

# **NATIONAL INSTITUTE OF EDUCATIONAL PLANNING AND ADMINISTRATION**

**Annual Report  
1981-82**

NIEPA DC



D09362

**17-B, Sri Aurobindo Marg, New Delhi-110 016**

**LIBRARY & DOCUMENTATION CENTRE**

**National Institute of Educational  
Planning and Administration.**

**17-B, Sri Aurobindo Marg,**

**New Delhi-110016**

**DOC, No ..... D-9362**

**Date ..... 5-12-96**

## CONTENTS

	<i>Page</i>
Acknowledgements	v
An Overview	1
<b>PART I : OBJECTIVES AND ORGANS OF POLICY FRAME</b>	
Objectives	9
The Council	11
The Executive Committee	11
The Finance Committee	12
Programme Advisory Committee	12
<b>PART II : PROGRAMMES AND ACTIVITIES</b>	
A. Training Programmes undertaken during 1981-82	13
B. Research and Studies	20
C. Inter-State Visit	26
D. Consultative Meetings for Programme Planning and Implementation	27
E. Faculty Discussion Groups	28
F. International Collaboration	32
G. Visitors	32
H. Library and Documentation Services	32
I. Publications	34
<b>PART III : ADVISORY, CONSULTANCY AND SUPPORT SERVICES</b>	
I. National	38
II. Sub-National	39
III. International	40
<b>PART IV. : ADMINISTRATION AND FINANCE</b>	
Sub-Committee on the Change in the Designation and Revision of Scales of Pay of Faculty Members	43

Reorganisation of Faculty and Academic Support	43
Task Forces	44
Committees	44
Reorganisation of Administration	45
Strengthening of Faculty and other staff	45
In-service Training	45
Staff Changes	46
Academic Infrastructure	46
Hostel	48
Construction Programme	48
Other Infrastructure	49
Finance	50

#### ANNEXURES

I. Training Programmes	51
II. Visitors	98

#### APPENDICES

I. List of Members of the Council of NIEPA	107
II. List of Members of the Executive Committee of NIEPA	112
III. List of the Members of Finance Committee of NIEPA	114
IV. List of Members of the Programme Advisory Committee	116
V. Faculty and Research Staff of NIEPA	119
VI. Annual Accounts and Audit Report	120

## ACKNOWLEDGEMENTS

The National Institute of Educational Planning and Administration expresses its gratitude to the Union Ministry of Education and Culture, Planning Commission, University Grants Commission, National Council of Educational Research and Training, Directorate of Adult Education, Central Board of Secondary Education, Kendriya Vidyalaya Sangathan, Central Tibetan School Administration, Atomic Energy Education Society and States/Union Territory Governments for their cooperation and interest in its activities during the year under report. The Institute is grateful to the experts who spared their valuable time to act as guest speakers/resource persons in the conduct of its various programmes. NIEPA also acknowledges with thanks the cooperation in the conduct of some of its programmes, extended by the International Institute of Educational Planning, Paris; UNESCO Office of Statistics, Paris; Unesco Regional Office for Education in Asia and Oceania, Bangkok; United Nations Asia and Pacific Development Centre, Kuala Lumpur, United Nations Centre for Regional Development, National Association for Asia and Pacific Education and United States Educational Foundation in India.

## AN OVERVIEW

The National Institute of Educational Planning and Administration, formerly known as the National Staff College for Educational Planners and Administrators, was established by the Government of India on December 31, 1970 under the Ministry of Education and Social Welfare, on the recommendation of the Education Commission (1964-66) and the 'Working Party on Educational Planning, Administration and Evaluation' of the Planning Commission in 1969. The objectives of the Institute are to undertake research in educational planning and administration, provide training and consultancy services in this field and arrange for the orientation of senior educational administrators from the Centre and the States, and to collaborate with other countries especially of the Asian region.

The Institute is an autonomous institution registered under the Registration of Societies Act (Act XXI of 1860). It was originally registered on December 31, 1970 as National Staff College for Educational Planners and Administrators and again on May 31, 1979 under its new name.

This report covers the main activities of the National Institute during the period April, 1981 to March, 1982.

The Institute focussed attention on the task of framing a perspective plan for its activities, on the basis of long ranging discussions within the Institute and with senior academics and administrators from outside. It was realised that in the process of strengthening and giving a new orientation to the programmes of the Institute, emphasis should be laid on relating them to the goals and objectives of planned economic development in general and to those of the Sixth Five Year Plan in particular. It was noted that greater importance needs to be attached to improvements in educational planning and administration as a means of securing better

achievement of plan objectives. The Perspective Plan constitutes a blueprint for the development of Institute's activities and programmes in a phased manner, some of which are likely to spill over to the Seventh Five Year Plan. With the objective of making a major impact on educational planning and administration in the country as a whole as distinct from having a set of short duration orientation programmes, a six months pre-induction training programmes for District Education Officers was finalised and preparations were made for launching the same from the year 1982-83. An inter-state visit of educational planners and administrators was also organised for inter-change of experience in the area of educational planning and administration. A number of inservice training programmes were organised by the Institute at state and regional levels. The possibility of setting up regional units for building up training capabilities at states and regional levels was explored.

A major thrust was made during the year in the research activities of the Institute and on linking research with training. The Institute took up a number of research studies besides completing those already on hand. The outcome of some of these studies may have policy implications at the national level.

The Institute continued to provide consultancy, academic and professional guidance to Central and State Governments, institutions and personnel involved in educational planning and administration.

The academic infrastructure of the Institute was adequately strengthened and faculty and administration reorganised to support the diversified and increased activities taken up by the Institute under the Perspective Plan.

## PERSPECTIVE PLAN

In pursuance of the decision taken by the Executive Committee of the Institute in its Seventh Meeting on 2nd May, 1981 a small group consisting of Professor Rais Ahmed, Aligarh Muslim University, Shri G.K. Arora, Education Secretary, Government of Uttar Pradesh, Shri J.A. Kalyanakrishnan, Financial Adviser and Joint Secretary (Planning), Ministry of Education and Culture, Dr. S.N. Saraf, Adviser (Education), Planning Commission, Shri S. Sathyam, Joint Secretary, Ministry of Education and Culture, Shri J. Veeraraghavan Executive Director, NINIEPA,

Dr. R.P. Singhal, Consultant, NIEPA and Shri M.R. Kolhatkar, Joint Secretary, Ministry of Education and Culture was constituted under the Chairmanship of Director, NIEPA to examine the Fifth Five Year Plan of NIEPA and to propose a Perspective Plan for the next ten years including the realignment of the programmes for the remaining period of the Sixth Five Year Plan. The meeting of the above Committee was held on 4th August, 1981. The Committee approved in general the Draft Perspective Plan of the Institute and authorised the Director to make necessary modifications in the light of the discussions before submission of the Plan for approval of the Executive Committee. The Draft Perspective Plan of the Institute was subsequently put up with necessary modifications to the Executive Committee for approval in its Eighth Meeting held on 3rd September, 1981. The Executive Committee generally approved the Perspective Plan prepared by the Institute containing the broad guidelines for the future development of the Institute which go beyond the Sixth Five Year Plan with a total outlay of Rs. 270.47 lakhs. Against the above requirement a financial outlay of Rs. 115 lakhs only had been approved in the Sixth Five Year Plan (1980-85) by the Government of India, leaving a gap of Rs. 155.47 lakhs to be sought at the time of the mid-term appraisal of the Plan.

**The major highlights of the Perspective Plan include :**

- The pre-induction training programme of District Education Officers is one of the key programmes of the Institute as the District Education Officer is in charge of educational planning and administration at the crucial level of the district.
- Increased emphasis on research component of the activities of the Institute and on linking of research with training. In this connection, the Institute has taken up field studies in the adjoining District of Gurgaon with focus on institutional costs, alternative modes of education and possibility of vertical and horizontal linkages.
- Development of state level regional units by entering into tripartite arrangements with the state governments and the selected research institutions in the state on cost sharing basis. Some of the states, namely, Kerala, Gujarat and U.P. had shown their interest in setting up such units.



- Building up of a good documentation centre at the Institute where State Acts, Codes, judicial decisions and other legal documents as well as other documents on policies and programmes would be collected and kept for reference.
- Building up of “sub-national systems” group in the Institute manned by five members each specialised in one of the five regions of the country, to enable the Institute to perform its function as a clearing house of information and experience.
- An enlarged publication programme of the Institute including a Journal for DEOs.
- Strengthening of the academic infrastructure of the Institute to support the above programme.

## TRAINING PROGRAMMES

During the year, the Institute organised a number of training programmes of varying duration. These programmes were cadre based as well as theme-oriented. Apart from continuing regular programmes for school administrators and for college principals, etc., the Institute conducted for the first time in collaboration with the Kendriya Vidyalaya Sangathan a training programme for newly appointed Principals of Kendriya Vidyalaya Sangathan from all over the country. The Central Tibetan School Principals also participated in it. Similarly, there was a programme on School Management for Principals and Vice-Principals of Atomic Energy Schools located in different parts of the country. The programme was held in Bombay at Bhabha Atomic Research Institute in collaboration with the Atomic Energy Education Society.

The Institute also organised a training programme in school management for Heads of Schools and Inspecting Officers in Pondicherry and a training programme for the senior officers of the Education Department of the Municipal Corporation of Delhi.

One of the special features of the programmes of the year under report was to organise a few seminars on themes of national importance. For example, there was a very useful national seminar on “Rational Utilisation of Resources for Educational Development with emphasis on Non-Monetary Inputs”. There was yet another All-India seminar on

Population Education and Development which was attended by Education Commissioners and Directors of Public Instruction (Schools) from all over the country.

International programmes too received special attention during the year. Regional Workshop on "Long-Range Educational Planning" was held in January, 1982 in which 21 participants and five observers from 11 different Asian countries participated.

The break up of the 29 programmes organised during the year is as follows :

Category and No. of Programmes	No. of Participants	No. of Programme Days	Programme Person Days
I Management of School Education (7 Programmes)	165 (25%)	71	11,715 (31%)
II Adult Education Programmes (3 Programmes)	81 (12%)	31	2,511 (7%)
III Management of Higher Education (8 Programmes)	119 (18%)	76	9,044 (24%)
IV Special Programmes (8 Programmes)	243 (36%)	32	7,776 (21%)
V International Programmes (5 Programmes)	38 (6%)	62	2,356 (6%)
VI Correspondence Course (1 Programme)	18 (3%)	240	4,320 (11%)
Total	664	512	37,722

All the States and Union Territories except Lakshadweep participated in the above programme. Participants from foreign countries included Afghanistan, Bangladesh, China, Nepal, Malaysia, Pakistan, Philippines, Srilanka, Thailand, and USA.

## RESEARCH AND STUDIES

In view of the greater emphasis on research activities in the Perspective Plan, the Institute took up a number of research studies, besides completing those already in hand. The research studies completed/undertaken by the Institute during the year are listed below :

1. Study on administration of Elementary Education in Relation to Universalisation in 9 educationally backward States.
2. A Study of Development of Educational Norms for Haryana.
3. A study of Organisational Set up and System of Educational Planning, Monitoring and Statistics in States/UTs.
4. Population Education Activities in NIEPA.
5. Cost of Education in Gurgaon.
- 6&7. In-depth Study on Ashram Schools and Exposure of Scheduled Castes and Scheduled Tribes to Industrial Training.
8. Study on Inspection Practices and Proforma in some educationally advanced and backward States.
9. Study of Internal Assessment (Sessional Evaluation) in Universities.
10. Study of Personality Characteristics of Educational Administrators.
11. Study on the Secondary School Heads in Comparative Perspective.
12. Aspiration of Action for Better Quality of Life (AABQOL).
13. Educational Expenditure In India—A Regional Analysis.
14. Comparative Policy Study on Educational Planning and Equity Planning in two States of India.
15. A Comparative Study on Some Experiments in the Component and Relationship of Education for Rural Development : Planning and Administration Mechanisms.
16. Methods and Problems of Educational Administration at the Block and Institutional Levels.

17. Rethinking Development.

18. In-depth Study on Financing of Higher Education in Indian States.

### **ADVISORY, CONSULTANCY AND SUPPORT SERVICES**

The Institute took up a number of research studies and programmes at the instance of and in collaboration with Ministry of Education and Culture, Ministry of Home Affairs, State Governments/Union Territories, Universities and other international organisations.

Besides, the Institute continued to provide academic and professional guidance to Central, State Governments, institutions and personnel involved in educational planning and administration. The Institute participated in various high level conferences, committees and working groups at the Central and State levels. Particular mention may be made of the contribution made by the Institute in the Conference of Education Ministers held in June, 1981, in which the Institute submitted a note listing the major task on educational planning and administration in the Sixth Five Year Plan and NIEPA's Role therein.

The Institute was actively associated with the Ministry of Education, Ministry of Home Affairs, State Education Departments, University Grants Commission, NCERT, Central Board of Secondary Education, Directorate of Adult Education, Unesco and USEFI, etc. in many important areas concerning educational planning and administration.

### **PUBLICATIONS**

Apart from 25 mimeographed reports on training programmes, the following publications were brought out during the year under report :

1. Administration of Elementary Education in Assam, Bihar, Orrisa, Rajasthan & West Bengal
2. Hindi translation of Administration of Elementary Education relating to Bihar State
3. Annual Report (English and Hindi versions) 1980-81

4. EPA Bulletin Quarterly vol. 4 No. 2 (July 1981), Vol. 4 No. 3 (October, 1981) and Vol. 4 No. 4 and Vol. 5 No.1 (Jan. and April, 1982).

## DIFFICULTIES

The main difficulty facing the Institute has been in the recruitment of faculty. On the recommendations of Dr. Malcolm S. Adiseshiah Committee on the change in the designations and revision of scales of pay for faculty members, the Government of India was moved for approval of UGC scales of pay to the faculty members. With the likely introduction of the UGC scales of pay and completion of the ongoing staff quarters, it is hoped that the Institute would be able to recruit and retain highly talented faculty. The Institute is, however, facing acute shortage of office accommodation due to expansion of its activities and even after moving the officers and the staff into smaller rooms and partitioning the existing rooms, the Institute is finding it extremely difficult to provide suitable accommodation to its staff.

The report is divided into four parts. Part I highlights the objectives and organs of policy frame, Part II provides a brief resume of the programmes and activities, Part III gives an account of the advisory, consultancy and support services at national, sub-national and international levels, and Part IV deals with administration and finance.

## PART I

# OBJECTIVES AND ORGANS OF POLICY FRAME

To promote research, training and consultancy in educational planning and administration, the National Institute of Educational Planning and Administration, formerly known as National Staff College for Educational Planners and Administrators, was registered under the Societies Registration Act XXI of 1860 on May 31, 1979. The Institute acts as a clearing house of ideas and information on research, training and extension in educational planning and administration services and other programmes.

### OBJECTIVES

The aims and objectives of the Institute are given below :

- (a) To organise pre-service and in-service training, conferences, workshops, meetings, seminars and briefing sessions for senior educational officers of the Central and State Governments and Union Territories;
- (b) To organise orientation and training programmes and refresher courses for teacher educators and for university and college administrators connected with educational planning and administration;
- (c) To organise orientation programmes, seminars and discussion groups for top level persons including legislators in the field of educational planning and administration at policy making level in Central and State Governments;

- (d) To undertake, aid, promote and coordinate research in various aspects of educational planning and administration including comparative studies in planning techniques and administrative procedures in the different States of India and in other countries of the world;
- (e) To provide academic and professional guidance to agencies, institutions and personnel engaged in educational planning and administration;
- (f) To offer, on request, consultancy service to State Governments and other educational institutions;
- (g) To act as a clearing house of ideas and information on research, training and extension in educational planning and administration service and other programmes;
- (h) To prepare, print and publish papers, periodicals and books in furtherance of these objectives and especially to bring out Journal on Educational Planning and Administration;
- (i) To collaborate with other agencies, institutions and organisations, including the University Grants Commission, Institutes of Management and Administration and other allied institutions in India and abroad, in such way as may be considered necessary for the promotion of these objectives;
- (j) To offer fellowships, scholarships and academic awards in furtherance of the objectives of the institute;
- (k) To confer honorary fellowships on eminent educationists for their contribution in the field of educational planning and administration; and
- (l) To provide, on request, facilities for training and research in educational planning and administration to other countries, especially of the Asian Region, and collaborate with them in such programmes.

## THE COUNCIL

The apex body of the Institute is the Council headed by the president nominated by the Government of India. It shall be the function of the Council to carry out the objectives of the Institute and exercise general supervision of all the affairs of the Institute.

The Director of the NIEPA is its Vice-President. Other members of the Council are :

- Chairman, University Grants Commission
- 4 Secretaries to the Government of India (Education, Finance, Planning Commission and Department of Personnel and Administrative Reforms)
- Director, National Council of Educational Research and Training
- 6 Educational Secretaries (5 from States and one from Union Territory)
- 6 Directors of Education (5 from States and one from Union Territory)
- 6 Eminent Educationists
- All members of the Executive Committee
- One member of the NIEPA Faculty

Registrar of the Institute acts as Secretary of the Council.

A list of members of the Council is given in Appendix-I. The Council meets at least once in a year. Prof. D.T. Lakdawala continued to be the President of the Council. During the period under review, one meeting of the Council was held on December 24, 1981.

## THE EXECUTIVE COMMITTEE

The Administration and management of the affairs of the Institute is carried on by the Executive Committee with the Director of the Institute as its Chairman. Registrar of the Institute acts as Secretary of the Executive Committee. The Committee operates through the Finance



Committee and the Programme Advisory Committee. A list of members of the Executive Committee is given in Appendix-II.

During the Year, the Executive Committee met thrice on May 2, 1981, September 3, 1981 and January 8, 1982.

### **THE FINANCE COMMITTEE**

The President appoints a Finance Committee under the ex-officio Chairmanship of the Director of the Institute. It scrutinises the accounts and budget estimates, and makes recommendations to the Executive Committee on proposals for new expenditure. A list of the members of the Finance Committee is given in Appendix-III.

During the Year the Finance Committee met thrice on May 1, 1981, September 3, 1981 and January 8, 1982.

### **PROGRAMME ADVISORY COMMITTEE**

The Executive Committee under Rule 29 reconstituted the Programme Advisory Committee from 1st October, 1981 to make recommendations regarding training and research and coordinate all plans and programmes and examine the academic aspects of the work of the Institute. The Director is the Chairman of this Committee. The Registrar of the Institute acts as Secretary of the Committee. The Committee held its meeting on January 5, 1982. A list of members of the reconstituted Programme Advisory Committee is given in Appendix-IV.

## PART II

### REVIEW OF PROGRAMMES AND ACTIVITIES

The year under review witnessed a considerable stepping up of the activities of the Institute. Within the limited resources the Institute in collaboration with the Union and State/UT Governments, University Grants Commission, National Council of Educational Research and Training and UNESCO Regional Office for Education in Asia and Oceania, disseminated the new concepts and techniques in educational planning and management, organised training programmes, promoted research, and provided consultancy services to the Central and State Governments.

#### A. TRAINING PROGRAMMES UNDERTAKEN DURING 1981-82

The break up of the 29 programmes organised during the year under review is as follows :

I. Management of School Education	:	7 programmes
II. Adult Education	:	4 programmes
III. Management of Higher Education	:	5 programmes
IV. Special	:	8 programmes
V. International	:	4 programmes
VI. Correspondence Course	:	1 programme

A summary of the programmes undertaken during the year is given below :

### I. Management of School Education

Sl No.	Name of the Programme	Dates & Duration	No. of participants
1	2	3	4
1.	Orientation programme for Senior Officers of Education Department of Municipal Corporation of Delhi	April 20-25, 1981 (6 days)	29
2.	Orientation Programme in Educational Planning and Administration for Senior School Administrators, New Delhi.	May 25-June 12, 1981 (19 days)	12
3.	Orientation Programme in Educational Planning and Administration for Senior School Administrators, Delhi.	August 3-21, 1981 (19 days)	18
4.	Workshop on School Management for Principals, Vice-Principals, etc. of Atomic Energy Schools (in collaboration with the Atomic Energy Education Society, Bombay at Bombay)	November 2-7, 1981 (6 days)	19
5.	Orientation Programme for Principals of Kendriya Vidyalayas and Principals and Rectors of Central Tibetan Schools	December 31, 1981- January 9, 1982 (10 days)	32
6.	Training Programme in School Management for Heads of Schools and Inspecting Officers of Pondicherry at Pondicherry	February 8-13, 1982 (6 days)	17

1	2	3	4
7.	Orientation Course in Personnel and Financial Management for Education Officers of Haryana	February 23-27, 1982 (5 days)	18
Total		71 days	165
(Programme person days :		1490	

## II. Adult Education Programme

8.	Orientation Seminar for District Adult Education Officers of Rajasthan and Uttar Pradesh	April 6-11, 1981 (6 days)	24
9.	First Refresher Course for District Adult Education Officers	June 22-27, 1981 (6 days)	20
10.	Field-Oriented Training Programme for District Education Officers (in collaboration with Directo- rate of Adult Education)	November 23- December 5, 1981 (13 days)	24
11.	Refresher Course for District Adult Education Officers	January 18-23, 1982 (6 days)	13
Total		31	81
(Programme Person Days :		654	

## III. Management of Higher Education

12.	Orientation Programme in Educational Planning and Administration (for College Principals of Haryana), New Delhi	May 25-June 6, 1981 (13 days)	24
-----	---	----------------------------------	----

1	2	3	4
13.	First Orientation Programme in Educational Planning and Administration for College Principals	November 2-21, 1981 (20 days)	33
14.	Orientation Programme in Educational Planning and Administration for Principals of Women's Colleges	November 30- December 19, 1981 (20 days)	24
15.	Orientation Programme for College Principals in Educational Planning and Administration	February 8-27, 1982 (20 days)	33
16.	Pre-departure Orientation Programme for College Principals under USEFI's University Administrators Project	March 29-April 1, 1982 (3 days)	5
Total		76	119
(Programme Person Days :		2127	

#### IV. Special Programmes

17.	Workshop on Educational Norms for Haryana	April 2-4, 1981 (3 days)	33
18.	Second Training Seminar for District and Tehsil Educational Planning Officers of J & K	April 13-25, 1981 (13 days)	29
19.	Expert Seminar regarding Design of Study of Ashram Schools, etc.	August 11-12, 1981 (2 days)	11
20.	Experts Seminar regarding training in population Education	September 12, 1981 (1 day)	12
21.	National Seminar on Regional Utilisation of Resources for Educational Development with emphasis on Non-Monetary Inputs	September 22-25, 1981 (4 days)	42

22.	National Seminar in Long-Term Educational Planning	December 21-23, 1981 (3 days)	19
23.	Orientation Programme for Key Personnel of National Service Scheme	February 1-4, 1982 (4 days)	25
24.	All India Seminar in population Education for Education Secretaries/DPIs (Schools)	February 18-19, 1982 (2 days)	72
Total		32	243
(Programme Person Days :			979

#### V. International Programmes

25.	Workshop in Indian History and Culture for Supervisors and Curriculum Consultants of Social Studies from the USA	June 30-July 16, 1981 (17 days)	15
26.	Study Visit to Mr. Mohmud Arninal Islam to Jt. Secretary, Ministry of Education, Govt. of Bangladesh	August 5-8, 1981 (4 days)	1
27.	Training Course for UNESCO Fellow Mr. Fazlur Rahman Khan from Bangladesh	September 21-October 17, 1981 (27 days)	1
28.	Regional Workshop in Long-Term Educational Planning	January 12-25, 1982 (14 days)	21
Total		62	38
(Programme Person Days :			580

#### VI. Correspondence Course

29.	Training Course through Correspondence Cum-Contact for DEOs in Educational Planning and Administration	August 1981-March 1982 (240 days)	18
-----	--	-----------------------------------	----

(Programme Person Days :  $18 \times 240 = 4,320$ )

In the above 664 participants were covered during the year under review including Education Secretaries, Directors of Education, Directors of SCERTs, Professors and Principals of Colleges, District Education Officers, District Adult Education Officers, District Education and Tehsil Planning Officers, Senior Education Officers at Central and State levels, NCERT, etc. The break up of the participants and the programme person days for different categories of programmes is given below :

Category	No. of Participants	No. of Programme days	Programme Percentage
I, Management of School Education	165 (25%)	71	1490 (14.68)
II. Adult Education Programmes	81 (12%)	31	654 (6.44)
III. Management of Higher Education	119 (18%)	76	2127 (20.96)
IV, Special Programmes	243 (36%)	32	979 (9.64)
V. International Programmes	38 ( 6%)	62	580 (5.71)
VI. Correspondence Course	18 ( 3%)	240	4320 (42.56)
<b>Total</b>	<b>664</b>	<b>512</b>	<b>10150</b>

Leaving aside the Special Programmes, Management of School Education Programmes had the largest number of participants, viz., 165 which represented 25 per cent of the total number of participants during the year and 31 per cent of programme person days. This was followed by Higher Education Programmes which had 119 participants representing 18 per cent of the total number of participants and 24 per cent of programme person days.

