Chapter-VII
Findings and Suggestions

The Indian Council of Social Science Research (ICSSR) came into existence as an autonomous organization at National level to promote the social science research and for better use of research findings in policy framing. Thus the ICSSR was established as a premier National agency to expand and to improve quality of social science research. The Programmes and activities of the Council were so devised to achieve these aforesaid objectives. Its mandate, as per its Memorandum of Association was to sponsor and give financial support by way of grants and fellowships to social science researchers in areas and topics selected by individuals, institutions and university teachers and also to encourage international collaboration in research. Further, it provide financial assistance to disseminate the findings of research through conferences, seminars, workshops and publication of digests, periodicals and journals devolved to such research. Thus, ICSSR was assigned to play two major roles viz. Responsive role and Promotional role.

In nutshell, ICSSR respond to all initiatives of individuals social scientists belonged to an institution or institutions to one or more disciplines to maintain and promote the research in social sciences.

Achievements of Council

The ICSSR has played an incredible role in promoting the social science research since its inception and numbers of ambitious programmes were undertaken by the Council choosing to act in areas where it felt that it could remove or reduce the constraints under which the Indian social scientists worked. Following are the achievements of the Council.

Research Institute

The Council enlarged the base of social science knowledge, improved the quality of research, and promoted an interdisciplinary perspective. Therefore, more significant achievement of the Council was the establishment and nurturing of social science research institutes in different parts of the country. The scale of activities, number of institutes and the faculty has increased. The number of institutes increased from 9 in mid –seventies to 27 Research Institutes till 2010 which were receiving development grants from the ICSSR. These institutes had made a significant
contribution in promoting social science research, bringing together multi-disciplinary faculties under the same roof, and stimulating research in focusing on development issues at regional level. During the last five years from 2005-06 to 2009-10, 1534 research projects were completed by the institutes, while 2200 were ongoing (Annual Report 2005-06 to 2009-10).

Research Projects

The ICSSR identified the priority areas from time to time and gave special consideration to these priority areas research projects. Since its inception to 2009-2010, the Council sanctioned 3312 Research Projects. The Council received the final report of 2487 projects and 278 projects were cancelled/closed. Most of these projects had gone to the university and colleges. Now, there has been a mark shifting in favour of NGOs and a marked reduction in projects funded in the institutes. Most of these projects were from the disciplines of Economics, Political Science, Sociology and interdisciplinary category. It shows the diversification of grants by disciplines, thus reduce the impression of dominance of a particular discipline. This is the healthy development and needs to be given more encouragement.

Research Fellowships

The Indian Council of Social Science Research under its research Fellowship Programme provided financial support for research through variety of research fellowships. These fellowships were used for doing research in India as well as for research abroad. These fellowships were also awarded to Indian social scientists who were working abroad but who had desire to come to India for doing research. The report of these researches was published as a book/monograph. The ICSSR since its inception to 2009-2010 had sanctioned 101 National Fellowships, 434 Senior Fellowships, 316 General Fellowship/Post Doctoral Fellowship, besides this, 1924 Full term Doctoral Fellowship and partial assistance to 1865 scholars were provided.

Supporting Services

Another important activity of the Council was the schemes of International Collaboration through which Indian social scientists were provided opportunities to work in other developed societies. These bilateral research collaboration helped to improve to research capabilities of Indian scholars while at the same time helped the foreign scholars to do the same programming in the collaborating countries in improving the social science research.
Regional Centres

The main objective to establish the Regional Centres were to promote social science research in the region. The Council considered that Regional Centres would become a repository of social science literature in the regional languages and provide information or documents for use of scholars desiring to work in regional language. Six Regional Centres of ICSSR were established in India which was given the main responsibilities to promote the social science research and establish a close link between the ICSSR and beneficiaries (research scholars and social scientists). These Centres facilitated the beneficiaries academically, professionally and financially. Moreover, these Centres undertook numbers of facilities/services like sponsoring workshops/seminars/training programmes, study grants to researcher scholars for consultation of libraries and also provided infrastructural facilities such as seminar and guest rooms to organize various academic activities.

The Regional Centre did a commendable work in the identification and development of talent and promotion of skills of young scholars through training, guidance and counseling programs. The Regional Centres undertaken special programs for college teacher in remote areas to develop aptitude for research and create awareness of trends in social sciences and latest methods of research. The operations of the study grants scheme by the Regional Centres have been a successful venture. The financial assistants to seminars, conferences and workshops, provided by the Regional Centre were the most popular programs in the social science community and academic circles. Infact these programs were quite instrumental in spreading the message of the Council to the social scientists in various far off regions of the country and brought them closer and equipped young researcher, doctoral students in research technique in developing research aptitudes. These programs also acted as successful links between the social scientists of the region and the national and international community of the social scientists. The Regional Centres has done a good work by publications of work in regional language.

The Regional Centres provided the useful service to the social science community through library, documentations, bibliographical activities and reprographic facilities. The Regional Centres built up a rich collection of selected reference material, back volumes of Journals, reports with emphasizes on bibliographical tools and data bases in different areas of social sciences. The Regional Centres have developed repository programs under which individuals and institutions
deposited their collection of books that is very useful for the social science research. The Regional Centres also subscribed to many social science journals published in India and abroad. The library of the Regional Centres played a complementary role to the main library of the host institutions. The main focus of the study of the researcher was on North-West Regional Centre, Chandigarh. The details and achievements of the N W Regional Centre are given as under:

**North- Western Regional Centre, Chandigarh**

The Library of the North-Western Regional Centre of the ICSSR was situated on the ground floor of the A.C. Joshi University Library (Main Library P.U.) Chandigarh. The library had collection of about 4357 books in the field of social sciences and subscribing 82 social science journals, Indian as well as foreign covering some major areas annually (2010-11). The Regional Centre published the Social Science Documentation List half yearly in the month of July & December and Social Science News Index in the month of April, July, October and January and sent to all social science departments, University libraries and other social science institutions in the Region.

The Regional Centre also encouraged research in regional languages by bringing out the Samajik Vigyan Khabar Suchi, an Index of editorials and opinion expressed in Punjabi & Hindi language newspapers and of interest to social scientists. The Centre was also compiling bibliographies on topics of current interest, suggested by the members of the Advisory Committee, Library Review Committee and other interested scholars. So far 21 bibliographies were compiled. The NWRC had a good collection of journals, indexing list and subject bibliography.

The Regional Centre had also online dynamic service in which all the indexing and documentation services of the Library were available on the internet enabling social scientists and research scholars not only of the Region but also beyond to gain an access at their work places. The Regional Centre also provided photocopying services to the students.

The Regional Centre also conducted/sponsored seminars/workshops/lecture series from time to time. Since inception 1977 to 2011, 484 seminars/workshops were sanctioned by ICSSR-NWRC in North-West Regions i.e. Punjab, U.T. Chandigarh, Haryana, Jammu & Kashmir and Himachal Pradesh. This approach of the ICSSR N.W.R. Centre helped to improve the research activities in the Region by providing more number of seminar grants to the colleges. During the same period 349 study
grants were awarded to the research scholars and young social scientist. The Centre also arranged 33 lectures of eminent social scientists who were invited from across the country and outside the country. The ICSSR North-Western Regional Centre started Outreach Academic Programme in 2003 and organized Special Lectures of eminent social scientists and seminars at various universities in the Region. The Regional Centre had organized 15 Training Programmes on Research Methodology in Social Sciences for college teachers and young researchers preferably for those who were actively engaged in social science research.

