Amul Dairy, Anand, and the second has been entrusted to Sri M.M. Shah, Principal, B.J. Commerce College, Vallabh Vidyanagar.

\* \* \*  
The work on Poona Municipal Transport undertaken by the Poona Local Branch is nearing completion.

#### *Study Groups*

The unfinished work of the Study Group on "The Organisation of the Indian Central Government, 1947-57—a historical and analytical survey" entrusted to Sri S.S. Khera, Cabinet Secretary to the Government of India and Visiting Professor, Indian Institute of Public Administration, has made further progress. The subject is now entitled "The Republic of India—The Central Government".

\* \* \*  
The Nagpur Local Branch decided to form a study group to undertake a comparative study of the administrative systems of the former Madhya Pradesh Government and the present Maharashtra Government, with a special reference to the revenue department at the district level. Sri R.N. Pendharkar, Retd. Collector, has been requested to formulate the scheme.

\* \* \*  
The Gujarat Regional Branch constituted two study groups (i) Comparative Study of the working of the State Transport Corporation and the Ahmedabad Municipal Transport Service and (ii) Study of the working of Village Panchayats in Gujarat.

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

A grant of \$700.00 was sanctioned by the Ford Foundation last year to support the first two years of the Institute's new Five Year Programme of training and research. The progress

so far made in respect of some of the schemes included in the supplementary grant is as indicated below:

#### *(A) 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.

Research programmes (1) and (4) have been given a start with the appointment of Dr. R.D. Singh and Dr. B.B. Misra from December 29, 1962 and March 1, 1963 respectively as Directors of these research programmes. The study of an aspect of the problem falling within (3) entrusted to Sri R.K. Basu of the United Nations has been completed by him. The question of publishing his study is under consideration. The progress relating to (5) has been detailed in a separate section.

#### *(B) Library Development*

Details appear in subsequent paras.

#### *(C) Administrative Support to the School*

Sri V.S. Hejmadi, formerly Chairman of the Union Public Service Commission, joined as Professor in the Indian School of Public Administration from October 3, 1962. The Institute is on the look out for other suitable administrators, close to retirement or recently retired, for appointment in the School.

#### *Research Staff*

Dr. V.A. Pai Panandikar and Dr. S.C. Seth have been appointed to the Research staff for a period of one year from October 12, 1962 and December 3, 1962, respectively.

Dr. A.M. Banerji, Research Officer, who had been awarded a Rockefeller fellowship for Doctoral studies at the New York University, has since returned and rejoined as Research Officer from December 27, 1962.

#### *Case Studies Programme in Indian Administration*

Two volumes of case studies, as follows, were published during the year under review:

1. "The Establishment of the Heavy Electrical Plant at Bhopal" by Sri S.S. Khera

## 2. "Cases in Indian Administration"

This volume contains the following Case Studies

- (1) "Decontrol of Foodgrains in 1952" by Sri Ram Saran
- (2) "Grant of Extension to the Inspector-General of Forests" by Dr. M.A. Muttalib
- (3) "The Expansion of the Bokaro Thermal Plant" by Dr. Parmanand Prasad
- (4) "The Public Hospital Case" by Dr. A. Avasthi
- (5) "The Basic Administrative Unit for Development in Mysore State" by Sri P.R. Dubhashi

The Third Volume of Case Studies on "The Abolition of Labour Appellate Tribunal" by Sri B.S. Narula, came out in the current year (1963-64).

The Committee on Case Studies co-opted as its member *Sri P.R. Nayak*, Managing Director, Indian Refineries Ltd., on January 7, 1963. As on March 31, 1963, 16 case studies were in progress. These include 10 new case studies assigned by the Committee during the year 1962-63. The composition of the Committee on Case Studies and the details concerning cases in progress are shown in *Appendix VI*. An account of the Case Programme in Indian Administration is given in the "Introduction" to the "Cases in Indian Administration", Vol. I.

### *IIPA Essay Competition 1962*

Out of the 14 entries received for the IIPA Essay Competition 1962, the Committee of Judges recommended the award of prizes as follows:

A First Prize of Rs. 1,000 to Dr. Iqbal Narain, Reader in the Department of Political Science, Rajasthan University, Jaipur, for his essay on "Democratic Decentralisation—The Idea, The Image, and The Reality"; and a Second Prize of Rs. 500 to Sri Haridwar Rai, Senior Research Fellow of the Institute, for his essay on "The Changing Role of District Officer, 1860-1960."

The above prizes were awarded by the President of the Institute, *Sri Jawaharlal Nehru*, at its Eighth Annual General Body Meeting held on 29th October, 1962.

\* \* \*

The subjects for IIPA Essay Competition for 1963 have been announced as: (i) Social and Economic Implications of Panchayati Raj; (ii) Personnel Management in Non-Governmental Organisations; (iii) Administrative Problems of Industrial Co-operatives.

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

Two Conferences and two short-term training courses were organised during the year by the Institute in co-operation with its School. Particulars of the short-term courses on the pattern of the earlier years will be found in the section on the Indian School of Public Administration.

### *Members' Sixth Annual Conference*

The Sixth Annual Conference was held on October 28, 1962, in the Institute's Auditorium under the chairmanship of *Sri N.V. Gadgil*, formerly Governor of Punjab, the subject for discussion being "Panchayati Raj".

### *Conference on "The Industrial Management Pool"*

The Institute organised a conference on "The Industrial Management Pool" at New Delhi on August 31, 1962. The Conference was attended by a select number of senior officials of the Government of India and Professors and Readers of the Indian School of Public Administration. The study for discussion was prepared by Dr. H.K. Paranjape, Professor of Economic Policy and Administration.

\* \* \*

### *U.N., E.R.O.P.A. Seminar on "Central Assistance to Local Authorities in India"*

The Seminar which was to be held in January, 1963 was postponed to October, 1963, on account of national emergency. (vide also paragraph 6(b) below).

\* \* \*

The Andhra Pradesh Regional Branch organised a two-day seminar on "The Role of Government in Industrial Mobilisation for National Defence" on April 13 and 14.

\* \* \*

### *Secretariat Discussion Group*

The Institute organised for the first time this year a Discussion Group for selected deputy-secretaries, in the Government of India with a view to acquainting middle level administrators with recent developments in administrative sciences. Among the distinguished speakers were *Prof. Karl Deutsch* of Yale University, *Dr. Howard K. Hyde* of USAID, and *Mr. Bertrand de Jouvenel*, of Paris. These meetings were held approximately once in a fortnight and after dinner. Materials on the subject of discussion were usually circulated in advance.

#### (4) LIBRARY AND REFERENCE SERVICES

During the year, the Library added 6,675 volumes to its stock, bringing the total on 31st March, 1963 to 57,146 volumes of books, public documents, and periodicals and newspapers. The collection of Public Documents of the earlier period, specially of the States since 1947, continues to grow steadily.

The number of periodicals received at the close of the year stood at 428—an addition of 28 new titles during the year. *The Gazette of India* and the *Gazettes* of all the States continued to be received.

Fifteen Indian newspapers and five foreign—*The Times*, London; *The Guardian* (by courtesy of the British Information Service, New Delhi); *The Observer*; *The Sunday Times*, London; and *The New York Times Weekly Review* International Edition—were received.

The depository collection placed in the Library by the Economic Development Institute of the International Bank for Reconstruction and Development, Washington, D.C., on economic development in the developing countries was further augmented by 30 titles bringing the total of the collection to 442 volumes.

Library facilities were availed of by 468 persons (Members 260; School students 40; Institute & School staff 83; and other individuals on special permit 85). The number of volumes loaned out was 8,718—an increase of 713 over the previous year's figure. Inter-Library loans during the year involved 42 libraries and Government Departments against 25 during the previous year. The number of volumes loaned out was 115 and the number borrowed from other libraries was 48 against the previous year's figures of 54 and 17 respectively. A reserved collection of about 3,000 volumes continued to be heavily drawn upon for reference and study by the students of the School.

Twenty-seven bibliographies were prepared on request. The number of external enquiries dealt with was 115.

Card files of Public Administration news indexed from the newspapers received and of articles indexed and included in the *Public Administration Abstracts and Index of Articles* during the year have been maintained.

During the year, the system of Book Tickets for the loan of books was introduced and has been working satisfactorily. The ticket which the borrower surrenders at the time of borrowing the books is given back to him when the book is returned to the Library and thus serves as an acknowledgement of the book returned.

Since January 1963, the mimeographed monthly *List of Books Added to the Library* has been arranged subject-wise in the order in which books are arranged on the shelves in the Library. An Index is also provided at the end of the List. It is hoped that the list in this new form would prove more helpful.

#### (5) LECTURES

During the year, 25 public lectures were delivered at New Delhi under the auspices of the Institute and its School, as listed below :

Date	Lecturer	Subject
1962		
Sept. 27	Prof. A. H. Hanson, University of Leeds.	"Parliamentary Control over Public Enterprises: the British Experience".
Oct. 4	Do.	"The Administration of Planning".
Nov. 8	Prof. Daniel Lerner, Massachusetts Institute of Technology, Boston.	"The Stages of Social Development".
Dec. 3	Dr. Howard K. Hyde, Chief, Public Administration Division, USAID, New Delhi.	"Systems Management—Organisation".
" 4	Do.	"Systems Management—Information for Control".
" 5	Dr. Myron Weiner, Associate Professor of Political Science, Massachusetts Institute of Technology, Boston.	"Pressure Groups and Politics".
" 11	Prof. Arthur Smithies, Nathaniel Ropes Prof. of Political Economics, Harvard University.	"The Theory of Budgeting and Government Organisation".
1963		
Jan. 16	Mr. Henry E. Niles, President and Chairman, The Baltimore Life Insurance Co.	"Managerial Problems of the Emergency".
" 18	Miss Lisa Sergio, Author-Journalist and Radio Commentator, U.S.A.	"The Shaping of Public Opinion in Modern Societies".

- Jan. 21 Dr. Donald C. Stone, Dean, Graduate School of Public International Affairs, University of Pittsburgh. "Administration for Development".
- „ 22 Do. "The Effective Administrator."
- „ 25 Prof. Z. Brezezinski, Professor of Political Science, University of Columbia, New York. "Stresses in International Communism".
- „ 28 Prof. Karl Wolfgang Deutsch, Professor of Political Science, Yale University, New York. "Research Approaches to Problems of Governmental Efficiency".
- Feb. 6-7 Dr. David Corbett, Associate Professor of Political Science, Australian National University. "Public Enterprise in Two Dominions— 1. Canada, and 2. Australia".
- „ 11 Mrs. Mary Cushing Niles, Management Writer and Consultant, U.S.A. "Human Relations in Administration".
- „ 12 Do. "The Citizen and Public Administration".
- „ 21 Sir Andrew Cohen, Director-General, Department of Technical Co-operation, Great Britain. "Technical Assistance : The British Experience".
- Mar. 2 and 4 Sri C. S. Venkatachar, I.C.S. (Retd.), and formerly High Commissioner for India in Canada. "Administration : Then and Now".
- „ 7 Dr. Ruth Glass, Director, Urban Research Centre, University College, London. "The Small Town in the Great Society".
- „ 8 Prof. Gabriel Almond, Yale University, U.S.A. "Comparative Politics— Continuity and Innovation".
- „ 15 Sri K.P.S. Menon, I.C.S. (Retd.), and formerly Secretary-General, Ministry of External Affairs, and Indian Ambassador to the USSR. "Administration : Then and Now".

- Mar. 18 Prof. Joseph Gusfield, Associate Professor of Sociology, Delhi School of Economics. "Bureaucratic Elites".
- „ 28 Mr. Jean Pierre Laclare, Auditeur, Council D'Etat, France. "Training for Public Administration in France".

One of these lectures has been published in the Journal and three have been printed separately, so far.

The following talks were delivered at the Regional and Local Branches during the year.

*Andhra Pradesh*

- 1962  
May 28 Sri H. B. Bhar, Accountant-General, Andhra Pradesh, Hyderabad. "Functions of Audit in Relation to the State Government".

