

ESTIMATES COMMITTEE 1961-62

HUNDRED AND FIFTY-FIFTH REPORT (SECOND LOK SABHA)

**MINISTRY OF IRRIGATION AND POWER
National Projects Construction Corporation Ltd.,
New Delhi
(Report and Accounts)**



**LOK SABHA SECRETARIAT
NEW DELHI**

March, 1962/Phalguna 1883 (Saka)

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CORRIGENDA

HUNDRED AND FIFTY-FIFTH REPORT OF THE ESTIMATES COMMITTEE (SECOND LOK SABHA) ON THE MINISTRY OF IRRIGATION & POWER - NATIONAL PROJECTS CONSTRUCTION CORPORATION LTD.

- Cover page, line 8 : for 'Report' read 'Reports'
- Page 5, after para 8 : transfer portion beginning with
'*At the time of factual verification' and
ending with '(iv) By open tenders' as a foot-note
to the page.
- Page 8, line 3 from below : for 'whatever' read 'wherever'
- Page 10, para 21, line 5 : for 'much' read 'such'
- Page 11, para 22, line 3 : for 'three' read 'four'
- Page 12, para 23, item (1) of table : for 'recruimment'
read 'recruitment'
- Page 14, para 28 : figures in the table are in Rs. lakhs.
- Page 14, para 28, line 4 of table, under 1957-58 :
for '.1' read '1'
- Page 18, line 9 : for 'issue of' read 'issue or'
- Page 18, line 5 of footnote : for 'axpansion' read
'expansion'
- Page 22, item 5 : for 'Stage' read 'Stage I'
- Page 24, line 2 : for 'para 12' read 'para 11'
- Page 26, S.No.5, line 3 : for 'Notional projects'
read 'National Projects'
- Page 28, line 6 from below : for 'adquate' read 'adequate'
- Page 28, line 3 from below : for 'through' read 'thorough'
- Page 31, line 7 from below : for 'endeavour' read
'endeavour'
- Page 32, para II, S.No.1, line 3 : for 'viz-a-viz'
read 'vis-a-vis'

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(1961-62)

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SECRETARIAT

Shri N. N. Mallya—*Deputy Secretary.*

INTRODUCTION

I, the Chairman of the Estimates Committee, having been authorised by the Committee to submit the Report on their behalf, present this Hundred and Fifty-fifth Report on the Ministry of Irrigation and Power—National Projects Construction Corporation Ltd., New Delhi (Reports and Accounts).

2. A general examination of the published Annual Reports and Accounts of the National Projects Construction Corporation Ltd. for the year ending 31st March, 1961 was conducted by the Sub-Committee of the Estimates Committee on Public Undertakings whose Report thereon was finally adopted by the whole Committee.

3. A statement showing an analysis of the recommendations contained in this Report is also appended (Appendix IV).

4. The Committee wish to express their thanks to the officers of the Ministry of Irrigation & Power and the National Projects Construction Corporation Ltd., New Delhi for placing before them the material and information that they wanted in connection with the examination of the Annual Reports and Accounts of the Company.

NEW DELHI;

March 19, 1962.

Phalgun 28, 1883 (S).

H. C. DASAPPA,

Chairman,
Estimates Committee.

THE OBJECTIVES

The National Projects Construction Corporation was established and incorporated on the 9th of January 1957 under the Companies Act of 1956 for the purpose of undertaking the execution among others of river valley projects in the country. The proposal for setting up the Corporation was considered and approved by the Irrigation and Power Seminar held at Srinagar in July, 1955 in which the States had also participated. The reasons for the setting up of the Corporation were stated to be briefly as follows:

- (i) The inadequacy of the administrative machinery in the States to undertake the construction of large projects and the time that would be taken to build up an organisation capable of handling large construction jobs;
- (ii) The paucity of private contractors adequately equipped and competent to undertake the execution of major river valley projects;
- (iii) The tendency of project authorities to purchase new machinery and equipment even when serviceable surplus machinery was available on other projects, making the optimum utilisation of such equipment impossible;
- (iv) The non-utilisation of experienced technicians who became surplus on the project because of the disparity in pay and service conditions in the various States; and
- (v) The benefits that would accrue from such a Corporation which would combine the advantages of departmental construction with the flexibility associated with the execution of works by private construction agencies.

A. Participation by States

2. The sponsors of the scheme for the setting up of the National Projects Construction Corporation had expected that all the States would participate in this venture. This

Several States not participating.

expectation has not been fulfilled. Of the 15 States even now seven, namely—the States of Andhra, Madras, West Bengal, Mysore, Maharashtra, Gujarat and Orissa are not participating. The reasons advanced are either that the projects in the States are, as put forward by Madras and West Bengal, small and technical personnel and private construction agencies for the purpose are available or that a State Government is itself contemplating the setting up of a similar construction agency. *It would thus appear that as far as these States are concerned they have not so far been very enthusiastic about it.*

3. *Irrigation is a subject in the State List of the Seventh Schedule to the Constitution. The Committee are constrained to observe that it would have been prudent on the part of the Centre to have moved more cautiously and ensured the participation of most, if not all the States before venturing on a Corporation with a capital structure which clearly envisaged participation by them.*

No major
Works un-
dertaken by
NPCC.

4. After the formation of the National Projects Construction Corporation a number of major irrigation and hydro-electric schemes have been launched in the States. A list of such schemes is given in Appendix I. Out of 26 projects, the Corporation has not secured any major works except some portions of work relating to the Rajasthan Canal, Tawa and Kosi Projects. It has engaged itself principally in the execution of works like the construction of aqueducts, masonry structures, lining work, submersible bridge, excavation of the foundation dam, construction of barrages, etc. *It does not appear to be borne out by these facts as assumed by the promoters that all the States are not adequately equipped to undertake major irrigation schemes and hydro-electric projects or that there is any paucity of private construction agencies in the field.*

B. Surplus Machinery

Objective of
utilising sur-
plus machi-
nery not ful-
filled.