The focus of the Regional Centre was in funding research scholars and social scientists and sponsoring workshops/seminars/training programmes and also in providing infrastructural facilities to organize these research programmes. In the ICSSR N.W.R Centre Complex from 2006 to 2011, 858 seminars were conducted by different departments and Guest-Room accommodation was provided to 7728 guests.

The various activities undertaken by the North-Western Regional Centre revealed that NWRC satisfactorily implemented the plans and programmes of the Council. The social scientists, research scholars and government departments were benefitted by the programmes and services of the Regional Centre.

**Problems and Issues of Organisation**

From the ongoing discussion it was quite evident that in the period more than 40 years since its inception, the ICSSR played an important role in promoting social science research in India. Yet there has a common feeling among social scientists that the ICSSR could not achieve its objectives. The scale and quality of research in social sciences fell below expectations (Fourth Review Committee, 2007). The researcher identified number of problems while conducting the research which were constraining the growth and functioning of the ICSSR and have been discussed in the ensuing pages.

**Governance and Administration**

The ICSSR followed the rule defined in the MOA, and Guidelines provided by the HRD ministry. The governing council and various committees gave the concrete shape to the broad objectives and goals but the researcher found that meetings of the committees were not held regularly. The details of the numbers of meetings held and members present were discussed in Chapter-V. The composition of committees indicated the system of patronage rather than merit. It was also seen that North-West Region was not given proper representation in the governing council as well as in the
committees of the ICSSR. At times not even a single social scientist from this region was associated with governing council.

The appointment of Chairman and Member-Secretary was the prerogative of the government. The researcher found that these appointments within the ICSSR did not follow any systematic process and in many circumstances basic principles were not followed while making selections. The council was unable to do full justice with the existing staff. The academic staff of the council was inadequate and the vacant positions were not filled by the Council. The Council engaged the consultant against regular positions at the senior level. Thus, the skewed composition and temporary appointment of professional and administrative staff at the senior level did not enable the ICSSR to achieve the various objectives set by the council. The pay scales and allowances given to the staff were not at par with other research institutes. The ICSSR staff was paid less in comparison to other academic institutions such as UGC, AICTE and others research institution which adversely affected the morale and interest of staff.

In regard to the functioning of the ICSSR institutes, all important post even the post of institute Director remained vacant for long stretches, which badly affected their functioning. More so the staff strength of these institutes was fixed a long time ago, giving them very little flexibility and room to manœuvre. This implied that the institutes often faced a problem wherein they were unable to make proper recruitments. With the shortage of funds, the institutes were unable to pursue research in social sciences to the extent that was necessary or desirable.

The Council to decentralize its activities and to make a closer links with the social scientists from different region had established six Regional Centres. The Regional Centres were not coping effectively with the needs and the demands of the social scientists and researchers further new technologies added to the woes of the ICSSR functioning. Hence there is a need for re-structuring organisation and functioning of the Regional Centres.

As per the practice followed a senior social scientist from the university was appointed as an Honorary Director of the Regional Centre. He was only a part time functionary and his main job commitment was towards the University. The Regional Centres did not have sufficient authority to take decision with regard to the effective functioning of the Regional Centres and mostly they had to depend on Head Quarter for orders. The legal status of the staff was not decided. Most of the times, the staff of
the Regional Centre had to face problems like salaries, promotional and retirement benefits. There was dissimilarity between the working of the different Regional Centres. It was also found that there was a lack of relationship between the Headquarter and Regional Centres. The Headquarter did not possess adequate knowledge regarding the organisational problems of the various Regional Centers. The various committees were appointed to decide the organisational structure of the Regional Centres, but the recommendations of any of these committees were not implemented by the Council.

**Financial Resources and Procedures**

Finances are the basic requirements of any organisation. Any activities could not be held in effective manner with the shortage of resources and finances. Finance is the blood line of all activities conducted by any organisation. In ICSSR, the Council enters into arrangements with the Government of India, State Governments and other public/private organizations or individuals for finances. The Council also secure and accept endowments, grant-in-aid, donations or gifts on mutually agreed terms and conditions; provided that condition of grant-in-aid, donations or gifts shall not be consistent or in conflict with the objectives of the Council or provision of the rules.

**Financial Crunch**

No doubt that the ICSSR budget was passed as a part of the budget of the Ministry of Human Resource Development and the Council was funded entirely by the Central Government. Yet the ICSSR faced some financial problems with regard to resources and finances. The grant from the HRD ministry to the council was increased from Rs. 8 crores in Fifth five year plan to Rs. 307 crores by the Eleventh five year plan. During the period from 2005-2006 to 2009-2010, the total grant to ICSSR was about 2.3 percent of the total grant to CSIR and about 11 percent of the total grant to ICMR (Report of the committee constituted by Government of India to review the functioning of ICSSR, 2011). It established thereby that Government of India focused on the Medical and Engineering science than the social sciences. Thus, funds allocated to ICSSR were not enough and sufficient for promoting social science research.

The other issues related to finances were that out of the total grant received by the ICSSR, the flow of funding to its associated institutes and Regional Centres remained woefully inadequate because major part of the council budget was allocated to the administration and research institutes which left little amount to expand for
other research schemes of the ICSSR. On the other hand, there was problem of the utilization of grants as ICSSR was the main contributor of the finances to the Regional Centre and overall control of the finances were with the Vice-Chancellor who was the ex-officio Chairman of the Regional Centre, due to this dual authority and responsibilities mechanism and many a time’s due gaps in communication and procedural delay, funds could not be fully utilized by the centres.

Personnel Policies

The effective performances of an organisation depends upon its personnel policies, issues and problems of recruitments, need of training, a sound salary structure and harmonious employee relations. In the ICSSR, political interferences, pressure and personal favour outweighed merit as well as seniority, thereby limiting the scope of induction of talented personnel from outside the organisation. Prolonged delays in direct recruitment and promotional operations were some of the peculiar features of the recruitment system. There were good number of young consultants at the top level of the ICSSR and they blocked the avenues for promotions of the internal staff.

Training of the personnel was not linked with perspective personnel planning. The management spent very little on human development. Cordial and harmonious relationship between the employer and employees were considered the best practices for achieving organisations goals.

