

THE INDIAN INSTITUTE OF PUBLIC  
ADMINISTRATION



FIRST ANNUAL REPORT  
(1954)



PRESENTED TO THE ANNUAL GENERAL MEETING  
on 1st April 1955



Sapru House, Barakhamba Road,  
NEW DELHI - 1.

THE INDIAN INSTITUTE OF PUBLIC  
ADMINISTRATION  
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INTRODUCTION

As this is the first annual report of the Institute, it will serve some useful purpose if some important steps by which the Institute came into being are recorded here. The importance of establishing an institution for a systematic study of public administration has been recognized for many years. Academic students of the subject, through their individual faculties and their professional organizations, have often pressed for this. Public men came to grips with problems of administration since their responsibilities for making the constitution and for running the government became more real. Members of the services themselves who had played an active part in the shaping and running of government under the old constitution were deeply concerned with the problems of transformation that had to follow in the wake of the establishment of a republican constitution and a welfare state. Point was lent to the urgent need for systematic study by the large scale plans of national development outlined in the first Five Year Plan. The Plan itself suggested several lines of administrative re-organization and emphasized the importance of appropriate adaptation at all stages.

PRELIMINARY ARRANGEMENTS

It was, therefore, in the fitness of things that the Deputy Chairman of the Planning Commission should have convened an informal meeting to consider some preliminary questions regarding the establishment of an Institute. Before the meeting was actually held, on 29th October 1953, the general trend of opinion in academic and non-official

circles was ascertained. In the light of this and other available information the present Director had prepared a note which was the basis of discussion at this meeting. Broadly this note suggested the establishment in India of an institute of public administration on lines similar to those of similar institutions in other countries, e. g. the Royal Institute of Public Administration in the U. K. The suggestions were considered in detail at the meeting which recorded its appreciation of the urgent need to establish the Institute. Some modifications to be incorporated into the constitution of the Institute were suggested by members, and Shri S.B. Bapat and the present Director were asked to take suitable steps to have the Institute registered.

### REGISTRATION

The two honorary joint organizers set to the task of drafting the rules and memorandum of association of the Institute. Several members who were in a position to help, and especially Shri B. N. Lokur of the Law Ministry, placed their assistance unreservedly at the disposal of the organizers. The Deputy Chairman of the Planning Commission, Shri V. T. Krishnamachari, continued actively to guide the several steps. The draft rules and articles of association were then circulated among a wide circle of officials, academicians, public men and the business community. Such among them as approved the rules and the articles, and were willing to register as members were invited to return the enclosed application form duly filled in and accompanied by an appropriate remittance. When a substantial response to this request was received, steps were taken formally to register the Institute under the Societies Registration Act (XXI of 1860), on 13th March 1954, with the Registrar of Joint Stock

Companies, Delhi. The first list of office-bearers which was to continue till 1st April 1955, was as follows :—

*President :* Shri Jawaharlal Nehru

*Chairman :* Shri V.T. Krishnamachari

*Vice-President :*

1. Shri C. D. Deshmukh
2. Dr. B. C. Roy
3. Dr. K. N. Katju
4. Shri U. N. Dhebar
5. Pandit H. N. Kunzru
6. Sardar Gurumukh Nihal Singh

*Council :*

- Shri Y. N. Sukthankar
- Shri Ramunni Menon
- Shri A. K. Chanda
- Shri N. V. Modak
- Shri B. Venkatappiah
- Shri M. K. Mathulla
- Shri C. S. Venkatachar
- Shri N. K. Sidhanta
- Shri K. Raghuramaiah
- Shri H. M. Patel
- Shri Din Dayal Sharma
- Dr. Seeta Paramanand
- Prof. S. V. Kogekar
- Prof. V. K. N. Menon

*Treasurer :* Shri S. B. Bapat

*Director :* Prof. D. G. Karve

*Auditor :* S. Vaidyanath Aiyar & Co.

