SUMMARY OF PH. D. THESIS

ON

“ROLE OF IIPA IN INDIAN ADMINISTRATION”
(An Organizational and Functional Study of IIPA)

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SUMMARY

"A Centre of learning stands for humanism, for tolerance, for reason, for the adventure of ideas and for the search of truth. It stands for the onward march of the human race towards even higher objectives. If it discharges its duties adequately, then it is well with the Nation and People." -Jawahar Lal Nehru.\footnote{1 I.I.P.A. The organization of the Government of India, Chap. XVIII.} The Indian Institute of Public Administration (IIPA) -a leading educational centre in the Asian continent, attaches great importance to innovation, diffusion and integration of knowledge for optimum utilization of its objectives. The major purpose behind establishing the institute has been to enhance the leadership, managerial capabilities and skills of executives in government, public sector enterprises and other public organizations.

In a developing country like India the importance of public administration is pivotal because it is constantly engaged in massive effort to lift its people from a state of unhappiness and suffering to a level of general happiness and which employ it i.e. Public Administration as an instrument of change and development in all walks of life. Keeping in view the above objectives a survey of public
administration has conducted in 1953 by Dean Paul. H. Apple by, consultant, ford foundation at the invitation of the Govt. of India. As per recommendations of the commission, the Indian Institute of Public Administration was established in 1954 as an autonomous body under the societies of registration Act. It would be very apt to say that it was Pandit Nehru’s vision brought to reality. The institute was formally inaugurated by Pt. J.L. Nehru the first Prime Minister of India, as the first president of the society on March 29, 1954 in New Delhi.

The ford foundation has a special role to play in the founding in 1958 of the Indian School of Public Administration, which was modelled on the littauer centre at Harward and the Maxwell school at Syracuse. The school developed and educational-cum-training programme on these models. The school syllabus brought for the first time in this country the academic and the administrative offices in close contact. Each specialized course at the school held a weekly seminar in which an officer of the rank of joint secretary or his equivalent usually was the chief guest speaker. It also organized special courses to train higher offices some times even “Dinner meetings were organized to bring joint secretaries and superior officers to such meeting. It was the first organized attempt in India to start the training of administrators. Thus, came into being the custom of having such meeting and seminars at frequent-intervals. The school was however
abolished in 1968 and today the IIPA has become primarily an apex body for different training programmes at the national level.

Over the years, the institute as a professional society, has laid physical, personal and Institutional focus on special and growing interests in the field of public administration. It has made invaluable contributions to several aspects of public policy and administration like socio-economic policies, planning, implementation process, development of financial administration, information technology, management of urban-rural affairs and disaster mitigation. The institute was evolved as a growth centre at applied knowledge in social science and operational research. A high priority is ascribed to research, training and educational programmes along with advisory and consultancy services. For achieving effective administration, sustainable growth and development, training and educational programmes along with advisory and consultancy services have been designed based on findings of research studies. Action research and case studies conducted by IIPA in the area of public administration, have added new vistas of knowledge to training programmes. In fact, training, research and consultancy services with which IIPA is concerned are mutually supported by an Academic Committee,
Planning and Advisory Committee (PAC), Academic Centres, Training Centre, Computer Centre, Research and Consultancy Unit, Training Unit, Case Studies Unit and Publication Division, Besides, seminars, workshops, conferences, endowment lectures, special lectures are also organized with mutual cooperation of academics, public administrators and senior officers of government and public sector. IIPA’s library is a major source of research and public sector. IIPA’S library is a major source of research in social sciences and public administration.

The establishment of 19 regional and 42 local branches of the Institute at different places of the country is mainly directed towards arranging periodic public lectures, seminars, workshops and training programmes in furtherance of its activities. These branches provide for an exchange of ideas on current trends and practices in public administration to public servants, academicians, students and the IIPA members. Since 1997, one faculty member has been associated with each of the regional branches to help it in organizing at least one training programme, one seminar/conference/colloquium/workshop and one research study/case study each year. A meeting of the office bearers of regional and local branches is held every year in the month of October at IIPA, which is presided over by Director of the Institute. A total sum of Rs. 10,42,493 was released to the branches during the
year 2001-2002 as financial assistance for organizing different academic activities. A research grant of Rs. 3.15 lakh was released to nine regional branches and five local branches out of plan funds for undertaking research projects.²

There is vast scope for research in public administration in the country. The Institute has completed more than 400 research and consultancy assignments on substantive issues on its own initiative, as well as others sponsored by government and national and international organizations. It has done considerable work for a number of prestigious commissions and committees set up by the government from time to time. The Institute has also conducted research in operational areas of government system and sub-systems.