*Gujarat*

- 1962  
Apr. 7 Sri H.M. Patel, I. C. S. (Retd.), Chairman, Gujarat Electricity Board. "The Role of the Public and Private Sectors and the Lessons which each Sector has for the other".
- Aug. 3 Sri N. Dandekar, I. C. S. (Retd.) "What Makes a Good Administrator".
- 1963  
Feb. 8 Hon'ble Chief Justice Sri K.T. Desai "The Role of Attorney-General in Democracy".
- Feb. 14 Mrs. Mary Cushing Niles, Management Consultant, U.S.A. "Organisation and Specialisation".
- Feb. 14 do. "New Phases of Management".
- Mar. 22 Sri A.D. Gorwala, I.C.S. (Retd.) "Disquieting Trends".

*Maharashtra*

- 1962  
Apr. 10 Sri N.Y. Modak, formerly Special Engineer, Bombay Municipal Corporation. "My Experiences in Civil Administration".
- May 24 Sri N.H. Athreya, Director of Modern Management Council, Bombay. "Management Leadership in Administration".
- Aug. 13 Dr. Phillips Bradley, Chief Cultural Affairs Officer, U.S.I.S., Bombay. "Incentives and Efficiency in the Public Services".

- Aug. 30 Dr. J.F. Bulsara, formerly Deputy Municipal Commissioner, Bombay Municipal Corporation, and Adviser on Social Welfare, UNESCO. "Social Welfare: Planning and Administration".
- Sept. 11 Sri S.S. Khera, Cabinet Secretary, Government of India. "Personnel Management in State Enterprises".
- Oct. 4 Sri D.S. Joshi, Special Secretary, Ministry of Commerce & Industry, Government of India. "The Techniques of Decision Making".
- Nov. 8 Sri G.V. Bedekar, Secretary, Revenue Department, Government of Maharashtra. "Administrative Efficiency of Large Organisation".
- 1963  
Feb. 20 Mrs. Mary Cushing Niles, Management Consultant, U.S.A. "Methods of Work Simplification in Government Offices".
- Mysore*
- 1962  
July 20 Pradhanasiromani N. Madhava Rau "Institutions of Local Self-Government".
- Oct. 31 General K. M. Cariappa "Defence and Public Administration".
- Nov. 14 Hon'ble Sri Justice Hedge "Administrative Law".
- Dec. 17 Sri S.V. Krishnamoorthy Rao, Deputy Speaker, Lok Sabha. "Services and Crisis".
- 1963  
Jan. 19 Rev. Reginald W. Sorensen, M.P., England. "The Aspects of Administration in the U.K., U.S.A. and India".
- Punjab*
- 1962  
July 30 Dr. Prem Nath, Head of the Department of Philosophy, Punjab University, Chandigarh. "Human Relations in Administration".
- Aug. 9 Prof. Abdul Majid Khan, Member, Punjab Public Service Commission. "Some Problems Relating to Recruitment to Public Services".
- Rajasthan*
- 1962  
Nov. 12 Prof. A.H. Hanson, University of Leeds. "Democratic Decentralisation and Community Development in India".

1963

- Feb. 4 Dr. Donald C. Stone, Dean, Graduate School of Public and International Affairs, University of Pittsburgh. "Administrative Problems of Underdeveloped Countries".

*Vallabh Vidyagar*

1962

- Nov. 8 Miss Barbara Ward "India's Economy and Emergency".
- July 27 Sri V. Isvaran, I.C.S., Chief Secretary, Government of Gujarat. "Resources of the Plan".

1963

- Jan. 12 Sri B.J. Patel "Panchayati Raj".
- Mar. 11 Sri Tarlok Singh, Member, Planning Commission. "Planning & Emergency".
- „ 13 Sri H.M. Patel, I.C.S.(Retd.) and Prof. D.T. Lakadawala, Professor of Economics, University of Bombay. "The Budget Proposals of the Union Finance Minister".

#### (6) FOREIGN CONTACTS

##### (a) *International Institute of Administrative Sciences*

A delegation consisting of *Prof. V.K.N. Menon*, Director of the Institute, *Dr. J.N. Khosla*, Indian Ambassador in Yugoslavia, *Sri R.N. Vasudeva*, Director, O & M, Cabinet Secretariat, and *Prof. S.V. Kogekar*, Principal, Fergusson College, Poona, attended the XIIth International Congress of the International Institute of Administrative Sciences at Vienna from July 16 to 20, 1962. The agenda of the Congress was: (1) Technical Assistance in Public Administration: Lessons of Experience and Possible Improvement; (2) Public Relations in Administration; 1 Official Publications; and (3) Government Organisation for Economic Development. Prof. V.K.N. Menon also participated in the discussion at the special meetings of representatives of schools/institutes of public administration held on the occasion.

##### (b) *E.R.O.P.A.*

A delegation consisting of *Prof. V.K.N. Menon*, Director of the Institute, and *Dr. G.S. Mahajani*, Member, Union Public Service Commission, and Vice-President of the Executive Council of the Institute, attended the Second General Assembly of the Eastern Regional Organisation for Public Administration and a Regional Seminar on "Personnel Management and Administration" of EROPA held from October 7 to 17, 1962, at Bangkok.

A summary of conclusions arrived at both the I.I.A.S. Congress and the Regional Seminar of EROPA has been given,

as per decision of the Executive Council, in the January-March, 1963 issue of the Indian Journal of Public Administration for general information.

The Institute, as the training centre of EROPA, had planned to conduct in January, 1963, a first training course—on Central Assistance to Local Authorities—in conjunction with U.N. and ECAFE, and with finances provided by U.N., but this had to be postponed on account of the Emergency.

(c) *Visitors from Abroad*

A group of six Japanese journalists representing some of the important newspapers in Japan visited the Institute on July 8, 1962, and met the Director.

Under a programme jointly sponsored by the USAID and the Institute, Dr. Iraj Ayman, Committee Chairman, High Council on Government Administration, and Head, Department of Psychology, National Teachers College, Teheran, was in India from October 22 to November 15, 1962. During his stay, he visited various training institutions for civil servants and Public Service Commissions in India in order to observe their operations and discuss mutual problems with officials-in-charge.

Under a programme jointly sponsored by the USAID and the Institute, Mr. Houshang Pirnazar, Head, O & M Bureau, Plan Organisation, Government of Iran, was on a visit of two weeks from December 10 to India to study the working of the O & M and Management Organisations and also institutions connected with planning, in order to observe their operations and discuss mutual problems with officials-in-charge.

Mr. S.K. Al-Sabhag, Secretary to the General Service Board, Government of Iraq, visited the Institute on December 18 and 19, as part of his tour in connection with the study of the planning process and the problems of training and co-ordination of personnel in a developing economy.

Under a programme jointly sponsored by the UNTAB, New Delhi and the Institute, Mr. Melih Arif Bayulken, Acting Secretary-General, Public Administration Institute, Ankara, Turkey, was in India from December 17, to study the general functioning and organisation of Institutes of Public Administration and Management. He was in India for a period of four months.

### **The Indian School of Public Administration**

#### *The Fourth Annual Day*

The Fourth Annual Day of the Indian School of Public Administration was celebrated at the Institute's premises on July

16, 1962. Dr. Zakir Hussain, Vice-President of India, presided on the occasion. Twenty-three candidates took their certificates of Master's Diploma in Public Administration.

#### *The Master's Diploma Course*

The Fifth Session (1962-63) of the Master's Diploma Course in Public Administration commenced on July 16, 1962. The Course which was originally of two years' duration was reduced to one year from 1962-63 session. In all, 33 candidates were admitted to the Course and five were promoted from the First Year (1961-62 session). Among the candidates admitted were four officers deputed by the Government of India and nine officers deputed by the State Governments of Bihar, Kerala, Madhya Pradesh, Maharashtra (2 Officers), Mysore, Orissa, Rajasthan and West Bengal. Besides, two officers—one from the Government of India and the other from the Government of Madhya Pradesh—joined the Course on their own, taking study leave. There were also three university teachers—one each from the Universities of Andhra, Magadh and Ranchi—admitted to the Course.

After joining the Course, three students left either on securing appointments or due to circumstances beyond their control; the nominee of the Government of West Bengal was called back on completion of the First Term, due to the needs arising out of the Emergency.

At the end of the Session, the strength of the Course was 34.

#### *Recognition of Master's Diploma in Public Administration*

The Government of Uttar Pradesh has, in consultation with the State Public Service Commission, recognised the Master's Diploma in Public Administration awarded by the Indian School of Public Administration as equivalent to a Master's Degree in Public Administration of a recognised University for the purpose of appointment to services and posts under the State Government.

In view of the fact that adequate facilities are now available with the School for study and research, it is proposed to secure for the Institute recognition as an institution of higher education in terms of the University Grants Commission Act, empowered to confer Master's degrees and doctorates in the field of public administration.

#### *The Faculty*

Prof. N. Srinivasan continued to be Professor of Political Science and Vice-Principal during the year.

Dr. V. Jagannadham, Dr. A. Avasthi and Dr. H.K. Paranjape were promoted as Professors in Sociology and Social Administration, Public Administration, and Economic Policy and Administration respectively with effect from July 16, 1962.

Dr. Jitendra Singh and Dr. M.J.K. Thavaraj were appointed from July 16, 1962 as Readers in Public Administration and Economic Policy and Administration.

Sri H.C. Arora, Statistician in the Institute, gave a course of lectures in Statistics and Administration to the M.D.P.A. students during the session.

\* \* \*

Sri V.S. Hejmadi, I.C.S. (Retd.), joined the School as Professor under the Ford Foundation Scheme. Sri Hejmadi guided the research conducted by Dr. V.A. Pai Panandikar and Dr. S.C. Seth, besides participating in a number of seminars and short-term courses.

Details about the members of the School Faculty for 1962-63 session will be found in *Appendix VII*.

#### *Visiting Professor*

During the year Sri S.S. Khera, Cabinet Secretary, Government of India, served as Visiting Professor at the School. (Sri Khera delivered a course of lectures on "District Administration" during the second term, besides participating in a number of seminars).

#### *Distinguished Visitors*

Among the distinguished visitors to the School during the year who addressed the staff and students mention may be made of the following:

Prof. Ferrel Heady,  
Director,  
Institute of Public Administration,  
University of Michigan.

Prof. Lloyd M. Short,  
Professor of Political Science, and  
Director, Public Administration Centre,  
University of Minnesota (U.S.A.).

Prof. A.H. Hanson,  
University of Leeds,  
England.

Prof. William W. Boyer,  
University of Southern California, and at present  
Professor-Adviser,  
Department of Public Administration,  
University of West Punjab, Lahore,  
Pakistan.

Prof. Andre Bourde,  
Professor of Modern History,  
University of Aix-on-Provence,  
France.

Prof. G.E.G. Catlin,  
Department of Political Science,  
McGill University,  
Montreal.

Mr. Jean Pierre Leclare,  
Auditeur Conseil D'Etat,  
France.

#### *Short-term Training Courses*

During the year under review, two short-term courses were organised by the School:

##### (1) TRAINING COURSE IN HIGHER MANAGEMENT FOR OFFICERS OF AIR-INDIA (APRIL 23—APRIL 28, 1962)

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

The Directing Staff for the Course consisted of : *Sri S.S. Khera, Sri 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 *Sri B.R. Patel*, Vice-Chairman and General Manager, Air-India.

##### (2) TRAINING COURSE FOR OFFICERS OF THE MINISTRY OF HOME AFFAIRS, GOVERNMENT OF INDIA (JANUARY 7—MARCH 2, 1963)

The Course was organised at the request of the Ministry of Home Affairs, Government of India. Twenty-six officers participated in the Course.