## INAUGURAL MEETING

After the Institute had been legally registered, a meeting of formal inauguration was held at the Hyderabad House on 29th March 1954. Shri Jawaharlal Nehru, President of the Institute, was in the chair. The meeting commenced with an introductory speech from Shri V. T. Krishnamachari, on the origin and purposes of the Institute. The President in his speech exhorted all concerned to keep the human approach in administration always in the forefront of their studies. The Director indicated the specific fields of activity which the Institute intended to cover and the main steps by which it proposed to do so.

## PROGRAMME OF WORK

The broad outlines of the scope of the Institute's work indicated in the rules, the statements and the speeches connected with its establishment were reduced to specific objectives in a programme summary circulated on the occasion of the Inaugural meeting. This programme covered the following important points:

- (1) Publication of a regular Journal and of research papers from time to time ;
- (2) Maintenance of a library and a clearing house for information;
- (3) Conducting research projects and studies in Public Administration problems;
- (4) Holding conferences and seminars;
- (5) Conducting Post-graduate study courses and refresher courses;

- (6) Assisting in the development of graduate study programmes in Public Administration at the universities and the establishment of a school or schools of Public Administration.

A somewhat detailed action programme to give effect to these specific objectives and the man-power, money and material resources needed for the purpose were briefly enumerated.

## BUDGET AND FINANCE

The proposed programme of work fell into two well-marked parts. The school of public administration and the activities associated with it are of a special character. Details of the scheme as adopted by the Executive Council are given later in this report. It is estimated that in a full year of its working the school budget would run to Rs. 5 lakh. The recurring expenditure on other items of the Institute's activities, e.g. library, journal, study groups, preparation of literature to help in study and research, regional branches, international affiliation etc., was expected to grow progressively to about Rs. 4,50,000 by 1956-57. On the non-recurring side land, buildings, initial library and training expenditure, details of which are given later in the report, were estimated to involve an expenditure of over Rs. 34 lakh. Thus taking the recurring and non-recurring expenditure over the first three years the estimated total amount is expected to be about Rs. 50 lakh.

The Institute's own resources from membership fees are at present approximately Rs. 12,500. While membership is expected to grow in course of time the income from fees can at no time grow to a considerable amount. In view of the great national importance which attaches to the provision of

adequate and satisfactory facilities for training in public administration in the context of the major political and economic changes taking place in the country, the Government of India has taken keen interest in the establishment of the Institute. The Executive Council after it had satisfied itself about the soundness of its programme of action and of the broad outlines of the financial estimates, submitted its proposals to the Ministry of Finance through the Planning Commission. The Commission generally agreed with the Institute's scheme and recommended its adoption to the Government of India. The Finance Ministry then scrutinized the several proposals and gave an opportunity to the Director and the Treasurer to explain their nature to the Departmental Finance Committee. The Committee was good enough to accept in principle the proposals of the Institute for its three year programme and on the strength of it to include a sum of Rs. 7,71,000 in the current year's budget as a supplementary grant. The Institute has already commenced to draw on this grant to meet its actual needs of expenditure. The grant is made directly by the Finance Ministry to the Institute as an autonomous body, and is subject to the usual conditions of audit and previous sanction of major programmes of construction.

The liberal grant made by the Government of India has considerably eased the financial difficulties of the Institute. But for meeting all the present and prospective obligations of the Institute further support from state governments and private endowments is necessary. Efforts to obtain such aid are being steadily pursued. The Ford Foundation have expressed genuine interest in the whole idea of spreading sound knowledge and experience of public administration in the country. When the plans of the Institute's activities had reached a mature stage and the Government of India had

expressed their strong approval and support to the same, the Ford Foundation were good enough to promise a donation of \$ 3,50,000 over the first three years. The first year's instalment out of this grant has now been received. The Council of the Institute has already conveyed its thanks to the Government of India and to the Ford Foundation. There is reason to hope that other state and private sources will take a similar interest in the progress of the Institute, so that its activities may not suffer for the lack of material resources.