5. Another major object in setting up the Corporation was to procure and utilise to the maximum extent the serviceable surplus equipment available on the completed projects. But no precise assessment of the surplus machinery available with such projects appears to have been made at the time of the setting up of the Corporation or thereafter. From a statement furnished by Government

it is noticed that machinery worth Rs. 670 lakhs was procured by the States from the completed projects between 1956 and 1961. During this period the machinery transferred to the National Projects Construction Corporation was only to the value of Rs. 14 lakhs while machinery worth Rs. 68 lakhs went to the private parties. Thus less than 2% of the total surpluses were procured by the Corporation whereas 9% was disposed of to the private parties and the rest to the States. During 1960-61 and 1961-62 (upto September 1961) the Corporation did not procure any machinery from the completed projects while private parties purchased machinery worth Rs. 2 lakhs and the States purchased machinery worth Rs. 98 lakhs. In this connection reference is also invited to para 17 of the Report. The Secretary of the Ministry stated in evidence that in putting forward this as an argument for setting up the Corporation, Government had over-estimated the importance of surplus equipment being made available to it. *Thus the objective of procuring and utilising the surplus machinery has not been achieved by the Corporation to any reasonable extent.*

C. Surplus Technicians

6. The other avowed object in setting up the Corporation was that it could ensure the optimum utilisation of the available technical personnel, particularly, the large number of employees of the D.V.C. and Hirakud that were being rendered surplus. The Committee were informed that in May, 1956 about 1,800 technical personnel of D.V.C. were surplus. *By the end of January, 1957 over 4,500 were reported surplus to the Employment Exchanges. Out of this the National Projects Construction Corporation has so far been able to absorb only 28 persons from the completed projects, which works to a meagre 0.6% of the total surplus technical personnel. Here again the Corporation has not been able to fulfil its avowed objective.*

Number of surplus technician absorbed meagre.

D. Flexibility

7. It was expected of the National Projects Construction Corporation that it would achieve a synthesis of the best features of departmental construction with those of the private construction agencies. During their visit to the Office of the Corporation the Sub-Committee on Public Undertakings were informed that adequate

Flexibility of execution not achieved.

powers and flexibility of rules had not been conferred on the Corporation, with the result that it had not developed a commercial bias as the staff had nothing to gain or lose if the Corporation gained or lost. Compared to the private contractors the Corporation suffered from certain handicaps like the rigidity and necessity of observing the set-rules in the matter of procurement and control of stores. *It would thus appear that its objective of combining the advantages of departmental construction with the flexibility associated with the execution of works by private construction agencies has also not been realised to any reasonable extent.*

II CONTRACTS

A. System of Securing Contracts

8. The Srinagar Seminar contemplated that the National Projects Construction Corporation would operate like an ordinary contractor competing with others in the field and was generally opposed to the Corporation undertaking works on cost-plus basis. But in actual practice in the initial stages it has not turned out to be so. The Corporation has approached the State Government to allot work to it at negotiated rates and on cost-plus basis, which is a radical departure from the system of open competitive tenders. In fact, of the contracts to the value of Rs. 11,05 lakhs most of them are at negotiated rates and on cost-plus basis as would be evident from the following break-up*:

*At the time of factual verification, the Ministry furnished the following break-up :—

	Rs. in Lakhs	Percentage to the total value
(i) By negotiations only (i.e. without calling for open tenders)	91	8.3
(ii) By negotiations, but only after calling for open tenders	693	62.7
(iii) By calling open tenders but restricting the final contracts to cost-plus basis	190	17
(iv) By open tenders	131	12

	Rs. in lakhs	Percentage to the total value
(i) At negotiated rates	784	71%
(ii) On Cost-Plus Basis	190	17%
(iii) Through Open Tenders	131	12%

9. From the above table it would be seen that over 88% of the works (in terms of value) were undertaken by the Corporation at negotiated rates and on cost-plus basis. The value of works undertaken through open tenders accounted for only 12 per cent. During their visit to the

Most of the works undertaken on negotiated rates.

Corporation, the Sub-Committee on Public Undertakings were informed in explanation that the Corporation, unlike private contractors, could not do sub-standard work. They had to quote realistic rates and they would not resort to claims for compensation for low rates as a rule.

NPCC should not deviate from the system of competitive tenders.

10. While the Committee appreciate that the Corporation should do standard work, they do not quite see how it can only be done at negotiated rates or on a cost-plus basis. If, as the general belief goes, the private agencies quote at rates, which include a high margin of profit, the Committee do not appreciate why the Corporation should not compete successfully with the private agencies and yet secure the contract and turn out standard work. The Committee at any rate feel that the National Projects Construction Corporation should not deviate from the system of competitive tenders as it goes against the basic principle of commercial practice which the Corporation is expected to observe. Any other arrangement like negotiated rates and cost-plus basis would tend to curb the entrepreneurial initiative of the Corporation and would hardly leave any incentive for economy and efficiency in the execution of works. It would also expose the Corporation to the allegation that it is getting a favoured treatment and that but for the negotiated rates it would not be a viable unit. Efforts should, therefore, be made by the Corporation to observe normal commercial practices in the line and to develop its competitive strength and capacity to execute works more economically and efficiently vis-a-vis the private contractors. It should not depend entirely on contracts secured on negotiated rates and cost-plus basis.

B. Competition in rates

Rates of private contractors dropped after NPCC's entry into the field.

11. The Committee examined the rates quoted by the Corporation (Appendix II). It was observed that the rates quoted by the Corporation were higher than the estimated costs by 7 to 29 per cent, whereas in the case of the private contractors the range was between 1 to 8 per cent. It was claimed on behalf of the Corporation that after their entry into the field the tenders of private contractors which were 40 per cent above the estimates, had dropped considerably. Even so, the rates of the Corporation were not competitive. It was explained that unless the contract was of a fairly big size, approximating to about Rs. 50 lakhs, the Corpora-

tion was not in a position to compete with the private contractors.

12. It seems to the Committee that the explanation lies in the heavy overheads in the Corporation. The Committee, therefore, suggest that the reasons for this may be thoroughly gone into and remedial measures initiated so that the Corporation is not handicapped in the matter of quoting competitive rates for comparatively small works.

C. Supervision by States

13. During evidence it was stated by the Managing Director that as the Corporation was in the position of an ordinary contractor, the State Governments deputed their supervisory staff to see that the work executed by it was of the required quality. It was pointed out in this connection that even an overseer of the State Government could over-rule the seniormost technical officer of the Corporation and that this worked as an irritant and created a feeling of frustration in the officials. The Committee feel that since the National Projects Construction Corporation is a Government organisation manned by experienced technical staff, some of whom have been drawn from the States themselves, there is perhaps no need for the concurrent and continuous supervision of the work done by the Corporation as at present. The nature and extent of the existing supervision could perhaps be relaxed or confined to a test check by senior officers of the States. Such an arrangement would be successful only when the Corporation ensures required standard of work through its own internal system of quality control. Since several States are co-partners in this Corporation and are represented on its Board, it should not be difficult to commend the adoption of such a practice and enlist their co-operation in this behalf.