Programmes and Activities

The main functions of ICSSR was to provide fellowship, study grant, research projects and others research supporting services such as to provide library and documentation services, conducting of research surveys, publication of research results by giving financial support to publish their work in the form of books and monographs, grants for organisation of seminar/ conference and financial assistance for participation in seminar/ conference in abroad. The implementation of these programmes and activities were impeded by financial and administrative reasons. The amount sanctioned to the ICSSR for the research work was very meager as against their needs and also in comparison to U.G.C. and other research agencies. Thus, the funds fall short of need and requirement of various programmes. Furthermore, the condition attached for the utilization of the grants by the MHRD also created the problems in the use of grants. The research projects were the major instruments used by the ICSSR to support and encourage the research interest of
individual / institution. The process for applying and availing grants from ICSSR was also considered much typical as counterpart to other agencies. The rates of sanctions of research project were quite low as compared to number of applications received by the ICSSR. The council took long times to convey the decisions. Research project granted to NGO diluted the academic content of research funded by the council. The NGO used peer group pressure for the sanction of research project. Moreover, there were problems in the adjustments of grant as their credibility was not decided before the release of grant. Research project reports were published in the form of books and monograph but these reports were never discussed in seminars/conferences. These reports were not used in the policy formation and implementation. The research project results were rarely used for the benefits of researcher. There were regional imbalances in the distribution of research project.

The ICSSR awarded various types of fellowships to assist both senior social scientists and doctoral students to engage them in research on whole time basis. These National Fellowships were offered to eminent social scientists who made outstanding contribution to research in their respective field with a view to enable them to continue their academic work. Senior Fellowships were awarded primarily to social scientists, who were having significant publications including books and papers in professional journals. Doctoral Fellowships and partial assistance were provided to the research scholars who were registered for a doctoral degree in social sciences. The sanctioning and distribution of these fellowships faced many problems such as the national and senior fellowships were not enhanced since a long time. There was regional bias in the distribution of fellowship and maximum fellowships were granted in and around Delhi and north India. Processing period of the fellowship was longer because of delay in reviewing and referral systems. The fellowship amounts were lower as compared to UGC and other funding agencies. The ICSSR provided the doctoral fellowship after Ph.D registration of at least two years. Most of the scholars complete major part of the work within two years of their registration. The emoluments provided to the distinguished social scientists were not commensurate with their status. The scholars also faced problem in receiving the fellowship amount. Sometimes the scholar had not received the scholarship amount even after the submission of the reports. The delay was often caused due to the disbursement of the amount through the University or Research Institutions. The disbursing agency did
not send the utilization certificate to the ICSSR within time which delayed the payment of scholarship to the awardee.

The ICSSR also had a programme of International Collaboration, mostly by way of exchange of scholars, bilateral agreements with foreign governments, joint seminars, research projects and publication. The ICSSR had little influence on determining the range and scale of the programme. International collaboration programs helped in the promotion of academic links with the social scientists in India with their counterparts in other countries. The International collaboration had played the limited role to promote the social science research. The Council could not establish more relation with other countries. Moreover, there was a bureaucratic delay in the implementation of the agreements. Many of the MOU’s signed by the Council remained on the paper only, with neither side initiated follow up action as per the report of the 4th Reviews Committee, 2007. This report also pointed that the Council provided the seminar grant and financial assistance for collection of data and participation in the conferences at abroad. The researcher and social scientists did not provided useful feedback to the Council on the same. Sometimes the seminars/conferences were “High Profile and extravagant”. The limited resources of the council were not spent judiciously.

The ICSSR also provided some other supporting services such as funding of seminars/conferences, training in research methodology, data archive, financial assistance for publications of research outputs and preparation of surveys of the current state of research in different social science disciplines. The seminars/conferences, training in research methodology programs sponsored by the council were very relevant and useful in the promotion of activities of social science research. The summaries of discussion and emergent issues for research that were raised in these programs were not published or delayed. The research methodology programs were inadequate in considering the need and immense demand of scholar. The Council offered short term programs on research methodology and their coverage was too restricted. It was also found that there was a long gap between the undertaking of surveys and publications of the results. The national social science documentation centre provided need based services to the researchers such as guidance and consultancy in data processing, maintenance of national registers of social scientists in India and study grant to the research scholars for consultation of libraries. However, the condition of these centres seems unsatisfactory due to lack of
funds and indifferent attitude of authority. The study grant provided by the Council was not adequate in terms of financial assistance provided to the research scholars for collection of data and consultation of the libraries in India. There was no networking between the “NASSDOC” and “Regional Centres”. As well as, many of the researchers from the remote areas do not know about the facilities provided by the Documentation Centres. Thus, sometimes there was duplication of work. The ICSSR provided maintenance and development grants to 27 Research Institutes for research in the field of social sciences. Besides the ICSSR, these institutes received grants from the state governments and also supplemented by the funds received from projects. They were registered institutes but outside the ambit of University Grants Commission. Report of the Committee constituted by Govt. of India to review the functioning of ICSSR, 2011 pointed that there was high degree of variations in the quality of research across the ICSSR institutions. The Council had increased the grants but the academic work of the institute was not increasing. The renewal of grants was not linked with quantum of increase in academic work.

From time to time, the ICSSR constituted Review Committees to evaluate the individual institute, but the outcome of such a review process was not effective as it should have been. There was no adequate peer review system of the ICSSR Research Institute faculty. The professional staff was limited so it was difficult to maintain the quality. Sometimes Chairman/Director was bureaucrat or politician instead of academician of repute and they remained on the post for a long time. The roles and responsibilities of the faculty, quantum and quality of research output were not clearly defined. Researchers were mostly individual centric and not contributing for the institution collective efforts. So it was difficult to create and maintain a good academic environment. Research programmes were of adhoc nature. There was no networking between the Research Institutes. Moreover, some of the ICSSR institutions were in the same city since there was no systematic distribution of the research institution The Council mechanism and procedure for monitoring and assessments were weak in terms of clearly defined objectives. There was a general perception that some institutions had performed well while in others have a steady decline. Very little systemic efforts were made for specifically addressing the problems faced by institutes at the bottom of the heap, let alone efforts to bring them up as commented by the Report of the Committee constituted by Government of India to review the functioning of ICSSR, 2011.
The Regional Centres had done a great job for fulfilling the objectives of council in the region. Some of the programs run by the Regional Centres such as subscription of Indian and foreign journal, seminar grant, study grant, special lecture series and research methodology were in a great demand but due to financial constraints, the centres were unable to initiate new programmes. The council did not have a consistent policy for the Regional Centres. There were differences in the forum and content of the activity and they were doing as per the need and demand of the region.

The North-West Regional Centre, Chandigarh was providing various facilities and programmes to promote and develop the social science in the North Western Region. The Regional Centre was providing financial assistance for the organisation of seminars in the Region. The grant was not spread evenly in the region and the amount of the sanctioned grant was less against their demand. It posed a problem for the organizers to arrange the seminar with limited funds. Study grant scheme was the most important activity of the Regional Centre. The amount provided to study grant was very low and not revised for many years in spite of increase in cost of living. The Regional Centre arranged special lecture series at the Regional Centre but need of these lectures were at the remote colleges. Social scientists and researchers were not aware about the working and facilities of the Regional Centre. They were not properly informed about the schemes of the ICSSR, New Delhi. The Centre organized seminar/conference and research methodology training programme at other places under the outreach programme. The outreach programme was weak as few programmes were arranged at other places. The Centre was providing documentation and bibliography services to the researchers in the Region but no translation work in the regional languages were done at the level of Regional Centre. The Centre does not have the specialized staff who can do the translation work in the regional languages. The work and volume of the Regional Centre had increased but the numbers of the Regional Centres were not increased since 1977. There was no networking between the Regional Centres - Research Institutes- Social Science Documentation Centre, New Delhi. Moreover, the Regional Centre lacked in the leadership to organize the academic activities. The Honorary Director had little time for running the academic programmes because he had a full time assignment in the University.
**Autonomy and Accountability**