### PREMISES

In October 1954, the Institute's Office was moved to the Sapru House in which the Indian Council of World Affairs has been good enough to lease a suitable set of rooms for the purpose. For some time to come this should prove a satisfactory arrangement for housing the office and the library of the Institute. Very soon, however, the Institute will have to move into its own premises where all its expanding activities can be provided for. The Institute has already applied to the Government of India for the allotment of a suitable piece of land where the necessary structures can be located. A fair-sized and well situated plot of ground in the new Indraprastha Estate has been earmarked for the Institute and further steps to acquire this piece of land are being taken. The building needs of the Institute for school and other activities, as also for hostel and residential purposes, are being worked out in detail. The Executive Council has set up a Building Advisory Committee, including representatives of the Government departments concerned, to help it in preparing and carrying out a well-designed and economical plan of construction.

## ACTIVITIES OF THE INSTITUTE

### Regional Branches

The Executive Council has sanctioned bye-laws for the formation and working of regional branches. These have been communicated to members in the several states, in some of which preliminary meetings have been held and some initial steps have been taken to organize branches. The Council has expressed its readiness to give substantial help for the functioning of these branches, provided they represent a fairly large number of members and provided state government and university concerned evince interest in their working. In one or two states these conditions seem to have been satisfied and further steps for the inauguration of a branch are expected.

### School of Public Administration

Broad outlines of the scheme of the School have been approved by the Executive Council. Admission to the general training courses will as a general rule be on the strength of a qualifying degree and an entrance test. A two year course is being provided, covering lectures, assignments, seminars and tours. In-service training, orientation courses, and research projects are also planned. As the Universities and other Institutes develop their own general courses of training in public administration, the Institute's school will concentrate more and more on the three more specialized lines. Pending the construction of school premises, steps are being taken to build up a library, and to recruit and train key personnel for instructional purposes.

### Study Groups

With a view to promote a complete understanding among all concerned of the functioning of important service depart-

ments of the state, and to suggest promising lines of reform, if necessary, study groups from among interested and experienced members of the Institute are being formed. Two groups, one for Posts and Telegraphs, and the other for Customs, have already been set up. Experienced officers of the department-serving as well as retired have been asked to join the group. The Postal group will soon start functioning and the other one a little later. These groups are expected to make their studies as simple and practical as possible and to finish them within three or four months each. It is expected that in due course every member who has a developed interest in or intimate experience of any part of the working of public administration would be able to help in promoting these studies. A letter, with pre-paid reply card, was addressed to all members requesting them to indicate their respective fields of study and experience. Replies were received from about one-third of members and these will be utilized in forming study groups from time to time.

### Study Material

Whether it is an existing department in a university or it is a course in the proposed School of Administration of the Institute, the source materials, reports, text-books, case histories etc., bearing on Indian conditions which are needed for adequate and fruitful study are for the most part lacking. The Executive Council has, therefore, appointed a Central Committee of Direction for arranging to have such material prepared with as little delay as possible. The Committee has already adopted a list of topics on which to initiate studies and research. Some suitable contacts have also been made to secure the necessary material and expert collaboration. As soon as staff appointments are made further steps will be taken; so that the needs of training institutions should be met as soon and as adequately as possible.

### Journal

The Executive Council has decided to bring out a quarterly journal. As the whole scheme of the activities of the Institute and its financial provision were not finally settled till practically the end of the year, no issue could be put out till now. Shri S. B. Bapat, who has been appointed Editor of the Journal expects to publish the first issue soon.

### Library

The services of an experienced Librarian and Reference Officer have been secured for the Library of the Institute. In co-operation with well-informed agencies in India and outside, bibliographies of books, reports, journals, administration papers etc., are being prepared. As the Library and information service of the Institute are designed to be of direct assistance to students, officers and public men, considerable effort and care are being spent on a systematic planning of this department of the Institute. More concrete results will follow in the coming year.

### Fellowships

A very important part of the activities of the Institute consists in providing facilities for higher and specialized training in public administration. In governmental departments as well as in training institutes, it is desirable to augment the number of persons who have received training in the special disciplines connected with public administration. The Institute has, therefore, provided fellowships for training academic and official personnel. Already, several recommendations have been received from central and state government agencies, and from Universities. Contacts with appropriate centres of training and of practical experience, in India and outside, are being made and the first batch of the Institute's fellows will soon proceed on their tour of higher training.