No need for concurrent and continuous supervision by States

D. Delay in Execution

14. From the information furnished by the Corporation it was noted that in some cases there had been delays in the execution of works ranging from 1 to 2 years. The Committee were informed that the Corporation had not so far paid any penalty for delays, as the works were completed after getting extension of time from the Project authorities. It is well known that delays tend to increase the cost of works and disrupt the overall plan schedules.

Delays increase costs and disrupt plan schedules.

It is therefore of utmost importance to complete the works within the original time limits. The Committee feel that the Corporation should set an example in the prompt execution of works. Timely execution would not only reduce expenditure but would also attract more clientele. The Committee hope that the Corporation would take steps to improve the position in this direction.

E. Contract Agreements

Contract agreements should be finalised in time.

15. From the quarterly reviews of the Financial Adviser it was observed that agreements for the contracts undertaken by the Corporation had not been finalised in a number of cases. Some of the contracts were as old as four years. In evidence it was stated that the delay was due to prolonged correspondence with State Governments and though no formal agreements existed, there was enough valid legal basis for doing the work inasmuch as the tender form, which contained the rate contract etc., was for all practical purposes an agreement. *Whatever the justification for delay, the Committee feel that efforts should be made by the Corporation with the co-operation of Project authorities/State Governments to ensure that the contract agreements are finalised within the stipulated time so that no trouble arises eventually on this score.*

F. Labour Co-operatives

Labour Co-operatives should be given preference.

16. The Committee were informed that originally when the Corporation started its work the idea was to deal directly with the labour. An attempt was made but as the staff of the Corporation was not sufficiently experienced to deal directly with labour the practice had to be abandoned in favour of giving contracts to piece workers. The Managing Director stated that since the works of the Corporation were scattered at different places and were for different durations, labour co-operatives had not been started. *The Committee hope that whatever labour co-operatives have been formed, they would be given preference for executing pieceworks.*

III

PLANT AND MACHINERY

A. Acquisition of Machinery

17. One of the principal reasons or inducements to set up the Corporation was to acquire the surplus machinery from the completed projects and ensure its optimum utilisation. The total value of surplus machinery available with the State Governments in January, 1957, when the Corporation was set-up, was Rs. 323 lakhs. Since then surplus machinery valued at Rs. 760 lakhs has been transferred from the completed projects to the various parties as given below:--

NPCC acquired a small percentage of total surplus machinery.

Name	Amount	Percentage to total
	Rs.	
State Project	678 lakhs	89.7
Private Parties	68 lakhs	8.5
NPCC	14 lakhs	1.8
Total :	760 lakhs	100

It will be seen that 90 per cent of the total surplus machinery was acquired by the States, 8.5 per cent by private parties and only 1.8 per cent by the Corporation.

B. Disposal of Surpluses

18. The Committee were informed in this context that the procedure for the disposal of surplus machinery on the river valley projects was that the State Governments had the first preference and only such equipment as had no demand from them could be acquired by the Corporation or the private parties. They were further informed that the State Governments were not agreeable to spare their surpluses as they wanted to hold them against their future need. The Sub-Committee on Public Undertakings were, however, told that the search for machinery was actually started by the Corporation after the contracts had been secured.

Disposal procedure first preference to States.

19. *The Committee are doubtful if the policy of Government to accord the Corporation the second preference was a sound one. The policy of the Corporation was also faulty inasmuch as it did not move for the acquisition of machinery in time. If they had done so, it would have given them an initial advantage in the matter of securing the necessary contracts.*

C. Central Fleet of Machinery

Proposal to build central fleet should be re-examined.

20. With a view to reduce the import of spares to the minimum and thereby conserve foreign exchange, the Corporation was to have built a central fleet of machinery. A proposal in this regard was submitted by the Corporation to the Ministry of Irrigation and Power in June, 1957. But the Central Water and Power Commission did not agree to the proposal on the ground of cost, limited number of schemes requiring earthmoving machinery, and likely opposition from the States. During their visit to the Corporation, the Sub-Committee on Public Undertakings were, however, informed that the schemes requiring such earthmoving machinery were on the increase and there would certainly be enough work for such equipment, if purchased, during the next few five year plans. *The Committee, therefore, suggest that the proposal to build a central fleet of machinery may be re-examined by Government.*

D. Purchase Procedure

No adequate care and inspection made before purchases.

21. The Committee were informed that the second-hand machinery obtained by the Corporation from the completed projects was mostly old and had outlived its life. Its maintenance was becoming uneconomical and it would soon have to be scrapped. On enquiry as to how much machinery came to be purchased, it was stated that the representatives of the National Projects Construction Corporation who inspected the machinery only satisfied themselves that the machine could perform in a manner commensurate with its age. They also satisfied themselves that all the parts were intact and that repairs had been carried out properly. When the machinery was actually delivered and taken possession of it was, however, found that the performance of some of them was not upto expectations as is clear from para 22. *It obviously appears from this that adequate care was not bestowed nor inspection carried out*

at the time of purchasing the machinery. The Committee would emphasize the necessity of a thorough inspection by experts before such purchases are effected in future.

E. Overhauls and Repairs

22. The expenditure incurred on major overhauls and minor repairs together with the provisions made therefor during the last three years is given below:—

Maintenance cost of machinery high.

(Rs. in lakhs)							
Year						Provision	Actual
1957-58	1.85	Nil
1958-59	7.75*	3.05
1959-60	5.55	4.06
1960-61	8.47	8.80
Total						23.62	15.91

*This includes Rs.3.18 lakhs provided for major overhauls and minor repairs of machinery borrowed from the project authorities.

The precise cost incurred on the maintenance of the old and new machinery is not available separately. But it is reasonable to suppose that most of the expenditure of about Rs. 16 lakhs was incurred on the old machinery. This would indicate that the maintenance costs of machinery in the Corporation have been high and work out to approximately 65 per cent. Such situations should be avoided.

IV TECHNICAL PERSONNEL

A. Staff Strength

Process of recruitment of personnel.

23. The staff strength of the Corporation together with the sources from which they have been drawn is as follows:—

	No.	Percentage to the total
(i) Direct recruitment	106	68
(ii) Drawn from the completed projects*	28	18
(iii) Retired Officials	15	9.6
(iv) Deputationists	7	4.4
Total	156	100

Thus 18% of the technical personnel of the Corporation were drawn from the completed projects and 68% are direct recruits.

B. Availability of Technical Personnel

Reasons for direct recruitment not clear.

