

**THE INDIAN INSTITUTE OF PUBLIC
ADMINISTRATION**



FOURTH ANNUAL REPORT

Presented to the Annual General Meeting
on the 5th April 1958

6, BHAGWANDAS ROAD
NEW DELHI-1

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

FOURTH ANNUAL REPORT

This Report covers the activities of the Institute during the year April 1957 to March 1958. In addition, it contains the audited statement of accounts and the annual balance-sheet for the calendar year 1957 (Appendix I).

Organisational Matters

The Executive Council

Shri Jawaharlal Nehru, the Prime Minister of India, continued as the President of the Institute, having been re-elected for another year at the annual general meeting held in April, 1957.

The Vice-Presidents at the end of March, 1957, were Shri Govind Ballabh Pant, Shri H.N. Kunzru, Shri C.D. Deshmukh and Shri Gurmukh Nihal Singh, with two vacancies. As a result of lots taken under the amended Rules, the first three of them retired and the Executive Council at its meeting on the 5th April, 1957, re-elected Shri Govind Ballabh Pant and Shri H.N. Kunzru, and elected Shri T.T. Krishnamachari in place of Shri C.D. Deshmukh, as Vice-Presidents of the Institute for a period of two years. Later, to complete the number of six Vice-Presidents, the Executive Council elected also Shri Shri Ram and Dr. G.S. Mahajani as Vice-Presidents for two years.

Other important changes in the composition of the Executive Council were :

- (1) Shri C.D. Deshmukh was co-opted as a member in the vacancy caused by the appointment of Prof. V.K.N. Menon as the Director of the Institute;
- (2) Shri N.V. Gadgil, Shri G.L. Bansal, Shri L.P. Singh, ICS, and Gen. S.M. Shrinagesh were co-opted for a period of one more year;
- (3) Shri M.K. Vellodi, ICS, Cabinet Secretary and Secretary, Planning Commission, Government of India, was co-opted *vice* Shri R.N. Aggarwal whose term expired.
- (4) Under the amended Rules, Shri S.B. Bapat, ICS, continued as the Treasurer of the Institute for a second

year. Prof. V.K.N.Menon continued to be the Director and Ex-officio Secretary of the Executive Council.

The Executive Council held five meetings during the year.

Three members of the Standing Committee of the Executive Council (Shri Gurmukh Nihal Singh, Gen. S.M. Shrinagesh and Shri Y.N. Sukthankar) having left Delhi permanently, the Executive Council appointed in their places Dr. G.S. Mahajani, Shri M.K. Vellodi and Shri G.L. Bansal.

The Standing Committee held eight meetings during the year.

The membership of the Executive Council, and also of the Standing Committee and other Committees, as they stand at present, are shown in Appendix II.

Membership

The membership of the Institute on March 1, 1958, was as follows :

Ordinary	...	1,001
Corporate	...	66
Life	...	23
Associate	...	7
		<hr/>
Total	...	1,097

The ordinary membership of the Institute rose by 251 during the year 1957, corporate membership by 30 and life membership by 4. The present corporate membership of 66 covers 6 State Governments, 9 other Governmental units, 23 universities, 11 colleges and university institutes, and 17 private corporate organisations. The Orissa, Bihar, Kerala, Rajasthan, and West Bengal Governments are being admitted as corporate members. Bombay State Road Transport Corporation has been admitted as a permanent corporate member by the payment of Rs. 2,500.

The amendments to the Rules of the Institute in August 1956 created a new class of Associate membership; there are at present 7 Associate members from *bona fide* post-graduate university students under the age of 25. Associate members are entitled practically to all the benefits open to ordinary members, except that they cannot participate in the management of the affairs of the Institute.

Regional and Local Branches

Previous to the current year, there was only a Regional Branch at Bombay and a local branch at Poona. It is a matter

of satisfaction that, during the year, a number of new Branches came into existence. A Local Branch was formed in Bangalore in April, and as its membership later increased from 11 to 56, it was converted into a Regional Branch in July. It has now 65 members. Local Branches were also set up during the year at Jaipur (May 1957), Trivandrum (September 1957), Patna (January 1958), Lucknow (February 1958) and Madras (December 1957). Meanwhile, the membership in Rajasthan having exceeded 50, the Jaipur Local Branch is ready for conversion into a Regional Branch. Local Branches at Cuttack, Calcutta, Bhopal are being formed at an early date.

