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I am happy to be here on the occasion of the 26th Annual General Body Meeting of the Indian Institute of Public Administration. I thank you for electing me as the President of this premier institute of public administration.

I am glad to find that the activities of the Institute have been wide ranging, covering a variety of programmes. The two specialised centres on urban and rural studies are working in areas that concern the citizens intimately in their search for a better living. I am of the opinion that it is necessary to pay greater attention to rural areas where the hard core of poverty, unemployment and underemployment exists. We have always been giving priority to the task of bringing about an appreciable rise in the standard of living of our poor brethren. The endeavours of the administration towards the realisation of this objective can succeed only with the involvement of the people and their representatives in both policy formulations and their execution. In this connection the role of voluntary organisations, citizens' forums and associations and the

participation of the professional organisations like IIPA in the tasks of governance and delivery of public service need hardly any emphasis.

We live in a rapidly changing world and to make progress with others our administrators have to properly equip themselves to serve the people. Through training and discussions with enlightened groups, our administrators may be informed about the latest techniques and skills in modern administration, keeping of course before them the welfare of the people.

I am happy to note that IIPA has been organising courses on administrative law. This is a study which is neglected and administrators thus lose respect for the rule of law and cease to accept the judicial system as a necessary part of the state machinery. I notice that IIPA is venturing into new studies like the administration of criminal justice, regulations of multi-national corporations, social welfare and the like. I hope IIPA will in future also organise special programmes to involve the politicians in a dialogue with administrators on administrative issues. Harmonious relationship and mutual understanding among politicians and administrators are essential in the successful functioning of any democratic system.

The yearlong silver jubilee celebrations of IIPA having come to an end today, I congratulate the Chairman of the Institute, members of the Executive Council, the Director and the faculty members of the Institute for initiating a number of new programmes like arranging special lectures, publication of special volumes on different aspects of administration, creation of a new Centre for Rural Studies, etc. I hope that the support of the Central and State governments will be forthcoming and the active participation of the members will make it possible to strengthen the work of the Institute in the state capitals, important cities and centres of learning, business and industry.

I am happy to find that IIPA has undertaken an ambitious programme of publishing a series of volumes consisting of materials drawn from its two prestigious journals and the records of research studies, seminars and public lectures. One cannot

emphasise enough the need of public lectures which create public interest and serve as opportunities for the exchange of ideas on important public issues.

I may tell you, I need more information and dialogue between ourselves so that I can understand the working of this Institute a little better. I am very glad to see the wonderful work you are doing. I hope you will carry the message far so that administrators will be able to control the politicians who seem to think that real work can be done on an *ad hoc* and random way. We have to be precise in a country of our magnitude. We cannot afford to fritter away our time which we have at our disposal today. We have about five years' time in which to put our country right so far as population, administration, law and order, crime, etc., are concerned. After five years, if we do not attend to these, meanwhile the matters will be out of our hands and may be beyond the powers of any government. In other words, we are living on borrowed time for five years. I think this Institute will be well-advised in tackling not only the present-day problems but to give them a start as to what should be immediately undertaken by the administration to overcome the difficulties which we are likely to face.