## MEMBERSHIP OF INTERNATIONAL BODIES

The Institute has been recognized as the national centre for India by the International Institute of Administrative Sciences. At the last session of the Council of Administration of the International Institute held at the Hague, our Institute was represented by one of our members, Mr. P. A. Menon, who then was India's ambassador in Belgium. The Institute has also accepted the invitation of the International Political Science Association to be its associate member.

### CONTACTS

Mr. Noel Hall, Principal of the Administrative Training College, Henley-on-Thames, visited the Institute on 26th October 1954, and discussed with members present the problem of training in administration for governmental as well as non-governmental services.

Sir Paul Sinker, formerly the first Civil Service Commissioner in U. K. and Director General of the British Council addressed an informal gathering of the members of the Institute on 5th March, 1955, on 'Problems of Recruitment and Training of Civil Servants.'

At the request of the Ministry of Education, Government of India, a note on training in public administration at all stages of education was prepared by a special committee set up by the Executive Council, and was sent to Government for suitable action through the relevant all-India advisory bodies.

### ACCOUNTS

The audited accounts for the year ending 31st December 1954 are attached. The best thanks of the Institute are due to Messrs. S. Vaidyanath Aiyar & Co., for their assistance as Honorary Auditors of the Institute.

## THE INDIAN INSTITUTE OF PUBLIC

Balance Sheet as at

LIABILITIES	Rs. As. Ps.			Rs. As. Ps.		
<b>Capital Fund:</b>						
Life Membership Fees ...				2,500	0	0
<b>Liabilities :</b>						
(a) For Expenses ...	4,601	15	9			
(b) For Income-tax on Staff Salaries ...	19	0	0	4,620	15	9
<b>Subscription Received in Advance :</b>						
From Ordinary Members ...				50	0	0
<b>Suspense</b> ...				150	0	0
<b>Income and Expenditure Account :</b>						
Excess of Income over Expenditure as per annexed account ...				1,76,161	5	3
<b>Total</b> ...				1,83,482	5	0

Examined and found correct.

4, Kashmere Gate,  
DELHI  
4th March, 1955.

S. VAIDYANATH AIYAR & Co.,  
Chartered Accountants

## ADMINISTRATION, NEW DELHI.

31st December 1954.

ASSETS	Rs. As. Ps.			Rs. As. Ps.		
Office Equipment at cost ...				2,689	3	6
Cycle at cost ...				172	7	6
<b>Security Deposit :</b>						
(a) With Delhi Telephone District Office ...	4,000	0	0			
(b) With Post Master, New Delhi.	14	0	0	4,014	0	0
<b>Cash, Bank and Other Balances :</b>						
(a) Cash in hand ...	115	10	9			
(b) Stamps in hand ...	24	7	9			
(c) With Imperial Bank of India, New Delhi, in current account	1,75,000	0	0			
(d) With United Commercial Bank Ltd., New Delhi, in current account ...	1,466	7	6	1,76,806	10	0
<b>Total</b> ...				1,83,482	5	0

S. B. BAPAT  
Treasurer

D.G. KARVE  
Director & ex-officio Secretary



**THE INDIAN INSTITUTE OF PUBLIC**  
Income and Expenditure Account for the period

Expenditure	Rs. As. P.			Rs. As. P.		
To Establishment ...				6,961	1	0
„ Rent ...				1,987	6	0
„ Travelling and Conveyance ...				2,284	6	6
„ Printing and Stationery ...				1,251	12	9
„ Postage, Telegrams and Telephones ...				390	12	3
„ General Charges ...				364	2	3
„ Furniture Hire ...				254	12	0
„ Registration Charges ...				50	0	0
„ Bank Charges ...				72	14	0
„ Balance being Excess of Income over Expenditure carried to Balance Sheet ...				1,76,161	5	3
<b>Total ...</b>				<b>1,89,778</b>	<b>8</b>	<b>0</b>

189,778-8-0  
176,161-5-3  
13,617-2-7

4, Kashmere Gate, Delhi.  
4th March, 1955.

S. Vaidyanath Aiyar & Co.,  
Chartered Accountants

**ADMINISTRATION, NEW DELHI.**

from 21st January 1954 to 31st December 1954.