The Directing Staff for the Course consisted of *Prof. V.K.N. Menon, Sri A.C.M. Nambiar and Dr. A. Avasthi* (who was Professor-in-charge of the Course). The Course was inaugurated by *Sri L.P. Singh*, Additional Secretary, Ministry of Home Affairs, Government of India, and the concluding session was addressed by *Sri M.M.L. Hooja*, Joint Director, Ministry of Home Affairs, Government of India.

#### *Research Fellowships and Scholarships*

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

## SENIOR RESEARCH FELLOWSHIPS

1. Sri Haridwar Rai *The District Officer in Bihar*
2. Dr. G.P. Srivastava *Development in Indian Federation Since 1950.*
3. Sri S.P. Singh *The Role & Function of Central Administrative Agencies in the growth and development of Agriculture in India*

Sri Bishwanath Prasad, Senior Research Fellow, was given an extension for a period of one year to work on his project "The Indian Administrative Service".

Sri H.G. Paranjpe ceased to be a Senior Research Fellow on his appointment as Secretary to the Director and Assistant to the Editor with effect from 26th September, 1962.

The following two senior research fellows were given further extensions to complete the projects:

- Sri Shri Ram Maheshwari *Advisory Bodies in the Government of India*  
Sri R.C. Prasad *Panchayats in Bihar*

## RESEARCH SCHOLARSHIPS

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:

- Sri M. Krishnamurty *Audit in Public Enterprises*  
Sri C.V. Raghavulu (i) *Local Self-Government in Punjab, Rajasthan & Maharashtra*  
(ii) *Panchayat Legislation in India*

Sri M. Krishnamurty left in September 1962 on his being appointed as a Junior Officer of the Life Insurance Corporation of India.

Sri S.C. Mehta and Sri A.D. Pillai continued as Research Scholars during the year.

Dr. (Miss) Prabha Chandra was appointed to work for the U.N. (EROPA) Seminar on *Central Services to Local Authorities.*

### *Foreign Interns*

During the year, the School arranged training programmes for three foreign scholars from the U.S.A. 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 or two 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 scholars have been studying the progress of Community Development and also District Administration in Andhra Pradesh, Rajasthan, Madras, Bihar and various other States in India under the direction of the staff of the School.

The scholars are: Jack A. Gillespie, John F. Murphy, and Boyd E. Hornor II.

## FINANCES AND ACCOUNTS

### *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 Ford Foundation Grant supplements the grant of \$3,50,000 made to the Institute in 1954 thus bringing the total Ford Foundation assistance to \$10,50,000.

An account of the activities undertaken from the Ford Foundation Grant has already been given in the preceding paras.

### *Grant by Asia Foundation*

The Asia Foundation gave a grant of \$13,800 for a study of the Constituent Assembly of India. The project which is being conducted by Sri B. Shiva Rao is in an advanced stage.

### *Accounts for 1962-63*

The total expenditure during the year was Rs. 14,91,037. The major items of expenditure were as follows:

Establishment	Rs. 5,17,156
Library Books & Equipment	„ 1,04,544
Office and other Equipment	„ 1,00,196
Research & Study Groups	„ 91,228*
Publications	„ 44,964
Scholarships	„ 25,496

(\*includes expenditure met from Ford Foundation Grant)

The receipts and payments account is given in *Appendix IX.*

The Income & Expenditure 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 was Rs. 9 lakhs for recurring expenditure. A grant of Rs. 9 lakhs is expected for the year 1963-64.

### Budget Estimates for 1963-64

The Budget Estimates for 1963-64 are given in *Appendix VIII*.

The Budget for 1963-64 presents expenditure to be met from the (A) Government Grant, B (1) Ford Foundation First Grant, B (2) Ford Foundation Second Grant, and B (3) 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 1963-64 was planned accordingly.

The Budget provides for an income of Rs. 10,86,000 for recurring expenditure in Part 'A' of Rs. 8,69,200 for the Institute and Rs. 3,41,900 for the School apart from the Ford Foundation Grant. However, in view of the Emergency, in addition to providing for expenditure on austerity basis, lump sum cut of over 10% of the expenditure has been provided for, to keep the expenditure within the normal grant from Government of Rs. 9 lakhs for the year.

### CONCLUSION

The Institute is grateful to the Government of India for its continued financial support to the Institute as well as for the facilities accorded for research in general and for the case studies programme which has already published three volumes of cases. The Institute is also glad that the Government of India has been utilising the facilities of the School as well as the Institute increasingly for its training purposes.

The Institute is also grateful to the State Governments for extending facilities to its employees for participating in the activities of the Institute. More States have recognised its Diploma during the year and sent their officers to the School.

The Institute is also grateful to the Ford Foundation and the Asia Foundation for the liberal help given by them. The new grant given by the Ford Foundation has enabled the Institute to undertake an expanded programme of research, training and library development.

Mention may also be made in this connection of the recognition of the Institute by the United Nations when it agreed to finance the EROPA training course in the Institute in the year under review.

### APPENDIX I

#### THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

##### PATRON

Dr. S. Radhakrishnan  
*President of India*

##### EXECUTIVE COUNCIL (As on the 31st March, 1963)

##### President

Sri Jawaharlal Nehru      Prime Minister of India.

##### Chairman: Executive Council

Sri V.T. Krishnamachari      Member, Rajya Sabha.

##### Vice-Presidents

Sri Gurmukh Nihal Singh      Formerly Governor of Rajasthan.  
Pandit H.N. Kunzru      President, Indian Council of  
World Affairs.  
Dr. G.S. Mahajani      Member, Union Public Service  
Commission.  
Sri Lal Bahadur Shastri      Minister of Home Affairs, Gov-  
ernment of India.  
Sri C. Subramaniam      Minister of Steel and Heavy Indus-  
tries, Government of India.

##### Honorary Treasurer

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

##### Elected Members

Sri V.T. Dehejia      Secretary, Department of Reve-  
nue, Ministry of Finance, Govern-  
ment of India.  
Sri C.D. Deshmukh      Vice-Chancellor, University of  
Delhi.

Sri N.V. Gadgil	Formerly Governor of Punjab.
Sri D.S. Joshi	Special Secretary, Ministry of Commerce and Industry, Government of India.
Prof. D.G. Karve	Dy. Governor, Reserve Bank of India, Bombay.
Sri S.S. Khera (Co-opted in elected vacancy)	Cabinet Secretary, Government of India.
Prof. S.V. Kogekar	Principal, Fergusson College, Poona.
Lt.-Col. K.M. Kuriako	Chief Liaison Officer, Ministry of Defence, Government of India.
Prof. M.V. Mathur	Head of the Department of Economics and Public Administration, University of Rajasthan, Jaipur.
Sri D.L. Mazumdar	Secretary, Department of Company Law Administration, Ministry of Commerce and Industry, Government of India.
Sri P.R. Nayak	Managing Director, Indian Refineries (P) Ltd., New Delhi.
Sri H.M. Patel	Chairman, Charutar Vidya-mandal, Vallabh Vidyanagar.
Dr. K.N.V. Sastri	Retired Professor, Mysore University.
Sri G.C. Singhvi	District Superintendent of Police, Sriganganagar.
Sri C.M. Trivedi	Member, Planning Commission.

*Co-opted Members*

Sri L.K. Jha	Secretary, Department of Economic Affairs, Ministry of Finance, Government of India.
Sri L.P. Singh	Additional Secretary, Ministry of Home Affairs, Government of India.
Sri Bhagwan Sahay	Chief Commissioner, Delhi.
Dr. Harekrushna Mahatab	Deputy Leader, Congress Party in Parliament.

*Ex officio Member and Secretary*

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

*STANDING COMMITTEE*

Sri V.T. Krishnamachari	Member, Rajya Sabha.
Dr. G.S. Mahajani	Member, Union Public Service Commission.
Sri N.V. Gadgil	Formerly Governor of Punjab.
Sri L.K. Jha	Secretary, Department of Economic Affairs, Ministry of Finance.
Prof. M.V. Mathur	Head of the Department of Economics, University of Rajasthan, Jaipur.
Sri D.L. Mazumdar	Secretary, Department of Company Law Administration, Ministry of Commerce and Industry, Government of India.
Sri S. Ranganathan	Secretary, Ministry of Commerce and Industry, Government of India.
Sri L.P. Singh	Additional Secretary, Ministry of Home Affairs, Government of India.
Sri C.M. Trivedi	Member, Planning Commission.
Prof. V.K.N. Menon	Director, Indian Institute of Public Administration, and Principal, Indian School of Public Administration.

*COMMITTEE OF DIRECTION FOR RESEARCH*

Prof. D.G. Karve	Deputy Governor, Reserve Bank of India, Bombay.
Sri S.S. Khera	Cabinet Secretary, Government of India.
Prof. S.V. Kogekar	Principal, Fergusson College, Poona.
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, Indian Institute of Public Administration, and Principal, Indian School of Public Administration.
Sri P.R. Nayak	Managing Director, Indian Refineries (P) Ltd., New Delhi.
Sri L.P. Singh	Additional Secretary, Ministry of Home Affairs, Government of India.

*Editor*

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

*Editorial Board*

Prof. D.G. Karve Deputy Governor, Reserve Bank of India, Bombay.  
Prof. S.V. Kogekar Principal, Fergusson College, Poona.  
Prof. V.K.N. Menon Director, Indian Institute of Public Administration, and Principal, Indian School of Public Administration.

*LIBRARY COMMITTEE*

*(Members of the Executive Council nominated by it)*

Dr. G.S. Mahajani Member, Union Public Service Commission.  
Sri L.P. Singh Additional Secretary, Ministry of Home Affairs, Government of India.

*Ex officio Members*

Prof. V.K.N. Menon Director, Indian Institute of Public Administration, and Principal, Indian School of Public Administration.  
Sri M.S. Ramayyar Deputy Director, Indian Institute of Public Administration.  
Sri J.M. Kanitkar Librarian and Reference Officer, Indian Institute of Public Administration.

*Members of the Teaching Staff nominated by the Chairman of the Executive Council*

Prof. N. Srinivasan Vice-Principal, Indian School of Public Administration.  
Dr. A. Avasthi Professor in Public Administration, Indian School of Public Administration.  
Dr. H.K. Paranjape Professor in Economic Policy and Economic Administration,

*BUILDING ADVISORY COMMITTEE*

*Chairman*

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

*Members*

Sri N.G. Dewan Chief Engineer, C.P.W.D.  
Sri S.K. Joglekar Chief Architect and Town Planning Officer, C.P.W.D.  
Prof. V.K.N. Menon Director, Indian Institute of Public Administration.  
Sri Ranchor Prasad \*Director, Institute of Applied Manpower Research, New Delhi.  
Sri Gurdev Saran Assistant Financial Adviser, Ministry of Works, Housing and Supply, Government of India.

*COMMITTEES OF THE SCHOOL*

*(1) SCHOOL ADVISORY BOARD*

*Chairman*

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

*Members*

Sri N.V. Gadgil, formerly Governor of Punjab.  
Dr. B.N. Ganguli, Pro-Vice-Chancellor, University of Delhi.  
Sri Gurmukh Nihal Singh, formerly Governor of Rajasthan.  
Sri B.N. Jha, Chairman, Union Public Service Commission.  
Prof. D.G. Karve, Deputy Governor, Reserve Bank of India, Bombay.  
Sri P.N. Kirpal, Secretary, Ministry of Education, Government of India.  
Dr. G.S. Mahajani, Member, Union Public Service Commission.  
Dr. V.K.R.V. Rao, Director, Institute of Economic Growth, Delhi.

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

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

Sri C. Subramaniam, Minister of 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, University of Delhi.

Sri M.S. Gore, Director, Tata Institute of Social Sciences, Bombay.

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

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

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

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

Dr. V. Jagannadham, Professor of Sociology and Social Administration.

Dr. A. Avasthi, Professor of Public Administration.

Dr. H.K. Paranjape, Professor of Economic Policy and Administration.

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

Dr. Jitendra Singh, Reader in Public Administration.

Dr. M.J.K. Thavaraj, Reader in Economic Policy and Administration.