24. At the time of the setting up of the Corporation the following categories of technical personnel were available at the Employment Exchanges:—

Foreman (Elec. & Mech.)	560
Draftsmen (Civil, Elect. and Mech.)	971
Other technicians	2,983
Total	4,514

Nevertheless, according to the information supplied to the Committee, 92 Sectional Officers and Draftsmen had to be recruited direct from the open market to meet special requirements. *The Committee are not happy at the Corporation resorting to direct recruitment when such surplus staff was available.*

*92 persons of this category were selected and offered appointment : 59 out of them joined service in the corporation and 28 were in position in August, 1961.

C. Retired Personnel

25. At present there are 15 retired persons in the Corporation out of which 12 are Sectional Officers and Draftsmen. *The employment of retired personnel is not desirable in a commercial organisation like the National Projects Construction Corporation where the initiative and service prospects of an individual matter a great deal in making it a success. The Committee hope that this aspect would normally be borne in mind while employing the retired personnel.*

Employment of retired persons not desirable.

D. Recruitment and Training

26. The Annual Report of the Corporation for 1960-61 refers to the frequent resignations of the staff this year also as in previous years. The Secretary of the Ministry stated that there were various projects which drew on the technical personnel and they came to the Corporation as a last resort. The Committee also understand that by adopting the Government scales of pay and Rules the Corporation had been able to attract only the superannuated staff or staff whom the State Governments were willing to spare. The Committee were, however, informed that the Board of the Corporation was aware of the difficulties in regard to the recruitment of personnel and a Sub-Committee had been appointed to go into the question of building up of the Corporation's own cadre of Engineers by recruiting and training young Engineering graduates and Overseers. *The Committee hope that the Sub-Committee of the Corporation would give the matter due consideration.*

Difficulties of recruitment under examination.

V

FINANCIAL RESULTS

A. Capital Structure

27. The authorised capital of the Corporation is Rs. 2 crores divided into 20,000 equity shares of Rs. 1,000 each. It was decided by Government on *ad hoc* basis that while the Central Government should contribute a sum of Rs. 50 lakhs towards the purchase of shares, the balance of the capital should be contributed by the participating State Governments, each contributing Rs. 10 lakhs. This capital structure contemplated that all the States would participate in the scheme. This has not, however, been the case as only eight States have so far subscribed towards the share capital of the Corporation. Some of the States, as already noted in para 2, have expressed their inability to participate owing to their difficult financial position. *The situation could have been avoided if the States had been formally consulted regarding the number of shares to be purchased by each before the proposal was finalised.*

B. Turnover

28. The total capital of the Corporation during the four years (1957-58 to 1960-61) *vis-a-vis* the value of work done by it is as follows:—

	1957-58	1958-59	1959-60	1960-61
Total Capital	88.19	134.77	160.86	179.66
Value of work done	43.50	124.00	218.00	257.89
Ratio of total capital to the value of work done.	1: .47	1: 0.91	1: 1.3	1: 1.4

Turnover of NPCC below normal.

29. From the above table it would appear that while the turnover of the capital showed a steady increase during the first three years, in the fourth year it remained almost stationary. The Financial Adviser of the Ministry stated during evidence that "If we proceed on the basis of 3.5 ratio of turnover on capital, Rs. 2 crores would cover a

business of Rs. 7 crores a year". According to this basis, the turnover of the Corporation ought to have been Rs. 6.30 crores during 1960-61. But the turnover in the Corporation is much below the normal expectations and much leeway has to be covered. The Committee hope that this aspect would receive attention by the Corporation.

C. Prime Cost and Estimates

30. The following table gives the estimates and actuals of the cost elements in respect of the works executed by the Corporation during the last two years viz. 1959-60 and 1960-61:—

Prime costs exceeded the estimates.

	(Rs. in lakhs)			
	1959-60		1960-61 :	
	Estimates	Actual	Estimates	Actual
1. Total value of work done at contract rate.	218.03	218.03	257.89	257.89
2. Prime Cost	179.44	185.81	214.20	229.87
3. Works Overheads	11.43	13.64	13.26	9.36
4. General Overheads	16.74	14.50	18.67	16.43
5. Profits	10.42	4.08	11.76	2.23

It would appear that during 1959-60 the prime cost exceeded the estimates by Rs. 6 lakhs and during 1960-61 by about Rs. 16 lakhs, resulting in a steep fall in estimated profits by over Rs. 6 lakhs and Rs. 9 lakhs respectively.

D. Cost Elements and Value of Works

31. The following table gives the actual cost elements of works executed during the last four years together with their percentage to the total value of work done by the Corporation:—

	Actual expenditure (in lakhs)				Total	Percentage in relation to total value of work done				Total (Average)
	57-58	58-59	59-60	60-61		57-58	58-59	59-60	60-61	
1. Prime Cost	30.60	106.48	185.81	229.87	552.78	75.6	85.9	85.2	89.1	86.1
2. Works Overheads .	1.26	4.39	13.64	9.36	28.65	3.1	3.5	6.2	3.6	4.3
3. General Overheads	5.35	9.37	14.50	16.43	45.65	13.2	7.6	6.7	6.4	7.1
4. Profit .	3.29	3.74	4.08	2.23	13.33	8.1	3.0	1.9	0.9	2.1
5. Total value of work done	40.50	123.98	218.03	257.89	640.41	100.00	100.0	100.0	100.0	100.0

32. It will be seen that the percentage of prime cost to the total value of work done has gone up from 75.6% in 1957-58 to 89.1% in 1960-61. Even the Corporation's own estimates of prime cost during 1959-60 and 1960-61 were about 82 per cent. The relative rise in prime cost may well be due to lack of proper utilisation of men and materials. It is normally expected of an organisation of this nature that with the increase in the volume of work and the experience gained by it, the percentage of prime cost to the value of work done would come down. The Committee, therefore, feel that the increase in prime cost requires to be carefully examined to find out the precise reasons therefor so that appropriate remedial measures may be taken.

Rise in prime costs needs examination.

E. Profits

33. The following table gives the figures of gross and net profits of the Corporation for the last four years:—

	(Rs. in lakhs)			
	1957-58	1958-59	1959-60	1960-61
1. Gross Profit	9.69	13.32	18.86	18.64
2. Percentage of Gross Profit to value of work done	23.92	10.75	10.4	7.2
3. Net Profit	3.29	3.74	4.08	2.23
4. Percentage of Net profit to the value of work done	8.1	3.0	1.9	0.9
5. Percentage of Net Profits to total capital	3.73	2.77	2.53	1.23

It would be observed that the percentages of both the gross profit and the net profit to the value of work done have been deteriorating from year to year. The percentage of gross profit has come down from about 24 in 1957-58 to 7 in 1960-61 and that of the net profit from 8 in 1957-58 to 0.9 in 1960-61. The return on total capital has also decreased from 3.73% in 1957-58 to 1.23% in 1960-61.