Income	Rs. As. P.			Rs. As. P.		
By Grant-in-aid from Government of India ...				1,75,000	0	0
„ <b>Subscription :</b> ...						
Corporate Members ...				1,550	0	0
Ordinary Members ...				13,154	12	0
„ Interest ...					73	12 0
<b>Total ...</b>				<b>1,89,778</b>	<b>8</b>	<b>0</b>

S. B. Bapat  
Treasurer

D. G. Karve  
Director & ex-officio Secretary

THE INDIAN INSTITUTE  
OF  
PUBLIC ADMINISTRATION

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**Report of Proceedings of the  
First Annual General Meeting of the General Body  
held on the 1st April, 1955**

SAPRU HOUSE  
BARAKHAMBA ROAD, NEW DELHI-1

**THE INDIAN INSTITUTE OF PUBLIC  
ADMINISTRATION, NEW DELHI**

**Report of Proceedings of the First Annual General  
Meeting of the General Body held on the 1st April,  
1955**

The First Annual General Meeting of the General Body of the Institute was held at Sapru House at 4 p.m. on the 1st April, 1955, with Shri Jawaharlal Nehru, President of the Institute, in the chair.

2. The following members were present :—

- (1) Shri Jawaharlal Nehru
- (2) Shri V.T. Krishnamachari
- (3) Shri N. N. Agarwal
- (4) Shri J.S. Bali
- (5) Shri H.C. Banjahi
- (6) Shri G.L. Bansal
- (7) Shri S.B. Bapat
- (8) Shri A.K. Basu
- (9) Shri B.S. Bawa
- (10) Shri N.C. Chatterjee
- (11) Shri J.L. Chopra
- (12) Shri S.L. Dang
- (13) Shri F.C. Dhaun
- (14) Shri Din Diyal
- (15) Shri N.V. Gadgil
- (16) Shri N.B. Gadre
- (17) Shri Harishchander Garg
- (18) Shri George Thomas K.
- (19) Shri A.S. Gill
- (20) Shri Jai Prakash Jain
- (21) Raja Keshvendra Singh Ju Deo
- (22) Shri Prem Nath Kalra
- (23) Shri N.J. Kamath

- (24) Prof. D.G. Karve
- (25) Dr. K.N. Katju
- (26) Shri S.N. Kaul
- (27) Shri C.S. Kedarnath
- (28) Prof. S.V. Kogekar
- (29) Shri M.R. Kothandaraman
- (30) Shri A.S. Krishnaswami
- (31) Shri P.L. Kumar
- (32) Shri Brij Bhushan Lal
- (33) Shri Lal Chand
- (34) Shri B.N. Lokur
- (35) Shri A.S. Mani
- (36) Prof. P.N. Masaldan
- (37) Shri Harish Chandra Mathur
- (38) Shri H.K. Mathur
- (39) Shri M.K. Mathulla
- (40) Shri I.K. Mathews
- (41) Shri D.L. Mazumdar
- (42) Prof. V.K.N. Menon
- (43) Shri B.P. Mital
- (44) Shri R.G. Mulgund
- (45) Shri R.G. Mundkur
- (46) Shri K.N.V. Nambisan
- (47) Shri D.R. Narang
- (48) Shri B.S. Narula
- (49) Shri Gopeshwar Nath
- (50) Shri Vishwa Nath
- (51) Shri P.R. Nayar
- (52) Shri A.V. Pai
- (53) Shri M.K. Palwankar
- (54) Shri A.D. Pandit
- (55) Dr. Seeta Parmanand
- (56) Shri H.M. Patel
- (57) Shri J.C. Paul
- (58) Shri Hit Prakash
- (59) Shri Satya Prakash
- (60) Shri H.N. Prasad