The highest number of participants was 57 (14 per cent) from Haryana followed by 44 (11 per cent) from Maharashtra and 42 (10 per cent) from Jammu & Kashmir. All the States and Union Territories excepting Lakshadweep participated in the above programmes.

The number of participants from Universities and other organisations was 106 representing 16 per cent of the total participants. The number of women participants was 100 representing 15 per cent of the total number of participants. The total number of Ph. D. holders in the participants was 102 representing 15 per cent of the total number of participants.

38 foreign participants from Afghanistan, Bangladesh, China, Nepal, Malaysia, Pakistan, Philippines, Srilanka, Thailand and the USA attended the programmes specially designed to meet their needs.

The details of the various training programmes are given in Annexure-I.

### **Programme Evaluation**

Evaluation has been built into every programme. There is concurrent evaluation by the Steering Committee, which is set up for every programme and includes members of the Faculty and representatives of the participants to see what changes in the programme need to be made in the light of experience as it becomes available from day-to-day.

For post-facto evaluation, proformae are distributed to the participants on the very first day to be filled in to indicate their cumulative impression about the academic programmes and handed over to the Co-ordinator one day before the concluding session. To keep this evaluation free and frank, the participants are not required to sign them. This is followed by an evaluation session taken by the Director on the last day when participants express their views freely on any matter, academic or organisational.

The Institute takes into account the feedback given by participants in designing similar programmes in future. As a consequence, in several courses organised during the year, practical exercise figured more prominently than before. Case studies on administrative aspects like decision-making, human relations etc. were specially devised for Orientation



Programmes for Institutional Heads. Suitable field visits were also included in these programmes. The course contents have been enriched keeping in view fresh developments and the felt needs of the participants.

The evaluation by participants have, by and large, indicated that they have found the programmes to be very useful. Steps have also been initiated for ascertaining the impact of the training programmes in work situations.

## **B. RESEARCH AND STUDIES**

The Perspective Plan of the Institute lays increased emphasis on research components of the activities of the Institute and on linking research with training. During the year the Institute took up a number of research studies besides completing those already in hand. The research studies taken up by the Institute are listed below :

### **1. Study on Administration of Elementary Education in Relation to Universalisation in 9 educationally backward States**

The Institute has completed an empirical study on Administration of Elementary Education in 9 Educationally Backward States wherein about 74 per cent of the non-enrolled children in the country are located. The reports of Andhra Pradesh, Jammu & Kashmir, Madhya Pradesh and Uttar Pradesh had already been published. The remaining reports for Assam, Bihar, Orissa, Rajasthan and West Bengal were published during the year.

A consolidated All-India Report containing *Major Findings and Suggestions* of the Study of Administration of Elementary Education in relation to the Programme of Universalisation in the nine Educationally Backward States of India was brought out by NIEPA in July, 1981.

The suggestions relate, *inter alia*, to the following important areas :

1. Provision of Schools
2. Provision of Facilities—Buildings, Furniture and Equipment.
3. Census and Enrolment
4. Retention and dropouts

5. Provision of teachers and their pre-service and in-service training
6. Inspection and Supervision
7. Non-formal Education Centres
8. Incentives
9. Role of Local Bodies
10. Village Education Committees
11. School Complexes
12. Teacher Organisations
13. Educational Administration at Village, Block, District and State levels.

## **2. A Study of Development of Educational Norms for Haryana**

At the request of Government of Haryana, the Institute undertook in 1979 a Study to develop norms with regard to the expansion and maintenance of educational facilities at the school level in respect of opening and upgrading of schools, provision of teaching and non-teaching staff, inspection and supervision, provision of equipment and furniture, school buildings and posting and transfer of teaching staff.

## **3. A Study of Organisational Set Up and a System of Educational Planning, Monitoring and Statistics in States/UTs**

At the request of the Ministry of Education and Culture, the Institute undertook a Study of Educational Planning, Statistics and Monitoring Set-Up in various States and UTs of the Country in 1980-81. Information from 24 States/UTs had been received and draft reports for Jammu & Kashmir and Maharashtra were finalised and circulated for comments.

## **4. Population Education Activities in NIEPA**

Recognising the importance of the Population Education in tackling the problem of population growth in this country, a project on Population Education Programme was proposed by the Ministry of Education, Government of India to UNESCO. The primary goal of this project is to gear the entire educational system in the country to the realisation of potential role of education in the developmental efforts in the country.

As part of this project, it was suggested that the National Institute of Educational Planning and Administration (NIEPA) would also be given a sub-contract to incorporate population education in their training activities. Accordingly, a 2-year project titled "Population Education Activities in NIEPA" was prepared by the Institute and approved by the Ministry of Education and Culture, Government of India.

A Seminar on Population was held on 12th September, 1981 in which participants from Universities, educational institutes and other organisations participated. This was followed by an All-India Seminar on Population Education on February 18-19, 1982 with the theme "Population and Development" in which Education Secretaries, Directors of Education and other senior officers participated.

### **5. Cost of Education in Gurgaon**

The Institute has taken up a field study in the adjoining district of Gurgaon with focus on institutional cost-alternative modes of education and possibility of vertical and horizontal linkages. The study will help in deriving some measures for efficient utilisation of resources, estimating resource requirements for supply of educational services and also in determining the optimal size of the institutions. Such facts will naturally have implications on educational policy. Institutional costs of education at various levels will be studied by covering, say, 90-100 institutions, at a point of time, i.e., the year 1979-80 and with specific reference to particular area, say, 2-3 blocks.

The estimated cost of the Project is Rs. 2.20 lakhs.

### **6 & 7. In-depth Study on Ashram Schools and Exposure of Scheduled Castes and Scheduled Tribes to Industrial Training**

The above studies sponsored by the Ministry of Home Affairs have been assigned to the Institute by the Ministry of Education and Culture (Department of Education) under the "Scheme of Assistance for Studies in Educational Policy, Planning, Management, and Evaluation". For conducting the above two studies the Ministry of Education and Culture have sanctioned Rs. 50,000/- for each of the two projects. Both the studies were put on the ground in September, 1981, after on-spot study of the

problems of the five States, namely Gujarat, Maharashtra, Madhya Pradesh, Andhra Pradesh and Bihar. The work in respect of Andhra Pradesh and Maharashtra was completed and final reports were ready by March, 1982.

#### **8. Study on Inspection Practices and Proformae in some educationally advanced and backward States**

Under the "Scheme of Assistance for Studies in Educational Policies, Planning, Management and Evaluation," a sample study on Inspection System and Practice and Proformae in the educationally backward States and advanced States has been assigned to the Institute by the Ministry of Education and Culture (Department of Education). For undertaking this study, the Ministry of Education have sanctioned Rs. 50,000/-.

The States of Andhra Pradesh, Haryana, Tamil Nadu and Uttar Pradesh have been selected as sample States. Selection of sample districts was over and blocks and institutions had been identified in consultation with the States.

#### **9. Study of Internal Assessment (Sessional Evaluation) in Universities**

With a view to examine the prevailing practices of internal assessment (sessional evaluation) in various universities and providing empirical data base to college principals for structuring a feasible pattern of sessional evaluation in Colleges, the above study was taken up by Dr. (Mrs.) Radha Rani Sharma, Research/Training Associate. Report of the study was sent for publication in the Journal of Higher Education.

#### **10. Study of Personality Characteristics of Educational Administration**

The study was taken up by Dr. (Mrs.) Radha Rani Sharma, Research/Training Associate. The study aims at constructing and standardizing a test for assessing desirable personality characteristics among educational administrators. It is also proposed to study personality profile of effective educational administrators. The study is in progress.

### **11. Study on the Secondary School Heads in Comparative Perspective**

An international research project titled "Secondary School Heads in Comparative Perspective" was undertaken by the College of Education, University of Iowa to examine the characteristics of secondary school heads in 14 selected nations including India. Dr. N. M. Bhagia, Fellow, Participated as the National Research Associate in the study for India. The study is in progress.

### **12. Aspiration of Action for Better Quality of Life (AABQOL)**

The study was entrusted to Prof. Ramakrishna Mukherjee by UNESCO, Paris. The Institute is collaborating with Prof. Mukherjee in the conduct of the study. This is a methodological enquiry into measuring the aspiration and action for better quality of life in rural and urban setting. Delhi and its surrounding rural areas are the fields of enquiry. Field work is expected to take one and half months.

### **13. Educational Expenditure—A Regional Analysis**

The project is being done under a contract from Unesco Office of Statistics, Paris. The study aims (i) to examine the mechanism and the problems of educational finance in relation to overall national priorities and its relationship with other sectors of the economy; and (ii) to analyse the spatial and regional patterns of educational expenditure for the last ten years. The work of data collection and tabulation is in progress.

### **14. Comparative Policy Study on Educational Planning and Equity Planning in two States of India**

The project is being done under a contract from Unesco. The aim of the project is to study the financing of education and to analyse its possible implications for equity. Two states, i.e. Kerala and Haryana have been selected on a purposive basis. Data collection and tabulation is in progress.

### **15. A Comparative Study on Some Experiments for the Component and Relationship of Education for Rural Development : Planning and Administration Mechanisms**

The project is funded by ACEID, Unesco Regional Office, Bangkok. It is a comparative study of some experiments in component and relationship of education for rural development planning and administrative mechanisms. The aim of the study is to explore how effectively and at minimum cost, education can be introduced as an element in Integrated Rural Development; Information has been collected from various authorities.

### **16. Methods and Problems of Educational Administration at the Block and Institutional Levels**

The project is being done under a contract from Unesco Regional Office, Bangkok. The study aims (i) to find out how education is administered at the block and institutional level in India; and (ii) to identify the problems faced by Block Education Officers and Heads of Schools in administration of education. Questionnaire/observation schedule, interview schedule have been developed.

### **17. Rethinking Development**

The study has been taken up by Prof. S. C. Dube, National Fellow under ICSSR Project. It is an inter-disciplinary study on poverty, drawing illustrations from South East Asia, South Asia, Africa and Latin America. The contemplated larger work will cover much the same field as *Asian Drama* but from the third world perspective and will also take into account indepth bureaucracy, political processes and education.

### **18. In-Depth Study on Financing of Higher Education in Indian States**

The study has been taken up by Dr. J. L. Azad, Senior Fellow, under ICSSR Project. In this study, it is proposed to examine critically the policies, procedures and patterns of financing of higher education in four States, selected on a regional basis. Detailed data-Schedules/questionnaires have been issued to principals of Colleges as also to Registrars of Universities.

### C. INTER-STATE VISIT

An Inter-State Visit to Maharashtra was organised by NIEPA from 8th to 14th February, 1982 to study the Rapport Based Programme of School Improvement in Maharashtra.

Six States participated in the Inter-State Visit. These are Rajasthan, Bihar, Andhra Pradesh, Kerala, Punjab and Uttar Pradesh. Shri S. Sathyam, Joint Secretary, Ministry of Education and Culture and Dr. T. N. Dhar, Joint Director, N.C.E.R.T. joined the team for one day. Professor D. A. Dabholkar, former Vice-Chancellor of Poona University and at present Professor, Indian Institute of Education, Pune joined the team for all the days. There were 8 other officers from Maharashtra like Chairman, Municipal Corporation Education Committee, Bombay, Education Officer, Bombay Municipal Corporation, Bombay and a few headmasters who joined the team from Maharashtra as observers on some of the days.

NIEPA was represented by Dr. R. P. Singhal, Consultant and Dr. (Mrs.) Radha Rani Sharma, Research/Training Associate.

In all, the team visited about 25 blocks in 9 districts of Maharashtra and was thus able to cover about 1/3rd of the total number of districts. More than 100 Schools in about 35 school complexes were visited by the team.

The Team was greatly impressed by the awareness and enthusiasm which was quite visible in the people and the educational functionaries about the Rapport-based Programme. As the whole programme is voluntary and is non-monetary in nature, it has been able to generate the desired motivation on the part of all concerned.

Although the programme began on an experimental basis as a pilot project in Charholi complex under the leadership of Shri V.V. Chiplunkar, Director of Education, Maharashtra who had himself adopted this complex in 1977-78, the programme has since spread over to whole of Maharashtra and there are now about 1200 school complexes. Each officer up to the rank of Education Extension Officer has adopted a school complex.

The team noticed that the Rapport-based Programme has made a significant dent towards school improvement in Maharashtra. The isolation of the schools has been broken, enrolment of pupils and their attendance have improved, rate of retention and transfer has improved and the quality of teaching, learning has risen. The school organisation and management are now more sensitive of the school requirements and with the help of community support both in cash and kind, mobilization of resources has enhanced. The SSC examination results have also indicated a trend of improvement.

Tools have also been evolved for grading of schools because the main basis of school complexes in Maharashtra under the Rapport based Programme has been to identify and improve such schools which have been giving poor performance. Tools for evaluation of the officers, head masters and teachers have also been evolved for purpose of effective monitoring and control.

The whole programme has obviously generated a favourable climate for school improvement and can be considered as a successful innovative programme in the field of school education.

#### **D. CONSULTATIVE MEETINGS FOR PROGRAMME PLANNING AND IMPLEMENTATION**

A number of consultative meetings were held from time to time during 1981 to discuss the scope and operational plans in respect of new training and research programmes having national and international importance. In these meetings, apart from the Faculty of the Institute, experts from various Ministries, Universities and renowned research and training organisations of India took part. Following are some of such meetings held during the year :

- (i) Meeting for Making Professional Preparations for UNESCO Sponsored Regional Training Workshop in Long-term Educational Planning : 8 June, 1981.
- (ii) Meeting on Organisation of National Seminar on Rational Utilisation of Resources for Educational Development, with Emphasis on Non-Money Inputs: July 7, 1981.



- (iii) Meeting on 'Indepth Study of Ashram Schools' and 'Exposure of Scheduled Castes/Tribes to Technical Education and Industrial Training Facilities': August 11-12, 1981.
- (iv) Meeting to Discuss the Broad Contents, Parameters and Conceptual Frame of Reference for Population Education: September 12, 1981.
- (v) Meeting to Discuss Building and Space Norms for Educational Activities in Different Types of Settlements: September 17, 1981.
- (vi) Meeting on Study of 'Cost of Supply of Education in Gurgaon District': September 30, 1981 and October 29, 1981.

Broad themes and methodologies developed as a result of discussions in the above meetings are reflected in the programmes developed and detailed in the review of programmes and activities and in Annexure I. The Study on Building and Space Norms for Educational Activities has, however, not yet been started. The plan of action for the above study finalised in the meeting of the Consultative Committee, however, includes comparative study of existing policies and practices followed by different town development authorities, assessment of spatial requirements of educational institutions, suggest buildings and space norms and methods and techniques of integrating educational facilities in the neighbourhood facilities of the local community, etc.

## E. FACULTY DISCUSSION GROUPS

A series of faculty discussion groups was initiated during the year in which apart from the members of the faculty, experts from outside in the field of educational planning and administration participated. These discussion groups were organised on a weekly basis and have greatly helped in the faculty development. The details of the themes discussed along with the names of the speakers are given below :

- |  |              |
|--|--------------|
| 1. Review of Orientation Programme for Senior Officers of Education Deptt. of MCD. | May 27, 1981 |
| Dr. C. L. Sapra  |              |
| 2. A Study of Development of Educational Norms for Haryana.                        | June 3, 1981 |
| Shri M. M. Kapoor<br>Dr. (Ms) K. Premi   |              |

3. Returns to Higher Education, Rajasthan. June 10, 1981  
Dr. G. K. Bhatt
4. Panel Discussion of Census 1981 : Implication for Education. June 17, 1981
5. Review of Orientation Programme for College Principals of Haryana. June 24, 1981  
Dr. G. D. Sharma
6. A Study of Leadership Behaviour of Heads of Secondary Schools in Haryana & its correlates. July 1, 1981  
Dr. N. M. Bhagia
7. Some Aspects of Reservation Policy. July 8, 1981  
Dr. N. N. Kabra
8. Effect of Levels of Expenditure of Educational Outputs. July 15, 1981  
Dr. C. B. Padmanabhan
9. Women's Education & Fertility Control. July 22, 1981  
Dr. M. A. Bhatnagar
10. Education Among the Tribes in North East India: Achievements and Challenges. July 29, 1981  
Prof. S. N. Dubey
11. Problems of Field Data-collection in social Sciences and Their Possible Solutions. August 5, 1981  
Shri K. Mohan Rao
12. Education, Science and Economic Growth. August 19, 1981  
Ms. Ranjana Srivastava
13. Education & Equality. August 24, 1981  
Prof. Suma Chitnis

- |     |   |                  |
|-----|---|------------------|
| 14. | Techniques for Perspective Planning used in VI Five year Plan.  | August 26, 1981  |
|     | Dr. S. P. Gupta   |                  |
| 15. | The American Higher Education Problems and Future.  | Sept. 2, 1981    |
|     | Dr. Vasist Malhotra   |                  |
| 16. | Planning Strategies for Distance Teaching.  | Sept. 9, 1981    |
|     | Dr. O. S. Dewal   |                  |
| 17. | Education Planning and Administration in Malaysia.  | Sept. 16, 1981   |
|     | Shri J. Veeraraghavan   |                  |
| 18. | Interrelationship Between Conceptual Maturation, Nutrition Status and Socio-Economic Status of School Going Children.                   | Sept. 30, 1981   |
|     | Ms. Meena Srivastava  |                  |
| 19. | A Study into Utilization and Comprehensibility of School Television Programmes in Delhi.  | October 14, 1981 |
|     | Dr. R. I. Phutala   |                  |
| 20. | Family Background, Education, Occupation and Earnings among Employees in Delhi.   | October 28, 1981 |
|     | Sh. Har Bhajan Singh  |                  |
| 21. | Cost of Supply of Education in Gurgaon District.  | Nov. 4, 1981     |
|     | Dr. G. D. Sharma  |                  |
| 22. | Self concept and Non-Cognitive Factors Affecting the Academic Achievement of Scheduled Caste Students in Higher Technical Institutions. | Nov. 18, 1981    |
|     | Dr. Bibha Rani  |                  |
| 23. | Distributional Effects of Public Expenditure on Education.  | Nov. 25, 1981    |
|     | Sh. B. S. Reddy   |                  |

24. Methods of Equating Students' Marks from different Boards/Universities. Dec. 2, 1981  
Shri Ved Prakash
25. Inspection by Post. Dec. 9, 1981  
Shri T. K. D. Nair
26. Adult Education in Vietnam. Dec. 30, 1981  
A Four Member team of  
Adult Education Experts
27. Unit Cost of Education: A Study of Cost Effectiveness of Hindu College. January 6, 1982  
Ms. Mridula Sexena
28. Issues and Choices in Higher Education. January 27, 1982  
Dr. S. C. Goel
29. Contribution of Sociology to Educational Development in West Germany. January 28, 1982  
Prof. Dietrich Goldschmidt
30. Organization of Graduate Education Programme of Alberta University. February 2, 1982  
Prof. E. A. Holdaway
31. Planning for Better Teacher Education. February 17, 1982  
Prof. Baqer Mehdi
32. Research in Educational Administration in Britain. February 24, 1982  
Dr. George Baron
33. Inequities in Levels of Literacy in India : A Districtwise Analysis of 1981 Census. March 17, 1982  
Shri Y. P. Aggrawal
34. Micro Level Planning for Non-formal Education. March 24, 1982  
Dr. R. S. Shafi
35. Sociology of Knowledge: Marx and Mannheim. March 31, 1982  
Prof. Samir Ghosh

## **F. INTERNATIONAL COLLABORATION**

The Institute has been collaborating with UNESCO Regional Office for Education at Bangkok, IBE and USEFI in programmes relating to educational planning and management. The Institute continued its Associate Membership of the Asian Programme for Educational Innovation and Development (APEID), Bangkok and National Focal Point for International Bureau of Education (IBE), Geneva.