Sri V. S. Hejmadi, Professor under Ford Foundation Scheme.

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

## (3) EXAMINATION COMMITTEE

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

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

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

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

Prof. N. Srinivasan, Vice-Principal.

## APPENDIX II

### REGIONAL AND LOCAL BRANCHES

(as on 31st March 1963)

#### REGIONAL BRANCHES

##### (1) *Andhra Pradesh*

###### *Office-bearers:*

President: Gen. S.M. Shrinagesh, Governor of Andhra Pradesh.

Chairman:  
(Ex. Committee) Sri M. Purushotham Pai, Chief Secretary, Government of Andhra Pradesh.

Hony. Secretary: Sri V.K. Bawa, Collector of Hyderabad.

###### *Membership:*

Ordinary: 89

Life: 1

Corporate: 3

Associate: 5

##### (2) *Gujarat*

###### *Office-bearers:*

Chairman:  
(Ex. Committee) Sri Chinubhai C. Sheth, Mayor, Municipal Corporation, Ahmedabad.

Hony. Secretary: Sri G.C. Baveja, Deputy Secretary, Government of Gujarat.

###### *Membership:*

Ordinary: 62

Life: 3

Corporate: 5

##### (3) *Maharashtra*

###### *Office-bearers:*

Chairman:  
(Ex. Committee) Sri N.T. Mone, Chief Secretary, Government of Maharashtra.

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

*Membership:*

Ordinary: 146  
Life: 8  
Corporate: 8  
Associate: 12

(4) Madras

*Office-bearers:*

President: Sri Bishnuram Medhi, Governor of Madras.  
Chairman: Sri S. K. Chettur, Chief Secretary, Government of Madras.  
(Ex. Committee)  
Hony. Secretary: Sri P.M. Belliappa, Under Secretary, Public Health Department, Government of Madras; and Prof. R. Bhaskaran, Head of the Department of Politics and Public Administration, University of Madras.

*Membership:*

Ordinary: 102  
Life: 1  
Corporate: 6  
Associate: 14

(5) Mysore

*Office-bearers:*

President: Sri S. Nijalingappa, Chief Minister, Mysore.  
Chairman: Sri K. Narayanaswamy, Chief Secretary, Government of Mysore.  
(Ex. Committee)  
Hony. Secretary: Sri P. Venkataraman, Deputy Secretary, Government of Mysore.

*Membership:*

Ordinary: 86  
Life: 2  
Corporate: 3

34

(6) Orissa

*Office-bearers:*

President: Dr. A.N. Khosla, Governor of Orissa.  
Chairman: Sri B. Patnaik, Chief Minister of Orissa.  
(Ex. Committee)  
Hony. Secretary: Sri B. Venkataraman, Secretary, Government of Orissa, Education and Home Department.

*Membership:*

Ordinary: 74  
Life: 1  
Corporate: 4  
Associate: 1

(7) Punjab

*Office-bearers:*

Patrons: Sri Pattam Thanu Pillai, Governor of Punjab, and Sri Partap Singh Kairon, Chief Minister, Punjab.  
Chairman: Sri Gyan Singh Kahlon, Chief Secretary, Government of Punjab.  
Hony. Secretary: Sri J.D. Sharma, Deputy Secretary, Government of Punjab.

*Membership:*

Ordinary: 102  
Life: 3  
Corporate: 5  
Associate: 5

(8) Rajasthan

*Office-bearers:*

President: Dr. Sampurnanand, Governor of Rajasthan.  
Chairman: Sri Mohan Lal Sukhadia, Chief Minister, Rajasthan.  
(Ex. Committee)  
Hony. Secretary: Prof. M.V. Mathur, Head of the Department of Economics and Public Administration, University of Rajasthan.

35

*Membership:*

Ordinary:	102
Life:	2
Corporate:	5
Associate:	5

(9) *U.P. (Lucknow)*

*Office-bearers:*

Chairman:	Sri R.C. Bhargava, Chief Secretary, Government of U.P.
Hony. Secretary:	Shri M. Zaheer, Joint Secretary, Government of Uttar Pradesh.

*Membership:*

Ordinary:	88
Life:	2
Corporate:	12
Associate:	11

LOCAL BRANCHES

(1) *Nagpur*

*Office-bearers:*

President:	Dr. N.R. Deshpande, Head of the Department of Politics, Univer- sity of Nagpur.
Hony. Secretary:	Sri M.K. Deshmukh, Lecturer, Department of Public Adminis- tration, University of Nagpur, Nagpur.

*Membership:*

Ordinary:	20
Corporate:	2
Associate:	38

(2) *Patna*

*Office-bearers:*

Chairman:	Sri S.J. Majumdar, Chief Secre- tary, Government of Bihar.
Hony. Secretary:	Sri S.A.F. Abbas, Additional Sec- retary, Government of Bihar.

*Membership:*

Ordinary:	18
Life:	2
Corporate:	4
Associate:	1

(3) *Poona*

*Office-bearers:*

President:	Sri S.B. Dhavle.
Hony. Secretary:	Prof. S.V. Kogekar, Principal, Fergusson College, Poona.

*Membership:*

Ordinary:	18
Life:	3
Corporate:	1

(4) *Shillong*

*Office-bearers:*

Chairman:	Sri A.N. Kidwai, Chief Secretary, Government of Assam.
Hony. Secretary:	Sri M.C. Narasimhan, Under Secretary, Government of Assam.

*Membership:*

Ordinary:	28
Corporate:	1

(5) *Trivandrum:*

*Office-bearers:*

Chairman:	Sri N.M. Patnaik, Chief Secre- tary, Government of Kerala.
Hony. Secretary:	Sri K.C. Sankaranarayanan, Secretary, Government of Kerala, Agricultural Department.

*Membership:*

Ordinary:	43
Corporate:	2

(6) *Vallabh Vidyanagar*

*Office-bearers:*

Chairman:	Sri H.M. Patel, Chairman, Charutar Vidyamandal, Vallabh Vidyanagar.
-----------	---

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

*Membershi :*

Ordinary: 30  
Life: 1  
Corporate: 1

APPENDIX III

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

SENIOR STAFF IN POSITION

(as on 31st March, 1963)

Director:	Prof. V.K.N. Menon
Deputy Director:	Sri M.S. Ramayyar
Assistant Chief Research Officer:	Dr. Parmanand Prasad (Permanent incumbent on deputa- tion to Hindustan Steel Ltd.)
Secretary to Director and Assistant to the Editor:	Sri H.G. Paranjpe
Secretary, Committee on Case Studies:	Sri B.S. Narula
Administrative Officer:	Sri R.G. Mulgund
Librarian and Reference Officer:	Sri J.M. Kanitkar
Project Directors: (Ford Foundation Scheme)	Dr. R.D. Singh Dr. B.B. Misra

APPENDIX IV

CORRESPONDENTS IN THE STATES

(as on 31st March, 1963)

State	Name and Designation
Andhra Pradesh	Sri J. Jayarama Rao, Deputy Secretary, Government of Andhra Pradesh, <i>Hyderabad</i> .
Assam	Sri I.C. Biswas, Under Secretary, Government of Assam, Appointments Department, Assam Secretariat, <i>Shillong</i> .
Bihar	Sri S.A.F. Abbas, Additional Secretary, Government of Bihar, River Valley Projects Department, (Gandak and Sone Wing) <i>Patna</i> .
Gujarat	Sri M.G. Shah, Deputy Secretary, General Administration Department, Government of Gujarat, Sachivalaya, <i>Ahmedabad</i> .
Kerala	Sri K.C. Sankaranarayanan, Secretary, Government of Kerala, Agriculture Department, Government Secretariat, <i>Trivandrum</i> .
Madhya Pradesh	Sri D.K. Ramakrishnan, Officer on Special Duty, (Organisation and Methods) General Administration Department, Government of Madhya Pradesh, <i>Bhopal</i> .
Madras	Sri P.M. Balliappa, Honorary Secretary, Madras Regional Branch, Indian Institute of Public Administration, Fort St. George, <i>Madras</i> .
Maharashtra	Sri N.S. Pardasani, I.A.S., Deputy Secretary, Government of Maharashtra, General Administration Department, Sachivalaya, <i>Bombay</i> .
Mysore	Sri P. Venkataraman, Honorary Secretary, Mysore Regional Branch, Indian Institute of Public Administration, Vidhan Soudha, <i>Bangalore</i> .

Orissa	Sri S.N. Sharma, I.A.S., Deputy Secretary, Government of Orissa, Political & Services Department, <i>Bhubaneswar</i> .
Punjab	Sri K.K. Mookerjee, Deputy Secretary, O & M Department, Government of Punjab, <i>Chandigarh</i> .
Rajasthan	Sri Mohan Kukherji, I.A.S., Finance Secretary, Government of Rajasthan, Secretariat, <i>Jaipur</i> .
U.P.	Sri M. Zaheer, Joint Secretary, General Administration Department, (Re-organisation) U.P. Civil Secretariat, <i>Lucknow</i> .
West Bengal	Sri 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 MEMBERS OF  
THE SCHOOL FACULTY AND INSTITUTE  
STAFF

(A) RESEARCH STUDIES ASSIGNED BY THE COMMITTEE OF  
DIRECTION

1. Dr. A. Avasthi, (assisted by Shri R. S. Gupta)  
Prof. in Public Ad- —“Inspection of Government  
ministration, Indian Work (Revenue) at District  
School of Public Ad- Level” (completed)  
ministration.
2. Dr. V. Jagannadham, (assisted by Sarvasri Arun  
Prof. in Social Adminis- Sinha<sup>1</sup> and G. Mutatkar<sup>2</sup>)  
tration, Indian School —“Social Welfare Administration  
of Public Administration in Delhi” (nearly completed)
3. Sri K. P. Choube,<sup>3</sup> (assisted by Km. Surekha  
Reader in Economic Gadgil<sup>4</sup>)  
Administration, Indian —“Survey of Tax Research in  
School of Public Ad- India” (in progress)  
ministration.
4. Dr. P. Prasad,<sup>5</sup> (assisted by Sri G. P. Keshav<sup>6</sup>)  
Assistant Chief Research —“Budgeting in Public Enter-  
Officer, Indian Institute prises” (in progress)  
of Public Administration.
5. Sri 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 (completed)  
East, and Africa) U.N.  
Headquarters, now in  
India on a year's leave.

<sup>1</sup>Resigned from the Institute on 30th April, 1962.

<sup>2</sup>Resigned from the Institute on 30th June, 1962.

<sup>3</sup>Reverted to his post in the M.P. Educational Service on 30th May, 1962.

<sup>4</sup>Resigned from the Institute on 31st May, 1962.

<sup>5</sup>On deputation to the Hindustan Steel Ltd. from 31-7-1962 as Economic Adviser.

<sup>6</sup>Resigned from the Institute on 30th July, 1962.