The main trust is on policy making, policy implementation, evaluation and monitoring on good governance and development of better service to the citizen. The other areas of research are socio-economic policy and its implementation, personnel system, decentralization and development administration, social welfare and rural-urban development, financial management, law, criminal justice administration and disaster management. The institute offers

consultancy services on operational programmes to government and public sector enterprises. Its approach to consultancy is to:³

(i) develop consultancy expertise in areas of public administration and industrial enterprises.

(ii) undertake problem solving in government system and public sector enterprises of related institutions.

The IIPA considers research and consultancy activities as vital for its sustenance and growth. It has a long-standing distinction in its programme of training of senior officer of both the government and the public sector. To enable sponsored organizations to implement the recommendations of consultancy reports, the Institute designs and conducts appropriate training programmes.

The administration constitutes the back-bone of entire government system. It is a changing, dynamic and revolutionary process. “In a democracy there can be no successful planning without a clean, efficient and impartial administration’.⁴ In the past, most of the government areas were not readily opened for a direct and intimate

study. Professional literature was often produced by persons looking at government from a great distance. In the absence of the realistic operation-oriented literature, the evaluation of government’s programmes shows lack of the “(i) knowledge of what is administratively feasible, (ii) knowledge of the popular sense of betterment or lack of it, and (iii) prior studies setting bench-marks from which changes may be identified”.\(^5\)

The genesis, growth and maturity of the IIPA have gone a long way in developing the capacity and capability for fulfillment of the objectives, as laid down by the forefathers and founder of the Institute. The Institute, as a custodian of the discipline of public administration, is required to perform an innovative and entrepreneurial role in determining social and economical priorities, and it is expected to be a guide as well as a guardian of social values and administrative culture. At the operational level, both structural framework and functional pre-requisiteness of administration are re-enforcing each other to assess the impact on policy analysis, decision-making and planning for execution. Very little has been done to critically examine the process of “implementation gap” relating to the inadequacy of translating plan

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\(^5\) Report of the Evaluation Committee, Indian Institute of Public Administration, New Delhi, 8\(^{th}\) November, 1966, Chairman S.G. Baney et.al p. 56.
targets into an effective means of carrying out development programmes and projects.

During the last fifty years, the IIPA faculty members, regional–local branches and other scholars including practitioners of public administration have visualized that the results of government reforms and modernization efforts are on the whole disappointing. The actual contribution to the improvement of performance in the public sector has been marginal. Government agencies continue to have severe shortage of management personnel capable of guiding development programmes and projects for their effective completion. This reflects the lack of administrative capacity as a major obstacle to target achievement. Therefore, there is a dire need to re-examine the concern of public administration.

In the changing scenario of de-bureaucratization, privatization and globalization, the IIPA is contemplating its vision of basic policies, institutional structure and practice-a mission which strives to achieve excellence in public governance by developing a humanistic, democratic and egalitarian environment. Stressing on the ‘Rule of Law’, the mechanism of administration and of governance facilitates a vision and mission based on the foundation of integrity, credibility and other such basic principles. Sustained efforts towards effective
administration, individual acknowledgement and organizational commitment provide a shelter under the umbrella of ‘polity, economy and society’ in search of a righteous path of follow. The IIPA is today prepared to present its precious gift to the nation with the motto of serving humanity and various cross-sections of society efficiently and effectively.

My study is considered of seven chapters. In these chapters I have discussed about the establishment and objectives of I.I.P.A., when it was established, which type of structure it has. Basically the activities of the Institute are multi-dimensional in character. Its main activities in the field of Public Administration are: research and consultancy, training programmes, seminar’s and conferences, case studies, and publication. In a parliamentary democracy, Parliament control over public administration is always substantial. It controls the action of the public-officials and holds them responsible for all their acts of omission and commission.

Since the inception of the Indian Institute of Public Administration, efforts have been made from time to time to generate innovative ideas and ideals leading towards reformation and reorganization of its activities. In this context, persistent efforts have also been made by
the institute to achieve academic excellence and upgrade the effectiveness of public administration in the country.

In the changing scenario of de-bureaucratization, privatization and globalization, the I.I.P.A. is contemplating its vision of basic policies, institutional structure and practice—a mission which strives to achieve excellence in public governance by developing a humanistic, democratic and equalitarian environment. It is in the above mentioned context that the role of I.I.P.A has become crucial. Both civil and public servants, to whom the institute caters have to be addressed on the above lines and accordingly re-oriented to the new vision, mission and value system so that they can tackle the important issues before the country effectively in the years ahead.

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