A significant activity of the Institute during the year under report was organisation of training/attachment programmes and workshops. A Regional Workshop in Long-Term Educational Planning was held from 12th January to 25th January, 1982 in which 21 participants and 5 observers from 11 different Asian countries participated. A Workshop in Indian History and Culture for Supervisors and Curriculum Consultants from USA was also organised in which 15 participants attended the programme. Also the Institute organised study visits for 2 officers from Bangladesh.

## **G. VISITORS**

During the year eminent dignitaries including Ministers, Members of Planning Commission, Vice-Chancellors, other eminent educationists and senior Officers from different Ministries of the Government of India, Planning Commission, University Grants Commission, Education Secretaries, Directorate of Education and other officers from the State Governments and UTs visited the Institute.

A number of delegates from foreign countries also visited the Institute.

A list of visitors is attached at Annexure IV.

## **H. LIBRARY AND DOCUMENTATION SERVICES**

The Institute maintains a well stocked library in educational planning and administration and other related areas. It may claim to be one of the richest libraries in the field of educational planning and management in the Asian Region. It serves not only the faculty, research scholars and participants of the various programmes but also other organisations through the inter-library loan system.

During the period under review 1200 documents and 1791 books were added to the library. The library presently has a collection of over 30,137 books. It also has a rich collection of reports of International Seminars and Conferences organised by International Agencies like UNO, UNESCO, OECD, ILO, UNICEF, etc.

The library receives 253 periodicals mainly in educational planning, administration, management and other allied fields. All important articles appearing in these journals are indexed. Apart from books and periodicals the library also maintains a special collection of newspaper clippings relating to educational planning and management.

Monthly lists of additions were prepared for acquainting the readers with important articles of interest and fresh arrivals.

The library continued its fortnightly mimeographed publication "Periodicals on Education : Titles Received and Their Contents" to provide the readers a Current Awareness Service about the contents of the periodicals on education received during the fortnight.

Library channelled new items of information from various sources to Institute's Programme Units and Research Projects Teams where they can usefully serve their interest.

Library prepared bibliographies for the participants of each training programme organised by the Institute during this period.

#### **Documentation Sub-Unit**

A Documentation Unit as a separate sub-unit within the Library was set up to work in close collaboration with the Sub-National Systems Unit so as to enable the Institute to perform its function as a clearing house of information and experience. The unit has already started collecting documents relating to regions, states and districts mainly of the following themes :

- i) District Census Hand Books
- ii) District Gazetteers
- iii) District Statistical Hand Books
- iv) District and State Sixth Five Year Plans and Annual Plans

- v) District Lead Bank Reports
- vi) Statistical Abstracts of the States
- vii) Third All India Education Survey, School Education, 4th All India Education Survey, School Education
- viii) Educational Plans of the States
- ix) Techno-economic Surveys of States and districts
- x) Annual Reports of State Education Department
- xi) Educational Codes, Acts, Rules and Manuals, etc.

Since the district has been identified as the Unit of Educational Planning and Administration, it is proposed to make available all relevant information and data about every district of India for reference in the Documentation Centre.

#### I. PUBLICATIONS

The following publications were brought out during the year 1981-82 :

##### 1. Administration of Elementary Education in :

- Assam
- Bihar
- Orissa
- Rajasthan
- West Bengal

2. Hindi translation of Administration of Elementary Education relating to Bihar State.

3. Annual report (English and Hindi versions)—1980-81.

4. EPA bulletin : Quarterly-Vol. 4 No. 2 (July, 1981) Vol. 4 No. 3 October 1981) and Vol. 4 No. 4 and Vol. 5 No. 1 (Jan. and April, 1982)

NIEPA also brought out a cyclostyled report on each Orientation Programme, Seminar and Workshop organised by it. During the period under review, the following reports were brought out :

1. Workshop on Educational Norms for Haryana (April 2-4, 1981)

National Institute of Educational  
Planning and Administration,  
17-B, Sri Aurobindo Marg,  
New Delhi-110016  
DOC, No.....D-9362  
Date.....5-12-96

2. Orientation Seminar for District Adult Education Officers (April 6-11, 1981)
3. Second Training Seminar for District and Tehsil Educational Planning Officers of Jammu and Kashmir (April 13-25, 1981)
4. Orientation Programme for Senior Officers of Education Department of M.C.D. (April 20-25, 1981)
5. Orientation Programme in E.P. and A. for College Principals of Haryana (May 25-June 6, 1981)
6. Orientation Programme in E.P. and A. for Senior School Administrators (May 25-June 12, 1981)
7. First Refresher Course for District Adult Education Officers (June 22-27, 1981)
8. Workshop in Indian History and Culture for Supervisors and Curriculum consultants of Social Studies from U.S.A. (June 30-July 16, 1981)
9. Orientation Programme in E.P. & A. for Senior School Administrators (August 3-21, 1981)
10. Placement of Mr. Fazlur Rahman Khan, DEO, Bangladesh (Sept. 21-Oct. 17, 1981)
11. National Seminar on Rational Utilization of Resources for Educational Development, with emphasis on Non-monetary inputs (September 22-25, 1981)
12. Workshop on School Management (Nov. 2-7, 1981)
13. Orientation Programme in E.P. & A. for College Principals (Nov. 2-21, 1981)
14. Field Oriented Training Programme for District Adult Education Officers (Nov. 23-Dec. 5, 1981)
15. Orientation Programme in Educational Planning and Administration for Principals of Women's College (Nov. 30-Dec. 19, 1981)



16. National Seminar on Long-term Educational Planning (Dec. 12-23, 1981)
17. Orientation Programme on School Management for Heads of Schools (Dec. 31, 1981-Jan. 9, 1982)
18. Regional Workshop on Long-term Educational Planning (Jan. 12-25, 1982)
19. Second Refresher Course for District Adult Education Officers (Jan. 18-23, 1982)
20. Orientation Programme for Key Personnel of National Service Scheme (Feb. 1-4, 1982)
21. Orientation Programme in School Management for Inspecting Officers and Heads of Schools of U.T. of Pondicherry (Feb. 8-13, 1982)
22. Orientation Programme in E. P. & A. for College Principals (Feb. 8-27, 1982)
23. All India Seminar on Population Education (for High Level Educational Administrators) (Feb. 18-19, 1982)
24. Orientation Course in Personnel and Financial Management for Education Officers of Haryana (Feb. 23-27, 1982)
25. Orientation Programme for College Principals, Proceeding to U.S.A. under the University Administrators Project, 1982 (March 29-April 1, 1982)

### PART III

## **ADVISORY, CONSULTANCY AND SUPPORT SERVICES**

One of the main functions of the Institute is to provide advisory, consultancy and support services in the sphere of educational planning and administration to central as well as State Governments, Universities, Boards and other key autonomous organisations in India and to governments and international organisations abroad.

During the year under report the Institute provided different kinds of services to the Centre, the States and other organisations by evolving norms for educational facilities at the school stage, working out a simple and easily manageable system of national monitoring of different aspects of educational development, undertaking several research studies having policy implications on educational administration and planning, assisting in the acceleration of the pace of the Centre's programme of universalisation of elementary education and providing faculty resource to other important organisations in their training programmes and other activities for qualitative improvement of education. It also undertook numerous activities in this behalf by way of conducting research studies for and providing consultancy services to Unesco and other international organisations. Besides, the Institute continued to provide academic and professional guidance to Central, State Governments, institutions and personnel involved in educational planning and administration. The Institute participated in various high level conferences, committees and working groups at the Central and at the State levels. The Institute was actively associated with the Ministry of Education, and Culture,

Ministry of Home Affairs, State Education Departments, University Grants Commission, National Council of Educational Research and Training, Central Board of Secondary Education, Directorate of Adult Education, Unesco and USEFI, etc., in many important areas concerning educational planning and administration. The Institute's activities in this regard may be broadly classified as below :

### I. NATIONAL

- (a) Research studies and projects undertaken at the instance of the Central Ministries.
- (b) Contributions made in the Education Secretaries and Ministers Conferences, All India Seminars, Workshops, Committees and Task Forces.

### II. SUB-NATIONAL

- (a) Studies and projects undertaken at the request of the States and Union Territories.
- (b) Advising States in systems improvement.
- (c) Faculty support in programmes organised by the States and Union Territories.

### III. INTERNATIONAL

- (a) Research studies undertaken at the instance of Unesco.
- (b) International programmes organised by NIEPA.
- (c) Contributions in international workshops, seminars, etc.

### I. NATIONAL

#### (a) Studies and Projects

The Institute undertook the following studies at the instance of the Ministries of Education and Home Affairs as already detailed under the review of its activities :—

- i) Study on Organisational Planning, Monitoring and Statistics;

- ii) Indepth Study of Ashram Schools;
  - iii) Exposure of Scheduled Castes and Scheduled Tribes to Industrial Training at the Industrial Training Institutes;
  - iv) Population Education Activities in NIEPA;
  - v) Study on Inspection System and Practices and Proformae in some educationally advanced and backward states.
- (b) Contributions in all India Seminars, Workshops Committees, etc. and other advisory services.**

The Institute participated at various high-level Conferences, Committees and Working Groups and all-India Seminars. Particular mention may be made of the participation in Conference of Education Ministers held in June, 1981 in which the institute submitted a note listing the major activities of educational planning and administration in Sixth Five Year Plan and Institute's role therein. Mention may also be made of the participation in the High Level Committee on Educational Statistics of the Ministry of Education and its various Working Groups, National Committee on Universalisation of Elementary Education for all the educationally backward states, University Grants Commission, Standing Committee on Educational Facilities for Scheduled Castes/Scheduled Tribes, National Conference on the Role of Teachers in Family Life Education jointly sponsored by all-India Federation of Educational Associations, Family Planning Association of India and Indian Social Science Institutes and the first National Conference on Women Studies.

## II. SUB-NATIONAL

### (a) Studies and Projects

The Institute undertook a Study on Development of Educational Norms for Haryana as already detailed under the review of its activities. It also helped in the reorganisation of the Education Department of Sikkim. The Expert Team constituted by the Ministry of Education was led by the Director, NIEPA.

### **(b) Advising States in Systems Improvement**

The Institute helped the Union Territory of Lakshadweep in the preparation of the Format of Inspection Report For Schools and Rajasthan Board of Secondary Education in review of the autonomy granted to Vanasthali Vidyapeeth, Vanasthali and Vidya Bhawan, Udaipur. It also participated in the High Level Meetings of the Education Departments/Committees of the State Governments of Kerala, Jammu & Kashmir and Uttar Pradesh.

### **(c) Faculty support in programmes organised by the States and Union Territories**

The Institute provided services of faculty members as resource persons in various programmes conducted by Regional College of Education, Mysore, State Resource Centre, Haryana, S.C.E.R.T., Haryana, Delhi School of Social Work, Continuing Education Centre, Jadavpur University, Calcutta, Shramik Vidyapeeth, Bombay, HCM Institute of Public Administration, Jaipur and S.C.E.R.T., Tamil Nadu.

## **III. INTERNATIONAL**

### **(a) Research Studies**

The Institute undertook the following studies under contracts from UNESCO Office of Statistics, Paris and UNESCO Regional Office, Bangkok as already detailed under the review of its activities :—

- (i) Educational Expenditure—A Regional Analysis.
- (ii) Comparative Policy Study on Educational Planning and Equity Planning in two States of India.
- (iii) A comparative study on Some Experiments for the Component and Relationship of Education for Rural Development; Planning and Administration Mechanisms.
- (iv) Methods and Problems of Educational Administration at the Block and Institutional Levels.

- (v) A Retrospective Study of Educational Developments in Asia and the Pacific 1960-80s.

**(b) International Programmes**

The Institute has been collaborating with UNESCO Regional Office for Education at Bangkok, IBE and USEFI in programmes relating to educational planning and management as mentioned under the review of its activities. 38 foreign participants from Afghanistan, Bangladesh, China, Nepal, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand and U. S. A. attended the programmes specially designed to meet their needs.

**(c) Contribution at International Workshops, Seminars and Study Visits**

The Institute participated in various Workshops, Seminars and Study Visits. Mention may be made of the participation at the Programme Development Meeting in Educational Administration at Bangkok, Inter-country Exchange Study Visits to Manila (Philippines), Jakarta (Indonesia) and Bangkok (Thailand), Second Seminar on Problems of Organisation under the Indo-French Cultural Agreement at Paris, Seminar on Education at Bangkok, Seminar on Rural Development organised by the United Nations Centre for Regional Development in Nagoya (Japan), Conference on 'Development Perspectives for 1980's' organised by the United Nations Asian and Pacific Development Centre, Kuala Lumpur, Seminar on Education and Change organised by the National Association for Asia and Pacific Education (NAAPE) in Honolulu and the International Conference on Environmental Education organised by the Department of Environment, Government of India and the Indian Environmental Education Society at New Delhi.

## PART IV

# ADMINISTRATION AND FINANCE

The Institute is fully financed by the Government of India, headed by the President, nominated by the Government of India. The Director who is the Academic and Executive Head of the Institute is assisted by Executive Director in Administration, Finance and Research and by Dean of Training Programmes. The organisational structure of Institute consists of Academic Units, Administration and Accounts. The Academic Units are headed by Fellows/Associate Fellows and Administration and Accounts Units are under the charge of Registrar and Accounts Officer respectively.

In view of the diversified and increased activities taken up by the Institute as envisaged in the Perspective Plan, the Faculty, Academic and Administration support were reorganised and strengthened to achieve the objectives of the Institute and meet new challenges. A strong academic infrastructure was built up by setting up Documentation, Data Bank and Cartographic Cell and Publication Units. Administrative infrastructure was also strengthened.

With a view to attract and retain highly talented faculty, the question of introducing UGC scales of pay to the faculty members was considered and recommended to the Ministry of Education for approval. The construction programme of the Institute was also geared up.

## **SUB-COMMITTEE ON THE CHANGE IN THE DESIGNATION AND REVISION OF SCALES OF PAY OF FACULTY MEMBERS**

On the joint representation of the Faculty Members of the institute for revision of their service conditions, the Executive committee, in its 4th meeting held on 28th June, 1980, constituted a sub-committee under the Chairmanship of Dr. Malcolm S. Adiseshiah to consider the question of designation and revision of their scales of pay. Ministry of Education and the Planning Commission were represented on the Committee. The Sub-committee in its report submitted in December, 1980, while recommending the introduction of the UGC scales of Professors, Readers and Lecturers for the posts of Fellows, Associate Fellows and Research/Training Associates was of the view that their existing designations might be retained. The Sub-committee made some other recommendations regarding job descriptions and qualifications of the faculty members, staffing and housing, etc. These recommendations were considered by the Executive Committee in its 7th meeting held on 2nd May, 1981. The Executive Committee approved, in general, the recommendations of the Sub-committee on the change in the designations and revision of scales of pay of faculty members in the Institute. The report of the Adiseshiah Committee was referred to the Ministry of Education for approval of the revised scales of pay of faculty members as recommended by the Sub-committee.

## **REORGANISATION OF FACULTY AND ACADEMIC SUPPORT**

The Perspective Plan of NIEPA conceives of the faculty as a team of Academics and Educational Administrators engaged individually in specialised study of areas/ problems and at the same time being deployed in groups on particular tasks from time to time. The arrangements for faculty deployment have to be highly flexible permitting regrouping of faculty resources according to the changing needs while providing adequate opportunities for specialisation. Keeping the above in view, the work of the Institute was reorganised into the following groups with specialised responsibilities and necessary arrangements for coordination and review :

- (1) Educational Planning
- (2) Educational Administration



- (3) Educational Finance
- (4) Educational Policy
- (5) Sub-National Systems
- (6) School and Non-Formal Education
- (7) Higher Education
- (8) International Unit

These groups are expected to function with full responsibility for development and execution of programmes in the areas entrusted to them.

While the above groups would function on long-term continuing basis, special task forces and committees for specified periods would be constituted by the Director from time to time for specified purposes. To start with, following task forces and committees have been constituted :

#### TASK FORCES

- (i) Task Force on Training of District Education Officers
- (ii) Task Force on Monitoring and Evaluation
- (iii) Task Force on Inspection and Supervision
- (iv) Task Force on Population Education
- (v) Task Force on Cost Study
- (vi) Task Force on Ashram Schools and Scheduled Castes and Scheduled Tribes.

#### COMMITTEES

- (i) Committee on Correspondence Course
- (ii) Committee on Library and Publication

The work of the academic group and task forces as constituted is coordinated and reviewed by the Academic Committee of the Institute under the Chairmanship of the Director consisting of Heads of different groups, Executive Director, Dean, Training and such members of the Faculty as may be nominated to the Committee by the Director.

## REORGANISATION OF ADMINISTRATION

In view of the diversified and increased activities taken up by the Institute and the need to further rationalise and streamline the functioning of administration, it was decided to reorganise the Administration Division into the following two sub-units under the overall charge of the Registrar.

- i) General Administration Unit (Purchases, Maintenance, Estate and General Service) and
- ii) Personnel and Academic Administration Unit.

A training typing pool was also created under the overall control of Dean, Training for providing typing support for training programmes.

## STRENGTHENING OF FACULTY AND OTHER STAFF

During the year, the faculty was strengthened by creation of 4 posts of Associate Fellows in the scale of Rs. 1100-1600 and 3 posts of Research/Training Associates in the scale of Rs. 700-1300 and necessary supporting staff. Of the above, two posts of Associate Fellows were created for Sub-National Systems Unit and one post each of Associate Fellow and Research/Training Associate were created for District Education Officers programme. One post each of Publication Officer in the scale of Rs. 1500-2000 and Documentation Officer in the scale of Rs. 700-1300 were also created. A few ministerial posts were also created during the year.

Total sanctioned strength of cadre staff and project staff as on 31st March, 1982 was 139 and 28 respectively against the cadre strength of 118 only as on 31st March, 1981.

## IN-SERVICE TRAINING

Shri M.M. Kapoor, Associate fellow attended Advance Training Course in Educational Planning at the International Institute of Educational Planning, Paris (France) for a period of about 9 months from 13th October, 1981.

Shri Y.P. Aggarwal, Research/Training Associate attended Training Course on Application of Sample Survey Methods in Education from February 9 to 20, 1982 at the Indian Statistical Institute, Calcutta.

Shri M.M. Ajwani, Senior Publication Assistant attended Orientation Course in Printing Techology from January 18 to 23rd, 1982 at Open School, Central Board of Secondary Education, Green Park, New Delhi.

Shri R.P. Saxena, Registrar, attended Management Development Programme from 29th March to 24th April, 1982 at the Institute of Secretariat Training and Management, New Delhi.

## STAFF CHANGES

Shri J. Veeraraghavan, Executive Director continued to work as Acting Director till 30th April, 1981. Prof. Moonis Raza, Head, Centre for the Study of Regional Development, School of Social Sciences, Jawaharlal Nehru University took over as Director on 1st May, 1981. Professor M. V. Mathur, formerly Director, NIEPA joined the Institute as Professor Emeritus on 1st June, 1981.

Shri Y.P. Aggarwal, Dr. (Mrs.) R.S. Shafi, Shri N.V. Varghese, Dr. (Miss) K. Sujata, Dr. (Mrs.) Sudha Rao and Dr. J.B.G. Tilak joined the Faculty. Shri B. Selvaraj joined as Publication Officer.

Dr. Sankar Prasad Srivastava and Dr. (Mrs.) Sushma Mehr joined the Institute for the work connected with the Population Education Activities in NIEPA and Dr. Gopesh Kumar Bhatt joined for the work connected with the Study of Cost of Education.

Dr. J. L. Azad, formerly Director (Education), Planning Commission and Dr. J.N. Kaul, formerly Consultant, NIEPA joined as Senior Fellows, ICSSR.

Dr. G.D. Sharma, Fellow, NIEPA left the Institute on his appointment as a Reader in the Bombay University, Bombay.

A list of the members of the faculty as on 31st March, 1982 is given in Appendix-V. The changes in staff are given in Appendix-VI.

## ACADEMIC INFRASTRUCTURE

### (i) Documentation Unit

The necessity for setting up of a Documentation Unit in the Institute to build up its academic infrastructure to support the multi-faceted programmes and activities of the Institute was highlighted in the Perspective Plan. The Executive Committee in its 8th meeting held on 3rd September, 1981 approved the setting up of a Documentation Unit as a separate sub-unit within the Library and a post of Documentation Officer in the pay scale of Rs. 700-1600 for manning this Unit. This Unit would work in close collaboration with the Sub-National Systems Unit. The Unit started functioning during the year.

#### (ii) Data Bank and Cartographic Cell

A review of the programmes of the Institute focussed attention to an urgent need to build up a study emphasising planning as well as quantitative analysis of the large quantum of data including the new census data that are becoming available. For undertaking this work, it became necessary to set up a Data Bank in the Institute and use the facilities of the Computer Terminal installed in NCERT in collaboration with the National Informatics Centre.

The necessity to establish a Cartographic Cell for regional planning was also felt.

The Executive Committee in its Seventh meeting held on 2nd May, 1981 approved the setting up of a Data Bank and Cartographic Cell in the Institute and also creation of one post each of Research Associate (Data Bank) and Senior Technical Assistant (Cartographic Cell) in the pay scales of Rs. 700-1300 and Rs. 550-900 respectively for manning the above units.

#### (iii) Publication Unit

The multi-faceted programme undertaken under the Perspective Plan required high level of editing, printing, mimeographing and bringing about a number of reports, periodicals and journals. The elaborate publications programme of the Institute necessitated the setting up of a Publication Unit under the charge of a Publication Officer. The Executive Committee in its Eighth meeting held on 3rd September, 1981 approved the setting up of a Publication Unit under the charge of a Publication Officer in the grade

of Rs. 1500-2000 along with other necessary staff. The Publication Unit started functioning during the year.

## HOSTEL

The training programmes organised by the Institute at New Delhi are residential. The participants are accommodated in a seven-storeyed hostel which has 48 fully furnished rooms with attached bath. Each room has been furnished with two beds.

The hostel did not have a Warden. The Executive Committee in its Eighth Meeting held on 3rd September, 1981 accorded approval to the appointment of a Hostel Warden on payment of a suitable honorarium or provision of free lodging facilities in the hostel as was deemed fit. Accordingly, a Warden was appointed with effect from 1-10-1981.

The hostel was inter-connected with the Institute by Intercom system and all the seven floors in the hostel were also inter-connected by Intercom.