The extent of autonomy and accountability has always remained at the heart of discussions when it comes to improve the performance of any organisation. The ICSSR also as an organisation countered the issues related with autonomy and accountability. In the absence of ability to take decisions independently, ICSSR cannot be expected to discharge its functions efficiently. The autonomy issues in ICSSR included structural continuity, clarity in functional responsibility, uncertainties in finances and interferences from the higher levels of government in day-to-day decision making. Therefore government intervention in the ICSSR affairs also needs to be spelt out as unambiguously as possible. Report of the committee constituted by Govt. of India to review the functioning of ICSSR, 2011 also pointed that the ICSSR had little autonomy with *vis-a-vis* the government. It remained wholly dependent on the government for all its funding and experienced what can only be termed as excessive government interference in the general functioning as well as in the appointments of the ICSSR, but that was not all. The government further remained unresponsive to the specific needs and problems of this premier body.

The ICSSR had a special responsibility towards the academic autonomy and accountability of the ICSSR funded research institutes. They were important instruments for generating high quality of research and promoting social science research in their region. The ICSSR had left them entirely on themselves once financial grants were released. The research institutes were not accounted for the achievement of objectives. The Council did not played active role in making sure that the institutes had conceived programs of research in a feasible time frame to implement those programs.

Moreover, it must be emphasized that autonomy of research institutions was essential because academic research, particularly in social sciences, must be independent of any influences. ICSSR and its institutes were subjected to the political preferences or prejudices of the ruling party either at the centre or in the states. The research agenda of the ICSSR institutes was often influenced and shaped by their need to mobilize resources through sponsored research or project finance. The problem arose, essentially because of inadequate flow of funds from ICSSR.

The ICSSR Regional Centre was fully funded by the Council. The functioning of the Regional Centre was guided by the Advisory committee. As per the practices of the ICSSR head quarter, they did not have to interfere in the routine working of the
Regional Centre so long as they are working according to the rules and guidelines. This was to ensure that the Regional Centre retained their autonomy. There was confusion about the status of the Regional Centre and this issue was hanging on for more than thirty years. The matter was deliberated in the meetings of the Directors of Regional centres number of times and numbers of committee were constituted to settle the legal status of Regional Centres, but nothing came out. The council did not follow a consistent policy and not made clearly long term plans and policies. The Regional Centre did not have its autonomy while dealing with many activities such as salary, pension and promotions.

**Major Findings and Observations**

The present study examined the role of the ICSSR in the promotion of social science with special reference to the North Western Regional Centre, Chandigarh. The study focused on the organisation structure, policies, plans and programmes, funding procedure, monitoring and evaluation and satisfaction level of the researchers/participants and social scientists involved in various activities of the ICSSR and North West Regional Centre, Chandigarh. To examine the objectives and research questions, the study followed proper research methodology for the collection of data. Basically, the present study used mix of the three main approaches of social sciences such as descriptive, exploratory and analytical approach. Following findings and suggestions were drawn on the basis of study:

**Administration and Personnel Policy**

The effective performance of an organisation depends upon its personnel, the problems of personnel policy, issues and problems of recruitment, the need of training and a sound salary structure and harmonious employer-employee relationship. The researcher observed a number of organisational deficiencies such as non transparent and unsystematic recruitment procedure, absence of career development plan, lack of integrity and administrative accountability in the ICSSR New Delhi and North-Western Regional Centre, Chandigarh.

The appointment of the Chairman and Member-Secretary, as the rules specified that the Chairman of the Council should be an ‘eminent social scientists’ to be nominated by the Government (Rule 3) while the Member-Secretary appointment is subject to the approval of the Government (Rules 13 and 14). The procedure of screening and nominations was clearly not specified. The criteria and procedure for appointment of the Chairman and Member-Secretary was not transparent as well as
rather political consideration was given credence. At times an IAS Officer was appointed as a Member-Secretary of the Council. In the present study, it was also observed that so far the Directors of the Regional Centre were appointed in honorary capacity who was largely responsible for academic activities. There was no laid down criteria for the appointment of senior social scientist as the Honorary Director of the Regional Centre.

Job Description and Job Specification

The analysis of job description and job specification indicated that no distinction was made between the academic and administrative staff in the various branches of the ICSSR. The academic staff was burdened with the routine administrative work. The creation of posts, fixation and revision of salaries, allowances and benefits of the Council staff as well as of the Regional Centre required the prior approval of the Ministry and most of the times the Ministry failed to address to these issues.

Career Advancement and Training

The ICSSR and Regional Centre utilized its employee’s abilities to the fullest but the career advancement was nonexistent. Promotion avenues in the ICSSR, Delhi and NWRC, Chandigarh were very few resulting in stagnation of the organization. Even in the ICSSR appointments were made of superannuated persons against the regular post. Training to academic as well as administrative staff was not given any importance in the ICSSR and Regional Centre. The ICSSR and NWRC followed the system of annual confidential reports for evaluating the employee’s performance. The system of annual confidential reports did not serve the purpose as it never helped the employees to improve their performance more so their performance was not appraised on the basis of specified targets as there were no specified targets. In this type of performance appraisal, the employee did not have role to participate in the evaluation process and favoritism played a great role. Interviews with the officials of headquarter and North-West Regional Centre, Chandigarh revealed that the present organizational structure did not provide any opportunity to them to participate in the planning process.

Relationship between Head-Quarter and Regional Centre

The officials at the Regional Centre felt that the attitude of the Headquarter was not so positive. The Head Office did not acquire adequate knowledge pertaining to the problems of the Regional Centres. Regular meetings were not held between
Headquarter and Regional Centres to facilitate proper interaction between the two. The state of Headquarter-Regional Centre revealed that there was a trend towards centralization. Discussions with the Regional Centre officials revealed that they did not have sufficient authority to take decisions with regard to the effective functioning of Regional Centre and thus they had to depend on order from the Headquarters.

Suggestions

The ICSSR had been contributing to the promotion and development of social science research in India as a whole. To make it’s more dynamic and to reduce the gap between the researchers and users, the Council must restructure its administration and personnel policy. Following are some of the recommendations.

- It is recommended that the Chairman and Member-Secretary should be a distinguished academician with administrative capability. While making the appointment, the Government should follow uniform policy. A search committee should be constituted for selecting the Chairman. The search committee should hold the interview and prepare a panel of names in order of their merit. On the recommendation of the search Committee, the appointment of the Chairman and Member-Secretary should be made in a transparent manner.

- The term of appointment of the Chairman and Member-Secretary should be for five years as is being followed in the Central Universities. It will enable them to understand the organisation working and provide time for the implementation of the decisions taken during their tenure.

- The salary and working conditions of the employees of ICSSR should be at par with other academic bodies such as U.G.C. and other Research Institutes.

- The composition of the Governing Council and the various Research Committees should be made broad based to give representation to all social science disciplines and different regions of the country. The meeting of the governing Council be held at regular intervals after three months. The constructive suggestions be welcomed by the Council.