Profits of NPCC deteriorating.

34. The low profits of the Corporation have been attributed to the unremunerative rates, a number of unanticipated losses and difficult site conditions. The auditors of the company in their report for 1960-61 have drawn attention to the low margin of net profits in the following words:—

Reasons for low rate of net profit to be found out.

"It is observed that the working of the year under report shows a low margin of net profits of .9% on the value of work done, as against the margin

of 5 to 5½% of net profits reserved at the time of preparation of estimates for giving tenders. The low profits is due to very low profit at Kosi and losses at Chambal Palaithe and Chambal-Shampur units and is attributed to disputed measurements which have been ignored in preparing the accounts, mistakes in framing estimates, mistakes in measurements by Project authorities, excessive issue of consumption of materials and low efficiency of machinery. A detailed investigation should be made by the Management to find out the exact factors, responsible for the low rate of profit in order to safeguard against the recurrence of such conditions in future and to achieve the maximum efficiency and profits".

NPCO
should earn
reasonable
return on
capital.

35. The Committee thus find that the profits of the Corporation have been continuously decreasing and are not satisfactory. They feel that the margin of 5% to 5½% provided in the estimates is inadequate as it barely covers the normal interest liability on the capital invested in the Corporation. In the opinion of the Committee, the Corporation should earn a reasonable return on its capital. In this connection a reference is invited to* paragraph 24 of the 120th Report of the Estimates Committee (Second Lok Sabha) on the Sindri Fertilizers and Chemicals Ltd.

F. Dividends

No overall
dividend
policy.

36. The dividends declared by the Corporation during the last four years are as follows:—

1957-58	1.2% (Free of tax).
1958-59	1.7% „
1959-60	1.0% „
1960-61	1.0% „

The dividends were declared after providing for the statutory obligations for Income Tax, Development Rebate, etc. and for contingent liabilities of various sorts in the Profit and Loss Accounts. The Secretary of the Ministry said

*Paragraph 24 of the 120th Report of the Estimates Committee (Second Lok Sabha) reads as follows:—

"In the Committee's opinion a public undertaking should not only give a reasonable return on the capital, after providing for depreciation and reserves, but also provide funds for expansion. Alternatively, the undertaking should be in a position after a specified period, to redeem from its accumulated funds its capital which can be utilised by Government for other purposes. The Sindri Fertilizers and Chemicals Ltd., have not so far been able to meet these requirements. The Committee hope that the future working of the undertaking would satisfy these requirements".

during evidence that the Finance Departments of the participating States in the Corporation expected some return on their investments. Further, if no dividends were declared they could not expect the other States to join the Corporation. It was also stated that there was no overall policy of Government respecting the declaration of dividends by Public Undertakings.

37. *The Committee appreciate the desire of the State Governments participating in the Corporation to get some return on their capital investments. They are therefore not convinced of the utility of declaring such meagre dividends. They trust that the Corporation would increase its earning efficiency to declare reasonable dividends.*

No utility of declaring meagre dividends.

G. Advances and Sundry Debtors

38. *The Sundry Debtors of the Corporation went up from Rs. 14 lakhs in 1958-59 to Rs. 36 lakhs in 1959-60 and the figure of advances rose from Rs. 1.29 lakhs to Rs. 10 lakhs during the corresponding period. The reason was stated to be that payments had not been received from the project authorities for services rendered. Since the States where the Corporation has undertaken works are represented on the Corporation's Board and the Corporation deals mainly with the Government agencies, the Committee do not see why delays in payment of dues extending over a year should continue to occur. They suggest that the causes of delay may be discussed by the higher officials of the Corporation with those of the project authorities with a view to removing the procedural bottlenecks, if any.*

Causes for delays in securing payments should be removed.

VI CONCLUSION

Establishment of NPCC attended by more zeal than precise calculations.

39. As has been already indicated, the National Projects Construction Corporation was started with the objects of utilising surplus machinery and technical manpower on the completed river valley projects which were supposed to be available at the time the proposal was initiated. Unfortunately, the setting up of the Corporation was not preceded by adequate and precise data regarding the surplus machinery and manpower and their availability to the Corporation. As facts turned out, it could achieve very little in either direction. It is regrettable that more zeal than precise calculations attended the establishment of this Corporation.

NPCC's path strewn with difficulties.

40. River Valley Projects come under the subject 'Irrigation' which is in the State List of Seventh Schedule to the Constitution. As such, one would have expected that the cooperation of most of the States was at least ensured before the setting up of the Corporation. The Central Government on the contrary established the Corporation and then looked round for cooperation from the States, making its task a difficult one. The sources of building up an efficient organisation to execute the major river valley projects were not exploited adequately and in time by the Corporation with the result that it became increasingly difficult for it to secure the goodwill and willingness of the States to co-operate with such a venture. The Corporation has now been working for well-nigh four years against heavy odds and its path is still strewn with difficulties.

Entry of NPCC had psychological effect on private contractors' quotations.

41. It must be said, however, that the setting up of the Corporation in itself has served a useful purpose in that its very existence has created a psychological effect on the tendency of the private contractors to quote high rates. It has endeavoured to set high standards of work—a matter that needed to be brought prominently to the notice of private contractors. There is a future for its activities should the organisation be geared up to the task. It is to be hoped that in its task, the Corporation would endeavour to execute

works entrusted to it with speed, efficiency and economy, ensuring at the same time a high standard of quality. Also the Corporation should be able to build up a nucleus of technical manpower and machinery capable of handling all types of river valley projects and set up a reputation for competency, integrity and service.

NEW DELHI;

March 19, 1962.

Phalguna 28, 1883 (Saka.)

H. C. DASAPPA,

Chairman,

Estimates Committee.