(B) OTHER RESEARCH IN THE INSTITUTE

(i) By the Institute Staff

1. Prof. V.K.N. Menon —Education and Training for  
(Director) the Public Service (in progress)
2. Sri M. S. Ramayyar (assisted by Sri Anand K.  
(Deputy Director) Shrivastava)  
—“Indian Audit and Accounts  
Department” (in progress)  
(assisted by Sri Ved Prakash)  
—Revision of “The Organisation  
of the Government of India”  
(completed and sent to Asia  
Publishing House for publica-  
tion)
3. Dr. P. Prasad (assisted by Dr. V. P. Duggal)  
(Assistant Chief Research —Efficiency Study of the Hindus-  
Officer) tan Cables Factory, Rup-  
narayanpur (Distt. Burdwan)  
(completed)
4. Dr. V. A. Pai Panandikar —Personnel System for Deve-  
lopment Administration (in  
progress)  
—A bibliography Survey of Public  
Administration (in progress)  
—Administrative Behaviour in  
India (in progress)
5. Dr. S. C. Seth —The Staffing Pattern of Central  
Administrative Organisation  
in India (in progress)
6. Dr. V. P. Duggal —Role of small enterprises in  
Japan, U.S.A. during World  
War II and in China of to-  
day (completed)
7. Sri H. C. Arora —Research for Public Policy in  
(Statistician) India (Paper in progress)  
—Bringing up to date the paper  
earlier prepared by Sri R. C.  
Dutt, I.C.S., on Central Secre-  
tariat Scheme (in progress)  
—Bringing up to date the Statis-  
tical Directory on Indian Ad-  
ministration (in progress)
8. Sri B. D. Raheja —Organisation and Structure of  
(Assistant Research Offi- Urban Government in India  
cer) (in progress)

9. Dr. Kumari Prabha —Memorandum on the pattern of rural Government of U.P. (in progress)  
Chandra

(ii) *By Faculty Members*

1. Prof. N. Srinivasan, —“Domocratic Government in India”  
Vice-Principal, I.S.P.A. —“Survey of Development in the Field of Panchayati Raj” (in progress)  
(assisted by Sri R. S. Gupta)
2. Dr. A. Avasthi, —“Readings in O & M in India”  
Professor in Public Administration, I.S.P.A. (in progress) A joint project with Dr. J. B. Westcott of Syracuse University  
—“Boards & Commissions in the Government of India” (in progress)  
(assisted by Sri L. Venkatesan\* & Sri A. D. Pillai)
3. Dr. H. K. Paranjape, —A Study of the Industrial Management Pool Scheme of the Government of India.  
Professor in Economic Administration, I.S.P.A. (assisted by Sri L. Venkatesan)  
—A Study of Flight of Technical Personnel and Related Problems Affecting Public Undertakings.  
—Management Boards of State Undertakings.  
(Research Associate : Dr. V.P. Duggal)  
—Causes of Delay in the Execution of Public Sector Projects.  
(assisted by Sri S. C. Mehta)
4. Dr. A. P. Barnabas, —“Caste Politics and the Administration” (Paper)  
Reader in Social Administration, I.S.P.A. —“Administrative Change in Rural India” (in progress)  
—A book on “Public Services in India” (co-authorship with Dr. A.M. Banerji) (in progress)
5. Dr. Jitendra Singh, —Utilization of lower level government employees for jobs of higher responsibility (in progress)  
Reader in Public Administration, I.S.P.A.

\*Resigned from the Institute on 12th July, 1962.

6. Dr. M. J. K. Thavaraj, —“Planning Commission, Finance Commission ?”  
Reader in Economic Administration, I.S.P.A. (in progress)  
—“Budgetary Process in India” (in progress)

(iii) *Research Scholars Under Fellowships*

1. Sri R. C. Prasad —“Panchayats in Bihar”  
(Senior Research Fellow) (Draft completed. Being submitted to the University of Bihar as Ph.D. thesis)
2. Sri S. R. Maheshwari —“Advisory Boards in the Central Government”  
(Senior Research Fellow) (nearing completion)
3. Sri H. G. Paranjpe\* —“Regulation and Control of Industry by Government in India”  
(Senior Research Fellow) (in progress)
4. Sri Bishwanath Prasad —“The Indian Administrative Service”  
(Senior Research Fellow) (in progress)
5. Sri Haridwar Rai —“The District Officer in Bihar”  
(Senior Research Fellow) (in progress)

(C) OTHER WORK

(1) *By the Members of the Faculty*

1. Dr. A. Avasthi “The Public Hospital Case”  
(Cases in Indian Administration Volume II)
2. Dr. H. K. Paranjape “Scarce Manpower: Mobilisation for Emergency”  
(*Financial Express*, January 10, 1963)  
“Our Administration Needs Creative Thinking”  
(*Yojana*, Jan. 26, 1963)  
“Ceiling on Emoluments : Steps towards a National Salary Policy” (*Economic Weekly*, March 30, 1963)

\*Ceased to be a Senior Research Fellow on 26-9-1962 on being appointed as Secretary to Director & Assistant to the Editor.

3. Dr. V. Jagannadham "Social Welfare Approach in City Administration" (*Social Welfare*, September, 1962)
4. Dr. A. P. Barnabas (co-author K. Iqbal) "Administrative Structure of the Community Development Programme" (*Civic Affair*, June, 1962)
5. Dr. Jitendra Singh "Case Method as a Tool of Building a Testing Hypothesis" (*Indian Journal of Public Administration*—July-Sept., 1962)
6. Dr. M. J. K. Thavaraj "Some Strategic aspects of the Chinese Economy" (*Economic Weekly*, February, 1963)

(2) *By Research Fellows*

1. Sri R. C. Prasad, (Senior Research Fellow) "Panchayats in National Emergency : Role of Village Volunteer Force" (*AVARD*—Sept.-Oct., 1962)
2. Sri Shri Ram Maheshwari (Senior Research Fellow) —*BOOKS*  
The General Elections in India. (Chaitnya Publishing House, Allahabad)
3. Sri H. G. Paranjpe, (Senior Research Fellow) Government Regulation of Private Industry in India (*Indian Journal of Public Administration*—July-Sept., 1962)  
Control in Industry (*Industrial March*, March, 1963)
4. Sri Bishwanath Prasad, (Senior Research Fellow) "Gorwala on Public Administration : A Critique" (*Modern Review*, June, 1962)  
"Mixed & Composite Enterprises in Indian Industries" (*Modern Review*, August, 1962)

(3) *By Research Staff*

1. Dr. V. P. Duggal "Organisation & Operation of Public Enterprises in Netherlands"

(*International Review of Administrative Sciences*, October-December, 1962)

2. Sri H. C. Arora "An Enquiry into the Organisation and Operation of Public Enterprises" (*The Annals of Collective Economy*—March-June, 1963)  
"O R in India" and "Operations Research" (*Journal of the National Productivity Council*, April-June, 1963)
3. Sri A. D. Pillai "The Land Acquisition (Amendment) Act, 1962" (*Thought*, September 22, 1962)
4. Kumari K. M. Shyamala "Staff Councils in the Government of India" (*Journal of the National Academy of Administration*, Mussoorie, July, 1962)
5. Sri J. P. Sharma "Evaluation in a Developing Economy" (*Public Administration*, Kanpur, Jan., 1963)

APPENDIX VI

(1) COMMITTEE ON CASE STUDIES

(As on March 31, 1963)

*Chairman*

Sri S. S. Khera  
Cabinet Secretary to the Government of India, and  
Visiting Professor at the Indian School of Public Administration.

*Members*

Sri L. P. Singh  
Additional Secretary to the Government of India,  
Ministry of Home Affairs.  
Sri P. R. Nayak  
Managing Director, Indian Refineries Limited.  
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.  
Prof. V.K.N. Menon  
Director, Indian Institute of Public Administration, and  
Principal, Indian School of Public Administration.

*Secretary*

B. S. Narula

(2) CASE STUDIES IN PROGRESS

(As on March 31, 1963)

<i>S. No.</i>	<i>Case Writer</i>	<i>Subject</i>
<i>(a) GOVERNMENT</i>		
1.	Sri S. V. Sohoni, Commissioner, Patna.	"The Construction of the Bridge at Mokameh"
2.	Sri K.N. Butani, Joint Director, Institute of Applied Manpower Research.	"Freight Adjustments for the Steel Equalisation Fund—A Case Study of a Decision in Administrative Planning"

- |     |   |   |
|-----|---|---|
| 3.  | Sri C.A.R. Bhadran, Formerly Chief Conservator of Forests, Madras.  | "The Decision to Introduce farm Forestry as an Extension Service in Rural Development Blocks"   |
| 4.  | Sri R. K. Srivastava, Deputy Secretary, Ministry of Home Affairs.   | "Decision to Set up Zonal Councils"   |
| 5.  | Sri S. K. Singh, Under Secretary Ministry of Home Affairs.  | "Nationalisation of the life Insurance in India"  |
| 6.  | Sri Baij Nath Singh, Deputy Director, Programme Evaluation Organisation, Planning Commission.   | "The Decision to Create the Institution of the Multi-purpose Village Level Worker"  |
| 7.  | Sri N. R. Rege, Section Officer, Ministry of Commerce & Industry.   | "Conversion of the National Instruments Factory into a Government Company (1951)"   |
| 8.  | Sri K. L. Baraya, Collector, and D. M., Kota.   | "Decision to Create the Zila Parishad as a Co-ordinating and Supervisory Body at the District Level rather than Making it a Controlling Body for the Panchayat Samitis at the District Level" |
| 9.  | Sri H. C. Arora, Section Officer, Ministry of Defence. (At present on deputation as Statistician, Indian Institute of Public Administration). | "The Decision to Set up Pilot Section as a Reform in the Existing Structure of the Basic Secretariat Unit (1956)"   |
| 10. | Sri B. B. Lal, Assistant Financial Adviser (Defence), Ministry of Finance.  | "Decentralisation of Financial Control in Government of India"  |

*(b) ACADEMIC INSTITUTIONS*

<i>S. No.</i>	<i>Case Writer</i>	<i>Subject</i>
11.	Dr. A. Avasthi, Professor of Public Administration, Indian School of Public Administration.	"The Revival of the Posts of Divisional Commissioners in Madhya Pradesh"
12.	Prof. N. Srinivasan, Vice-Principal, Indian School of Public Administration.	"The Institution of the Package Programme"

13. Dr. Jitendra Singh, Reader in Public Administration, Indian School of Public Administration. "The Establishment of the Central Secretariat Service"
14. Dr. Iqbal Narain, Dy. Director, Panchayati Raj, and Reader in Political Science, Rajasthan University, Jaipur. "Levy of Profession Tax on Shopkeepers in Jhotware Panchayat Samiti, District Jaipur"
15. Sri H. G. Paranjpe, Secretary to the Director, IIPA, and Assistant to the Editor, IIPA. "The Decision to Abolish the Standing Finance Committee in 1952"
16. Dr. D. N. Rao, Formerly Professor of Social Administration, National Academy of Administration, Mussoorie; at present Chief of Fulbright Programme, U.S. Educational Foundation, New Delhi. "A Refugee Rehabilitation Project, preferably the Dandakaranya Project"

The Committee has also approved of the following Subjects in principle, for assignment to suitable case writers:

1. "Fixation of Targets for Production of Cement During the Second Plan"
2. "Fixation of Retention Price of Steel"

## APPENDIX VII

### THE INDIAN SCHOOL OF PUBLIC ADMINISTRATION

#### FACULTY

(1962-63 Session)

#### *Principal*

V.K.N. Menon, M.A. (Oxon.), Director, 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), Professor of Social Administration.

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

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

A.P. Barnabas, M.S., Ph.D. (Cornell), Reader in Sociology.  
Jitendra Singh, M.A. (Edinburgh), M.P.A. (Syracuse), Ph.D. (London), Reader in Public Administration.

M. J.K. Thavaraj, M.A., Ph.D. (Delhi), Reader in Economic Policy and Administration.

V.S. Hejmadi, I.C.S. (Retd.); Ford Foundation Professor.