With a view to provide proper facilities in the hostel to foreign delegates and other high level officers, the Executive Committee in its Ninth Meeting held on 8th January, 1982 approved upgradation of four rooms with the facilities of air-conditioners, convector heaters, geysers, etc. in the first floor of the hostel.

The rent for rooms with upgraded facilities was fixed at Rs. 100/- per day per person. It was also decided to raise the room rent from Rs. 3/- per participant per day to Rs. 6/- per participant per day and Rs. 10/- per day for others to Rs. 15/- per day.

With the appointment of a Warden, provision of Intercom facilities and upgradation of the facilities in the rooms, the functioning of the hostel and its utilisation significantly improved.

## CONSTRUCTION PROGRAMME

During the year, following construction works were taken up:

i) Construction of 16 type A quarters and 8 type E quarters which had been sanctioned at an estimated cost of Rs. 25.03 lakhs during 1980-81,

was nearing completion. Further, sanction was issued for construction of Director's residence and 8 quarters each of type II and III at an estimated cost of Rs. 14.61 lakhs.

ii) To strengthen the water supply resources of the Institute, construction of an additional sumpwell was taken up and boring of two tube wells was sanctioned.

iii) Construction of the Recreation Hall and garage was completed during the year and their possession was taken over in september, 1981. Due to expansion of the activities of the Institute and shortage of office accommodation, it was, however, decided to convert the recreation hall into office by partitioning it into six office rooms. It was also decided to convert two garages for office purposes. Further, two additional store rooms were constructed by utilising the open space in the hostel on the ground floor. With the additional office and storage facilities thus built in, it was possible to cope up to some extent the increased office and storage requirements of the Institute.

iv) The area in front and around the office and hostel was given a facelift by developing flower beds, grass and trees.

## **OTHER INFRASTRUCTURE**

### **i) Intercom System**

An intercom system was installed in the Institute and hostel at an estimated cost of Rs. 35,000/- with a view to improve the communication system.

### **ii) Equipment**

The first floor Conference Hall was equipped with the latest Philips Conference System consisting of 12 delegate units and one Chairman Unit at a cost of Rs. 0.21 lakh.

With special efforts, it was possible to repair some very costly equipments like photocopier and off-set multilith machine which had been lying damaged and unused.

Programmable calculator, Magnetic Card Reader, Computer Tapes, Slide Projector, Cartographic equipment etc. were purchased to equip Data Bank and Cartographic Cell and to meet the increasing requirements of the training programmes.

## FINANCE

The NIEPA is fully financed by the Ministry of Education and Culture, Government of India. During the period under review the Institute received a grant of Rs. 45.84 lakhs (Rs. 20.29 lakhs on 'Non-Plan' account and Rs. 25.55 lakhs on 'Plan' account) plus Rs. 2.46 lakhs of opening balance carried over from the previous year. The Institute also realised inter alia, an amount of Rs. 0.66 lakh from room rent of the Hostel and Rs. 2.82 lakhs as other receipts. Against the total receipts (including the opening balance) of Rs. 51.78 lakhs the total expenditure during the period was Rs. 49.46 lakhs (Rs. 23.58 lakhs on 'Non-Plan') account and Rs. 25.88 lakhs on 'Plan' account). The accounts for the year 1981-82 were audited in August-September, 1982. A copy of the annual accounts along with the Audit Report is given in Appendix-VI.

## ANNEXURE I

### **TRAINING PROGRAMMES**

#### **1. ORIENTATION PROGRAMME FOR SENIOR OFFICERS OF EDUCATION DEPARTMENT OF MUNICIPAL CORPORATION OF DELHI (APRIL 20-25, 1981)**

##### **Introduction**

At the request of the Education Department, Municipal Corporation of Delhi (M.C.D.), the National Institute organised a one week Orientation Programme in educational planning and administration for 29 senior officers of Education Department of M.C.D.

##### **Objectives**

The main objectives of the programme were to critically analyse with the help of the participants their field problems vis-a-vis their job chart; to familiarise them with some of the modern management techniques and their application to educational administration; and to enable them to acquire professional competence and effectiveness as educational administrators and supervisors.

##### **Contents**

The Programme was designed after detailed discussions with Senior Officers of Education Department of M.C.D. The Programme covered the



following themes: Universalisation of Primary Education in India—Problems and Prospects; Universalisation of Primary Education in M.C.D. Area—Wastage and Stagnation in Primary Education Schools; Role of Inspecting Officers to Reduce its Extent; Management of Incentives for the Development of Primary Education under M.C.D.; A Critical Review of Job Chart of Zonal Education Officers of M.C.D.; Improvement of Science and Mathematics Education in M.C.D. Schools; Inspection and Supervision of M.C.D. Schools; Effective Educational Leadership; Physical Facilities for M.C.D. Schools; Role of Research in Improving the Quality of Primary Education; An Appraisal of Enrichment Programmes on TV and Radio for M.C.D. Schools; Techniques of Projecting School Enrolment and Teachers; Human Relations Approach to Educational Administration; Physical Education and Cultural Activities in M.C.D. Schools; Problems and Prospects; In-service Education of Teachers—Role of Inspecting Officers; Common Examination at the End of Class V; Financial Management; Role of Teachers' Organisation in the Professional Growth of their Members; Decision-making Styles, etc.

Planned essentially as a 'programme of equals', the Orientation Programme leaned heavily on lecture-discussions. Most of the papers were prepared by the participants themselves and the presentations were made by them in different sessions of the Programme. The discussions that took place during different sessions were free and frank. The methodology also include practical exercises and a field visit by the participants to N.D.M.C. Navyug School to study the innovative programmes both in respect of curricular and co-curricular activities at the primary stage.

The Programme was inaugurated by Prof. Moonis Raza, Chairman, Centre for the Study of Regional Development, School of Social Sciences, Jawaharlal Nehru University. The Valedictory Address was delivered by Prof. M.V. Mathur, Honorary Professor Emeritus, NIEPA & President, Indian Association of Educational Planning and Administration.

Shri C.L. Sapra, Fellow, NIEPA was the Director of the Orientation Programme. Shri K.G. Virmani, Associate Fellow and Shri T.K.D. Nair, Research/Training Associate, NIEPA acted as Programme Coordinator and associate programme coordinator, respectively.

## 2. ORIENTATION PROGRAMME IN EDUCATIONAL PLANNING AND ADMINISTRATION FOR SENIOR SCHOOL ADMINISTRATORS (MAY 25 TO JUNE 12, 1981)

### Introduction

The National Institute of Educational Planning and Administration organised a three-week (first in the series in 1981) "Orientation Programme in Educational Planning and Administration for Senior School Administrators" from May 25 to June 12, 1981. The Programme was attended by 12 participants from 6 States and one Union Territory, namely, Gujarat, Himachal Pradesh, Madhya Pradesh, Orissa, Rajasthan Uttar Pradesh and Delhi.

### Objectives

The objectives of the Programme were : to acquaint the participants with some of the important concepts and problems of educational planning, administration and supervision; to familiarise them with the new educational trends and programmes of qualitative improvement; and to enable them to acquire professional competence and effectiveness as educational administrators and supervisors.

### Contents

To achieve the objectives mentioned above, the Programme covered the following major themes : Review of Educational Developments in India since Independence ; Concepts and Techniques of Educational Management; Management of Educational Innovations ; Supervision and Inspection of Schools; School Complex; In-service Training of Teachers—Role of DEOs ; Management Information System; Monitoring and Evaluation ; Role of Teachers' Organisations in Solving Problems of Educational Planning and Administration ; Educational Administration : Prospects for Reform at the System and Institutional Levels ; and Organisation of Training Programmes for Educational Administrators.

Planned essentially as a "Seminar of Equals" the Orientation Programme was based on lecture, panel and group discussions.

The Programme was inaugurated by Prof. S. Nurul Hasan, Vice President, Council of Scientific and Industrial Research. The valedictory address was given by Dr. Prem Kirpal, Former Education Secretary to the Govt. of India & President, Executive Board of UNESCO.

Dr. C. L. Sapra, Fellow, NIEPA was the Director of the programme. Shri K. G. Virmani, Associate Fellow acted as Programme Coordinator and Rapporteur General. T.K.D. Nair, Research/Training Associate was closely associated with the design and conduct of the Programme. Shri S. L. Meena and Miss Neena Srivastava, STAs also assisted them in conduct of the programme.

### **3. ORIENTATION PROGRAMME IN EDUCATIONAL PLANNING AND ADMINISTRATION FOR SENIOR SCHOOL ADMINISTRATORS (AUGUST 3-21, 1981)**

#### **Introduction**

The National Institute of Educational Planning and Administration organised a three-week (second in the series) "Orientation Programme in Educational Planning and Administration for Senior School Administrators from different States/Union Territories from August 3-21, 1981.

#### **Objectives**

The objectives of the Programme were : to acquaint the participants with some of the important concepts and problems of educational planning, administration and supervision; to familiarise them with the new educational trends and programmes of qualitative improvement ; and to enable them to acquire professional competence and effectiveness as educational administrators and supervisors.

#### **Contents**

To achieve the above mentioned objectives, the Programme covered the following themes : Review of Educational Developments in India since Independence ; Concepts and Techniques of Educational Management ; Management of Educational Innovations; Supervision and Inspection of Schools; School Complex, In-Service Training of Teachers—Role of DEOs; Management Information System; Monitoring and Evaluation ; Role of Teachers' Organisation in Solving Problems of Educational Planning and Administration ; Educational Administration : Prospects for Reform at the System and Institutional Levels; and Organisation of Training Programmes for Educational Administrators.

Eighteen participants took part in the programme. The participants were senior school administrators dealing with school education, viz., Deputy Directors of Public Instruction, Assistant Directors of Public Instruction, District Education Officers and Others holding equi-

valent ranks in nine States and one Union Territory of India. The States and Union Territory represented were : Andhra Pradesh, Assam, Bihar, Kerala, Meghalaya, Orissa, Punjab, Rajasthan, Uttar Pradesh and Pondicherry.

Planned essentially as a "Seminar of Equals" the Orientation Programme was based on lecture-discussions and panel and group discussions. Panel discussions were held on two important themes, namely, 'New Trends in Curriculum Planning' and 'Inspection and Supervision of Schools'.

A considerable portion of time was devoted to practical exercises, group work, library study and visits to the NCERT and the Planning Commission. Visits were also arranged to Government Boys Senior Secondary School No. 4, Sarojini Nagar and Government Girls Senior Secondary School No. 3, Sarojini Nagar to enable the participants to gain first hand knowledge of vocational courses introduced in these two schools. Besides, the participants were also provided an opportunity to visit two experimental schools in the capital city of Delhi, viz., the Open School and the Navyug Public School. The programme provided for practical exercises and group work on the following : Application of Analytical and Projection Techniques in Educational Planning ; Review of Existing Inspection Proformae of some States and Preparation of a New Inspection Proforma ; and Human Relations Approach to Educational Management

Dr. C.L. Sapra, Fellow, NIEPA was the Director of the Programme. Shri K.G. Virmani, Associate Fellow acted as Programme Coordinator and Rapporteur General. S/Shri T. K. D. Nair, Research/Training Associate, A. Mathew, Programme Associate and S. L. Meena, Senior Technical Assistant acted as Associate Programme Coordinators. Shri Charanjiv Mehta, Research/Training Associate acted as faculty representative in one field visit.

#### **4. WORKSHOP ON SCHOOL MANAGEMENT (BOMBAY : NOVEMBER 2-7, 1982)**

##### **Introduction**

In collaboration with the National Institute of Educational Planning and Administration (NIEPA) the Atomic Energy Education Society (AEES) organised a one week Workshop on School Management for the Principals, Vice-Principals and the Senior Post-Graduate Teachers of the schools managed by the Society. Nineteen participants from different parts of India including some from local schools other than those of the Atomic Energy Education Society participated in the Workshop. The venue of the Workshop was Atomic Energy Secondary Schools, Vidyarathi Marg, Anushaktinagar, Bombay-400094.

##### **Objectives**

The Workshop had the following objectives: to appreciate key concept in educational management; to conceptualise appropriate roles, skills and knowledge required of a School Principal as an effective institutional leader; and to formulate action plan for improved School Management.

##### **Contents**

In order to achieve these objectives, the following themes were discussed in the Workshop: 1) Educational Management—an overview; 2) Model of an Effective Principal; 3) Staff Development; 4) Leadership Behaviour; 5) Management of Innovations; 6) Managerial Role of a Principal; 7) Communications; 8) Managements of Co-curricular Activities; 9) Group Dynamics in Education at Micro Level; 10) Diagnosis of One's Own School; 11) Human Relations; 12) Action Planning.

The workshop was organised essentially to provide a forum to principals of the AEES to share their professional experiences as equals among themselves and with the experts from the field and other knowledgeable persons. It was largely based on lecture discussions and practical exercises. Besides, there was group and individual work. The participants were

requested to prepare a brief note on the innovations/experiments they have had undertaken in any field of educational activity during their professional career. The purpose of this exercise was to identify the causes of Success and to learn from failures. The participants were also required to prepare Action Plan for the area/areas of activity of their choice. They were requested to identify the area of school life which they considered was weak and needed their attention most.

In addition to the NIEPA faculty members and the resource persons from amongst the AEES schools guest speakers from fields related to education were invited to interact with the participants. The speakers were largely drawn from local colleges and other institutions of repute. The purpose of this exercise was to expose the participants to the happenings and experiences of those who are working in related fields of education.

In order to familiarise the participants with the latest arrivals on the subjects on educational planning and administration, an exhibition was organised by New Popular Book Shop, ITI Campus, Bombay in collaboration with Tata McGraw Hill Publishing Company Ltd. Nearly 150 titles were displayed.

The workshop was inaugurated by Shri M.A. Hadi, Chairman, Atomic Energy Education Society & Chairman & Managing Director, Indian Rare Earths Ltd. on November 2, 1982. Dr. R.P. Singhal, Consultant, National Institute of Educational Planning and Administration was the Director of the workshop. Dr. N. M. Bhagia, Fellow, NIEPA and Shri S. Seshadri, Principal, AEES, Bombay served as Associate Directors; Shri Charanjiv Mehta, Research/Training Associate, NIEPA acted as the Programme Coordinator and Rapporteur-General.

## 5. ORIENTATION PROGRAMME ON SCHOOL MANAGEMENT FOR HEADS OF SCHOOLS (NEW DELHI : DECEMBER 31, 1981—JANUARY 9, 1982)

### **Introduction**

The Institute in collaboration with the Central Tibetan School Administration (CTSA) and Kendriya Vidyalaya Sangathan (KVS), organised a ten-day Orientation Programme on School Management for the Principals of Higher Secondary Schools. The programme was inaugurated by Prof. Shib Kumar Mitra, Director, National Council of Educational Research and Training, New Delhi on December 31, 1981. Thirty-two principals from Kendriya Vidyalayas and Principals and Rectors of Central Schools for Tibetans participated in the programme.

### **Objectives**

The main objectives of the orientation programme were : (i) to appreciate key concepts in educational management; (ii) to conceptualise appropriate roles, skills and knowledge required of a school principal as an effective institutional leader; and (iii) to formulate action plan for improved school management.

### **Contents**

The programme covered the following themes : Educational Management ; An Overview; Managerial Role of a Principal and Model of an Effective Principal; Leadership Behaviour; Decision Making; Supervision; Staff Development; Communication; Management of Resources; Finance; Management of Resource: Time; Non-monetary Inputs in School Education; Management of Population Education Programme in Schools; Management of Students : Their Needs and Adjustment; Problems of Adolescents; School Community Relations; Management of Innovations; Institutional Planning; Action Planning.

Apart from the faculty of the Institute, resource persons for the programme included experienced planners and administrators from Ministry of Education, Kendriya Vidyalaya Sangathan. Central Tibetan School Administration and Principals of Higher Secondary Schools of



Delhi. The programme was conducted through lecture discussions, panel discussion and group work. In some of the sessions participants were also given exercise on a theme introduced by the speaker. They also prepared action plans for their respective schools.

- The Programme was conducted under the overall guidance of Dr. R. P. Singhal, Consultant and Dean (Training), NIEPA. Dr. N. M. Bhagia NIEPA acted as Programme Director and Dr. R. S. Sharma, Research/ Training Associate, NIEPA as Programme Coordinator. Shri S. L. Meena, Senior Technical Assistant, NIEPA acted as Programme Associate.

## **6. ORIENTATION PROGRAMME IN SCHOOL MANAGEMENT FOR INSPECTING OFFICERS AND HEADS OF SCHOOLS OF U.T. OF PONDICHERRY (FEBRUARY 8-13, 1982)**

### **Introduction**

The Government of Pondicherry approached NIEPA in the year 1980 to conduct an orientation programme in school management for Inspecting Officers and Heads of Schools in the U.T. of Pondicherry. As a result, this Institute in collaboration with the Department of Education, Government of Pondicherry organised the aforesaid programme from February 8-13, 1982 in which thirtyseven participants including principals of higher secondary schools, heads of high schools, Deputy Inspector of Education and the Principal of Kendriya Vidyalaya participated.

### **Objectives**

The main objectives of the programme were: i) to acquaint the participants with the administrative and financial rules; ii) to familiarise the participants with new trends in the field of education; and (iii) to enable the participants to acquire professional competence and effectiveness with a view to achieve qualitative improvement of school education.

### **Contents**

The participants were divided into two groups for the purpose of discussions on certain specified themes — one consisted of heads of schools and the other of Inspecting Officers. However, all the participants attended the other sessions as a single group for general orientation. A special feature of the programme was evolving an Inspection Proforma for the use of Inspecting Officers. This was done by the participants. Besides, thirtythree participants abstracted the books on educational themes. Towards the end of the programme, the participants made recommendations regarding educational management in the U.T. of Pondicherry. The programme was evaluated on the basis of a proforma designed by the NIEPA.

## 7. ORIENTATION COURSE IN PERSONNEL AND FINANCIAL MANAGEMENT FOR EDUCATION OFFICERS OF HARYANA (NEW DELHI : FEBRUARY 23-27, 1982)

### **Introduction**

The National Institute of Educational Planning and Administration organised an Orientation Course in Personnel and Financial Management for Education Officers of Haryana. The Course was designed in consultation with the Directorate of School Education, Government of Haryana. In all, 18 participants consisting of 5 Principals of Higher Secondary Schools, 5 SDEOs, 2 Dy. DEOs and 6 other Officers of the Haryana Education Department attended the course.

### **Objectives**

The main objectives of the course were : to familiarise the participants with the modern concepts, methods and techniques of personnel and financial management; to enable them to discuss service, conduct and financial rules as applicable to Education Department of Haryana; and to enable them to acquire professional competence and effectiveness as educational administrators and supervisors.

### **Contents**

The themes covered in the course were as follows : Personnel Management : Scope and Issues; Effective Educational Leadership; Job Analysis and Employee Appraisal; Service and Conduct Rules : Conduct of Staff Meetings; Decision-Making; Conflict Management; Staff Development; Role of a Supervisor; Motivation of Teachers and Employees; Educational Supervision; Financial Management/Rules; Inter-personnel Relations and Mobilisation, Allocation, Utilisation of Resources with special reference to Non-monetary Inputs.

The Course was planned essentially as a "Seminar of Equals" and was mainly based on lecture-discussions, group work—cases and caselets. The participants had the benefit of having interaction among themselves as also with the Faculty of the Institute and educationists and education all planners and administrators from other organisations including those from Education Department of Haryana.

The course was inaugurated by Chowdhury Des Raj, Hon'ble Minister of Education, Haryana. Professor Moonis Raza, Director, NIEPA, delivered the valedictory address on February 27, 1982.

Shri K. G. Virmani, Associate Fellow, acted as Programme Coordinator. Dr. C. L. Sapra, Fellow and Dr. (Mrs.) Radha Sharma, Research/Training Associate acted as Associate Programme Coordinators and were assisted by Shri S. L. Meena, Senior Technical Assistant.

## **8. ORIENTATION SEMINAR FOR DISTRICT ADULT EDUCATION OFFICERS (APRIL 6-11, 1981)**

### **Introduction**

The National Institute in collaboration with the Directorate of Adult Education, organised the Eleventh Orientation Seminar for the Adult Education Officers from April 6-11, 1981. Besides organising ten such seminars prior to this one, four seminars had been organised by the Institute for officers working at the State level. A total of 410 persons from almost all States and Union Territories had participated in these seminars. In addition 24 officers from Rajasthan and Delhi Administration participated in this eleventh Seminar.

### **Objectives**

The main objectives of the seminar were : to discuss the conceptual framework and the objectives of the Adult Education Programme and approach to its implementation; to define and identify the roles, responsibilities and functions of the District and Project Level Functionaries for effective implementation of the programme; to understand the process, mechanism and techniques of planning of the Adult Education Programme at macro and micro levels; and to understand the mechanisms of technical and academic supports to the Adult Education Programme.

### **Contents**

In furtherance of the objectives of the programme, the following themes were included for discussion : i) Objectives of the Programme and Strategies for its Implementation; ii) Programme Management—Role of District Adult Education Officers/Project Officers; iii) Linkages with Developmental Agencies; iv) Involvement of Other Agencies; v) Planning at the Micro and Macro Levels; vi) Curriculum and materials; vii) Post-literacy and Follow-up Programmes; viii) Training of Personnel; and ix) Monitoring, Evaluation and feed-back.

The major thrust in the seminar had been on the practical problems of integrating adult education with developmental activities. Special problems of educating illiterate women also figured prominently in the Seminar.

The Seminar was planned essentially as a "programme of equals" with a view to enlist participation of each participant in the deliberations. The orientation methodology, therefore, consisted of Participants' Session: Exchange of Experiences; Panel Discussions; Group Work; Visit to the National Resource Centre; i. e. the D'rectorate of Adult Education; and Visit to Adult Education Centres of the Delhi Administration.

Prof. S. C. Dube, National Fellow, ICSSR, inaugurated the Seminar. The closing session was presided over by Shri J. Veeraraghavan, Acting Director, NIEPA, who was also the Seminar Director. Dr. C. B. Padmanabhan, Fellow, NIEPA, Shri D. V. Sharma, Joint Director, DAE and Dr. K. D. Sharma, Associate Fellow, NIEPA assisted him as Programme Coordinators.

## 9. FIRST REFRESHER COURSE FOR DISTRICT ADULT EDUCATION OFFICERS (JUNE 22-27, 1981)

### **Introduction**

The National Institute of Educational Planning and Administration (NIEPA) in collaboration with the Directorate of Adult Education (DAE), Ministry of Education, organised a one-week First Refresher Course for twenty District Adult Education Officers/Project Officers from different States and Union Territories of India.