- Recruitment and selection procedure for the appointment of the academic and administrative staff should be uniform and transparent.

- It is also recommended that there should be a career development programme for the employees of the ICSSR and Regional Centres to build and plan their
careers. The staff should be provided training to improve their academic competence. On the basis of the performance appraisal, the employees should be provided promotions and other incentives.

- The Council should fill up the vacant position on regular basis instead of appointing the superannuated persons as a Consultant. This will enhance the working of the Council.

- In the Regional Centres, a whole time Director be appointed considering the administrative and academic skills. A full time Director will be able to devote more time to manage the Regional Centre efficiently and effectively and also will formulate long term plans and policies for the centre.

- It is recommended that legal status of the Regional Centre should be decided on priority basis the issue which is lying since a long time. The Council should also decide the status of the staff, promotional avenues, service conditions and pensionary benefits.

- The functioning of all the Regional Centre should be uniform and same rules and regulations be applied.

- There should be effective communication system between the Headquarter and the Regional Centre. The Headquarter should provide all the information to concerned Regional Centre. There should be a downward decentralization of power. The Regional Centre should be provided more powers to take decisions for effective working of the Centre. The policy of the Council should be such which involve the Regional Centre in decision making process also. The Regional Centre should be given representation in the Research Institute Committee (RIC) and other Committees which take decision in regard with the Regional Centre.

- There should be a proper coordination and communication between the ICSSR – Research Institutes-Regional Centres to implement the plan and policies of the Council.

**Finances**

A study of the financial procedure in Indian Council of Social Science Research, New Delhi revealed that the Council were depended on a single Ministry i.e. Ministry of Human Resources Development, Government of India for the funds to develop and promote the social science research. The expenditure made on various
schemes increased manifold, but the Ministry did not allocate adequate funds to enable the Council to fulfill its renewed objective. Moreover, the amount sanctioned to the ICSSR for the research was very limited in comparison to U.G.C. and other research agencies. The Council needs greater financial support from the Ministry, if it has to make an impact on the social science research in the country. The major expenditure of the grant was done on the maintenance of administration and research institutes. Therefore, the share of budget on the academic programmes and schemes has gone down. The financial assistance provided for various schemes to the scholars was less in amount than other funding agencies in India. With limited funds, the Council was not able to meet the demands of the research scholars for promoting the research.

**Procedure and Sanction of Grant**

The ICSSR and Regional Centre sanction the grant for various schemes after following a systematic procedure. It was observed that the process for the sanction and release of funds to research scholars was time consuming and cumbersome. So the scholars were deterred by the lengthy process. Scholars did not consider the amount of grants given to them as sufficient hence did not find it worth. ICSSR budget on research projects has shown decreasing trends during the five plans period except the XIth plan. The amount sanctioned for the research proposals were not very encouraging thus social scientists did not show much interest in the ICSSR Research Projects. The major part of the project grants were allocated to the affiliated research institutions. The scholars experienced a lot of difficulty in receiving the grant through the institutions or the universities. The total expenditure on research institutes were made at the expense of allocation to other important activities. This was one of the reasons for the decline in the proportion of projects and fellowships funded by the Council.

The another scheme of International Collaboration of the Council was to provide grants to participate in the International seminars/conferences and collection of data for research but this scheme did not received good response from the scholars because the Council provided 50 percent air travel. Moreover, small proportion of the total budget was allocated for the international collaboration and other schemes. The council also provided and supported the documentation, publication and data archive services.
In the case of Regional Centre, researchers found that the Indian Council of Social Science Research, New Delhi received the grant from the Ministry of Human Resource Development, Government of India and further North-Western Regional Centre of ICSSR at Chandigarh was provided grant by the Council. The Regional Centre funded by the Council, has been performing an important role in the promotion of social science research and development of talents in various parts of this region. Regional Centre also received grant from the state governments. The Regional Centre grant for Plan and Non Plan Budget increased from Rs.90 thousand in 1977-78 to Rs. 93.00 lakhs in 2010-11. The grants sanctioned to the Regional Centre were much lower than their forwarded requests. The North-Western Regional Centre was handicapped to extend its new activities. The Regional Centre received allocation of grant in the month of May or June, making more difficult to plan and execute the programmes efficiently. The Regional Centre performed a great service to the researcher and social scientists of the region by providing financial assistance and infrastructure. The Regional Centre felt problems in the utilization of grants as there was dual authority on the Regional Centre. The ICSSR New Delhi remained the main contributor of the finances to the Regional Centre but overall control of the finances and administration were with the Vice-Chancellor of the concerned University. Thus, the dual authority not only hampered the procedure but also caused confusion and conflict and ultimately leads to ineffectiveness in the total system.

Adjustment of Advances

There was no time bound system for the adjustment of advances. Sometimes the grants remained unadjusted for a long time. However, the internal audit wing was working in the ICSSR which was set up mainly for the reason that it was made mandatory by the Government of India. Consequently, its functions were conceived narrowly. Audit investigated the laws, regulations, guidelines and agreed on plans and budgets. Audits were performed during the programming cycle. Financial audit of the ICSSR and NWRC were conducted by the office of C.A.Gs. The official in the Accounts and Internal Audit wing did not all have a sound grounding in accounting procedure.

Suggestions

- It is recommended that adequate finances should be allocated by the Central Government to the ICSSR. The finances of the Council should be at par with other National research institutions thus, there is a need to increase the funds
substantially for the social science research in particular and the ICSSR in general.

- It is recommended that ICSSR should broaden and diversify its resources and should approach other planning and funding organizations.
- In order to improve grant utilization of research projects, it is recommended that ICSSR should give consideration to those research areas where the social science research is yet not fully developed.
- The Government should give more flexibility to ICSSR to re-appropriate expenditure on the major heads.
- The Regional Centres are part and parcel of the Council and thus be fully funded by the Council itself. However, while allocating the funds the ICSSR impose cuts of their own without consulting the Regional Centres which was highly arbitrary in nature. Such cut needs to be justified with the raised demands.
- The process for the sanction of grant for various schemes should be simplified so that it consumes minimum time.
- The amount meant for study grant and fellowship should be at par with other National level research funding institutions.
- The finances of the Regional Centre should be directly under the control of the Director who should be sanctioning and approving authority.
- The adjustment of advances be made time bound.

**Plans and Programmes**

The National Social Science Research Policy as enunciated implicitly through the Government resolution of 1968, identifies social science mainly as a policy making science, it accepted an instrumental relationship between knowledge of social phenomena, human behaviour and determination of social processes, and formulation of policies and promotion of social change in order to produce a dynamic society capable of absorbing the forces of modernization. The ICSSR as a national organisation has to fulfill these objectives by bringing social scientists together and giving them a forum for exchange of views, promoting and coordinating social science research. It remained a stringent policy of the ICSSR to assess periodically the status of research in each discipline or its interface with other disciplines and to do whatever is possible to promote research in these disciplines. The ICSSR strived to
identify and meet the special needs of individual discipline and to provide some special assistance to those disciplines which were comparatively less developed. The ICSSR provided special assistance to encourage the young social scientists. The implementation of the policies was impeded by the financial constraints and slow administrative policies. Thus, Council could not promote the social scientists as it wanted to. The Council plans and programmes could not implemented in a better way due to the lack of co-ordination with University Grants Commission and other organisation in India.