#### *Visiting Professor*

S. S. Khera, I.C.S., Cabinet Secretary, Government of India.

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

BUDGET ESTIMATES FOR 1963-64

RECURRING (PART 'A')

INSTITUTE

RECEIPTS	Estimates 63-64 Rs.	PAYMENTS	Estimates 63-64 Rs.
1. SUBSCRIPTIONS:		1. PUBLICATIONS:	
(a) Ordinary Members	28,000	(a) Periodicals	30,000
(b) Associate Members	1,000	(b) Others	12,000
2. CORPORATE MEMBERS:		2. RESEARCH & STUDY GROUPS	25,000
(a) State Governments	17,000	3. CONTRIBUTION TO BRANCHES	10,000
(b) Universities		4. HONORARIUM TO LECTURERS	2,000
(c) Other Organisations		5. HONORARIUM TO CORRESPONDENTS	8,000
3. SALE OF JOURNAL & OTHER PUBLICATIONS	10,000	6. SEMINARS	5,000
4. ROYALTY	5,000	7. FELLOWSHIPS IN INDIA	3,000
5. INTEREST	1,000	8. MEETINGS	11,000
6. RENT FROM RESIDENTIAL QUARTERS INCLUDING SCHOOL STAFF	22,000	9. PAY & ALLOWANCES:	
7. AUDITORIUM	2,000	(a) General Administration	1,54,000
		(b) Journal & Publications	48,200
		(c) Research	1,16,100
		(d) Library	69,400
		(e) Accounts	23,500
8. MISCELLANEOUS RECEIPTS	2,000	(f) Travelling Allowance	5,000

	Estimates 63-64 Rs.		Estimates 63-64 Rs.
9. ADVANCES RECOVERABLE	9,000	(g) Medical Expenses	10,000
10. OTHER RENTS	7,000	(h) Leave Salary & Pension Contributions and CPF Contribution	24,000
		(i) Casual & Seasonal Posts	5,000
		10. OFFICE EXPENSES:	
		(a) Printing & Stationery	25,000
		(b) Rent, Rates & Taxes	20,000
		(c) Electric & Water Charges	48,000
		(d) Services & Supplies	60,000
		(e) Contingencies & Misc.	26,000
		(f) Amenities	500
		(g) Maintenance of Buildings, Garden & Repairs	45,000
		11. LIBRARY	
		(a) Books	50,000
		(b) Periodicals & Binding	18,000
		12. FOREIGN AFFILIATION	500
		13. ADVANCES RECOVERABLE (CONVEYANCE ADVANCE)	14,000
		14. HONORARIUM TO REPORTERS	1,000
TOTAL	1,04,000	TOTAL	8,69,200
THE INDIAN SCHOOL OF PUBLIC ADMINISTRATION			
1. SCHOOL FEES	7,000	1. TEACHING STAFF	1,19,300
2. HOSTEL RENT	55,000	2. VISITING PROFESSORS	4,000
		3. OFFICE STAFF & HOSTEL STAFF	62,000
3. MISCELLANEOUS RECEIPTS	10,000	4. T.A., MEDICAL EXPENSES, LEAVE SALARY AND PENSION CONTRIBUTIONS & CPF CONTRIBUTION	16,000
4. TRAINING & REFRESHER COURSES	10,000	5. SCHOLARSHIPS:	
		(a) Students (4)	4,800
		(b) Teachers (3)	12,600
		(c) Research (4)	12,600
		6. OFFICE EXPENSES	
		(a) School and Hostel	20,000
		7. HONORARIUM TO EXTERNAL EXAMINERS	5,000
		8. FELLOWSHIPS	
		(a) Senior Fellowships (6)	54,000
		(b) Junior Fellowships (4)	21,600
		9. TRAINING & REFRESHER COURSES	10,000
TOTAL	82,000	TOTAL	3,41,900
GRANT FROM GOVERNMENT OF INDIA	9,00,000	EMERGENCY CUT	(—)1,25,100
GRAND TOTAL	10,86,000	GRAND TOTAL	10,86,000

*Note:* The first Ford Foundation grant came to an end on 31-10-61. The unspent balance of the grant was available for committed expenditure. The amount committed was Rs. 1,38,498 on 31-3-1963.

A Supplementary Grant of \$ 7,00,000 having effect from December 1961 has also been sanctioned by the Ford Foundation. Out of this \$ 2,00,000 has been withheld by the Ford Foundation for the expenditure on Visiting Professors. The first instalment of \$ 2,00,000 of the remaining \$ 5,00,000 has been received in May 1963 and will appear in the revised estimates for the year.

Out of Rs. 62,000 received from Asia Foundation, an expenditure of Rs. 24,823 has been incurred upto 31-3-63 and the balance will be spent during the year 1963-64.

THE INDIAN INSTITUTE OF PUBLIC  
Receipts and Payments Account for the year

BUDGET Rs.	RECEIPTS	Rs.	nP.	Rs.	nP.
	<b>Opening Balances as on 1-4-1962</b>				
	Cash in hand	123	58		
	Stamps in hand	20	00		
	United Commercial Bank Ltd., New Delhi	38,926	89		
	The State Bank of India, New Delhi	47,803	81		
	Fixed Deposit with United Commercial Bank Ltd., New Delhi (Prize Fund Account)	2,553	51		
	First National City Bank of New York, New York :				
	In Savings Bank Account	28,099	06		
	In Current Account	24,125	85		
	Call Deposit with Bank of Baroda Ltd., Delhi	50,000	00	1,91,652	70
	<b>PART 'A'</b>				
	<b>Grant received from the Government of India, Ministry of Finance :</b>				
	Recurring			9,00,000	00
	<b>Subscriptions :</b>				
	Life Members	5,200	00		
28,000	Ordinary Members	22,957	50		
1,000	Associate Members	1,296	50		
19,000	Corporate Members	19,549	20	49,003	20
10,000	<b>Sale of Journal (including subscriptions) and Other Publications :</b>			10,695	37
5,000	<b>Royalty from sale of books :</b>			3,752	89
2,000	<b>Interest</b>			4,092	25
	<b>Rent Received From :</b>				
1,000	Auditorium	3,714	04		
20,000	Residential Quarters	20,557	16		
55,000	Hostel	67,120	32		
7,000	Other Rents	8,863	40	1,00,254	92
7,500	<b>Miscellaneous and other receipts (Institute)</b>			16,028	95
7,000	<b>Fees etc. from School :</b>			6,920	00
10,000	<b>Other receipts from School :</b>			10,141	62
	<b>CARRIED OVER</b>			12,92,541	90

ADMINISTRATION, NEW DELHI  
from 1st April, 1962 to 31st March, 1963

BUDGET Rs.	PAYMENTS	Rs.	nP.	Rs.	nP.
	<b>PART 'A'</b>				
	<b>Publications :</b>				
30,000	Periodicals	35,605	41	44,963	92
12,000	Other publications	9,358	51		
25,000	<b>Research and Study Group Projects :</b>			23,872	60
10,000	<b>Training and Refresher Courses :</b>			7,053	66
5,000	<b>Seminars and Conferences :</b>			5,131	10
15,700	<b>Conferences Abroad :</b>			14,619	73
11,000	<b>Meetings :</b>			10,765	60
11,000	<b>Contributions to Regional Branches :</b>			11,295	00
	<b>Pay and Allowances :</b>				
1,44,000	(a) Administration	1,42,922	39		
38,000	(b) Journal & Publications	35,033	28		
61,000	(c) Research	59,883	74		
68,000	(d) Library	66,177	21		
23,300	(e) Accounts	23,692	31		
89,000	(f) School Teaching Staff	88,577	64		
50,000	(g) School and Hostel Staff	50,351	36		
10,000	(h) Medical Charges	11,757	42		
	Less : C.H.S. Contributions	114	00	11,643	42
	(i) Travelling Allowance :				
5,000	(i) Institute	4,789	25		
2,000	(ii) School	1,630	66	6,419	91
	(j) Leave Salary & Pension Contributions :				
6,000	(i) Institute	5,168	59		
6,000	(ii) School	6,297	26	11,465	85
	(k) Institute's Contribution to Employees' Provident Fund :				
16,000	(i) Institute	14,090	66		
7,000	(ii) School	6,898	00	20,988	66
30,000	<b>School Scholarships</b>			25,495	99
6,000	<b>Visiting Professors and Lecturers School :</b>			3,138	00
	<b>CARRIED OVER</b>			6,63,491	37

BUDGET Rs.	RECEIPTS		Rs. nP.		Rs. nP.	
	BROUGHT FORWARD				12,92,541	90
	<b>Deposits :</b>					
	Library Deposits		440	00		
	Annual Prize (School)		202	12		
	Hostel Deposits		1,900	00		
	Security Deposits from Contractors		22,020	00		
	Ministry of Home Affairs for Purchase of Books		500	00		
	<b>Other Deposits :</b>					
	Institute of International Education	20,458	96			
	Syracuse University	4,267	45			
	British Council	2,144	80	26,871	21	51,933 33
	<b>Advances :</b>					
	Recoverable Advances		5,222	80		
	Festival Advance		750	00		
8,000	Conveyance Advance (Recoveries)		14,435	57		
	Temporary Advance		500	00		
	Ministry of Finance Colombo Plan		450	00		
	Travelling Allowance advances		951	20	22,309	57
10,000	<b>Short-term Training/Refresher Courses :</b>				12,252	65
	PART 'B' (1)					
	<b>Ford Foundation 1st Grant :</b>				...	
	PART 'B' (2)					
	<b>Ford Foundation 2nd Grant :</b>				...	
	PART 'B' (3)					
	<b>Grant from Asia Foundation :</b>				62,000	00
	PART 'B' (4)					
	<b>Grant from Institute of Applied Manpower Research :</b>					
	For construction of Building				50,000	00
	CARRIED OVER				14,91,037	45

BUDGET Rs.	PAYMENTS		Rs. nP.		Rs. nP.	
	BROUGHT FORWARD				6,63,491	37
	<b>Honorarium Paid to :</b>					
2,000	Reporters		740	00		
7,400	Correspondents		7,900	00		
3,000	External Examinars (School)		1,733	00	10,373	00
	<b>Library :</b>					
50,000	(a) Books		71,785	80		
	(b) Periodicals		19,040	61		
18,000	(c) Binding		5,485	00		
	(d) Equipment		5,232	76		
			1,04,544	17		
	Less : Met from Ford Foundation Grant				43,048	59
500	<b>Foreign Affiliation :</b>					704 62
20,000	<b>General Charges : School / Hostel :</b>					21,417 04
3,000	<b>Fellowships in India :</b>					2,833 75
45,000	<b>Maintenance of Building and Gardens :</b>					73,888 89
	<b>General Charges Institute (office expenses)</b>					
28,000	Printing and Stationery (including reports)		37,692	24		
48,000	Water and Electric Charges		42,373	42		
55,100	Rates and Taxes		56,281	51		
500	Amenities to Staff		480	00	1,36,827	17
60,000	<b>Services and Supplies :</b>					
	Postage and Telegrams		10,921	82		
	Telephones		9,940	15		
	Conveyances		2,142	47		
	Motor Car Expenses		1,968	32		
	Liveries (Peons' uniform)		3,549	18		
	Office Equipment		33,562	66		
	Cycles		518	18		
	Air Conditioning Unit		13,718	30	76,321	80
55,000	<b>Contingencies and Miscellaneous :</b>					
	Stage Equipment		15,900	37		
	Film Projector		34,373	23		
	Furniture and Fixture		2,123	36		
	Essay Prize		1,547	00		
	Entertainment		1,702	98		
	Honorarium to Auditors		1,250	00		
	Bank Charges		355	33		
	Advertisement		2,873	53		
	Miscellaneous		15,164	55	75,290	35
	CARRIED OVER				11,22,642	85



BUDGET Rs.	RECEIPTS	
	Rs.	nP.
	BROUGHT FORWARD	
		14,91,037 45
	TOTAL	
		14,91,037 45

Examined and found correct  
**S. VAIDYANATH AIYAR & Co.**  
 Chartered Accountants.