- (61) Shri Rajeshwari Prasad
  - (62) Shri K.S. Raghupathi
  - (63) Shri Khem Lal Rathee
  - (64) Shri S. Ratnam
  - (65) Shri Vishnu Sahay
  - (66) Shri I.M. Sahni
  - (67) Shri Milkhi Ram Sarswata
  - (68) Shri Satish Chandra
  - (69) Shri N.K. Sidhanta
  - (70) Shri S.K. Sinha
  - (71) Shri Balwant Singh
  - (72) Shri Dalip Singh
  - (73) Shri Gajadhar Singh
  - (74) Shri Gajendra Singh
  - (75) Shri Gurmukh Nihal Singh
  - (76) Shri Tarlok Singh
  - (77) Shri K.P. Sircar
  - (78) Shri K.S. Sobti
  - (79) Shri S.S. Shrivastava
  - (80) Shri G.P. Srivastava
  - (81) Shri P.D. Srivastava
  - (82) Shri K.N. Subbanna
  - (83) Shri Y.N. Sukthankar
  - (84) Shri P.C. Suri
  - (85) Shri Tara Chand
  - (86) Shri S.R. Thapar
  - (87) Shri S.D. Udhrain
  - (88) Shri B.D. Vashist
  - (89) Shri B. Venkatappiah
  - (90) Shri O.P. Verma
  - (91) Shri A. Viswanadham
  - (92) Smt. Champa Wahradpande
  - (93) Syed Hasan Zaheer
  - (94) Shri G.M. Sinha
  - (95) Shri Ishwar Dayal
- } Representing All India Local  
Bodies Officers' Association,  
Moradabad.

### 3. Item 1 of the Agenda : Preliminary remarks by the Chairman of the Executive Council

In his introductory remarks, the Chairman of the Executive Council, Shri V.T. Krishnamachari, outlined briefly the activities of the Institute during the year 1954-55. The Institute had about 600 members. Of these about 40 per cent. were in Delhi. A regional branch of the Institute was expected to be set up in Bombay in the near future. The Institute's membership fees formed only a very small portion of the total finance needed by it, which at the moment was largely provided by the Government of India. The assistance given by private donors, such as the Ford Foundation, was expected to add substantially to the Institute's funds. A nucleus of staff had been recruited. Research projects on some important subjects had been planned and were about to start. The first issue of the journal of the Institute had been brought out. Thus some useful work had been done during the first year. At the inaugural meeting of the Institute, its President, Shri Jawaharlal Nehru, had drawn pointed attention to the importance of the human factor in administration. Shri Krishnamachari expressed the hope that the Institute would in its future activities, as in the past, keep this consideration in the forefront.

### 4. Item 2 of the Agenda : Announcement of the Result of the Election of Fifteen Members of the Executive Council for 1955-56 under Rule 14

The following 15 persons were declared elected to the Executive Council for 1955-56 as a result of the elections held in March 1955 :—

- (1) Shri V.T. Krishnamachari Deputy Chairman, Planning Commission.
- (2) Shri Y.N. Sukthankar .. Cabinet Secretary, and Secretary, Planning Commission, Govt. of India.
- (3) Shri H.M. Patel .. Secretary, Dept. of Economic Affairs, Ministry of Finance, Govt. of India.
- (4) Shri Humayun Kabir .. Secretary, Ministry of Education, Govt. of India.
- (5) Shri N.K. Sidhanta .. Member, Union Public Service Commission.
- (6) Shri B. Venkatappiah .. Executive Director, Reserve Bank of India, Bombay.

- (7) Prof. S.V. Kogekar .. Head of the Dept. of Economics and Politics, Fergusson College, Poona.
- (8) Shri S. Ranganathan .. Joint Secretary, Ministry of Works, Housing & Supply, Govt. of India.
- (9) Prof. V.K.N. Menon .. University Professor of Politics, Patna University.
- (10) Shri Din Dayal Sharma .. Secretary, New Delhi Municipal Committee.
- (11) Shri H.C. Mathur .. Member, Rajya Sabha.
- (12) Shri S.N. Mozumdar .. Managing Director, Hindustan Steel Co. Ltd., New Delhi.
- (13) Shri Sri Ram Sharma .. Director, Institute of Public Administration, Sholapur.
- (14) Shri M.K. Mathulla .. Officer on Special Duty, Ministry of Production.
- (15) Shri Din Diyal .. Principal, M. B. Higher Secondary School, New Delhi.

### 5. Item 3 of the Agenda : Consideration of the Annual Report for 1954

Prof. D.G. Karve, Director, read out the annual report for 1954.