The Course was designed to give a serious thought to the follow-up and post-literacy modalities. This aspect had been deliberately emphasised as the officers attending this programme would have to ensure that effective follow-up/ post-literacy activities for semi or neo-literates were organised in their respective areas.

### **Objectives**

The major objectives of the course were : Planning and Administration; exchange of experiences on innovative practices on different aspects of adult education programme; Coordination : lessons from the past, identification of possible agencies with which coordination was needed and the possible strategies to achieve this; and Follow-up : existing status and synthesising of the various approaches/ models used for this purpose.

### **Contents**

In order to achieve the objectives mentioned above, the Course covered the following themes : Identification of Main Issues and Areas of Concern to the Participants ; Roles, Responsibilities and Functions of DAEOs in the New Context ; Post-literacy Problems and Issues (Objectives, materials, distribution system, role of various functionaries, etc.) ; Planning for Post-literacy ; Follow-up through Development Agencies ; Training of Functionaries (Instructor/ Supervisor).

The course was based on panel and group discussions. The effectiveness of the programme was the result of keen interest evinced by the participants in the programme and their interaction among themselves and with Resource Persons invited to lead and participate in discussions.

Field Visits to adult education centres run by Delhi Administration were also organised for the participants.

Shri J. Veeraraghavan, Executive Director, NIEPA acted as the Course Director. Dr. K. D. Sharma, Associate Fellow, NIEPA and Shri D. V. Sharma, Joint Director, DAE were the Programme Coordinators. Shri Arun Mehta, STA, NIEPA was the Associate Programme Coordinator.



## 10. FIELD ORIENTED TRAINING PROGRAMME FOR DISTRICT ADULT EDUCATION OFFICERS (NEW DELHI : NOVEMBER 23—DECEMBER 5, 1981)

### **Introduction**

At the request of the Ministry of Education and Culture, an in-depth training programme was organised by NIEPA in collaboration with the Directorate of Adult Education for a period of two weeks. The main feature of the programme was two days intensive field work by the participants and the faculty to identify the strengths and weaknesses in one of the on-going programmes in the field. 24 participants from 11 States/Union Territories attended the programme.

### **Objectives**

The main objective of the training programme was to develop an understanding of conceptual parameters of adult education and its implementation mechanism keeping in view the type of support that is available at the grass root level.

### **Contents**

This experimental programme was divided in five distinct phases consisting of : study of documents particularly (i) 50 years of Adult Education; (ii) Compendium of Adult Education Components in the Development Schemes of Government of India; (iii) Summaries of the quick appraisal studies of certain selected programmes of adult education; field study of the programme in 8 selected villages of Gurgaon block in Haryana State; free and frank discussion and interaction between participants, faculty and the middle level adult education functionaries of the programme; discussion and dialogue with the officers of the development departments having concern with Adult Education; and, synthesis of experiences gained during the above mentioned four phases and preparation of group reports.

In this way the participants were enabled to make their own conclusions on the basis of the understanding of the pedagogy of Adult Education as well as the practical aspects experienced during the study of field situation.

The programme was inaugurated by Prof. A. J. Kidwai, Vice-Chancellor of Jamia Millia Islamia, Delhi. The valedictory address was delivered by Shri J. D. Sharma, Director, Indian Adult Education Association.

Shri J. Veeraraghavan, Executive Director of National Institute of Educational Planning and Administration was Director of the Course. Dr. (Mrs.) Shafi acted as the Programme Coordinator.

## 11. SECOND REFRESHER COURSE FOR DISTRICT ADULT EDUCATION OFFICERS (NEW DELHI : JANUARY 18-23, 1982)

### **Introduction**

The Directorate of Adult Education initiated a programme of orientation of District Adult Education Officers in April 1979 in collaboration with the National Institute of Educational Planning and Administration. At the time of planning these programmes, it was also envisaged that all District Adult Education Officers should go through another cycle of training after they have gained experiences in the field and utilised the learning from the initial training programme. The creation of a new post of AEO was necessitated by the problems encountered by the Project Officers in the field specially when several decisions in regard to coordination with other agencies were being sorted out at the district level. The adult education programme as it got implemented also required additional inputs both in the form of technical support as well as in its management. It was, therefore, considered important that a suitable refresher training programme should be organised for those officers so as to enable them not only to review their successes and failures but also provide necessary knowledge, skills and attitudes for meeting the new challenges and situations in the field. The training programme was attended by 12 participants from different States/Union Territories from January 18-23, 1982.

### **Objectives**

The Refresher Course was planned to achieve the following main objectives : 1) review of the work done by the DAEOs since their initial training in the light of the capabilities they had developed earlier; 2) to understand the types of problems adult education programme experienced and how these problems were resolved by the DAEOs; 3) the quality of adult education programme organised and how this quality was ensured and assessed; 4) to identify the problems related to post-literacy and continuing education programmes as being organised, at present, or envisaged to encounter after the completion of the initial literacy programme; and 5) to find out and discuss about the most appropriate approach to post-literacy programme within the existing resources.

## Contents

The programme mostly consisted of panel discussions and working in groups. The panelists were drawn from the fields which had a direct bearing on organising post-literacy programmes. These resource persons came from the field of agriculture, extension, population education, mass media, publishing and printing, planning and evaluation. These experts made significant contribution in the field of training and publishing the printed material and their interventions enriched the programme considerably.

The participants were divided into two groups. Each group was required to discuss the following three areas : 1) post-literacy modalities suggested by the Government of India—how far these models have been found feasible and what modifications are needed, if any, to improve upon them. In addition, the participants were given freedom to suggest any new approach to post-literacy programmes; 2) preparation and procurement of post-literacy material—this included discussion of the type of material needed and the various sources through which these materials could be procured and how this be adapted and used; and 3) the methods being used for learners evaluation and the level of achievement as evident from the tests administered so far and how this can be improved upon for making it more practical and useful.

The programme was inaugurated by Prof. Moonis Raza, Director, NIEPA.

The programme was organised under the overall guidance of Dr. R. P. Singhal, Consultant & Dean (Training), NIEPA, and Shri D. V. Sharma, Joint Director, Training and Population Education Unit, DAE. They were ably supported by the Programme Coordinators, Smt. R. S. Shafi of NIEPA and Shri V. K. Asthana, DAE.

## 12. ORIENTATION PROGRAMME IN EDUCATIONAL PLANNING AND ADMINISTRATION FOR COLLEGE PRINCIPALS OF HARYANA (MAY 25 TO JUNE 6, 1981)

### **Introduction**

The National Institute of Educational Planning and Administration at the request of the Government of Haryana organised an Orientation Programme in Educational Planning and Administration for College Principals of Haryana from May 25 to June 6, 1981. Twentyfour Principals from some selected colleges of Haryana participated in the Programme.

### **Objectives**

The programme was designed in consultation with the Government of Haryana to suit the administrative and other needs of the Principals. The main objectives of the programme were : to acquaint principals regarding the problems and prospects of higher education in the context of socio-economic situations and exploring the possibility of colleges working as an instrument of social change and also examining educational policies of the nation as well as of the state in the above context; to expose them to latest development in various techniques of institutional planning and decision-making, style of management; financial management and management of student services; to examine the problems of standards in higher education and to suggest measures to improve the standards; to acquaint them with various techniques of students' teachers' and Institutions' evaluation; and to provide them an opportunity to learn through experiences of fellow professionals through formal and informal contacts.

### **Contents**

The several issues and problems taken up for discussion during the programme could be broadly grouped as : Higher Education in Socio-economic Framework : Problems and Perspectives of Higher Education in Socio-economic Situation ; National and State Policy and Educational Development; Social Change through Higher Education; World Trends in Higher Education and Education during the Sixth Five Year Plan; Techniques of Planning and Institutional Management; Standards in Higher Education; Students Services; College and Community; Financial

Management; Institutional Bodies—Students' and Teachers' Unions; Techniques of Evaluation, Examination Reforms, Teachers' and Students' Evaluation ; and Exercises in Decision-making in Governance of a College and its day-to-day Administration; etc.

The programme was conducted largely through lecture-discussions. However, provision was made for panel discussion on some of the important themes. During latter half of the programme, participants were provided an opportunity to interact with the college principals of local colleges in an informal manner. For this purpose, principals of local colleges were requested to receive two of the participating principals each for informal discussions on various themes and issues pertaining to college planning and administration for a full day.

The Programme was inaugurated by Prof. S. Nurul Hasan, Vice-president, Council of Scientific and Industrial Research and concluded with a valedictory address delivered by Hon'ble Education Minister of Haryana, Chaudhuri Des Raj.

Dr. G. D. Sharma, Fellow, NIEPA, acted as the Director of the Programme and Dr. R. S. Sharma, Research/Training Associate, NIEPA acted as programme Coordinator. Mrs. Usha Nayar acted as Rapporteur-General.

## **13-15. ORIENTATION PROGRAMMES IN EDUCATIONAL PLANNING AND ADMINISTRATION FOR COLLEGE PRINCIPALS (NOVEMBER 2-21, 1981, NOVEMBER 30-DECEMBER 19, 1981 AND FEBRUARY 8-27, 1982)**

### **Introduction**

In consultation with the University Grants Commission, the Institute organised a series of 3 three-week Orientation Programmes in Educational Planning and Administration for Principals of Colleges. The First Orientation Programme for Women Principals was organised from November 2-21, 1981 and the second from November 30-December 19, 1981, and the third from February 8-27, 1982.

### **Objectives**

The main objectives of the Orientation Programmes were : i) to provide the participants an overview of the perspectives and problems of higher education in India, particularly of collegiate education ; ii) to familiarise them with alternative approaches to the improvement in teaching, learning and examination processes; iii) to enable them to acquire skills for appraising persons and institutions; iv) to enable them to act as change agents for improving current performance and preparing staff for new roles and responsibilities; v) to promote effective college-community interaction ; and vi) to expose the participants to the application of planning and modern management techniques to collegiate administration.

### **Contents**

To achieve these objectives the themes grouped under three broad heads, namely, Theoretical Background; Management of Academic programme-Curriculum, Teachers, Students, Teaching, Learning and Examination ; The College and the Community, Management—Traditions and Innovation ; were discussed during these programmes.

The academic and professional content of the programme covered the following themes : Problems and Perspectives of Higher Education in India; Educational Planning in India—An Overview; Basic Concepts and Techniques in Educational Planning; Educating Weaker Sections; Higher Education and Employment; Higher Education of Women : Problems and

issues; Financing of Indian Higher Education; Management of College Finances; The U.G.C and Improvement of standards in Higher Education; Autonomous Colleges; Institutional Planning; Restructuring of Under-graduate Courses; Management of Co-curricular Activities; Conduct of Meetings, Seminars and Discussions; The U.G.C. and Faculty Development; Performance Evaluation of the Faculty; The Role of Teachers' Association in the College; Student Motivation and Student Unrest; Management of Student Services; Improved Techniques of Teaching in Higher Education; The U.G.C. and Examination Reforms; Review of Examination Reforms; Remedial Teaching; College and Community Interaction; National Service Scheme in Colleges; Role of Colleges in the National Adult Education Programme; Role of Colleges in Integrated Rural Development; Management of Change; Human Factor in College Administration—A Group Exercise; Decision Making Style; Role of Communication in Educational Management; Team Building; in Management of Innovations Time; Administrative Problems in a College; Self-evaluation of College; Action Plan.

### **Reading Material**

Two volumes containing selected reading materials were distributed among the participants along with an annotated bibliography. Some papers related to the themes were also distributed to the participants during the courses.

### **Methodology**

In addition to lecture-discussions, there were panel-discussions on some selected themes. Each lecture-discussion session had an opening speaker and every effort was made to provide adequate time for discussion. The programme was effective due to the interest of the participants and their interaction with resource persons. Resource persons for the programmes included experienced administrators from agencies like University Grants Commission, the Planning Commission, the Ministry of Education and Culture, and various professional fields. The Participants were also provided an opportunity to observe the working of good colleges in Chandigarh and Delhi. Each group of participants prepared a report of its observations and discussion with the Principal and the staff of the host college.



## **Participants**

During the year under report 90 Principals including 24 women principals participated in the three Orientation Programmes. The details are given below :

First Programme	: November 2-21, 1981	33	participants
Second Programme	: November 30-Dec. 19, 1981	24	,,
Third Programme	: February 6-27, 1982	33	,,

Dr. R. N. Chowdhury Fellow, acted as the Programme Director of these Courses.

16. ORIENTATION PROGRAMME FOR COLLEGE PRINCIPALS PROCEEDING TO U. S. A. UNDER THE USEFI'S UNIVERSITY ADMINISTRATORS PROJECT, 1982 (NEW DELHI : MARCH 29-APRIL 1, 1982)

**Introduction**

At the request of the USEFI, NIEPA organised the Sixth pre-departure Orientation Programme for 5 College Principals proceeding to USA under USEFI's University Administrators Project, 1982.

**Objectives**

The main objectives of this programme were : to acquaint the participants with the development of higher education in India; to familiarise them with the pattern of higher education in USA and to compare the latest trends in the development of higher education in India and USA; and to consider possible educational innovations within the existing framework.

**Contents**

The programme covered the following themes : American Higher Education—Retrospect and Prospect; American Terminology in Higher Education; Indian Higher Education Today; Faculty Development and Faculty Evaluation; Student Services; Exchange of Experiences; Problems of College Administration, College Community/Alumni Interaction and Faculty-Student Relations.

The training programme was planned on an inter-disciplinary basis. Apart from the faculty of the Institute, resource persons were drawn from USEFI and other institutes of repute.

## **17. WORKSHOP ON EDUCATIONAL NORMS FOR HARYANA (APRIL 2-4, 1981)**

### **Introduction**

The National Institute of Educational Planning and Administration organised the workshop on Educational Norms for Haryana from April 2-4, 1982 to finalise the study on Educational Norms for the State. 33 participants took part in this Workshop.

### **Objectives**

The main objective of this Workshop was to discuss and finalise the types of norms for development and maintenance of educational services in Haryana : 1) norms for opening and upgrading of schools; 2) norms for provision of furniture and equipment including library, laboratory and craft equipment etc. in schools; 3) norms for provision of teaching staff; 4) norms for provision of non-teaching staff; 5) norms for posting and transfer of teachers; and 6) norms for inspection and supervision.

### **Contents**

This study has been undertaken by N. I. E. P. A. as a part of its consultancy services to Government of Haryana.

## **18. SECOND TRAINING SEMINAR FOR DISTRICT AND TEHSIL EDUCATIONAL PLANNING OFFICERS OF JAMMU & KASHMIR (APRIL 13-25, 1981)**

### **Introduction**

At the request of the Department of Education of the Government of Jammu & Kashmir, the National Institute organised a two-week Training Seminar from April 13-25, 1981. The seminar was second in the series for District and Tehsil Educational Planning Officers of Jammu & Kashmir in the field of Application of Statistical Techniques to Educational Planning. 29 participants from Jammu and Ladakh Divisions of the State took part in this seminar.

### **Objectives**

The main objectives of the seminar were : to acquaint the participants with the latest trends and techniques in educational planning and to train the participants in the application of statistical techniques to educational planning.

### **Contents**

In fulfilment of these objectives the following themes were covered : Education in Jammu & Kashmir : Problems and Challenges; Educational Planning : Concept and Techniques; Educational Planning in India and Jammu & Kashmir; Planning for Universalisation of Elementary Education with Special Reference to Jammu & Kashmir; Planning for In-service Teacher Education Programmes; Planning for Vocationalisation at Higher Secondary Stage and Socially Useful Productive Work; Planning for Adult Education; Institutional Planning; Planning for Educational Innovations; Planning for Weaker Sections of Society and Backward Areas with special reference to Jammu & Kashmir; Concepts and Definitions in Educational Statistics; Management Information System in Jammu & Kashmir; Demographic Aspects of Educational Planning; Techniques of Population Projections in Educational Planning; Measures and Coverage of School-age Population; Analysis of Flow Statistics in Education; Costing Budgeting and Internal Efficiency in Education; Monitoring and Evaluation in Education; Sample Survey Methods in Education; Techniques for Estimati-

ing Non-response in Education; Indices of Internal Efficiency in Education; Projection Techniques in Educational Planning (Enrolment); and Projection Techniques in Educational Planning (Teachers & Costs).

Apart from lecture-discussions, provision was also made for panel discussions on important themes, practical exercises, group work and field visits.

The seminar was inaugurated by Prof. Moonis Raza, Chairman, Centre for the Study of Regional Development, School of Social Science, Jawaharlal Nehru University, and concluded under the Chairmanship of Shri J. Veeraraghavan, Acting Director, NIEPA.

Shri J. Veeraraghavan was also the Director of the Training Seminar. He was assisted by Shri M.M. Kapoor, Associate Fellow, as Programme Coordinator. Mrs. Nayar, Research/Training Associate, acted as Associate Programme Coordinator.

## 19. EXPERTS SEMINAR TO DISCUSS ASHRAM SCHOOLS AND ITI STUDY (AUGUST 11-12, 1981)

### **Introduction**

A meeting to discuss research proposals, approach papers and questionnaire on the studies, namely : Ashram Schools—In-depth Analysis and Educational Facilities for SC/ST in ITIs and Polytechniques was held on 11th and 12th August, 1981. Eleven experts including Project Directors of the Studies from Madhya Pradesh, Bihar, Andhra Pradesh and Maharashtra participated in the seminar in which the design of the projects and schedules to be canvassed were discussed and finalised.

## 20. EXPERTS SEMINAR REGARDING TRAINING IN POPULATION EDUCATION HELD ON SEPTEMBER 12, 1981

### **Introduction**

The meeting of the Experts was organised to discuss the broad content, parameters and conceptual frame of reference for Population Education Programme to be undertaken by NIEPA for Educational Planners, Administrators and Policy Makers at different levels. It was felt that the focus of Population Education should be on the inter-relationships between population processes and developmental processes within the social and ecosystem framework within the contemporary Global and National context. Twelve experts from ICSSR, JNU, Family Planning Foundation, NCERT, National Institute of Family Welfare participated in the seminar.

## **21. NATIONAL SEMINAR ON RATIONAL UTILISATION OF RESOURCES FOR EDUCATIONAL DEVELOPMENT WITH EMPHASIS ON NON-MONETARY INPUTS (SEPTEMBER 22-25, 1981)**

### **Introduction**

At the suggestions of the Planning Commission, Government of India, the National Institute of Educational Planning and Administration, organised a 4-day National Seminar on 'Rational Utilisation of Resources for Educational Development, with emphasis on Non-monetary Inputs' from September 22-25, 1981.

### **Objectives**

The objectives of the seminar were : 1) to appreciate the need for rational utilisation of our resources for educational development and to identify various strategies by which the same could be achieved; and 2) to explore the ways by which maximisation of returns can be achieved in the field of education through non-monetary inputs both at macro and micro levels.

### **Contents**

The following major themes were identified for the purpose of deliberations in the seminar : i) A Synoptic View of Education for the Future ; ii) Improving Management at Institutional Level ; iii) Improving Linkages within the Educational System to improve Interaction between different Sectors of Education ; iv) Interaction of the Educational System with the Social System ; v) Utilisation of the Natural System in support of the Educational System ; and vi) Decentralised Planning.

41 participants representing Planning Commission, Union Ministry of Education and Culture, various State Departments of Education, Universities, National Council of Educational Research and Training, State Councils of Educational Research and Training, Management Institute, Army and Naval Headquarters, District Administration, ICSSR, CSIR, Doordarshan, A.I.R., Central Health Education Bureau, and some schools participated in the seminar. In addition, a



representative from World Bank, an Education Officer from Bangladesh and some faculty members of NIEPA were also participants to the National Seminar.

In order to give proper thrust to the themes of the seminar, a few papers were specially got written by some knowledgeable persons on the various themes of the seminar. Further to make the deliberations more stimulating and rewarding a volume of Reading Material containing selected and relevant articles by some learned educationists and extracts from some important documents was provided to the participants.

Prof. Moonis Raza was Director of the Seminar, Dr. R.P. Singhal acted as Associate Seminar Director and Dr. (Mrs.) Radha R. Sharma as Seminar Coordinator and Shri S.L. Meena helped in the management of the Seminar.

## 22. NATIONAL SEMINAR IN LONG-TERM EDUCATIONAL PLANNING (NEW DELHI : DECEMBER 21-23 1981)

Prior to holding of the Regional Workshop in Long-Term Educational Planning a National Seminar in Long-Term Educational Planning was organised from December 21-23, 1981. The purpose was to discuss various issues concerning the subject of the seminar on which a number of experts from India and abroad had been requested to write papers. The seminar provided an opportunity to the authors of the papers from India to interact with their co-professionals and to refine their papers on the basis of discussions that took place in the seminar.

## 23. ORIENTATION PROGRAMME FOR KEY PERSONNEL OF NATIONAL SERVICE SCHEME (NEW DELHI : FEBRUARY 1-4, 1982)

### **Introduction**

The National Institute of Educational Planning and Administration organised an Orientation Programme for Key Personnel of National Service Scheme. The programme was organised in close collaboration with Ministry of Education and Culture, Government of India.

Twentyfive NSS Programme Coordinators including Deputy Programme Advisers, Youth Officers, Deputy Directors and the like representing 12 States and 3 Union Territories namely, Andhra Pradesh, Assam, Bihar, Punjab, Haryana, Karnataka, Madhya Pradesh, Maharashtra, Orissa, Rajasthan, Tamil Nadu, Uttar Pradesh, Chandigarh, Delhi and Goa attended the programme

### **Objectives**

The main objectives of the programme were : to provide opportunity to the key personnel involved in the implementation of the National Service Scheme to come together for exchange of ideas and share experiences; to discuss the concept, policy and programmes of NSS; and to consider the organisational and administrative aspects of NSS including monitoring and evaluation.

### **Contents**

To achieve the objectives mentioned above, the programme covered the following themes : Aims, Objectives, and Philosophy of NSS Integrated Rural Development; Central Social Welfare Board and NSS; Population Education; Economic Development Programme and NSS; Publication and Research in NSS Programme, Administrative and Financial problems of NSS; Monitoring and Evaluation including Self-Evaluation of NSS programme.

The programme was planned essentially as a Seminar of Equals and was mainly based on lecture-discussions, group work, field visit and library work. The participants had the benefit of having interaction among

themselves as also with the Faculty of the Institute and educationists and educational planners and administrators from other specialists organisations invited to address and participate in the discussions.