APPENDIX I

(Vide para 4 of the Report)

List of Major Irrigation Schemes and Hydro electric projects

Major Irrigation Schemes

S. No.	Name of Project	Name of State	Work started in month/year
1	Tungabhadra High Level Canal Stage I	Andhra Pradesh	1957
2	Sone Barrage	} Bihar . . .	2/1959
3	Remodelling of Sone Canal System		
4	Gandak	U.P. & Bihar . . .	1958
5	Narmada (Stage—Breach) . . .	Gujarat . . .	1961
6	Banas (Dantiwada)	Gujarat . . .	5/1957
7	Ukai	Gujarat . . .	1960
8	Tawa	Madhya Pradesh . . .	1958
9	Parambikulam Aliyar Project . . .	Madras . . .	1961
10	Mula	Maharashtra . . .	1958
11	Bagh	Maharashtra . . .	1958
12	Itiadh	Maharashtra . . .	1958
13	Gurgaon Canal Project	Punjab . . .	1959
14	Rajasthan Canal	Rajasthan . . .	6/1958
15	Sarda Sagar Stage II	U.P. . . .	2/1957
16	Ramganga	U.P. . . .	1/1957
17	Rangabati	West Bengal . . .	1/1957

Hydro Electric Projects

S. No.	Name of Project	Date of commence- ment
1	Upper Sileru Hydro Electric Project	1958
2	Umaiarn Hydro Electric Project, Assam	1959-60
3	Sholayar Hydro Electric Project	1957
4	Pamba Kakki Hydro Electric Scheme, Kerala	1958-59
5	Bhadra Hydro Electric Project	1957
6	Jaldhaka Hydro Electric Project	1958
7	Mettur Tunnel H.E. Scheme	1961
8	Sharavathy H.E. Project (Second Stage)	1959
9	Ramganga H.E. Project	1958

APPENDIX II

(Vide para 12 of the Report)

Statement showing the rates which have come down consequent on Corporation's entry into the field

Sl. No.	Name of work	Estimated amount (In Rs.)	N.P.C.C.		Other contractors	
			Amt. at NPCC rates	Percentage over estimated cost	Amt.	Percentage over estimated cost
1	Constructing 2·95' straight fall at chain 5316 Right Main Canal.	76,900	96,542	25·5%	83,058	8% Lower Tender by Sh. Duni Chand Khar-banda.
2	Constructing of 7' baffle wall cum village road at Chain 5341.	1,38,250	1,69,576	22·66	1,43,310	3·66% Do.
3	Constructing Canal Syphon at chain 5365·10.	3,14,125	3,77,269	20·11	3,06,992	2·27 Tender by Shri B. P. Dixit.
4	Construction of Syphon aqeduct at chain 5528·46.	2,02,000	2,42,748	20·17	2,15,731	6·80 Tender by Shri Duni Chand Khar-banda.

5	Fall cum D. R. Bridge chain 5391.50.	1,29,747	1,52,652	17.65	1,36,648	5.31	Tender by B. P. Dixit.	Shri
6	Drainage syphon at chain 5488.15	1,79,950	1,91,880	6.69	1,76,635	1.84	Do.	
7	Aqueduct at chain 459.18	4,91,697	5,83,705	18.70	4,98,989	1.50	Do.	
8	Aqueduct at chain 1041.60	4,53,634	5,26,147	15.98	4,54,938	0.3	Tender by Phool Chand.	M/s.
9	Drainage Syphon at chain 1108.42	1,56,400	1,69,686	8.50	1,59,159	1.76	Tender by G. H. Koia & Co.	M/s.
10	D. R. Bridge at chain 186.14	92,250	1,18,817	28.80	Not known		The work has been allotted to some contractor on 2nd time tender when NPCC did not tender, but it is allotted at a lower tender.	

NOTE.—Prior to entering of N.P.C.C. the tenders were usually above 40% as compared with the estimate.

APPENDIX III

*Statement showing the summary of Conclusions/Recommendations of the
Estimates Committee contained in the Report*

S. No.	Reference to Para No. in the Report	Summary of Conclusions/Recommendations
I	2	3
1	2	Of the 15 States even now seven are not participating in the Corporation. It would appear that as far as these States are concerned they have not so far been very enthusiastic about it.
2	3	The Committee are constrained to observe that it would have been prudent on the part of the Centre to have moved more cautiously and ensured the participation of most, if not all the States before venturing on a Corporation with a capital structure which clearly envisaged participation by them.
3	4	It does not appear to be borne out by facts that all the States are not adequately equipped to undertake major irrigation schemes and hydro-electric projects or that there is any paucity of private construction agencies in the field.
4	5	The objective of procuring and utilising the surplus machinery available with the completed projects has not been achieved by the National Projects Construction Corporation to any reasonable extent.
5	6	Out of 4,500 persons reported surplus to the Employment Exchanges by the end of January, 1957 the National Projects Construction Corporation has so far been able to absorb only 28 persons which works to a meagre 0.6% of the total surplus technical personnel. Here again the Corporation has not been able to fulfil its avowed objective.
6	7	It would appear that the Corporation's objective of combining the advantages of departmental construction with the flexibility associated with the execution of works by private construction agencies has also not been realised to any reasonable extent.

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While the Committee appreciate that the National Projects Construction Corporation should do standard work, they do not quite see how it can only be done at negotiated rates or on a cost plus basis. If, as the general belief goes, the private agencies quote at rates, which include a high margin of profit, the Committee do not appreciate why the Corporation should not compete successfully with the private agencies and yet secure the contract and turn out standard work. The Committee at any rate feel that the National Projects Construction Corporation should not deviate from the system of competitive tenders as it goes against the basic principle of commercial practice which the Corporation is expected to observe. Any other arrangement like negotiated rates and cost plus basis would tend to curb the entrepreneurial initiative of the Corporation and would hardly leave any incentive for economy and efficiency in the execution of works. It would also expose the Corporation to the allegation that it is getting a favoured treatment and that but for the negotiated rates it would not be a viable unit. Efforts should, therefore, be made by the Corporation to observe normal commercial practices in the line and to develop its competitive strength and capacity to execute works more economically and efficiently *vis-a-vis* the private contractors. It should not depend entirely on contracts secured on negotiated rates and cost plus basis.

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It seems to the Committee that the explanation for the rates quoted by the Corporation being higher than the estimated costs and those quoted by the private contractors lies in the heavy overheads in the Corporation. The Committee, therefore, suggest that the reasons for this may be thoroughly gone into and remedial measures initiated so that the Corporation is not handicapped in the matter of quoting competitive rates for comparatively small works.

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The Committee feel that since the Corporation is a Government Organisation manned by experienced technical staff, some of whom have been drawn from the States themselves, there is perhaps no need for the concurrent and continuous supervision of the work done by the Corporation by the staff of the State Government as at present. The nature and extent of the existing supervision could perhaps be relaxed or confined to a test check by senior officers of the States. Such an arrangement would be successful only when the Corporation ensures required standard of work.