Shri A.D. Pandit moved that the report be approved.

Shri N.N. Agarwal seconded the proposal.

Shri G.L. Bansal observed that the annual report had been circulated only at the time of the meeting and members had no time to study it and were unable to make any useful comments. He felt that it would be advisable in future to circulate the report at least 15 days in advance of the meeting. Referring further to para 1, page 9, of the report, Shri Bansal suggested that members who had not replied should be addressed once again to state their major fields of experience and interest in public administration. Both of Shri Bansal's suggestions were accepted.

Among other points on which Shri Bansal wanted fresh light were : (1) centres of training to which it was intended to depute the fellows; (2) method of selection of the fellows; and (3) relationship of the Administrative Staff College with the proposed School of Public Administration.

The Director explained that before sending the fellows abroad, an orientation course would be held in Delhi to acquaint them fully with the present state of affairs in India in respect of the fields of study they were expected to pursue in foreign countries. These countries would be chosen according to the specific subjects of study of the fellows. As regards the method of selection of the fellows, recommendations were called from universities and Governments and these were first screened by the Standing Committee and further scrutinised by the Executive Council. The Administrative Staff College would cater to the requirements of those already in employment either of public services or business management. The usual method of study in such a college is for the students to form themselves into groups or "syndicates" which discuss problems in the light of the experience of their members. The proposed School of Public Administration would, on the other hand, provide post-graduate and pre-recruitment training, in-service training, and orientation courses.

The annual report was adopted.

**6. Item 4 of the Agenda : Consideration of the Balance-Sheet and the Audited Accounts for 1954**

Shri J.L. Chopra proposed that the Balance-Sheet and Audited Accounts for 1954 be approved. Shri Din Diyal seconded the proposal. The resolution was carried unanimously.

**7. Item 5 of the Agenda : Election of the President and the Honorary Treasurer of the Institute**

Shri N.V. Gadgil proposed that Shri Jawaharlal Nehru be elected President for the year 1955-56. The proposal was seconded by Shri N.K. Sidhanta. As no other proposal was put forward, Shri Jawaharlal Nehru was declared elected unanimously.

Shri H.M. Patel proposed that Shri S.B. Bapat be elected Honorary Treasurer for the year 1955-56. Shri F. C. Dhaun seconded the proposal. As there was no other proposal, Shri Bapat was declared elected unanimously.

**8. Item 6 of the Agenda : Appointment of Auditors for 1955**

Shri A.V. Pai proposed that Messrs. S. Vaidyanath Aiyar and Co. be elected Honorary Auditors of the Institute for the year 1955. Shri Y.N. Sukthankar seconded the proposal. The resolution was carried unanimously.

**9. President's Remarks**

Addressing the members present, Shri Jawaharlal Nehru stated that he was very much attracted by the advice given by

Mr. Paul H. Appleby in his article entitled 'Thinking Big' published in the first issue of the *Indian Journal of Public Administration*—the Institute's quarterly organ. He agreed with Mr. Appleby that the great task of the execution of India's development plans called for a more progressive and realistic attitude on the part of the administration. With the advent of the atomic age, the political, economic and social policies of the country had to be refashioned entirely in new terms. The introduction of atomic weapons in the political field was threatening the very foundations of civilisation and a fundamental change in political values had become imperative. Similarly, with the use of atomic energy in other fields the traditional methods would become out of date. A new kind of industrial revolution was in the making—a revolution which required the administration to keep pace with the times, to re-evaluate administrative methods and practices and to adapt them to the needs of the changed circumstances. A continuing awareness of the new problems and persistent efforts to solve them were a necessary price of survival. Methods and operations followed fifty years ago were no longer suitable. This was amply illustrated by the increasing emphasis on 'physical planning' in India's development schemes. What was required was a realistic faith in India's future, a genuine belief in the value of national objectives, a determination to go ahead, and a willingness and capacity to take risks—big risks, but not, of course, foolish risks. ✓

**10. Vote of thanks**

The Chairman of the Executive Council thanked the President and other members for their participation in the meeting.

The meeting was followed by an 'At Home' given by the Chairman of the Executive Council.