The policies of the Council were governed by the Ministry of Human Resource Development who were the sole funding agency. A number of Review Committees were constituted to review the planning and programmes of the ICSSR and Regional Centres in context with the improvement of quality of social science research in the changed scenario. The main purposes of all the Review Committees were to improve the Council’s role to promote social science research through the various Programmes. These Review Committees made much critical assessment of achievements and short comings of the various plans and programmes of the Council and given various suggestions for the improvement of the programmes of the Council.

The Regional Centres were able to build fairly good infrastructure facilities that included library facilities, documentation centre and guest-house facilities for visiting scholars. Some Regional Centres administered and were allocated funds for training programmes for young scholars. Other Centres lack resources or leadership to organize such activities. The Regional Centres were evolved on the basis of initial thrust emerging from various local situations leading to differences in form and content of their activities. Most Regional Centres added space and reading materials to the libraries of the Universities where they were located. In actual practice Regional Centres merely supplemented the libraries of the host institutions. One of the persistent constraints in the expansion of social science research in India was the lack of use of regional languages for research. The documentations and other services of information were not available in regional language. Further more, even if such literature existed in the regional language, the scholars were not aware of it.

The various activities undertaken by the North-Western Regional Centre revealed that NWRC has been satisfactorily implementing the plans and programmes of the Council. The social scientists, research scholars and government departments were benefitted through the programmes and services of the Regional Centre. The
implementations of the programmes of the North-West Regional Centre were based on the funds received from the Council.

The researcher observed that the Regional Centre was generally weak in outreaching efforts. Most of the activities were concentrated at the location of the Regional Centre. The Regional Centres followed the mixed rules of the host institutions and the Headquarter. There was no close coordination between the Headquarter and the Regional Centres. Only one way i.e. downward communication followed. The officers at the Head-office hardly cared to solve the problems of the Regional Centres. It was also observed that the present organisation policy seemed highly centralized and non participatory which affected working and programmes of the Regional Centres. All the powers were vested with the Council thus, the present programmes and policy of the Council need to be improved in context the Regional Centres.

Suggestions

• It is recommended that the governing Council should be given full authority and power over all matters of plan and programme. It will give functional autonomy for the implementation of plans and programme in a effective manner. The government should not supersede the decisions of the governing Council of the ICSSR.

• There should be enough funds for research projects and fellowships. The amount allocated should be at par with other comparable research funding agencies like UGC.

• The communication gap between the beneficiaries and ICSSR should be reduced by bringing together for mutual consultation and dialogue.

• Presently, the process of approval for the research projects and fellowships were quite lengthy and non-transparent. It is recommended that the process be made simple in nature and there should be transparency while deciding such cases. The meeting of the committee should be held regularly after an interval of three months.

• There should not be any bias in the distribution of research projects and fellowships. To balance the flow of the research projects and fellowships both in the rural and urban areas, the ICSSR should give special consideration to the mofusil areas of the country.
• There should be wider publicity of the facilities and services provided by the ICSSR. Infact, the social scientists and researchers are not fully aware about the facilities and services provided by the National Social Science Documentation Centre of the Council. It is recommended that information may be spread in the colleges, universities and the research institutes of the country. There should be a network between the NASSDOC -Regional Centres - Research Institutes.

• To attract more scholars for the study grant, the Council should revise the amount of the study grant. The scholars who apply for the study grant should be given immediate response.

• The findings of the seminars and research projects funded by the ICSSR should be properly disseminated and published. The findings should be discussed at platform shared by the social scientists. The recommendation received from such forums should be forwarded to the Government of India for considerations and implementation.

• ICSSR is funding the research methodology programme. It is suggested that these programmes should not be done on piece-meal basis. The research methods workshops should be done in the selected disciplines for better preparation of researcher in their disciplines.

• The international collaboration programme has grown substantially but there are no clear cut guidelines for the collaborative programmes. It is recommended that there should be clear cut criteria for the involvement and selection of the collaborator.

• The ICSSR should make special efforts to coordinate with other relevant agencies such as UGC, ICHR, ICPR and ICMR which are the propeller of the social science research or produce the social science data. There is a need to maintain a close touch with these institutions so that the plan and programmes can be well coordinated.

• In regard to the Regional Centres, it is recommended that there should be a uniform pattern for the documentation and bibliography work. These should be put on the website of the Regional Centre.

• The Regional Centre should subscribe the regional language social science journal on priority basis. The Regional Centre should maintain repository of
social science research in regional language. They should provide translation of important sources of information in the regional language for the use of the scholars.

- The grant for the seminar should be sanctioned more evenly in the region. The Regional Centre should give some special consideration to those disciplines and regions which are not adequately developed so far. The Regional Centre itself should organize more seminar/conferences on other locations besides the Regional Centre.
- The Regional Centre should be allowed to sanction small research projects to the social scientist of the region.
- There should be more connectivity between the social scientist and institutions. This networking will disseminate the information more evenly in the region.
- The Regional Centre should reassess the gap in the research and suggest the method to the Council to upgrade the quality of research.

**Monitoring and Evaluation of Programmes and Activities**

Monitoring is a process of reflection on the previous academic programmes and activities and action planning of the coming year. Monitoring provides constant feedback on the extent to which the programmes are achieving their goals, identify potential problems at an early stage and propose possible solutions. Evaluation is based on evidence of what has worked well and but has worked less. It provides guidelines for the planning of future programmes and incorporate views of stakeholders and suggest the measure for mid course corrections. The purpose of monitoring and evaluation is to find out the results and impact of programmes and activities. It also provides the basis for decision making on improvements of policies, programme management and procedures. Monitoring and evaluation also promote accountability for the use of resources and provide feedback and disseminate results. Monitoring and evaluation is done through different programme committees, feedback from the social scientists, professional bodies and staff. The Ministry of Human Resources and the ICSSR both are equally responsible for monitoring and evaluation of programmes of the Council. The Council played an important part to strengthen government policy to conduct research programmes, including the ability to monitor and evaluate them as one of the objectives of the ICSSR.
Regarding the monitoring and evaluation of the supporting services (grants for the seminars, participation in conferences at abroad) the feedback system was not strong. Many of times, the beneficiary of the various services did not provide any feedback and even not submitted the progress reports. Therefore, the council could not find out the results for evaluation and monitoring purpose.

The ICSSR conducted annual monitoring and evaluation of programmes and activities as well as appointed many reviews committees periodically from time to time to review the various programmes and services of Council. The reports of these committees summarized the programmes and projects goals, analysed reasons for success or failure and indicated where changed approach need to be adopted in the coming years. It has been observed that the reports of these committees were not given much importance. The ICSSR has not focused on the recommendations and implications as much on these reports.