1	2	3
		through its own internal system of quality control. Since several States are co-partners in this Corporation and are represented on its Board, it should not be difficult to commend the adoption of such a practice and enlist their cooperation in this behalf.
10	14	It is well known that delays tend to increase the cost of works and disrupt the overall plan schedules. It is, therefore, of utmost importance to complete the works within the original time limits. The Committee feel that the Corporation should set an example in the prompt execution of works. Timely execution would not only reduce expenditure but would also attract more clientele. The Committee hope that the Corporation would take steps to improve the position in this direction.
11	15	Whatever the justification for delay, the Committee feel that efforts should be made by the National Projects Construction Corporation with the cooperation of Project authorities/State Governments to ensure that the contract agreements are finalised within the stipulated time so that no trouble arises eventually on this score.
12	16	The Committee hope that wherever labour cooperatives have been formed, they would be given preference for executing piece works.
13	19	The Committee are doubtful if the policy of Government to accord the National Projects Construction Corporation the second preference in securing surplus machinery from river valley projects was a sound one. The policy of the Corporation was also faulty inasmuch as it did not move for the acquisition of machinery in time. If they had done so, it would have given them an initial advantage in the matter of securing the necessary contracts.
14	20	The Committee suggest that the proposal to build a central fleet of machinery may be re-examined by Government.
15	21	From the fact that the performance of some of the second hand machinery obtained by the Corporation was not upto expectations it is obvious that adequate care was not bestowed nor inspection carried out at the time of purchasing the machinery. The Committee would emphasize the necessity of a through inspection by experts before such purchases are effected in future.

1	2	3
16	22	It is reasonable to suppose that most of the expenditure of about Rs. 16 lakhs on overhaul and repairs from 1957-58 to 1960-61 was incurred on the old machinery. This would indicate that the maintenance costs of machinery on the Corporation have been high and work out to approximately 65%. Such situations should be avoided.
17	24	According to the information supplied to the Committee 92 Sectional Officers and Draftsmen had to be recruited direct from the open market to meet special requirements. The Committee are not happy at the Corporation resorting to direct recruitment when such surplus staff was available.
18	25	The employment of retired personnel is not desirable in a commercial organisation like the National Projects Construction Corporation where the initiative and service prospects of an individual matter a great deal in making it a success. The Committee hope that this aspect would normally be borne in mind while employing the retired personnel.
19	26	The Committee hope that the Sub-Committee of the Corporation which has been appointed to go into the question of building up of the Corporation's own cadre of Engineers would give due consideration to the difficulties in regard to the recruitment of personnel.
20	27	The situation that some of the States have expressed their inability to participate in the venture could have been avoided if the States had been formally consulted regarding the number of shares to be purchased by each before the proposal for setting up the Corporation was finalised.
21	29	The turnover in the Corporation is much below the normal expectations of 3.5 times the capital and much leeway has to be covered. The Committee hope that this aspect would receive attention by the Corporation.
22	30-32	During 1959-60 the prime cost exceeded the estimates by Rs. 6 lakhs and during 1960-61 by about Rs. 16 lakhs, resulting in a steep fall in estimated profits by over Rs. 6 lakhs and Rs. 9 lakhs respectively. The percentage of prime cost to the total value of work done has gone up from 75.6% in 1957-58 to 89.1%

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in 1960-61. The relative rise in prime cost may well be due to lack of proper utilisation of men and material. It is normally expected of an organisation of this nature that with the increase in the volume of work and the experience gained by it the percentage of prime cost to the value of work done should come down. The Committee, therefore, feel that the increase in prime costs requires to be carefully examined to find out the precise reasons therefor so that appropriate remedial measures may be taken.

23 33-35

The percentages of both the gross profit and the net profit to the value of work done have been deteriorating from year to year. The percentage of gross profit has come down from about 24 in 1957-58 to 7 in 1960-61 and that of the net profit from 8 in 1957-58 to 0.9 in 1960-61. The return on total capital has also decreased from 3.73% in 1957-58 to 1.23% in 1960-61.

The Committee thus find that the profits of the Corporation have been continuously decreasing and are not satisfactory. They feel that the margin of 5% to 5½% provided in the estimates is inadequate as it barely covers the normal interest liability on the capital invested in the Corporation. The Corporation should earn a reasonable return on its capital. In this connection, a reference is invited to paragraph 24 of the 120th Report of the Estimates Committee (Second Lok Sabha) on the Sindri Fertilizers and Chemicals Ltd.

24 37

The Committee appreciate the desire of the State Governments participating in the Corporation to get some return on their capital investments. They are, therefore, not convinced of the utility of declaring such meagre dividends. They trust that the Corporation would increase its earning efficiency to declare reasonable dividends.

25 38

Since the States where the Corporation has undertaken works are represented on the Corporation's Board and the Corporation deals mainly with the Government agencies, the Committee do not see why delays in payment of dues extending over a year should continue to occur. They suggest that the causes of delay may be discussed by the higher officials of the Corporation with those of the project authorities with a view to removing the procedural bottlenecks, if any.

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- 26 39 As has been already indicated, the National Projects Construction Corporation was started with the objects of utilising surplus machinery and technical manpower on the completed river valley projects which were supposed to be available at the time the proposal was initiated. Unfortunately, the setting up of the Corporation was not preceded by adequate and precise data regarding the surplus machinery and manpower and their availability to the Corporation. As facts turned out, it could achieve very little in either direction. It is regrettable that more zeal than precise calculations attended the establishment of this Corporation.
- 27 40-41 River Valley Projects come under the subject "Irrigation" which is in the State List of the Seventh Schedule to the Constitution. As such one would have expected that the cooperation of most of the States was at least ensured before the setting up of the Corporation. The Central Government on the contrary established the Corporation and then looked round for cooperation from the States, making its task a difficult one. The sources of building up an efficient organisation to execute the major river valley projects were not exploited adequately and in time by the Corporation with the result that it became increasingly difficult for it to secure the goodwill and willingness of the States to cooperate with such a venture. The Corporation has now been working for well nigh four years against heavy odds and its path is still strewn with difficulties. It must be said, however, that the setting up of the Corporation in itself has served a useful purpose in that its very existence has created a psychological effect on the tendency of the private contractors to quote high rates. There is a future for its activities should the organisation be geared up to the task. It is to be hoped that in this task, the Corporation would endeavour to execute works entrusted to it with speed, efficiency and economy, ensuring at the same time a high standard of quality. Also the Corporation should be able to build up a nucleus of technical manpower and machinery capable of handling all types of river valley projects and set up a reputation for competency, integrity and service.