BUDGET Rs.	PAYMENTS	
	Rs.	nP.
	BROUGHT FORWARD	
		13,24,192 00
	PART 'B'(4)	
	Expenditure on Building for Institute of Applied Manpower Research :	
		11,509 40
	Cash and Bank Balances :	
		Cash in hand 55 88
		Stamps in hand 20 00
		First National City Bank of New York :
		(i) Savings Account 28,099 06
		(ii) Current Account 19,976 96
	48,076 02	
		The State Bank of India, New Delhi in Current Account 27,512 71
		The United Commercial Bank Ltd., New Delhi in Current Account 77,015 81
		Fixed Deposit (Prize Fund) With United Commercial Bank Limited, New Delhi 2,655 63
	1,55,336 05	
	TOTAL	
		14,91,037 45

**S. RANGANATHAN**  
 Hon. Treasurer

**V. K. N. MENON**  
 Director & Ex Officio Secretary

## APPENDIX

## THE INDIAN INSTITUTE OF PUBLIC

## Statement of Receipts and Payments during

(Showing utilisation of the

RECEIPTS	Rs. nP.	
	<b>Subscriptions :</b>	
Ordinary Members (including Life members)	28,157	50
Associate Members	1,296	50
Corporate Members	19,549	20
<b>Sale of Journal</b> (including subscriptions) and other Publications :	10,695	37
<b>Royalty from sale of Books :</b>	3,752	89
<b>Interest :</b>	4,092	25
<b>Rent Received from :</b>		
(i) Auditorium	3,714	04
(ii) Residential Quarters	20,557	16
(iii) Other Rents	8,863	40
<b>Miscellaneous and other Receipts (Institute)</b> (including sale proceeds of a cycle)	10,528	95
<b>Refund of Conveyance Advance :</b>	14,435	57
<b>Sale Proceeds of Staff Car :</b>	5,500	00
<b>CARRIED OVER</b>	<b>1,31,142</b>	<b>83</b>

## IX (ii)

## ADMINISTRATION, NEW DELHI

the year from 1st April, 1962 to 31st March, 1963

(Grant from the Government of India)

PAYMENTS	Rs. nP.		Rs. nP.	
	<b>Publications :</b>			
Periodicals			35,605	41
Other Publications			9,358	51
<b>Research and Study Group Projects :</b>			23,872	60
<b>Contribution to Branches :</b>			11,295	00
<b>Honorarium to Correspondents :</b>			7,900	00
<b>Seminars :</b>			5,131	10
<b>Fellowships in India :</b>			2,833	75
<b>Meetings :</b>			10,765	60
<b>Pay and Allowances :</b>			1,42,922	39
(a) General Administration			35,033	28
(b) Journal & Publications			59,883	74
(c) Research			66,177	21
(d) Library			23,692	31
(e) Accounts			4,789	25
<b>Travelling Allowance :</b>				
<b>Medical Expenses :</b>		11,757	42	
Less : Recovery of C.H.S. contributions		114	00	
			11,643	42
<b>Leave Salary and Pension Contributions :</b>			5,168	59
<b>C. P. Fund Contribution (Institute) :</b>			14,090	66
<b>Office Expenses :</b>			37,692	24
(a) Printing and Stationery			56,281	51
(b) Rates and Taxes			42,373	42
(c) Electric and Water Charges			76,321	08
(d) Services & Supplies			75,290	35
(e) Contingencies and Miscellaneous			480	00
(f) Amenities			73,888	89
(g) Maintenance of Buildings & Garden				
<b>Library :</b>				
(a) Books		74,785	80	
(b) Periodicals		19,040	61	
(c) Binding		5,485	00	
(d) Equipment		5,232	76	
		1,04,544	17	
Less : Met from Ford Foundation grant		43,048	59	
			61,495	58
<b>CARRIED OVER</b>			<b>8,93,985</b>	<b>89</b>

	Rs. nP.	Rs. nP.
BROUGHT FORWARD		1,31,142 83
TOTAL INSTITUTE RECEIPTS :		1,31,142 83
<b>THE INDIAN SCHOOL OF</b>		
School fees and General Charges :		6,920 00
Hostel Rent :		67,120 32
Miscellaneous Receipts		10,141 62
Short-Term Training and Refresher Courses :		12,252 65
TOTAL SCHOOL RECEIPTS		96,434 59
GRANT FROM GOVERNMENT OF INDIA (RECURRING)		9,00,000 00
GRAND TOTAL OF ALL RECEIPTS		11,27,577 42

Certified that the recurring grant of Rs. 9,00,000/- received from the Government of India for the year 1962-63 by the Indian Institute of Public Administration was utilised during the period for the purpose for which it was sanctioned, as mentioned in the foregoing statement.

S. VAIDYANATH AIYAR & Co.  
Chartered Accountants.

	Rs. nP.
BROUGHT FORWARD :	8,93,985 89
Conferences Abroad:	14,619 73
Honorarium to Reporters :	740 00
Foreign Affiliation :	704 62
Advances Recoverable : (Conveyance Purchase Advance):	4,934 57
TOTAL INSTITUTE PAYMENTS :	9,14,984 81
<b>PUBLIC ADMINISTRATION</b>	
Teaching Staff	88,577 64
Visiting Professors and Lecturers :	3,138 00
Office and Hostel Staff :	50,351 36
T. A., Leave salary and Pension Contributions and C. P. Fund Contribution :	14,825 92
Scholarships :	25,495 99
Office Expenses Hostel and School :	21,417 04
Honorarium to External Examinars :	1,733 80
Short Term Training and Refresher Courses :	7,053 66
TOTAL SCHOOL PAYMENTS	2,12,592 61
GRAND TOTAL OF ALL PAYMENTS	11,27,577 42

B. RANGANATHAN  
Hon. Treasurer.

V. K. N. MENON  
Director and Ex officio Secretary.

## THE INDIAN INSTITUTE OF PUBLIC

## Income and Expenditure Account

For the Year ended 31-3-62 Rs.	EXPENDITURE	Rs. nP.		Rs. nP.	
		Rs.	nP.	Rs.	nP.
29,573	To Publications:	30,380	00		
9,416	Periodicals	8,529	91	38,909	91
	Other Publications				
24,093	„ Research & Study Groups :			26,520	63
4,039	„ Research & Election Project :			...	
16,975	„ Contributions to Regional Branches			11,295	00
	„ Honoraria To :				
6,446	Lecturers and Visiting Professors	3,138	00		
252	Reporters	740	00		
8,373	Correspondents	7,900	00		
2,997	External Examiners	1,733	00	13,511	00
8,646	„ Training & Refresher Courses :			7,053	66
17,170	„ Seminars :			5,131	10
2,712	„ Fellowships in India :			2,833	75
9,565	„ Meetings :			10,765	60
8,300	„ Conferences Abroad :			14,619	73
	„ Pay and Allowances :				
	Institute Office, Library, Research and Publications (including medical charges less C.H.S. contributions)	3,37,459	73		
3,31,814	School Teaching Staff	89,297	62		
81,524	School and Hostel Staff	51,875	63	4,78,632	98
30,369	„ Institute's Contribution to Provident Fund :				
15,698	Institute Staff	14,083	96		
4,653	School Staff	6,898	00	20,981	96
	„ Leave Salary and Pension Contributions:				
5,238	Institute	5,168	59		
6,165	School	6,297	26	11,465	85
3,900	„ Scholarships :			25,495	99
	„ Library :				
20,517	Newspapers and Periodicals	19,040	61		
4,098	Book-binding charges	5,485	00	24,525	61
6,52,533	CARRIED OVER			6,91,742	77

## ADMINISTRATION, NEW DELHI

## for the year ended 31-3-1963

For the Year ended 31-3-62 Rs.	INCOME	Rs. nP.		Rs. nP.	
		Rs.	nP.	Rs.	nP.
9,00,000	By Grant received from the Government of India for the year 1962-63			9,00,000	00
	„ Transfer from Ford Foundation Grant to meet Relevant Expenses (per Contra)			81,122	88
3,61,435	„ Transfer of the Balance of Grant from Government of India, Ministry of Commerce and Industry, to meet Expenditure incurred during the year on the U.N. Seminar on Public Industrial Enterprises in the ECAFE Region :				
		128	00		
631	Less : Expenditure during the year	128	00	...	
517	„ UNESCO, Paris :			...	
	„ Transfer of Grant from the Congress for Cultural Freedom to meet expenditure incurred on Congress for Cultural Freedom Seminar			...	
2,611	„ Training and Refresher Courses : Various Grants & Donations received			10,600	00
17,980	„ Subscriptions :	42,183	25		
	Ordinary Members	1,296	50	62,628	95
34,762	Associate Members	19,149	20		
1,224	Corporate Members			7,476	14
15,575	„ Subscriptions to and Sale of Journals :			4,611	11
4,929	„ Sale of other Publications :			3,752	89
4,278	„ Royalty on Publications :			1,688	00
2,250	„ Transfer from Life Membership Capital Fund :			6,920	00
1,298	„ Fees etc. from School :			10,141	62
8,850	„ Other Receipts from School :			4,092	25
610	„ Interest:			10,93,033	84
15,846	CARRIED OVER				
13,72,796					

Y.E. 31-3-62 Rs.	EXPENDITURE	Rs.	nP.	Rs.	nP.
6,52,533	BROUGHT FORWARD			6,91,742	77
	To General and Office Expenses :				
	Printing and Stationery (including printing of Reports)	29,118	24		
24,945	Postage and Telegrams	11,339	39		
11,351	Telephones	10,740	15		
14,673	Motor Car Expenses	1,968	32		
3,662	Peons' Uniforms	3,549	18		
2,665	Water & Electricity Charges	42,373	42		
54,436	Advertisements	2,873	53		
2,090	Bank Charges	355	33		
328	Honorarium to Auditors	1,250	00		
1,250	Staff Amenities	480	00		
480	Rates & Taxes	56,281	51		
14,374	Conveyance	2,142	47		
1,380	Entertainment	1,702	98		
1,668	Miscellaneous	15,233	55	1,79,408	07
13,653					
40	Subscriptions to other Institutes :				
	General Charges :				
7,472	School	5,361	77		
2,741	Hostel	3,279	91	8,641	68
	Travelling Expenses :				
3,002	School	1,630	66		
3,096	Institute	4,789	25	6,419	91
2,500	Essay Prize			1,547	00
...	Foreign Affiliations :			704	62
44,747	Maintenance of Buildings (including Gardens)			74,097	68
1,69,528	Depreciation :			1,77,979	39
13,600	Transferred to Reserve for Bad & Doubtful Debts :			17,000	00
	Expenditure during the year out of Grant from Ford Foundation (No. 1)				
73,409	Visiting Professors	65	00		
2,21,684	Fellowships abroad	15,172	61		
2,450	Conferences abroad	7,737	89		
34,892	Research & Study Groups	16,888	65		
8,792	Library Books	30,412	04		
20,207	Research Projects	10,846	69	81,122	88
44,690	Excess of income over Expenditure carried to Balance Sheet :			1,621	04
14,52,338	TOTAL			12,40,285	04

S. VAIDYANATH AIYAR & Co.  
Chartered Accountants.

Y. E. 31-3-62 Rs.	INCOME	Rs.	nP.	Rs.	nP.
13,72,796	BROUGHT FORWARD			10,93,033	84
	By Rent Receipts :				
1,600	Auditorium	3,714	04		
22,812	Residential Quarters	20,587	34		
36,573	Hostel	68,228	85	94,738	17
6,655	Other Rent	2,207	94		
3,110	Miscellaneous Income (Including Rs. 3,337.57 being profit on sale of Car)			9,464	44
8,792	Transferred to Library Books Account in the Balance Sheet Purchases made during the year out of :				
...	Ford Foundation Grant No. I	30,412	04		
	Ford Foundation Grant No. II	12,636	55	43,048	59
14,52,338	TOTAL			12,40,285	04

S. RANGANATHAN  
Hon. Treasurer

V.K.N. MENON  
Director & Ex officio Secretary

## APPENDIX

## THE INDIAN INSTITUTE OF PUBLIC

Balance Sheet as at

As at 31-3-1962 Rs.	FUNDS AND LIABILITIES	Rs. nP.	
45,91,823	FUNDS, GRANTS & RESERVES : (As per Schedule 'A' annexed)	46,01,133	92
1,03,673	CURRENT LIABILITIES AND PRO- VISIONS : (As per Schedule 'B' annexed)	1,31,859	44
46,95,496	Total	47,32,993	96

Examined and found correct  
S. VAIDYANATH AIYAR & Co.  
Chartered Accountants.