The researcher also observed some drawbacks in Regional Centre monitoring and evaluation procedure. The Regional Centre constituted the various Committees to provide financial assistance for the seminar, study grant. The Regional Centre did not have any set guidelines for monitoring and evaluation of different activities. The Advisory Committee which was the highest decision making body of the Regional Centre only recommended the programmes for the coming year but never evaluated the results and impact of the programmes of the last years. This Committee did not monitor whether the resources were used effectively, efficiently and for agreed upon objectives. The Seminar Grant Committee screened the applications to grant the financial assistance for the seminar. There was no system of interview or presentation for the sanction of seminar grants. There was no system in the Regional Centre to monitor the proper utilization of the finances and to find out if the results of the seminars were used for policy makers or not. Besides the internal monitoring by the Regional Centre, the Council and Experts Committees also monitored and evaluated the progress of the Regional Centre through the annual reports and five year plans report. The researcher observed that the reports of these Committees were not very adequate and also not taken seriously. The output of the Regional Centre was never taken into consideration. It has been found that the monitoring and evaluation of the Regional Centre were only subjective. Monitoring and evaluation by the various committees did not observe whether the Regional Centre have achieved their goals and identified their potential problems.
Suggestions

- Monitoring and evaluation policy of the Council and Regional Centre need to be strengthened so that the resources can be used effectively and for agreed upon objectives.
- The monitoring committee should be in place to monitor and evaluate the progress of the fellowships, research projects and other schemes. The members of the academic committee should be the social scientist of repute. The young social scientist of proven research competence should be included in the committees.
- There is need of effective follow up process so that the impact and success of the programmes can be measured.
- The Stakeholders should be involved in the monitoring and evaluation of the programmes.

Autonomy and Accountability of ICSSR and Regional Centre

No doubt that ICSSR was constituted under the Societies Act as an autonomous body but it was observed that there was no well defined formula for autonomy and accountability between the government and the ICSSR. This depended on mutual understandings between the ICSSR and Governments. The governing Council consisted of Chairman, Member-Secretary, representative of the Government and social scientists nominated by the Government. The government gave greater weightage to the opinion of its own nominees usually government secretaries and deputy secretaries on the Board of Directors rather than the Chief Executive in-charge (Member-Secretary) of the ICSSR. The researcher also observed that ICSSR was an academic body but its staff structure looked more of bureaucratic nature. The ICSSR staff must be of professional capability which has to deal with the research institutes and universities. There is no clear demarcation between professional and administrative staff. Hence, the duties and responsibilities of the staff were not fixed. The ICSSR could not enjoy the autonomy conferred on them unless change in the prevailing administrative structure.

The ICSSR enjoyed limited autonomy in the matter of finances as it was fully dependent on the government for its funding. Article 6-B Memorandum of Association clearly stated that the Council will be subject ... in respect of the
expenditure of grants made by the Government of India to such limitations as the
Government of India may from time to time impose. The researcher observed that
there was undue centralization of financial decisions in the administrative ministries.
The financial limits once fixed became constraints. This delayed in making important
decisions and setting up of a new project in the ICSSR. The Council did not have
freedom to invest funds available at their disposal in an appropriate manner without
the prior sanction of the government. It has been found that the HRD Ministry looked
upon the ICSSR as a branch of that ministry and issued order to them in a manner
issued to other branches of the Ministry which established that ICSSR had limited
autonomy.

In regard to the policies and programmes, article 8-A of Memorandum of
Association stated that “the Government of India may give directives to the Council
in respect of its policies and programmes” and further stated that “If at any time a
difficulty arises in the functioning of the Council because of any lacunae in
Memorandum of Association or in the Rules, or failure of any of their provisions to
operate, the Government of India shall have the powers to give directives to resolve
the difficulty and such directives shall be binding on the officers and authorities of
the Council”. The researcher found that government interferences in programmes and
policies eroded the academic autonomy of the ICSSR and therefore, council could not
maintain the high standard of research.

The Regional Centres were set up in various States to spread the message of
the ICSSR in the moffusil areas. The basic objective was to bring ICSSR promotional
activities closer to the scholars in social sciences who are spread out far and wide in
the country. The researcher observed that very few social scientists and research
scholars knew about the activities and programmes of the Regional Centres. The
Regional Centres were facing a lot of difficulties in the autonomy of their functioning.
Autonomy in the Regional Centres had two dimensions - one is legal and second is
functional autonomy in the matter of decentralisation and statutory conferment of
power.

Regarding the functional autonomy of the North-West Regional Centre, the
researcher observed that financial position was not healthy. The finances were not
adequate to start the new activities even the Regional Centre received inadequate non-plan budget. In regard to accountability, the budgetary sanction and internal audit was, however, effective instrument of control by Head-office.

The concrete shape to the broad objectives and goal was given by Advisory Committee and other Committees which met once in a year only. The Head-office had a tendency to supersede the management of Regional Centre. The successful implementation of policy depended on to a great extent upon the academic capability, initiative and motivation of the Chief Executive i.e. Honorary Director of the Regional Centre who was always from the host institution. It was found that the Vice-Chancellor who was the Chairman of the Regional Centre had the last say in the appointment of Honorary Director.

In regard to the policy and personnel matters of the Regional Centre, researcher observed that policy making and implementation was controlled by the ICSSR. The official in the Regional Centre lacked authority and autonomy and was facing the shortage of academic staff with professional competence. The researcher observed that Regional Centres functioned as administrative branches of the ICSSR to perform the activities of the Council. The Regional Centre did not have any financial and functional autonomy as they work under the directions of the headquarters which restricted their autonomy. The Council did not have consistent policy towards the Regional Centre and as a result these existed. Plethora of rules which gave an alibi to incompetent and lethargic officers for procrastination and non-performance where as on the other hand, even the most dedicated officers were unable to perform and deliver results as they were caught in to labyrinth of rules.

Suggestions

- Presently, the Council had limited institutional and functional autonomy. It was therefore, recommended that the Council should have autonomy in their functioning while using the finances, policies and programme, terms and conditions of grants, and also in the day to day decision making. The Government should not interfere in the day to day matters.
• ICSSR should also have an academic autonomy for the implementation of the overall programme. It will help the Council to promote the quality of social science research in real sense.

• As per the M.O.A (Memorandum of Association), rules and regulation of the ICSSR, all the powers were vested with the Government who issued directions to the Council in respect of its policies and programmes which distracted the ICSSR autonomy. It has become necessary to amend the M.O.A. so that powers should be given to ICSSR to make it autonomous.

• ICSSR should ensure accountability check on the quality of research and evolve a system of rating of the output of its activities.

• The personnel matters of the Regional Centres should be decided at the level of the Regional centre. The Regional Centres should have full autonomy in the matter of appointment, service conditions and implementation of the programmes.

• The cooperation and coordination between the Ministry and Head-quarter need to be improved.

Research Questions: Answered

Research questions which were raised at the time of beginning of the study have been answered in the ensuing pages.

Research Question 1

Is the organizational structure of the ICSSR New Delhi and NWRC Chandigarh in consonance with the laid down norms of the ICSSR?