APPENDIX IV

Analysis of Recommendations contained in the Report

I. Classification of recommendations

- A. Recommendations for improving the Organisation and working.
1, 2, 3, 4, 5, 6, 9, 11, 13, 14, 15, 17, 18, 19, 20, 25, 26, 27
- B. Recommendations for effecting economy which include suggestions for increasing the production.
7, 8, 10, 16, 21, 22, 23, 24
- C. Miscellaneous
12

II. Analysis of important recommendations directed towards economy

Sl. No.	No. as per Summary of recommendations	Particulars
1	7	Competitive strength and capacity should be developed to execute works more economically and efficiently <i>viz-a-viz</i> the private contractors.
2	8	Remedial measures in regard to heavy overheads suggested.
3	10	Timely execution of works would not only reduce expenditure but would also attract more client-els.
4	16	Maintenance costs of machinery have been high.
5	21	The turnover is much below expectations.
6	22	Increase in prime costs should be carefully examined.
7	23	The Corporation should earn a reasonable return on the Capital.
8	24	Earning efficiency should be increased.

III. Monetary Value of economy.

It is not possible to calculate the monetary value of the economies which might be effected as a result of the implementation of the recommendations classified under B above.

LIST OF AUTHORISED AGENTS OF LOK SABHA SECRETARIAT

ANDHRA PRADESH

1. G. R. Lakshminpathy Chetty & Sons, General Merchants & News Agents, Newpet, Chandragiri, Chittoor District (Andhra Pradesh).

BIHAR

2. 'Jagriti', Bhagalpur-2.

GUJARAT

3. Lok Milap, District Court Road, Bhavnagar.
4. The New Order Book Company, Ellis Bridge, Ahmedabad-6.

MADHYA PRADESH

5. Modern Book House, 286, Jawahar Ganj, Jabalpur-1.
6. The National Law House, Near Indore Library, Opp. Old High Court Building, Indore.

MADRAS

7. The Kalpana Publishers, Book-sellers, Trichinopoly-3.

MAHARASHTRA

8. Charles Lambert & Company, 101, Mahatma Gandhi Road, Opp. Clock Tower, Fort, Bombay.
9. The Current Book House, Muruti Lane, Raghunath Dadaji Street, Bombay-1.
10. Deccan Book Stall, Fergusson, College Road, Poona-4.
11. The Good Companions, Rasputra, Baroda.
12. The Imperial Book Depot, 266, Mahatma Gandhi Road, Poona.
13. The International Book House, Private Ltd., 9, Ash Lane, Mahatma Gandhi Road, Bombay-1.
14. The International Book Service, Deccan Gymkhana, Poona-4.
15. The New Book Company (P) Ltd., Kitab Mahal, 188-90, Dr. Dadabhai Naoroji Road, Bombay.
16. The Popular Book Depot (Registered), Lamington Road, Bombay-7.

MYSORE

17. Makkalapustaka Press, Balaman-dira, Gandhi Nagar, Bangalore-9.

18. People's Book House, Opp. Jaganmohan Palace, Mysore-1.
19. Pervaje's Book House, Koppikar Road, Hubli.

ORISSA

20. The Cuttack Law Times, Office, Cuttack-2.
21. Ekamra Vidyabhaban, Eastern Tower Room No. 3, Bhuvaneshwar-3, Orissa.

PUNJAB

22. The English Book Depot, 78, Jhoke Road, Ferozepore Cantt.

RAJASTHAN

23. K. M. Agarwala & Sons, Railway Book Stall, Udaipur.
24. Information Centre, Government of Rajasthan, Tripolia, Jaipur City, Rajasthan.

UTTAR PRADESH

25. A. H. Wheeler & Company, Private Ltd., 15, Elgin Road, Allahabad.
26. B. S. Jain & Company, 71, Abupura, Muzaffarnagar.
27. Goel Traders, 100C, New Mandi, Muzaffarnagar.
28. Law Book Company, Sardar Patel Marg, Allahabad.

WEST BENGAL

29. Firma K. L. Mukhopadhyay, 6/1A, Banckharam Akkur Lane, Calcutta-12.
30. M. C. Sarkar & Sons (P) Ltd., 14, Bankim Chatterjee Street, Calcutta-12.
31. Thacker Spink & Company (1933) (P) Ltd., 3, Esplanade East, Calcutta-1.
32. W. Newman & Company Ltd., 3, Old Court House Street, Calcutta.

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33. Atma Ram & Sons, Kashmere Gate, Delhi-6.
34. Bahri Brothers, 188, Lajpat Rai Market, Delhi-6.
35. Bookwell, 4, Sant Narankari Colony, Kingsway Camp, Delhi-9.
36. The Central News Agency, 23/90, Connaught Circus, New Delhi.

37. Dhanwantra Medical & Law Book House, 1522-Lajpat Rai Market, Delhi-6.
38. The English Book Shop, 7-L, Connaught Circus, New Delhi.
39. Freeland Publications Private Ltd., 11-A/16, Lajpat Nagar, New Delhi.
40. Hind Book House, 82, Jan Path, New Delhi.
41. Jayana Book Depot, Chapparwala Kuan, Karol Bagh, New Delhi.
42. Jain Book Agency, Connaught Place, New Delhi.
43. J. M. Jaina & Brothers, Mori Gate, Delhi-6.
44. Lakshmi Book Store, 42, M. M. Janpath, New Delhi.
45. Mehra Brothers, 50-G, Kalkaji, New Delhi-19.
46. M. Gulab Singh & Sons Private Ltd., Press Area, Mathura Road, New Delhi.
47. Oxford Book & Stationery Company, Scindia House, Connaught Place, New Delhi-1.
48. People's Publishing House, Rani Jhansi Road, New Delhi-1.
49. Rama Krishna & Sons, 16-B, Connaught Place, New Delhi.
50. The United Book Agency, 48, Amrit Kaur Market, Paharganj, New Delhi.
51. Kitab Mahal (W.D) Private Ltd., 28, Faiz Bazar, Delhi.

MANIPUR

52. Shri N. Chaoba Singh, Newspaper Agent, Ramlal Paul High School, Annexe, Imphal, Manipur.

AGENTS IN FOREIGN COUNTRIES U.K.

53. The Secretary, Establishment Department, The High Commission of India, India House, Aldwych, London. W.C. 2.