The Orientation Programme was inaugurated by Shri Kireet Joshi, Educational Adviser, Ministry of Education and Culture, Government of India on February 1, 1982. Prof. M. V. Mathur, Hony. Professor Emeritus, National Institute of Educational Planning and Administration, delivered the Valedictory Address on February 4, 1982.

Shri K. G. Virmani, Associate Fellow, acted as programme Coordinator and Rapporteur-General. S/Shri P. C. Mahapatra, Assistant Programme Adviser, Ministry of Education and Culture and N. V. Varghese, Research/Training Associate, NIEPA, acted as Associate Programme Coordinators. They were assisted by Shri S. L. Meena, Senior Technical Assistant.

## 24. ALL INDIA SEMINAR ON POPULATION EDUCATION FOR HIGH LEVEL EDUCATIONAL ADMINISTRATORS (NEW DELHI: FEBRUARY 18-19, 1982)

### **Introduction**

The National Institute of Educational Planning and Administration (NIEPA) organised an All-India Seminar on the Population Education for Education Commissioners/Secretaries of Education and Directors of Public Instruction in charge of School Education in the States and Union Territories of India. The Institute has undertaken a Population Education Project in collaboration with the Ministry of Education and Culture, Government of India and UNFPA/UNESCO. This was the first seminar organised on the subject for key level educational administrators by NIEPA, and would be followed by training programmes in population education for officers of the rank of District Education Officers and above.

### **Objectives**

The main objectives of the Seminar were : to review the progress of the population Education Programme in the States and Union Territories; to sensitize the participants to the dialectical links between population change and national development and their concomitant relationship with educational development ; and to identify the strategies for effective management of Population Education Programme.

### **Contents**

The Seminar discussed the following themes : Review of the progress of Population Education Programme in States and Union Territories; Census 1981 : Its Implications; Population and Development : Their Inter-relationship; Population and manpower planning; population and educational development; Population and status of women and children; Population and Health; Management of Population Education Programme: Issues and Strategies.

The Seminar was designed essentially as a "Seminar of Equals" and leaned heavily on group discussions. It enabled the participants to share their experiences and views on the subject. There were lecture discussions as well as panel discussions.

The seminar was conducted under the overall guidance of Prof. Moonis Raza, Director, NIEPA, who was also the Programme Director. Dr. R.P. Singhal, Consultant and Dean of Training acted as the Associate Programme Director. Dr. S. P. Srivastava, was the Associate Programme Coordinator and Shri S. L. Meena, of NIEPA assisted in the management of the seminar.

25. WORKSHOP IN INDIAN HISTORY AND CULTURE FOR SUPERVISORS AND CURRICULUM CONSULTANTS OF SOCIAL STUDIES FROM THE UNITED STATES OF AMERICA (JUNE 30-JULY 16, 1981)

### **Introduction**

At the request of the United States Educational Foundation in India and with the approval of the Ministry of Education and Culture, the Institute organised a two and a half week Workshop in Indian History and Culture for Supervisors and Curriculum Consultants of Social Studies from the United States of America from June 30 to July 16, 1981. This was the fourth O.E.S. Group which was affiliated to NIEPA since 1977. Fifteen Social Sciences Supervisors and Curriculum Consultants of Social Studies from the U.S.A. participated in the Workshop.

### **Objectives**

The Workshop was designed in consultation with the United States Educational Foundation in India to meet the professional needs of Social Studies Supervisors and Curriculum Consultants from the United States. The main objectives of the Workshop were : to study different aspects of Indian History and Culture ; to familiarise the participants with the main trends in education and changing patterns of development in India ; to improve understanding of the historical currents and cross currents of modern India, which will be helpful for the improvement of teaching of Indian History and Culture in US schools ; and to promote mutual understanding with the help of Indian scholars.

### **Contents**

To achieve the objectives of the programme, the following themes were included for discussion ; India—The Land ; India—The People ; Main Features of Indian Historical Tradition ; Struggle for Freedom ; Indian Polity ; Planning and Development ; The Green Revolution ; Industrial Development ; Foreign Relations ; Population : Problems and Policies ; Problems of National Unity and Integration ; Social

Deprivation—Scheduled Castes and Tribes ; Status of Women ; The Literary Heritage ; The Message of Indian Art ; Science and Technology in Modern India ; Indian Education—Problems and Prospects : Teaching of Social Sciences in Indian Schools ; India—A Synoptic View.

Apart from the faculty of the National Institute, resource persons for the Workshop included Professors, seasoned administrators and specialists drawn from the Ministry of Education and Culture, Indian Institute of Public Administration, CSIR, Department of Science and Technology, NCERT, Delhi University, Jawaharlal Nehru University and Centre for Womens' Development Studies.

The Workshop leaned heavily on lecture-discussions which were followed by field visits in the afternoon. Each participant participated in his/her individual capacity and had adequate opportunity to interact with the speakers in a meaningful way.

Professor Moonis Raza, Director, NIEPA, acted as the Programme Coordinator. He was assisted by Dr. R. N. Chowdhury as the programme Coordinator and Mr. K.G. Virmani as Associate Programme Coordinator and Ms. Ranjana Srivastava as Assistant Programme Coordinator.



26. STUDY VISIT FOR MR. MAHMUD AMINUL ISLAM, PRINCIPAL, NATIONAL INSTITUTE OF EDUCATIONAL ADMINISTRATION, MANAGEMENT AND RESEARCH & JOINT SECRETARY, MINISTRY OF EDUCATION, BANGLADESH  
AUGUST 5-8, 1981

### **Introduction**

The Government of Bangladesh has established National Institute of Educational Administration, Management and Research (NIEAMR) to provide both pre-service and in-service training for personnel engaged in all aspects of educational administration, planning and management, to carry out relevant research in the area, to cooperate with national and international agencies and to render consultative and advisory services to educational institutions. Mr. Mahmud Aminul Islam, Joint Secretary, Ministry of Education, Bangladesh was appointed as the first Principal of NIEAMR. Mr. Islam was placed with NIEPA for a study visit on behalf of Bangladesh National Commission for UNESCO, Ministry of Education, Bangladesh between August 5-8, 1981.

### **Objectives and Contents**

The programme of Mr. Islam's visit included discussions with the Director, NIEPA and senior faculty members individually, besides group discussions with other faculty members. Mr. Islam was familiarised with the objectives and programmes of NIEPA and their management ; problems and tentative solutions in common areas of interest to both Bangladesh and India, e.g. universalisation of elementary education, adult education, vocationalisation and specialised areas of educational policy, planning, finance and management.

**27. PLACEMENT OF MR. FAZLUR REHMAN KHAN, DEO, TANGAIL BANGLADESH IN NIEPA TO STUDY MODERN TECHNIQUES OF MANAGEMENT AND ADMINISTRATION OF PRIMARY EDUCATION (SEPTEMBER 21-OCTOBER 17, 1981)**

This Institute at the instance of the Indian National Commission for Cooperation with UNESCO in the Ministry of Education and Culture, Government of India organised a training course for Unesco Fellow Mr. Fazlur Rahman Khan of Bangladesh in the field of administration and supervision of primary school education for a period of five weeks from September 21 to October 17, 1981. In the programme of placement which was designed by NIEPA, Mr. Khan prepared a country paper on universalisation of primary education in Bangladesh and on the basis of the data collected, training received and discussion held with the faculty of NIEPA and other educational administrators, he drafted a plan for universalisation on primary education in one of the districts of Bangladesh. During his training in the NIEPA, Mr. Khan was not only exposed to the problems related to the management of elementary education but also the allied issues related to secondary education, adult education and non-formal education.

In order to provide field experience, visits to local schools, NCERT, New Delhi and SCERT, Gurgaon (Haryana) and offices of DEO, SDEO, BEO, and DAEO Gurgaon were arranged for Mr. Khan, who evinced keen interest in the functioning of the said offices and interacted with functionaries working in them. As an assignment of the programme, he abstracted a book on elementary education written by Shri J. P. Naik,

## 28. REGIONAL WORKSHOP IN LONG-TERM EDUCATIONAL PLANNING (NEW DELHI : 12-25, 1982)

### **Introduction**

The Regional Workshop was organised by the NIEPA and the Unesco Regional Office for Education in Asia and the Pacific (ROEAP), Bangkok. The Ministry of Education and Culture of the Government of India acted as the host. The Workshop was attended by 21 participants and 5 observers from 11 different Asian countries.

### **Objectives**

In the earlier meetings in 1980, NIEPA and ROEAP felt that among other things, increased emphasis should be given, at both the regional and the national levels, to methods and techniques of long-term forecasting of education and human resource development.

The present workshop was held with a view to put into practice these ideas and resolutions. The main objectives of the Workshop were : to provide a selected number of educational and socio-economic planners in countries of the region with experience in methods and techniques of long-term forecasting in education and human resource development; to heighten the awareness among the workshop participants about the peculiarities—the plurality, ambiguity, possibilities, constraints of planning the long-term future of education and its interaction with the socio-economic, technological and cultural development process; and to enhance the development, at the national level, of training programmes and instructional materials in the area of long-term educational planning, in line with the endogenous socio-economic development process of each country.

### **Contents**

Within the above set of broad objectives, the following more specific technical subjects were covered in the papers presented and during subsequent discussions; Population/Environmental/Human settlement forecasting; Technological Forecasting/Assessment; Human Resources Development/Manpower Planning; Qualitative (futurology) and Quantitative (Modelling) methods in forecasting Education and Development/Basic Needs; Educational Disparities (regional, rural/urban, male/female, cultural,

socio-economic); Management/Organisational development; Plan/Programme/Project monitoring, implementation and evaluation; Informatics; Knowledge Networking; Resource Mobilisation/Allocation/Utilisation, Output/Outcome target setting and measurement; Educational Technology/Production function etc; and The international/regional Inter-dependency links; Technology transfer; Migration/Braindrain, Collective Self-reliance/Regional Cooperation, New International Economic/Information Order (application of scenario building, global modelling, etc.)

The workshop used the following methods and techniques; i) lecture/presentations (focussing on specific topical problems/issues and on the application of forecasting techniques, ii) following each lecture/presentation, assignments were given in the form of practical exercises; and iii) group work and review of practical exercises on the application of forecasting techniques, projection methods, simulation, scenario building etc.

The workshop met in 36 plenary sessions and 3 group sessions. Visits were also arranged for the benefit of the participants to some of the important educational institutions in New Delhi which related to the theme of the workshop.

The Workshop was inaugurated on January 12, 1982 by Mr. T. N. Kaul, former Foreign Secretary and presently Member, Executive Board, Unesco. Prof. S. Nurul Hasan, Vice-President, Council of Scientific and Industrial Research, India, delivered the valedictory address,

## 29. CORRESPONDENCE COURSE IN EDUCATIONAL PLANNING AND MANAGEMENT

### **Introduction**

The Institute has been organising every year since 1978-79 a six-month Correspondence Course in Educational Planning and Management. The fourth course in the series commenced from August 1, 1981.

### **Clientele**

The course is in the nature of an in-service training course and the clientele consists of District and other senior education officers in the States/Union Territories. Although 69 persons were registered for the course, the number of participants dropped to 18 only.

### **Main Objectives**

The main objective of the correspondence course is to acquaint the participants with the latest developments in the field of education in general and educational planning and management in particular and to improve their technical competence and effectiveness as educational planners and administrators without taking them away from their desk for long.

### **Course Content**

The course consists of 41 lesson units divided into six books : (i) background and basic concepts; (ii) introduction to educational management; (iii) planning; (iv) implementation; (v) current issues; and (vi) challenges and responses.

### **Assignments and Practical Work**

In addition to assignments on lesson units the participants are required to undertake : a) Term Paper/Project, preferably based on field survey, on a theme relating to educational planning or management (the theme is to be selected with the approval of the Institute; (b) A book review from amongst a list of books approved by the Institute.

## **Contact programme**

The course is rounded off with a one-week contact programme. Only those persons are eligible to join the contact programme who complete : a) at least assignments on any 4 books out of 6; b) book review; and c) term paper/project report.

The main features of the contact programme are i) discussions on assignments, and ii) presentation of term papers by the participants.

It was decided to hold the contact programme for the participants in the 4th course from May, 1982.

## ANNEXURE II

### VISITORS

During the period under review the Institute received the following Delegates / distinguished visitors :

- A delegation of fifteen elementary and secondary school teachers of the State Department of Education, California visited the Institute on June 26, 1981. The objective of their visit to the country was to study 'Modern India' under the programme of the United States Educational Foundation in India (USEFI). A meeting of the guest teachers with the NIEPA faculty provided an excellent opportunity to interact and exchange views and experiences on some common educational issues particularly those in school education sector in both the countries at present. The Americans showed keen interest in the activities and programmes of the Institute.
- Dr. N. Vedamani Manual, Professor and Head of the Department of Education, University of Kerala, delivered a talk on 'Educational Innovations; Defusions and Distortions' under the auspices of the Indian Association of Educational Planning and Administration on May 4, 1981. The talk was followed by a lively discussion with the members of the faculty of the Institute.
- Dr. Abdun Noor of the Education Department of the World Bank visited the Institute on June 26, 1981 and a meeting with the faculty discussed some of the leading educational issues

confronting developing countries. Dr. Noor particularly emphasised the desirability for achieving the goal of universal free elementary education. He also mentioned some of the problems that stand in the way of achieving this desirable goal.

- Mr. Mats Hultin, Sr. Adviser in Education, World Bank, Washington.
- Mr. Fazlur Rahman Khan, District Education Officer, Dacca, Bangladesh.
- Md. Aminul Islam, Principal, National Institute of Educational Administration and Management Research and Joint Secretary, Ministry of Education, Bangladesh, August 5-8, 1981. Mr. Mohamad Islam gave a seminar on “Recent Trends in Educational Administration in Bangladesh” on August 7, 1981.
- Prof. P.N. Mathur, Department of Economics, University College of Wales, Penglais, Aberystwyth, U.K. (August 8-September 6, 1981). Prof. Mathur helped the Institute to develop a Unit on Economics of Education, particularly with reference to Manpower Planning.
- Mr. Hans Reiff, Adviser, in Educational Planning/Management, UNESCO, ROEAP, Bangkok, delivered a talk on “Educational Planning in Maldives” on August 7, 1981.
- Mr. Gabriel Carceles, Chief, Division of Statistics on Education, Office of Statistics, UNESCO, Paris visited our Institute on 5th October 1981 and talked to Faculty on current projects and programmes of Unesco Office of Statistics, Paris.
- Mr. Mohammed Abdul Jabbar, (Chief Statistics Division) Bureau of Educational Information and Statistics, Bangladesh paid a visit on 7th December 1981 and had a meeting with members of the Faculty.
- A group of six Unesco-Fellows from Indonesia visited the Institute on 9th December 1981 and in a meeting with Faculty



discussed some problems of common interest related with Educational Planning and Administration.

- Unesco-sponsored visit of a four member team of Vietnamese Adult Education Experts on 30th December, 1981. The experts had an opportunity to interact with the Faculty of the Institute.
- Prof. Dietrich Goldschmidt, Director, Max Plank Institute for Human Resource and Educational Development, West Berlin, made a presentation on "Contribution of Sociology to Educational Development in West Germany" on 28th January, 1982.
- Prof. Edward A. Holdaway, Department of Educational Administration, University of Alberta, Canada, visited the Institute on 2nd February, 1982 and shared his ideas with the Faculty on 'Organisation of Graduate Education Programme of Alberta University'.
- Dr. George Baron, Emeritus Professor of Educational Administration, Institute of Education, University of London, delivered a lecture at our Institute on 'Research in Educational Administration in Britain' on 23rd Feb. 1982.
- Dr. Charles S. Benson visited the Institute on 1st March 1982 and held a meeting with members of the faculty.
- Mr. Iyer R.R. Division for Socio-Economic Analysis, Section of Social Sciences and their Application, Unesco, Paris.
- Mr. T.N. Kaul, Former Foreign Secretary and presently Member, Executive Board, Unesco.
- Dr. Johnstone James N. Macquarie University, Australia.
- Mr. Kikuchi Jyoti, Head of Research Section, National Institute of Educational Research, Tokyo, Japan.
- Mr. Kurimoti K., Division of Educational Planning, Unesco, Paris.
- Dr. Tun Lwin, Programme Specialist in Educational Planning and Administration, ROEAP, Bangkok,

- Dr. Noordin Wan Zahid, Director of Education, Negeri Sembilan, Malaysia.
- Mr. Hans W. Reiff, Educational Planning and Management Adviser, ROEAP, Bangkok.

#### **Union Ministry of Education**

- Smt. Anna Malhotra, Education Secretary
- Shri S. Sathyam, Joint Secretary
- Shri Kireet Joshi, Educational Adviser
- Shri J.A. Kalyanakrishnan, Financial Adviser
- Shri S. Ramamoorthy, Joint Secretary (Planning)
- Dr. (Ms) Kapila Vatsyayan, Joint Educational Adviser
- Prof. L.R. Shah, Programme Adviser (NSS).

#### **Union Ministry of Information and Broadcasting**

- Shri Vasant Sathe, Union Minister. •

#### **Planning Commission**

- Dr. M.S. Swaminathan, Member
- Dr. S.N. Saraf, Adviser (Education)
- Dr. S.P. Gupta, Chief Adviser (P.P. Division)
- Dr. Padam Singh, Deputy Adviser (P.P. Division)

#### **Union Ministry of Home Affairs**

- Dr. Bhupinder Singh, Joint Secretary
- Shri P. S. Krishnan, Joint Secretary

#### **Union Ministry of Rural Reconstruction**

- Shri G.L. Bailur, IAS, Joint Secretary
- Shri N. P. Singh, Director (National Rural Employment Programme)

## **Ministry of Education, Haryana**

— Chawdhury Des Raj, Hon'ble Minister of Education

### **State Departments of Education**

- Shri A. Sahasranaman, IAS, District Development Commissioner, Govt. of J & K.
- Shri V.V. Mongia, Deputy Commissioner (Education), Municipal Corporation of Delhi
- Dr. H.K. Singh, Joint Director, Department of Education, Haryana
- Dr. (Miss) A. Nanda, Additional Director (Adult Education) Delhi Administration
- Shri B. R. Vyas, Principal, Institute of Education, Delhi Administration.
- Km. Usha Wali, Director, Directorate of Adult Education, Govt. of Rajasthan
- Shri P.K. Umashankar, Special Commissioner and Secretary (General Education), Govt. of Kerala
- Shri Madhu Sudan Singh, Director of Education, Govt. of Sikkim, Gangtok
- Shri P. Adinarayana, Director of School Education, Govt. of Andhra Pradesh, Hyderabad
- Shri V.V. Chiplunkar, Director of Education, Govt. of Maharashtra, Pune
- Shri H.N. Singh, Director of Primary and Adult Education, New Mental Hospital Compound, Ahmedabad
- Shri Iftakh Hussain, Assistant Inspector of Schools, Dibrugarh Assam
- Shri C.R. Vaidyanathan, Adviser (Education) Govt. of Bihar

- Dr. K.L. Gandhi, Additional Director of Education, Delhi Administration, Delhi
- Shri K.C. Sharma, IAS, Director of Public Instruction, Govt. of Haryana.

#### **University Grants Commission**

- Shri R.K. Chhabra, Secretary
- Shri S.C. Goel, Joint Secretary
- Dr. D. Shankar Narayan, Additional Secretary.

#### **N.C.E.R.T.**

- Dr. S.K. Mitra, Director
- Dr. T.N. Dhar, Joint Director
- Prof. B.S. Parakh, Head, Department of Education in Social Studies and Humanities
- Dr. A.K. Jalalludin, Professor, Department of Science and Mathematics
- Dr. A. B. L. Srivastava, Head, Survey and Data Processing Unit
- Shri D. P. Nayar, Senior Fellow, ICSSR.

#### **S. C. E. R. T.**

- Dr. B. R. Gupta, Director, SCERT, Haryana
- Prof. K. Ramanathan, Director, SCERT, Madras.

#### **Indian Adult Education Association**

- Dr. J. D. Sharma, Director.

#### **Directorate of Adult Education**

- Shri Jeevan Nayak, Consultant.

#### **Central Board of Secondary Education**

- Rev. Fr. T. V. Kunnankal.

### **Association of Indian Universities**

- Dr. Amrik Singh, Secretary

### **Indian Institute of Public Administration**

- Prof. Kuldeep Mathur, Prof. of Behavioural Sciences and Development Administration

### **Council of Scientific and Industrial Research**

- Prof. S. Nurul Hasan, Vice-President

### **Management Institute**

- Prof. Udai Pareek, IIM, Ahmedabad

### **ICSSR**

- Dr. D. D. Narula, Member-Secretary

### **USEFI**

- Mrs. Sharla Nayak, Director
- Dr. (Mrs) Prem Pasricha, E. T. A. Officer
- Shri C. S. Ramakrishnan, Director
- Shri R. B. Magal, Programme Officer

### **Universities**

- Prof. Satya Bhushan, Vice-Chancellor, University of Jammu
- Dr. R. N. Mehrotra, Professor and Head, Department of Education, University of Delhi
- Shri Ruddar Dutt, School of Correspondence Courses and Continuing Education, University of Delhi
- Dr. (Ms) Suneeti Dutt, Prof. Department of Education, University of Delhi
- Dr. N. S. Pradhan, Principal, Kirori Mal College, University of Delhi

- Shri N. R. Chatterjee, Head, Management Studies, University of Delhi
- Shri Mohinder Singh, Principal, Deshbandhu College, University of Delhi
- Dr. (Ms) Raj Wadhwa, Principal, Vivekanand Mahila College, University of Delhi
- Dr. Krishna Bal, Principal, Ram Lal Anand College, University of Delhi
- Shri O. P. Kohli, President, Delhi University Teachers' Association
- Dr. J. N. Kaul, Visiting Professor, Meerut University
- Dr. Hemlata Swarup, Vice-Chancellor, Kanpur University
- Prof. Abad Ahmed, Director, South Campus, of Delhi University
- Prof. Anand Swarup, Vice-Chancellor, Pant Nagar Agricultural University.
- Prof. Rais Ahmed, Aligarh Muslim University
- Dr. P. L. Malhotra, Dean of Colleges, University of Delhi
- Prof. Bawar Mehdi, Jamia Millia Islamia
- Dr. A. Kundu, J. N. U.
- Prof. S. M. Dubey, Head, Sociology Department, Dibrugarh University
- Prof. Suma Chitnis, Tata Institute of Social Sciences, Bombay  
delivered a talk on "Education and Equity" on August 7, 1981
- Dr. (Ms.) Savitri Burman, Department of Geography, Delhi University
- Dr. A. Ahmed, School of Social Sciences, J. N.U.
- Dr. G. S. Bhalla, School of Social Sciences, J.N.U.
- Dr. M. S. Rajan, School of International Studies, J.N.U.