Explanation:

The ICSSR New Delhi was established in 1969 as an autonomous organization under the Societies Registration Act (Act XXI of 1860) whereas the North-Western Regional Centre of the ICSSR was set up in October 1977 as per laid down rules in the Memorandum of Association (Reference - Chapter II). The staff structure of the ICSSR New Delhi has been shown in Chart 2 whereas the staff structure of the North-Western Regional Centre, Chandigarh has been shown in Chart 2.2 and Chart 2.3. The secondary data compiled from the various sources of the ICSSR and North-Western Regional
Centre of the ICSSR Chandigarh proved that the organizational structure of the ICSSR New Delhi and North-Western Regional Centre of Chandigarh was in consonance with the laid down norms.

**Research Question 2**

*Are the policies, plans and programmes followed by the ICSSR, New Delhi and ICSSR, North-Western Regional Centre, Chandigarh are contributing to the promotion of research in Social Science?*

**Explanation:**

The ICSSR and North-West Regional Centre had various plans and programmes like Research Projects, Fellowships, International Collaboration, Seminar Grants, Research Methodology Training Programmes, Documentation and Bibliography Services. These plans and programmes were contributing towards the promotion of social science research. Table 3.1, 3.6 and 3.7, shows that the numbers of Research Projects and Fellowships were on the increase. The North-West Regional Centre Plans and Programmes which have been discussed in Chapter-3 shows manifold increase in the number of proposals for Seminars (Table 3.14) and Research Methodology Training Programmes (Table 3.18), but the Regional centre was performing badly on Study Grant Scheme (Table 3.15) and Outreach Programme (Table 3.17). As a whole, it can be seen that ICSSR New Delhi and North-West Regional Centre Chandigarh plans and programmes were partially contributing for the promotion of research in social science research.

**Research Question 3**

*Is the financial support provided by the ICSSR, New Delhi and ICSSR, North-Western Regional Centre, Chandigarh for research activities, programmes and projects are adequate?*

**Explanation:**

The Budget of ICSSR New Delhi and North-Western Regional Centre, Chandigarh budget was increasing in each subsequent Five Year Plan (Table 4.1). However, the expenditure on the major research activities i.e Research Projects and Fellowships was decreasing in each Five Year Plan.
which was evident from Table 4.2 and 4.5. It was seen that the budget allocation to the administration and managing research institutes was on the increase which left little amount to expand on the research activities and programmes. There was substantial increase in the budget allocation of the North-West Regional Centre Chandigarh but it was found that the popular schemes of the Regional Centre like subscription to Research journals, seminar grants and research methodology training programmes were consuming much of it and leaving nothing for other research activities. Hence, it was found that the financial allocation were not adequate for the research activities, programmes and projects.

Research Question 4

*Is the funding of various research activities, programmes and projects done with objectivity?*

**Explanation:**

The ICSSR New Delhi made all efforts to achieve the objectives of the Council by yielding maximum benefits to the social scientists. The Council took every care while using the funds for various schemes. The Council had taken careful assessment of the objectives to which the financial resources were devoted. The ICSSR New Delhi and North-Western Regional Centre, Chandigarh constituted various Committees to ensure that funds are used with the objectivity. The quantum of expenditure was determined by the research activities, programmes and projects which the Council and Regional Centre perform.

Research Question 5

*Is the mechanism of monitoring and evaluation of programmes and activities are satisfactory?*

**Explanation:**

The ICSSR New Delhi and North-West Regional Centre, Chandigarh constituted various Committees to monitor and evaluate the Programmes and Activities. It was found that the meetings of these Committees were not held
regularly (Table 5.1). These Committees never considered the report of the seminar proposals and research projects seriously. The Advisory Committee of the Regional Centre never evaluated the programmes of the Centre. There was no system to find the outcome of the various programmes and activities sanctioned by the ICSSR New Delhi and Regional Centre, Chandigarh. Hence, monitoring and evaluation of the various programmes and activities were not satisfactory.

**Question No 6**

*Whether the utilization of the funds allocated to the ICSSR, New Delhi & North-Western Regional Centre, Chandigarh are used up to optimum level for the different activities and research programmes?*

**Explanation:**

The funds allocated for the Research Projects, Fellowships, Research Institutes, International Collaboration and other supporting activities were used up to maximum level (Table 4.2 to Table 4.10). It was found that the funds for these activities were increased in the subsequent Five Year Plan. The expenditure on various activities of the North-West Regional Centre has been shown in Table 4.14. It was found that the funds allocated to major programmes like Library, Seminars, Conferences and Research Methodology Programmes were used to optimum level except the Study Grant (Table 4.18) and Outreach Programmes (Table 4.20). It was found that both ICSSR New Delhi and North-West Regional Centre, Chandigarh was using the funds up to optimum level on different activities and research programmes.

**Question No 7**

*Is the ICSSR, North-Western Regional Centre, Chandigarh making efforts to promote Regional, National and International interaction among the social scientists?*

**Explanation:**

The Regional Centre were promoting Regional, National and International interaction among the social scientists to some extent by holding
and sponsoring the seminars, conferences (Table 3.14) and Outreach programme (Table 3.17). The Regional Centre arranged Special Lectures of eminent social scientists (Table 3.16) of National as well as International repute at ICSSR Regional Centre, Chandigarh. The Regional Centre organized the Research Methodology Training Programme (Table 3.18). Majority of the social scientists strongly agreed that North-Western Regional Centre promoted the social science research but there is a need for some improvements (Table 6.33). The Programmes and Activities organized by the Regional Centre demonstrated that the Regional Centre was promoting the interaction at the regional level but the Regional Centre was not effectively promoting the interaction at the National and International level.

**Question No 8**

*Whether the satisfaction of the researchers/participants and social scientists regarding the facilities provided by the ICSSR, N.W.R. Centre is high?*

**Explanation:**

The researcher assessed the satisfaction of researchers/participants and social scientists regarding the activities/facilities provided by the North-Western Regional centre, Chandigarh. The researchers/participants and social scientists were highly satisfied with the facilities like library, seminar grant, special lecture series and guest-house (Table 6.14 to 6.32). Hence, the satisfaction of researchers/participants and social scientists was found to be high regarding the activities/facilities provided by the North-Western Regional centre, Chandigarh.

**Question No 9**

*What can be the possible alternatives and suggestion with the help of which social science research can be further promoted in view of the difficulties faced by the ICSSR NWRC?*

**Explanation:**

The researchers/participants and social scientists suggested for the improvement of the services/facilities which were provided by the ICSSR
North-Western Regional Centre, Chandigarh (See Table 6.35). They were of the view that social science research can be further promoted by increasing the seminar grants, study grants and also by providing small research projects and fellowships at the Regional Centre level. More seminars and training programmes should be organized at other location within the Region.

In the present study an attempt has been made to explore and identify the various issues related to organizational structure, policies, plans and programmes, financial procedures, monitoring and evaluation of programmes and assessment of satisfaction of researchers/participants and social scientists regarding the activities/facilities of ICSSR, New Delhi and North-West Regional Centre of the ICSSR, Chandigarh. The study analysed the achievements and the factors impeding the growth of the organization. The researcher has given some remedial measures as suggestions. So the study indicates some of the research gaps to be studied for further research. The study can help those who are concerned with the ICSSR and the North-Western Regional Centre in different capacities and wish to improve the working and functioning of ICSSR in general and Regional Centre in particular.