S. RANGANATHAN  
Hon. Treasurer.

## ADMINISTRATION, NEW DELHI

31st March, 1963

As at 31-3-1962 Rs.	ASSETS	Rs. nP.	
42,86,341	FIXED ASSETS : (As per Schedule 'C' annexed)	43,06,548	30
4,09,155	CURRENT ASSETS : (As per Schedule 'D' annexed)	4,26,445	06
46,95,496	Total	47,32,993	36

V.K.N. MENON  
Director & Ex officio Secretary

V. T. KRISHNAMACHARI  
Chairman  
Executive Council

Members  
Executive Council

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

SCHEDULE 'A'—Forming part of Balance Sheet as at 31st March, 1963

STATEMENT RELATING TO FUNDS, GRANTS & RESERVES

As at 31-3-62 Rs.	PARTICULARS	Rs. nP.		Rs. nP.	
	<b>Life Membership Capital Fund :</b>				
	As per last Balance Sheet	14,150	00		
	Add : Life Membership fees received during the year	5,200	00	19,350	00
	Less : Adjusted to Income & Expenditure Account Upto 31-3-1962	2,468	00		
11,682	During the year	1,688	00	4,156	00
	<b>Building Fund :</b>				
	Amounts received against grants from the Government of India :				
	As per last Balance Sheet	34,30,000	00		
	Transferred from grant from the Ford Foundation :				
	As per last Balance Sheet	4,50,659	93		
38,80,660	Add : Transfer during the year	38,80,659	93	38,88,002	31
		7,342	38		
	<b>Grant from Ford Foundation :</b>				
	Grants received—				
	As per last Balance Sheet	16,63,075	81		
	Add : Interest carried on saving accounts and deposits of monies belonging to the fund during the previous years, transferred during the year from Income and Expenditure Account	39,525	00	17,02,600	81
	Less : Transferred to Building Fund :				
	Upto 31-3-1962	4,50,659	93	4,58,002	31
	During the year	7,342	38	12,44,598	50
	Less : Transferred to Income and Expenditure account :				
	Upto 31-3-1962	10,24,977	93		
1,87,438	During the year	81,122	88	11,06,100	81
	<b>ECAFE Seminar Account :</b>				
	As per last Balance Sheet	128	00		
128	Refunded to the Government	128	00		
40,79,908	CARRIED OVER			40,41,694	00

As at 31-3-62 Rs.	PARTICULARS	Rs.	nP.	Rs.	nP.
40,79,908	BROUGHT FORWARD			40,41,694	00
	<b>Grant for Building for the Institute of Applied Manpower Research :</b>				
	Amount received during the year			50,000	00
	<b>Grant from Asia Foundation :</b>				
	Amount received during the year	62,000	00		
	Less : Expenditure incurred :				
	During the previous year	3,000	00		
	During the year	26,623	50	29,623	50
	<b>Annual School Prize Fund :</b>				
	As per last Balance Sheet	2,900	94		
	Add : Interest received during the year	102	12		
		3,003	06		
	Add : Donations received during the year	200	00		
		3,203	06		
2,901	Less : Prizes given during the year	100	00	3,103	06
	<b>Reserve for Bad &amp; Doubtful Debts :</b>				
	As per last Balance Sheet	23,600	00		
	Add : Provision during the year :	17,000	00		
		40,600	00		
	Less : Unrecoverable subscriptions written off :				
	Upto previous year	11,513	00		
12,087	During the year	14,150	00	25,663	00
	<b>Income and Expenditure Account :</b>				
	Excess of Income over Expenditure :				
	As per last Balance Sheet	4,96,927	32		
	Less : Interest earned on funds of the Ford Foundation in previous years transferred to Ford Foundation Grant account during the year	39,525	00		
		4,57,402	32		
	Add : Excess of Income over Expenditure during the year, as per account attached	1,621	04	4,59,023	36
4,96,927					
45,91,823	TOTAL			46,01,133	92

S. VAIDYANATH AIYAR & Co.  
Chartered Accountants.

M. S. RAMAYYAR  
for Director

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

SCHEDULE 'B'—Forming part of Balance Sheet as at 31st March, 1963

CURRENT LIABILITIES AND PROVISIONS

As at 31-3-62 Rs.	PARTICULARS	Rs. nP.
	<b>Subscriptions received in advance :</b>	
55	Ordinary Members	...
...	Corporate Members	...
...	Journal	...
100	Membership application fees received in advance :	...
	<b>Deposits Received :</b>	
20,829	Security Deposits from Contractors (Institute) 51,521 98	
...	Security Deposits from Tenderers (I.A.M.R.) 22,020 00	73,541 98
1,140	Library Deposits	1,240 00
1,810	Hostel Deposits	1,510 00
...	Ministry of Home Affairs for purchase of Books 500 00	76,791 98
	<b>Other Liabilities and Provisions :</b>	
40,121	For Expenses 55,047 46	
224	Other Finance 20 00	
39,394	Retentions from Contractors' Bills ...	55,067 46
1,03,673	TOTAL	1,31,859 44

S. VAIDYANATH AIYAR & Co.  
Chartered Accountants.

M. S. RAMAYYAR  
for Director.

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

SCHEDULE 'C'—Forming part of the Balance Sheet as at 31st March, 1963

STATEMENT RELATING TO FIXED ASSETS

Sl. No.	Particulars	Cost upto 31-3-1962		Additions during the year		Disposals during the year		Balance cost		DEPRECIATION														
								@ Per cent	Upto 31-3-62	Disposal during the year	Balance	For the Year	Total Depreciation upto 31-3-1963	Written down value as on 31-3-1963	Written down value as on 31-3-1962									
1	2	3	4	5	6	7	8	9	10	11	12	13	14											
1	Buildings :	35,71,465	46	7,342	38	...	35,78,807	84	21%	89,286	63	...	89,286	63	87,129	83	1,76,416	46	34,02,391	38	34,82,178	83		
2	Furniture and Fixtures :																							
	Purchases under non-project estimates	43,255	26	2,123	36	...	45,378	62																
	Purchases since made under Project estimates	3,09,194	47	...	...	...	3,09,194	47																
		3,52,449	73	2,123	36	...	3,54,573	09	6%	52,337	73	...	52,337	73	18,096	00	70,433	73	2,84,139	36	3,00,112	00		
3	Office Equipment :	85,191	28	46,423	02	...	131,614	30	15%	26,792	17	...	26,792	17	9,831	77	36,623	94	94,990	36	58,399	11		
4	Library Equipment :	27,230	50	5,232	76	...	32,463	26	6%	4,154	43	...	4,154	43	1,384	57	5,539	00	26,924	26	23,076	07		
5	Air Conditioning Equipment :	32,27,632		13,718	30	...	45,994	62	15%	1,279	32	...	1,279	32	4,654	00	5,933	32	40,061	30	30,997	00		
6	Water Coolers :	14,209	89	...	...	...	14,209	89	15%	3,968	89	...	3,968	89	1,536	00	5,504	89	8,705	00	10,241	00		
7	Garden Equipment :	899	34	...	...	...	899	34	15%	361	79	...	361	79	80	55	442	34	457	00	537	83		
8	Sundry Equipment :	403	05	...	...	...	403	05	6%	61	71	...	61	71	20	34	82	05	321	00	341	34		
9	Hostel Mess Equipment :	467	06	...	...	...	467	06	6%	80	06	...	80	06	23	00	103	06	364	00	387	00		
10	Motor Car :	25,271	59	...	...	10,558	75	14,712	84	20%	8,886	74	8,396	32	490	42	2,844	50	3,334	92	11,377	92	16,384	83
11	Bicycles :	812	95	518	18	165	36	1,165	77	15%	419	95	35	36	384	59	74	00	458	59	707	18	393	00
12	Organisation and Methods Equipment : (Ford Foundation grant)	8,123	50	...	...	...	8,123	50	15%	1,218	50	...	1,218	50	1,035	75	2,25	25	5,869	25	6,903	00		
13	Library Books :	5,02,760	72	74,830	26	...	5,77,590	98	15%	1,83,853	46	...	1,83,853	46	51,252	00	2,35,105	46	3,42,485	52	3,10,907	38		
14	Film Projector :	25,000	00	34,373	23	...	59,373	23											59,373	23	33,000	00		
15	Stage Equipment :	12,481	17	15,900	37	...	28,381	54											28,381	54	13,481	17		
	TOTAL	Rs. 46,59,042	56	2,00,461	86	10,724	11	48,48,780	31															
										3,72,701	38	8,431	68	3,64,269	70	1,77,962	31	5,42,232	01	43,06,548	30	43,88,331	18	

S. VIADYANATH AIYAR & Co.  
Chartered Accountants.

M. S. RAMAYYAR  
for Director.

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

SCHEDULE 'D'—Forming part of the Balance Sheet as at 31st March, 1963

STATEMENT RELATING TO CURRENT ASSETS

	PARTICULARS		Rs.	nP.
	<b>Books Publication Branch :</b>			
	As per last Balance Sheet	264 93		
	<i>Less :</i> Depreciation written off :			
	Upto 31-3-62	151 09		
114	During the year	17 08	168 17	96 76
	<b>Stocks of Paper and Stationery :</b>			
5,451	(At cost as certified by the Deputy Director)		41,448	60
6,248	<b>Stock of "Organisation of the Government of India" :</b>		...	
	<b>Sundry Debtors :</b> (Considered good, except where otherwise stated)—			
	Subscriptions receivable—			
	(of which about Rs. 17,000/- are considered doubtful for which provision has been made per contra)		62,898 25	
8,311	Bills receivable		2,421 11	
1,124	Sundry Accounts :			
	Due from Asia Publishing House		1,140 00	
	Rent outstanding:			
	For Staff Quarters	1,733 15		
5,135	Hostel	5,885 74	7,618 89	
450	Ministry of Finance Colombo Plan		...	
1,653	Ministry of Defence in respect of Cantonment Officers Course		...	74,078 25
	<b>Expenditure on Building for Institute of Applied Manpower Research :</b>			
	Incurred during the year		11,509	40
	<b>Expenditure incurred during the year on specific Projects recoverable from :</b>			
11,900	(a) Ford Foundation (Grant No. 2)		1,02,792	78
3,000	(b) Asia Foundation		...	
31,386	CARRIED OVER		2,29,925	79

As at 31-3-1962 Rs.	PARTICULARS		Rs.	nP.
1,31,386	BROUGHT FORWARD		2,29,925	79
450	<b>Advances : (Accountable or Recoverable)</b>			
	Travelling Advance	527 20		
14,912	Staff Advances for :			
693	Purchase of conveyances	5,411 00	5,429	00
	Festivals	18 00		
5,250	To fellows from Syracuse University	...		
951	" Fellows abroad	...		
44	" Supply of Books	...		
500	Imprest for clearing articles	...	5,956	20
22,770	<b>Deposits :</b>			
	With Delhi Electric Supply Undertaking	22,770 00		
11,975	With Telephone Department :			
200	For 8 "O.Y.T." Telephones	11,175 00	11,375	00
	For Trunk Calls	200 00		
159	With New Delhi Municipal Committee	159 00		
500	With D.D.P.A. Authority	500 00		
100	With Postmaster, New Delhi	100 00		
26,871	With Educational Institutions and Others	...	34,904	00
124	<b>Cash and Bank Balances :</b>			
761	Cash on hand	75 88		
	Postage Stamps in franking machine	323 02		
47,804	In Current Account with Scheduled Banks :			
38,927	With State Bank of India, New Delhi	27,512 71		
	With United Commercial Bank Ltd., New Delhi	77,015 81	1,04,528	52
50,000	On call Deposits with the Bank of Baroda Ltd., Delhi	...		
2,553	On Fixed Deposit with the United Commercial Bank Ltd., New Delhi (A/c "Prize-fund")		2,655	63
28,099	With the First National City Bank of New York :			
24,126	In Savings Account	28,099 06	48,076	02
	In Current Account	19,976 96		
4,09,155	<b>TOTAL</b>		4,26,445	06

S. VAIDYANATH AIYAR & Co.  
Chartered Accountants.

M.S. RAMAYYAR  
for Director