- Prof. Yogendra Singh, School of Social Sciences, J.N.U.
- Dr. Ashish Bose, Institute of Economic Growth, University of Delhi

**Others**

- Dr. Sarup Singh, Member, Parliament, 21, Willingdon Crescent
- Dr. Prem Kirpal, Former Education Secretary to Govt. of India and President, Unesco Executive Board
- Shri M. N. Kapoor, Director, Gyan Bharti School, New Delhi
- Shri P. Padmanabha, Census Commissioner and Registrar-General of India
- Prof. Gautam Mathur, Director, I. A. M. R.
- Dr. Swarup Singh, Ex-Vice-Chancellor, Delhi University and Presently Member, Rajya Sabha.

APPENDIX — I

**LIST OF MEMBERS OF THE COUNCIL OF NIEPA**

**As on 31 3-1982**

1. Prof. D. T. Lakdawala — President  
Ex-Deputy Chairman  
Planning Commission  
C/O Sardar Patel Institute of  
Economics & Social Change  
Post Box No. 4062  
Nav Rang Pura  
Ahmedabad-380009
2. Prof. Moonis Raza — Vice President  
Director, NIEPA  
New Delhi.  
*Ex-officio Members*
3. Dr. (Mrs.) Madhuri Shah — Member  
Chairman  
University Grants Commission  
Bahadur Shah Zafar Marg  
New Delhi-110002.
4. Smt. Anna Malhotra — Member  
Secretary to the Govt. of India  
Ministry of Education & Culture  
Shastri Bhavan  
New Delhi.



5. Shri J.A. Kalyanakrishnan — Member  
Financial Adviser  
Ministry of Education & Culture  
New Delhi.
6. Shri K. D. Madan — Member  
Additional Secretary  
Department of Personnel and  
Administrative Reforms,  
Sardar Patel Bhavan  
Parliament Street  
New Delhi-110001.
7. Sri K. R. Sivaramakrishnan — Member  
Joint Adviser (Education),  
Planning Commission  
Yojana Bhavan  
New Delhi.
8. Dr. S. K. Mitra — Member  
Director, NCERT  
New Delhi.
9. Shri U. C. Sarania — Member  
Education Secretary  
Govt. of Assam  
Sachivalaya, Dispur  
Gauhati-781006.
10. Shri K. N. Ardhinareeswaran — Member  
Education Commissioner  
Govt. of Bihar  
New Secretariat  
Patna.
11. Shri L. C. Gupta — Member  
Education Secretary  
Government of Haryana  
Civil Secretariat  
Chandigarh.

12. **Shri K. Ramamoorthy**  
**Education Secretary**  
**Govt. of Gujarat**  
**Sachivalaya**  
**Gandhinagar-382010.** — **Member**
13. **Shri M. Gopaikrishnan, IAS**  
**Secretary to Govt. of Andhra Pradesh,**  
**Primary & Secondary Education**  
**Department, Sectt. Bldg.**  
**Hyderabad-22.** — **Member**
14. **Shri Virendra Singh**  
**Education Secretary**  
**A & N Islands**  
**Port Blair.** — **Member**
15. **Shri B. L. Handa**  
**Director of Education**  
**Govt. of Himachal Pradesh**  
**Glenn Hogen**  
**Simla-171001.** — **Member**
16. **Shri K. K. Chakravarty**  
**Director of Public Instruction**  
**Govt. of Madhya Pradesh**  
**Bhopal.** — **Member**
17. **Dr K. M. Patnaik**  
**Director of Public Instruction**  
**(Higher Education)**  
**Government of Orissa**  
**New Capital**  
**Bhubaneswar-1** — **Member**
18. **Shri S. Halappa**  
**Director of Public Instruction**  
**Government of Karnataka**  
**New Public Offices**  
**P. O. Box 5049**  
**Bangalore-560001** — **Member**

19. **Shri E. Yaima Singh** — Member  
Director of Education (Schools)  
Govt. of Manipur  
Imphal.
20. **Shri S. K. Gupta** — Member  
Director of Public Instruction  
Govt. of Arunachal Pradesh  
New Itanagar-791110.
21. **Dr. Malcolm S. Adiseshiah** — Member  
Chairman  
Madras Institute of  
Development Studies,  
79, Second Main Road  
Gandhinagar, Adyar  
Madras-600006.
22. **Shri M. N. Kapoor** — Member  
E-4, Maharani Bagh  
New Delhi.
23. **Prof. Satya Bhushan** — Member  
Vice-Chancellor  
Jammu University  
Jammu.
24. **Prof. Gurbaksh Singh** — Member  
Vice-Chancellor  
Delhi University  
Delhi.
25. **Smt. Sivagami Pethachi** — Member  
Correspondent  
Bedford Villa  
7/8, Leith Castle North Street  
San Thome  
Madras 600028.

26. Dr. L. Eulliah — Member  
Ex-Vice Chancellor  
Andhra University  
1-10-13 Ashoknagar  
Hyderabad.
27. Shri S. Ramamoorthi — Member  
Joint Secretary (Planning)  
Ministry of Education & Culture  
Shastri Bhavan  
New Delhi.
28. Shri J. Veeraraghavan — Member  
Executive Director  
NIEPA  
New Delhi.
29. Dr. R. P. Singhal — Member  
Consultant  
NEIPA  
New Delhi.
- Shri R. P. Saxena — Secretary  
Rsgistrar  
NIEPA  
New Delhi.

APPENDIX — II

**LIST OF MEMBERS OF THE EXECUTIVE COMMITTEE OF  
NIEPA As on 31-3-1982**

1. Prof. Moonis Raza — Chairman  
Director  
NIEPA  
New Delhi.
2. Shri J. A. Kalyanakrishnan — Member  
Financial Advisor  
Ministry of Education & Culture  
Shastri Bhavan  
New Delhi.
3. Shri S. Ramamoorthi — Member  
Joint Secretary (Planning)  
Ministry of Education & Culture  
Shastri Bhavan  
New Delhi.
4. Shri K. R. Sivaramakrishnan — Member  
Jt. Advisor (Education)  
Planning Commission  
Yojana Bhavan  
New Delhi.
5. Shri K. Ramamoorthy — Member  
Secretary  
Education Department  
Government of Gujarat  
Sachivalaya  
Gandhinagar-302010.

6. **Dr. Malcolm S. Adiseshiah** — **Member**  
Chairman  
Madras Institute of  
Development Studies  
79, Second Main Road  
Adyar  
Madras-600006.
7. **Shri J. Veeraraghavan** — **Member**  
Executive Director  
NIEPA, New Delhi.
- Shri R. P. Saxena** — **Secretary**  
Registrar  
NIEPA, New Delhi.

APPENDIX — III

**LIST OF MEMBERS OF THE FINANCE COMMITTEE OF  
NIEPA As on 31-3-1982**

1. Prof. Moonis Raza — Chairman  
Director, NIEPA  
New Delhi.
  
2. Shri J. A. Kalyanakrishnan — Member  
Financial Adviser  
Ministry of Education & Culture  
Shastri Bhavan  
New Delhi.
  
3. Shri S. Ramamoorthi — Member  
Joint Secretary (Planning)  
Ministry of Education & Culture  
Shastri Bhavan  
New Delhi.
  
4. Shri K. R. Sivaramakrishnan — Member  
Jt. Adviser (Education)  
Planning Commission  
Yojana Bhavan  
New Delhi.

5. **Shri L. C. Gupta** — **Member**  
**Secretary**  
**Education Department**  
**Government of Haryana**  
**Chandigarh.**
6. **Shri J. Veeraraghavan** — **Special Invitee**  
**Executive Director**  
**NIEPA, New Delhi.**
- Shri R. P. Saxena** — **Secretary**  
**Registrar**  
**NIEPA, New Delhi.**



APPENDIX — IV

**LIST OF MEMBERS OF THE PROGRAMME  
ADVISORY COMMITTEE As on 31.3.82**

1. Professor Moonis Raza — Chairman  
Director, NIEPA  
New Delhi.
2. Shri S. Ramamoorthi — Member  
Joint Secretary (Planning)  
Ministry of Education & Culture  
Shastri Bhavan,  
New Delhi.
3. Shri S. Sathyam — Member  
Joint Secretary (School Education)  
Ministry of Education & Culture  
Shastri Bhavan  
New Delhi.
4. Dr. Amrik Singh — Member  
Secretary  
Association of Indian Universities  
Din Dayal Upadhyaya Marg  
New Delhi-110002.

- |     |  |   |               |
|-----|--|---|---------------|
| 5.  | <b>Shri K. R. Sivaramakrishnan</b><br>Joint Adviser (Education)<br>Planning Commission<br>Yojana Bhavan, Sansad Marg<br>New Delhi.                   | — | <b>Member</b> |
| 6.  | <b>Shri R. K. Chhabra</b><br>Secretary<br>University Grants Commission<br>I. P. Estate,<br>New Delhi.  | — | <b>Member</b> |
| 7.  | <b>Shri Ashok Vajpayi,</b><br>Secretary, Education<br>Govt. of Madhya Pradesh,<br>Vallabha Bhavan,<br>Bhopal-462004.                                 | — | <b>Member</b> |
| 8.  | <b>Shri V. V. Chiplunkar</b><br>Director of Education<br>Government of Maharashtra<br>Central Building<br>Pune-411001.                               | — | <b>Member</b> |
| 9.  | <b>Prof. Rais Ahmed</b><br>Department of Physics<br>Aligarh Muslim University<br>Aligarh.  | — | <b>Member</b> |
| 10. | <b>Professor Nitish De</b><br>Chief Executive (Personnel)<br>C. E. C. of India Limited<br>Magnet House<br>6, Chittaranjan Avenue<br>Calcutta-700072. | — | <b>Member</b> |
| 11. | <b>Dr. D. D. Narula</b><br>Member-Secretary<br>Indian Council of Social<br>Science Research<br>I. P. Estate,<br>New Delhi-110002.                    | — | <b>Member</b> |

12. **Shri J. Veeraraghavan** — Member  
Executive Director  
NIEPA  
New Delhi.
13. **Dr. R. P. Singhal** — Member  
Consultant  
NIEPA  
New Delhi.
14. **Dr. C. B. Padmanabhan** — Member  
Fellow,  
NIEPA, New Delhi.
- Shri R. P. Saxena** — Secretary  
Registrar  
NIEPA, New Delhi.

APPENDIX — V

**FACULTY AND RESEARCH STAFF OF THE NATIONAL  
INSTITUTE (AS ON 31-3-1982)**

Prof. Moonis Raza, Director.  
Shrf J. Veeraraghavan, Excecutive Director  
Dr. R. P. Singhal, Consultant  
Proi. M. V. Mathur, Professor Emeritus  
Dr. C. B. Padmanabhan, Fellow  
Dr. R.N. Chowdhuri, Fellow  
Dr. C. L. Sapra, Fellow  
Dr. N. M. Bhagia, Fellow  
Shri K. G. Virmani, Associate Fellow  
Shri S. S. Dudani, Associate Fellow  
Shri M. M. Kapoor, Associate Fellow  
Dr. (Mrs.) R. S. Shafi, Project Officer (Adult Education)  
Dr. (Mrs.) K. Premi, Associate Fellow  
Dr. J.B.G. Tilak, Associate Fellow  
Shri T.K.D. Nair, Research/Training Associate  
Dr. R. S. Sharma, Research/Training Associate  
Shri C. Mehta, Research/Training Associate  
Dr. (Mrs.) S. Bhagia, Research/Training Associate  
Dr. (Mrs.) Radha Sharma, Research/Training Associate  
Shri Y. P. Aggarwal, Research/Training Associate  
Dr. (Miss) K. Sujatha, Research/Training Associate  
Shri N. V. Verghese, Research/Training Associate  
Dr. (Mrs.) Sudha Rao, Research/Training Associate  
Miss Nirmal Malhotra, Librarian  
Shri N. D. Kandpal, Documentation Officer  
Dr. (Mrs.) Sushma Merh, Project Coordinator (Population Education)  
Dr. S. P. Srivastava, Asst. Project Coordinator (Population Education)  
Dr. Gopesh Kumar Bhatt, Project Associate (Cost Study)

**C. S. S. R. Project Staff**

Prof. S. C. Dube, National Fellow  
Dr. J. L. Azad, Senior Fellow  
Dr. J. N. Kaul, Senior Fellow

**Publication**

**Shri B. Selvaraj, Publication Officer**

**Administration**

**Shri R. P. Saxena, Registrar**  
**Shri K. L. Dua, Administrative Officer**  
**Shri S. Sundararajan, Accounts Officer**

APPENDIX — VI

**NATIONAL INSTITUTE OF EDUCATIONAL PLANNING AND ADMINISTRATION**

RECEIPT AND PAYMENT ACCOUNT FOR THE PERIOD FROM 1.4.1981 TO 31.3.1982

120

	RECEIPT		PAYMENT	
<i>Opening Balance</i>			<i>Non-Plan</i>	
Cash in Hand	167.50		Pay of Officers	3,84,104.00
Inprest	1,000.00		Pay of Establishment	2,79,600.55
Cash in Bank	3,12,257.66	3,13,425.16	Allowances & Honoraria	5,61,391.25
			Leave Travel Concession	5,730.00
<i>Grants-in-Aid received from</i>			Over Time Allowance	42,672.50
<i>Government of India</i>			Medical Reimbursement	24,626.95
Non-Plan	20,29,000.00		C.G.H.S. Contribution	609.00
Plan	25,55,000.00		Provident Fund Contribution	
		45,84,000.66	(Employer's Share of CPF	49,892.50
			and intrest on GPF/CPF)	
House Rent		3,258.80	Leave Salary and Pension	28,291.00
Hostel Rent		66,038.00	Contribution	
C.G,H.S. Recoveries		444.00	Pension and Gratuity	30,177.10
Miscellaneous Office Receipt		9,986.37		
			Travelling Allowance Expenses	14,07,094.85
				49,320.10

*Interest*

1. Interest on Investment	13.25
2. Interest on Saving Bank Account	12,547.63
3. Interest on Interest bearing advance	188.30

12,749.18

*Sale Proceeds of Unserviceable Items*

1. Disposed of Vehicles	34,300.88
2. Other Items	28,695.11

62,995.99

*Refund*

Employer's share of CPF Contribution	1,755.00
--------------------------------------	----------

*Deposits*

1. Earnest money deposit	3,000.00
2. Refund from CPWD	1,53,727.60

1,56,727.60

*Recoverable Advances*

Scooter advance	600.00
Cycle advance	1,990.00

*Research and Training*

(i) TA/DA	1,468.20
(ii) Fellowship fees/ Prizes/honorarium to Guest Speakers	22,320.90
(iii) Printing & Stationery	56,589.91
(iv) Entertainment charges	11,337.35
(v) Miscellaneous expd.	9,880.75

1,10,597.11

*Office Expenses (Other Charges)*

Water and Electricity	61,790.98
Insurance	1,114.00
Telephone & Trunk Call	45,233.63
Postage & Telegram charges	33,232.60
Printing & Stationery	39,399.92
Maintenance of Vehicles	26,260.55
Liveries	10,880.64
Miscellaneous contingencies	90,996.45
Audit fees	10,500.00
Rent Rates and Taxes	63,491.10

<b>Festival advance</b>	10,920.00	<b>Maintenance of Building</b>	1,13,043.08
<b>Flood advance</b>	160.00	<b>Entertainment &amp; Hospitality</b>	7,215.13
<b>House Building advance</b>	3,820.00	<b>Maintenance of Equipment</b>	64,468.66
	17,490.00	<b>Maintenance of Furniture and Fixtures</b>	3,024.00
<b>Sundry Debtors</b>		<b>Petrol, oil &amp; lubricants</b>	42,547.21
<b>Directorate of Adult Education</b>	4,912.50	<b>Cooliage, cartage and customs</b>	2,027.65
<b>U.G.C.</b>	2,659.50	<b>Newspaper and Periodicals</b>	32,410.17
<b>U.N.D.P.</b>	20,919.82	<b>Maintenance of Horticulture</b>	4,181.65
<b>Government of Haryana</b>	350.20	<b>Advertisement</b>	31,743.15
	28,842.02		6,83,560.57
<b>Refund of Grants by State Governments/Institutions</b>		<b>Plan</b>	
<b>Government of Bihar</b>	21.25	<b>Pay of Officers</b>	42,964.30
<b>Government of Rajasthan</b>	6,637.72	<b>Pay of Establishment</b>	35,885.35
<b>N.C.E.R.T.</b>	5,058.40	<b>Allowances &amp; Honoraria</b>	76,060.95
	11,717.37	<b>Overtime Allowances</b>	2,254.30
<b>Remittances</b>		<b>Medical Reimbursement</b>	1,992.20
<b>GPF/CPF of Deputationists</b>	57,286.90		1,59,157.10
<b>Income Tax</b>	38,922.00	<b>Research and Training</b>	
<b>House Building Advance</b>	11,280.00	<b>(i) TA/DA</b>	12,943.55
<b>C.G.E.I S.</b>	222.50	<b>(ii) Fellowship fees/Prizes honarium to Guest Speakers</b>	11,750.00
<b>C.G.E.G.I.S.</b>	400.00		
<b>Scooter advance</b>	600.00		
<b>Grain advance</b>	45.00		

<b>Court Recovery</b>	4,800.00	(iii) <b>Printing &amp; Stationery</b>	1,00,208.80
<b>P.R.S.S.</b>	12,790.00	(iv) <b>Computer Stationery</b>	5,362.50
<b>Water &amp; Electricity charges</b>	310,00	(v) <b>Entertainment charges</b>	7,721.65
	1,26,656.40	(vi) <b>Miscellaneous Expenditure</b>	15,768.50
<b>GPF/CPF Subscription and Refund of advances by Institute Staff</b>	1,40,827.00		1,53,755.00
<b>Purchase of Unesco Coupons</b>	9,150.00	<i>Study on Cost of Education in Gurgaon District</i>	
<b>Consultancy</b>		<b>Pay &amp; Allowances</b>	14,961.70
<b>Evolving new norms of construction of school buildings—Government of Haryana</b>	25,000.00	<b>Travelling Allowances</b>	470.50
		<b>Contingency Expenditure</b>	934.50
			16,366.70
		<b>Publication Expenses</b>	1,00,782.54
<b>Assigned Programme and studies</b>		<b>Deposits</b>	
<b>1. Research Project—Ministry of Home Affairs</b>		(i) <b>Refund of Earnest money deposit</b>	3,000.00
(i) <b>Indepth studies of Ashram schools</b>		(ii) <b>Security deposit</b>	2,840.00
(ii) <b>Exposure of SC/ST to technical education &amp; industrial training</b>	30,000,00	(iii) <b>Deposit in the CPWD for construction of building</b>	15,22,566.00
		(iv) <b>Deposit for Matador and three wheeler vehicle</b>	1,24,733.51
			16,53,139.51



2. Sample Study—Inspection system and Practices and Proforma in the Educationally Backward and advanced States—Ministry of Education	25,000.00	<i>Capital Expenditure</i>	
		Furniture & Fixtures	1,04,252.00
		Typewriters	37,903.32
		Other Office Equipments	1,70,571.49
		Library Books	1,89,751.49
			5,02,478.30
3. Study on Educational Development for scheduled caste—Ministry of Home Affairs	1,20,000.00	<i>Recoverable advances</i>	
		(i) Cycle advance	825.00
		(ii) Festival advance	10,600.00
		(iii) House Building advance	1,01,900.00
		(iv) Miscellaneous advance	350.00
			1,13,675.00
4. Population Education Project (NCERT)	44,250.00	<i>Sundry Debtors</i>	
		R.P.F. (C.D.S.)	278.63
<i>Unesco sponsored Programmes</i>		<i>Grant-in-aid to State Governments/Institutions</i>	
i) Workshop on Long Term Educational Planning	54,654.10	Administrative Staff College of India, Hyderabad	7,500.00
ii) Inter-country Exchange of experiences in the field of educational facilities	1,841.62	<i>Remittances</i>	
	56,495.72	(i) GPF/CPF of deputationists	57,286.90
Study on Aspiration of Action for Better Quality of Life	20,000.00	(ii) Income Tax	38,922.00

*I.C.S.S.R. Fellowship*

i) National Fellowship of Prof. S.C. Dube	35,542.00	(iii) House Building advance	11,280.00
ii) Senior Fellowship of Dr. J.L. Azad	10,450.00	(iv) C.G.E.I.S.	222.50
	45,992.00	(v) C.G.E.G.I.S.	400.00
Suspense Account	5,134.50	(vi) Scooter advance	600.00
		(vii) Grain advance	45.00
		(viii) Court recovery	4,800.00
		(ix) P.R.S.S.	12,790.00
		(x) Water & Electricity charges	1,204.15
			1,27,550.55
		GPF/CPF Subscription and refund of advances by Institute Staff	1,40,827.00
		Purchase of Unesco Coupons	9,150.00
		<i>Consultancy</i>	
		Evolving new norms for construc- tion of school building etc.— Govt. of Haryana	4,684.20
		<i>Assigned Programmes and Studies</i>	
		Research Programme—Ministry of Home Affairs	
		(i) Indepth Study of Ashram School	
		(ii) Exposure of SC/ST to technical education and industrial training	
		Establishment charges	39,556.85

Travel & Incidental Expenses	8,835.40	
Field Costs	53,200.00	
Miscellaneous Expenditure	207.00	
		1,01,799.25
<i>Population Education Project (NCERT)</i>		
Pay & allowances	22,466.65	
Printing & stationery	3,735.80	
Contingency Expenditure	2,281.50	
		28,483.95
<i>Unesco Sponsored Programmes</i>		
(i) National Training Seminar on method for projecting school enrolment in India	5,738.65	
(ii) Workshop on long term edu- cational planning	64,851.81	
		70,590.46
<i>Study Aspiration of Action for Better Quality of Life</i>		
<i>I.C.S.S.R. Fellowship</i>		2,472.00
(i) National Fellowship to Prof. S.C. Dube		
Pay & allowances	35,602.50	
Research assistance	7,600.00	
Contingency expd.	12,209.41	
		55,411.91

	(ii) Senior Fellowship to Dr. J.L. Azad		
	Fellowship	6,000.00	
	Contingency	2,416.55	
			8,416.55
	Suspense Account		63,828.46
			167.50
	<b>Closing Balance</b>		
	Cash in Hand	168.60	
	Imprest	1,000.00	
	Unesco Coupons	1,143.75	
	In Bank	4,17,363.98	4,19,676.33
	<b>TOTAL</b>	<b>59,17,935.11</b>	<b>59,17,935.11</b>

Certified that the Grants-in-Aid released by the Government of India has been utilised for the purpose for which it was sanctioned and the conditions attached to it have been duly fulfilled.

Sd/-  
(S. Sundararajan)  
Accounts Officer  
National Institute of Educational  
Planning and Administration

Sd/-  
(J. Veeraraghavan)  
Executive Director  
National Institute of Educational  
Planning and Administration

Sd/-  
(Moonis Raza)  
Director  
National Institute of Educational  
Planning and Administration

**NATIONAL INSTITUTE OF EDUCATIONAL PLANNING & ADMINISTRATION  
NEW DELHI**

**Details of closing balance as on 31st March 1982**

Name of Head	Opening balance	Received during the year	Total Receipts	Total Payments	Balance
1. <i>Non Plan</i>	2,01,464.02	20,29,000.00		23,58,087.63	2,00,821.33
Office Receipts :		3,28 444.94	25,58,908.96		
2. <i>Plan</i>	44,867.94	25,55,000.00		25,87,617.78	31,539.53
Office Receipts :		19,289.37	26,19,157.31		
3. <i>Govt. of Haryana</i> (for consultancy) :	(—) 350.20	25,000.00	24,649.80	4,334.00	20,315.80
<b>Assigned Programmes :</b>					
4. <i>UNESCO</i> :					
a) Management of local support to Education	4,549.90	—	4,549.90	—	4,549.90
b) National Training Seminar on methods for Projecting school enrolment	17,846.16	—	17,846.16	5,738.65	12,107.51
c) Translation of A.P.E.I.D. Publications	(—) 1,081.84	—	(—) 1,081.84	—	(—) 1,081.84

d) Inter country exchange of experiences in the field of Educational facilities	(-)	7,473.80	1,841.62	(-)	5,632.18	-	(-)	5,632.18
e) Regional workshop in long term Educational Planning	-		54,654.10		54,654.10	64,851.81	(-)	10,197.71
5. <i>Aspiration of Action for better quality of life (AABQOL)</i>	-		20,000.00		20,000.00	2,472.00		17,528.00
6. <i>U.N.D.P. ;</i>								
Training Programme for UNESCO fellowship holders from Afghanistan for Training in Educational Planning Administration and Statistics	(-)	20,919.82	20,919.82		-	-		-
7. <i>Ministry of Home Affairs :</i>								
a) Research Projects :								
i) In depth study of Ashram Schools ; and								
ii) Exposure of SC/ST to Technical Education and Industrial training		₹50,000.00	30,000.00		80,000.00	1,01,799.25	(-)	21,799.25

	b) Study on Educational Development of Scheduled Castes		1,20,000.00	1,20,000.00	—	1,20,000.00
8.	<i>Ministry of Education :</i>					
	A sample study : Inspection system and Practices and proforma in the Educationally backward States and advanced States	—	25,000.00	25,000.00	—	25,000.00
9.	<i>N.C.E.R.T.</i>					
	Population Education Project :	—	44,250.00	44,250.00	28,483.95	15,766.05
10.	<i>Indian Council of Social Science Research :</i>					
	a) National fellowship awarded to Prof. S.C. Dube	24,355.30	35,542.30	59,897.30	55,411.91	4,485.39
	b) Senior fellowship awarded to Dr. D.L. Azad	—	10,450.00	10,450.00	8,416.55	2,033.45
11.	<i>Remittances :</i>	—	—	1,26,656.40	1,27,550.55	(—) 894.15
12.	<i>Suspense Account :</i>	167.50	5,134.50	5,302.00	167.50	5,134.50

Closing balance : 4,19,676.33

Cash in Hand	168.60
Imprest	1,000.00
UNESCO Coupons	1,143.75
Cash at Bank	4,17,363.98
	<hr/>
	4,19,676.33
	<hr/>

131

**Sd/-**  
**(S. Sundararajan)**  
**Accounts Officer**  
**National Institute of Educational**  
**Planning and Administration**

**Sd/-**  
**(J. Veeraraghavan)**  
**Executive Director**  
**National Institute of Educational**  
**Planning and Administration**

**Sd/-**  
**(Moonis Raza)**  
**Director**  
**National Institute of Educational**  
**Planning and Administration**



**NATIONAL INSTITUTE OF EDUCATIONAL PLANNING AND ADMINISTRATION  
NEW DELHI**

**INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR 1981-82**

132

	<b>Expenditure</b>		<b>Income</b>
<i>Non-Plan</i>		<i>Grants-in-aid from</i>	
		<i>Government of India</i>	
Pay of Officers	3,84,104.00	Non-Plan	20,29,000.00
Pay of Establishment	2,79,600.55	Plan	25,55,000.00
Allowances & Honoraria	5,61,391.25		45,84,000.00
Leave Travel Concession	5,730.00	<i>Less Grants Capitalised</i>	
Over Time Allowance	42,672.50	Library Books	1,89,751.49
Medical Reimbursement	24,626.95	Furniture, Fixture	
C.G.H.S. Contribution	609.00	Typewriters and	
Provident Fund Con- tribution (Employer's share of CPF & Interest on GPF/CPF)	49,892.50	Office equipments	3,12,726.81
Leave Salary & Pension Contribution	28,291.00	Deposits for Vehicles	1,24,733.51
Pension & Gratuity	30,177.10		6,27,211.81
	<b>14,07,094.85</b>	Licence Fee	3,258.80
Travelling Allowance expenses	49,320.10	Hostel Rent	66,038.00
		CGHS Recoveries	444.00
		Miscellaneous Office Receipts	9,986.37

**Non-Plan****Resarch and Training**

(i) TA/DA	1,468.20	
(ii) Fellowship fees/ Prizes honorarium to Guest Speakers	22,320.90	
(iii) Printing & Stationery	56,589.91	
(iv) Entertainment Charges	11,337.35	
(v) Misc. Expenditure	9,880.75	
		1,01,597.11

**Office Expenses (Other charges)**

Water & Electricity	61,790.98	
Insurance	1,114.00	
Telephone & Trunk Call charges	45,233.63	
Postage & Telegram charges	33,232.60	
Printing & Stationery	39,399.92	
Maintenance of Vehicles	26,260.55	
Liveries	10,880.64	
Misc. Contingencies	90,996.45	
Audit Fees	10,500.00	
Rent, Rates & taxes	63,491.10	
Maintenance of Building	1,13,043.08	
Entertainment and Hospitality	7,215.13	
Maintenance of Equipment	64,468.66	

**Interest**

(i) Interest on Investments	13.25	
(ii) Interest on Savings Accounts	12,547.63	
(iii) Interest on Interest Bearing advances	188.30	
		12,749.18
Sale proceeds of unserviceable items		
(i) Disposal of vehicles	34,300.88	
(ii) Other items	28,695.11	
		62,995.99

**Refunds**

Employer's share of CPF Contribution forfeited	1,755.00	
Refund of unspent balance of grants		
(i) Govt. of Bihar	21.25	
(ii) Govt. of Rajasthan	6637.72	
(iii) NCERT	5058.40	
		11,717.37
		13,472.37

**Consultancy**

Evolving New Norms for Construction of School Building etc.—Govt. of Haryana		25,000.00
---	--	-----------

<b>Maintenance of Furniture and Fixtures</b>	3,024.00	
<b>Petrol, Oil &amp; Lubricants</b>	42,547.21	
<b>Cooliage, Cartage &amp; Customs</b>	2,027.65	
<b>Advertisement</b>	31,743.15	
<b>Newspaper &amp; Periodicals</b>	32,410.17	
<b>Maintenance of Horticulture</b>	4,181.65	
		<b>6,83,560.57</b>

**Plan**

<b>Pay of Officers</b>	42,964.30	
<b>Pay of Establishment</b>	35,885.35	
<b>Allowances &amp; Honoraria</b>	76,060.95	
<b>Over Time Allowance</b>	2,254.30	
<b>Medical Reimbursement</b>	1,992.20	
		<b>1,59,157.10</b>

134

**Plan**

<b>Research and training</b>		
<b>(i) TA/DA</b>	12,943.55	
<b>(ii) Fellowship fees/Prizes, Honorarium to Guest Speakers</b>	11,750.00	
<b>(iii) Printing &amp; Stationery</b>	1,00,208.80	
<b>(iv) Computer Stationery</b>	5,362.50	
<b>(v) Entertainment charges</b>	7,721.65	
<b>(vi) Misc. Expenditure</b>	15,768.50	
		<b>1,53,755.00</b>

**Study on Cost of Education in  
Gurgaon District**

Pay and Allowances	14,961.70
Travelling Allowances	470.50
Contingency Expenditure	934.50
	16,366.70
Publication Expenses	1,00,782.54

**Grants-in-Aid to State  
Governments/Institutions**

Administrative Staff College of India, Hyderabad	7,500.00
---	----------

**Consultancy**

Evolving New Norms for Construction of School Building etc.—Government of Haryana	4,684.20
---	----------

Excess of Income over Expenditure	14,66,914.73
--------------------------------------	--------------

**Total** 41,50,732.90

41,50,732.90

135

Sd/-  
(S. Sundararajan)  
Account Officer  
National Institute of Educational  
Planning and Administration

Sd/-  
(J. Veeraraghavan)  
Executive Director  
National Institute of Educational  
Planning and Administration

Sd/-  
(Moonis Raza)  
Director  
National Institute of Educational  
Planning and Administration

**NATIONAL INSTITUTE OF EDUCATIONAL PLANNING AND ADMINISTRATION**  
**Balance Sheet as at the close of 31st March 1982**

136

<b>Liabilities</b>		<b>Assets</b>	
<i>Grants Capitalised</i>		<i>Land and Buildings</i>	
Balance as per last balance sheet	41,83,020.48	Equipment and Machinery/ Furniture & fixtures, vehicles including staff cars, typewriters etc.	20,01,586.09
Additions during the year	6,27,211.81		
	48,10,232.29		
<i>Excess of Income over Expenditure</i>			
As per last balance sheet	35,88,522.76	Balance as per last balance sheet	15,12,965.96
Additions during the year	14,66,914.73	Additions during the year	4,37,460.32
	50,55,437.49		19,50,426.28
<i>Unspent balance of Grants of assigned programmes/studies/ fellowships etc.</i>		Value of assets disposed off	57,655.09
Ministry of Home Affairs	98,200.75	<i>Library Books</i>	
Ministry of Education	25,000.00	Balance as per last balance sheet	6,62,634.12
N.C.E.R.T.	15,766.05	Additions during the year	1,89,751.49
AABQOL Study	17,528.00		8,52,385.61
Indian Council of Social Science Research	6,518.84		
	1,63,013.64		

**Provident Fund**

As per last balance sheet	3,39,079.00	
Additions during the year	1,91,506.00	
Less withdrawals during the year	1,26,540.00	
		4,04,045.00

**Suspense Account**

As per last balance sheet	167.50	
Additions during the year	5,134.50	
Less clearance during the year	167.50	
		6,134.50

**Gifts and Donations**

As per last balance sheet (Library Books)	910.52	
Additions during the year	—	910.52

**Capital Investment written off**

57655.09

**Investment of Provident Fund**

As per last year balance sheet	—	
Additions during the year	2,98,357.50	
		2,98,357.50

Amount recoverable on assigned programmes/  
studies etc.  
UNESCO

254.32

**Deposits and Investments**

Security Deposits		
As per last year balance sheet	2300.00	
Additions during the year	2840.00	
		5140.00

**C.P.W.D.**

As per last balance sheet	33,27,763.63	
Additions during the year	15,22,566.00	
Less refund during the year	1,53,727.60	
		46,96,602.03

**Recoverable Advances**

Festival Advance	6,780.00
Cycle Advance	575.00
Motor cycle/Scooter Advance	1,700.00

House Building Advance	98,080.00	
Misc. Advance	350.00	
		1,07,485.00

*Sundry debtors*

Director of Audit & Central Revenues	9,398.00	
R.P.F. Commissioner (CDS)	278.63	
		9,676.63

*Remittances*

Water & Electricity charges recoverable		894.15
--	--	--------

*Cash Balance*

In Hand	168.60	
Imprest	1,000.00	
UNESCO Coupons	1,143.75	
In Bank :—Current Account	4,17,363.98	
Savings Bank Account	96,289.50	
		5,15,965.83

**Total :** 1,04,96,428.53

**Total :** 1,04,96,428.53

**Note :** The addition during the year under equipment, machinery, Furniture and Fixtures and vehicles etc. includes an amount of Rs. 124733.51 which has been paid in advance to DGS&D and M/s Allied Motors Private Ltd. towards purchase of a Matador Van and three wheeler scooter.

**Sd/-**  
**(S. Sundararajan)**  
**Accounts Officer**  
**National Institute of**  
**Educational Planning and**  
**Administration, New Delhi**

**Sd/-**  
**(J. Veeraraghavan)**  
**Executive Director**  
**National Institute of**  
**Educational Planning and**  
**Administration, New Delhi**

**Sd/-**  
**(Moonis Raza)**  
**Director**  
**National Institute of**  
**Educational Planning and**  
**Administration, New Delhi.**



**NATIONAL INSTITUTE OF EDUCATIONAL PLANNING & ADMINISTRATION  
NEW DELHI**

**PROFORMA ACCOUNT FOR THE GRANTS RECEIVED FOR ASSIGNED PROGRAMMES/FELLOWSHIP 1981-82 (UNESCO, UNDP, HARYANA, ICSSR, MINISTRY OF HOME AFFAIRS, MINISTRY OF EDUCATION & N.C.E.R.T.)**

140

	<b>Receipt</b>		<b>Payment</b>	
<b>UNESCO</b>			<b>National Training Seminar on methods for Projecting School Enrolment</b>	<b>5,738.65</b>
(a) Management of local Support to Education			<b>Workshop in long term Educational Planning</b>	<b>64,851.81</b>
Opening balance	4,549.90		Closing balance	
Received during the year	Nil	4,549.90	a) Management of local support to Education	4,549.90
(b) National Training Seminar on methods for Projecting School Enrolment :			b) National training Seminar on methods	12,107.51
Opening balance	17,846.16		c) A.P.E.I.D. Publications (—)	1,081.84
Received during the year	Nil	17,846.16	d) Inter Country exchange of experiences..... (—)	5,632.18
(c) A.P.E.I.D. Publications			e) Workshop on long term Educational... (—)	10,197.71 (—) 254.32
Opening balance (—)	1,081.84			
Received during the year	Nil	(—) 1,081.84		

(d) Inter Country Exchange  
of Experiences in the field  
of Educational facilities :

Opening balance (—) 7,473.80

Received during the  
year 1,841.62 (—) 5,632.18

(e) Workshop on long term  
Educational Planning  
Opening balance

Nil

Received during  
the year 54,654.10 54,654.10

**Total :** 70,336.14

**Total :** 70,336.14

*2. Aspiration of Action for  
better quality of life  
(AABQOL)*

Opening balance : Nil  
Received during the year 20,000.00 20,000.00  
**Total :** 20,000.00

Expenditure incurred 2,472.00  
Closing balance : 17,528.00  
**Total :** 20,000.00

### 3. U.N.D.P.

Training Programme for  
UNESCO Fellowship Holder  
from Afghanistan for Training  
in Educational Planning Ad-  
ministration and Statistics

Opening balance (→) 20,919.82  
Received during the year 20,919.82 Nil

**Total :** Nil

Expenditure incurred during  
the year Nil

Closing balance Nil

**Total :** Nil

### 4. Govt. of Haryana

Evolving new norms for con-  
struction of school building  
etc.

Opening balance (→) 350.20  
Received by adjustment 350.20 Nil

**Total :** Nil

Closing balance Nil

**Total :** Nil

### 5. Indian Council of Social Science Research

i) National fellowship awarded  
to Prof. S.C. Dube

Opening balance 24,355.30

Received during the  
year 35,542.00 59,897.30

i) National fellowship : 55,411.91

ii) Sr. Fellowship : 8,416.55 63,828.46

- ii) Sr. fellowship awarded to  
Dr. J.L. Azad.

Opening balance

Nil

Received during the  
year

10,450.00      10,450.00

**Total :**      70,347.30

**Closing balance :**

i) National Fellowship

4,485.39

ii) Sr. Fellowship

2,033.45      6,518.84

**Total :**      70,347.30

**6. Ministry of Home Affairs  
(Govt. of India)**

**Research Projects**

- i) Indepth study of Ashram  
Schools, and

- ii) Exposure of SC/ST to  
Technical Education and  
industrial training

Opening balance

50,000.00

Received during the  
year

30,000.00      80,000.00

**Total :**      80,000.00

Expenditure incurred

1,01,799.25

Closing Balance

(-) 21,799.25

**Total :**      80,000.00

**Study on Educational  
Development of Scheduled  
castes**

Opening balance	Nil	
Received during the year	1,20,000.00	1,20,000.00
	<u>Total : 1,20,000.00</u>	

Expenditure	Nil
Closing balance	1,20,000.00
	<u>Total : 1,20,000.00</u>

144

**7. Ministry of Education  
(Govt. of India)**

**A Sample Study : Inspection  
System & Practices and Pro-  
forma in the Educationally  
backward states and advanced  
states**

Opening balance :	Nil	
Received during the year	25,000.00	25,000.00
	<u>Total : 25,000.00</u>	

Expenditure incurred	Nil
Closing balance	25,000.00
	<u>Total : 25,000.00</u>

**8. Population Education  
Project (NCERT)**

Opening balance :	Nil	Expenditure incurred	28,483.95
Received during the year	44,250.00    44,250.00	Closing balance	15,766.05
	----- Total :    44,250.00 -----		----- Total :    44,250.00 -----

145

Sd/- (S. Sundararajan) Accounts Officer National Institute of Educational Planning and Administration, New Delhi	Sd/- (J. Veeraraghavan) Executive Director National Institute of Educational Planning and Administration, New Delhi	Sd/- (Moonis Raza) Director National Institute of Educational Planning and Administration, New Delhi
--	---	--

**NATIONAL INSTITUTE OF EDUCATIONAL PLANNING AND ADMINISTRATION  
NEW DELHI**

Proforma Account for GPF/CPF Accounts for the  
year 1981-82

146

<b>Receipt</b>		<b>Payment</b>		
Opening balance	3,29,681.00		Paid during the year	1,26,540.00
Receipt during the year	1,91,506.00	5,21,187.00	Investments	2,98,357.50
			Closing balance	96,289.50
		Total : <u>5,21,187.00</u>		Total : <u>5,21,187.00</u>

Sd/-  
(S. Sundararajan)  
Accounts Officer  
National Institute of Educational  
Planning & Administration

Sd/-  
(J. Veeraraghavan)  
Executive Director  
National Institute of Educational  
Planning and Administration

Sd/-  
(Moonis Raza)  
Director  
National Institute of Educational  
Planning & Administration

## AUDIT CERTIFICATE

I have examined the foregoing accounts of the National Institute of Educational Planning and Administration, New Delhi (previously National Staff College for Educational Planners and Administrators, New Delhi) for 1981-82 and obtained all the information and explanations that was required and subject to the observations in the Audit Report appended, I certify, as a result of my audit, that in my opinion, these accounts and the Balance sheet are properly drawn up so as to exhibit a true and fair view of the state of affairs of the Institute, according to the best of my information and explanations given to me and as shown by the books of the Institute.

Dated : 24 December, 1982  
NEW DELHI.

Sd/-  
Director of Audit  
Central Revenues.

### AUDIT REPORT FOR THE YEAR 1981-82.

1. **General** : The Institute is financed mainly through grant from the Government of India, it received grants amounting to Rs. 45.84 lakhs during 1981-82.

2. **Balance Sheet**

*Liabilities*

- 2.1 Electricity and water charges Rs. 4,33,708.26 As on 31st March, 1982, the Institute owed a sum of Rs. 4.34 lakhs to the National Council of Educational Research and Training on account of electricity and maintenance charges as detailed below :

	<b>Rupees</b>
Electricity Charges for the period January 1979 to February 1981.	1,64,988.30
Maintenance charges from April 1979 to March 1981.	29,054.70
Balance as per last bill.	2,89,665.26
Total	4,83,708.26
Less paid during 1981-82	50,000.00
Balance to be paid	4,33,708.26

The liability had not been reflected in the balance sheet.



2.2 There were following additions during the year to the buildings of the Institute

	Rupees in lakhs
Second floor of the building	5.72
Recreation hall and garage	2.15
Total	: 7.87

Although the additions were being put to use by the Institute, their value had not been capitalised and added to the assets under "Land and Buildings" in the balance sheet to the extent of the expenditure charged by the Central Public Works Department as Cost of their construction by corresponding reduction under "C.P.W.D. Deposits" as on 31st March, 1982.

2.3 In the receipts and payments accounts the following receipts had been shown under sale proceeds of unserviceable items :

	Rupees
1. Disposed of vehicles	34,300.88
2. Other items	28,695.11

In the balance sheet, however, an amount of Rs. 57,655.09 representing book value of assets, had been written off on account of the value of unserviceable assets (other items) disposed of for Rs. 28,695.11 by sale while the book value of the unserviceable vehicle disposed of for Rs. 34,300.88 by sale had not been written off from the balance sheet.

The Institute stated (November 1982) that the vehicles disposed of in 1981-82 were initially gifted by the UNESCO. These vehicles alongwith other assets were transferred by the Govt. of India to the Institute in 1975 and the total value of the transferred assets was incorporated in the accounts of the Institute. However, the individual book value of the vehicles at the time of transfer to the Institute was indicated in foreign currencies the rupee equivalent of which was being ascertained by the Institute from the Government for carrying out necessary adjustment towards write-off.

Dated : 24 December, 1982  
New Delhi,

Sd/-  
Director of Audit  
Central Revenues

148

Ministry of Education  
Planning and Administration  
17-B, Sri Aurobindo Marg,  
New Delhi-110016  
DOC, No. 9362  
Date 5-12-86