The *Bombay* Regional Branch continued to be the most active of the Branches of the Institute. It arranged seven Lecture Meetings during the year and has set up six new Study Groups on the following subjects :

- (1) Co-ordination of development activities in the Poona District.
- (2) Functioning of Central and State Agencies side by side in a selected area, namely Bombay.
- (3) Working of the Bombay State Road Transport Corporation.
- (4) Measures to eradicate corruption in public services.
- (5) Accounts and auditing in relation to Government Departments.
- (6) Procedure for granting financial sanctions to schemes before incorporating them in the budget again before actual implementation.

The Branch has also a small library and is engaged on the work of compiling the existing facilities for training. The Government of Bombay made a grant of Rs. 5,000 to the Branch for 1957-58 and the Institute has also given it a similar sum as a grant for the year. The *Poona* Branch was paid Rs. 2,500 during the year and has set up two Study Groups. These are on—

- (1) Poona Municipal Transport.
- (2) The nature of the relation between the strength of the staff and the work in a department.

The Local Branch at *Trivandrum* has been paid a sum of Rs. 1,270 for research assistance towards undertaking a monograph on the administrative set-up in Kerala, as well as for office expenses. The Regional Branch at Bangalore arranged a number of lectures and it has been paid a grant for office expenses. The recently-formed Branches at *Madras*, *Lucknow* and *Patna* are undertaking monographs on the administrative

systems in those places, but no payment has been made so far to them and or to the Branch at *Jaipur*.

Financial assistance is now given to Branches on an 'ad hoc' basis towards research projects, office expenses and other items. Further, they receive one fourth of the subscriptions paid by their members. A standard scheme of financial assistance for different activities of Branches is being worked out.

Appointment of Correspondents in States

Correspondents have been appointed in all States and Union Territories, except Jammu and Kashmir and Himachal Pradesh, in order to facilitate the collection of accurate information for the Newsletter about recent events and developments in the field of public administration. These correspondents can also help in the organisation of the regional and local activities of the Institute and provide a liaison between the Institute headquarters and State Governments in particular.

The Building Programme

The Institute's building programme has made further progress. The first floor of the Institute's main building, consisting of the Institute's Office, the Library and the School, as well as the first floor of the Hostel, have been completed; the construction work is expected to be finished in the middle of the year and the buildings will be ready for occupation by October 1958. Though Government have given administrative sanction for the Assembly Hall and the residential quarters also, commencement of their actual construction was temporarily postponed, under Government's advice, when that of the other two buildings was begun. It is hoped that permission to begin construction of these also will be accorded early in the financial year 1958-59.

Institute's Staff

Draft Service Rules for the Institute's personnel have been formulated by a sub-committee of the Executive Council and will be finalised shortly. The Rules are based on the concept of the Institute as the model employer, taking also into account the scales of benefits obtaining in other comparable institutions.

A Recreation Club for the Staff of the Institute was organised early in the year and continues to function actively.

Activities of the Institute

Indian Journal of Public Administration

With the close of the year, the *Journal* completed the third year of its existence. It is increasingly becoming a

forum for the exchange of ideas and the discussion of contemporary problems of public administration. The quarterly news feature of the *Journal* has recently been reoriented, in view of the publication of the *Newsletter*, to give a more selective but detailed view than before of developments in the field of public administration.

IIPA Monthly Newsletter

The monthly *Newsletter*, which was started in February, 1957, has met with an encouraging response. It provides for members a bird's-eye-view of important events in the field of public administration in India (and abroad) during the previous month. The size of the *Newsletter* has recently been doubled and this should increase its usefulness to administrators, university teachers, students and others interested in administrative developments at home and abroad.

Public Administration Abstracts

The *Abstracts* were started in April last as a monthly information and reference service for the benefit of the members of the Institute. It brings to members a digest of important articles on public administration and allied subjects published in periodicals, both Indian and foreign, received during the previous month in the Institute's Library; an index is also given of articles which are not so digested. This abstracting service provided by the Institute has been greatly appreciated in Government and university circles.

The Research Programme

The descriptive study of the "Machinery of Government of India" which was mentioned in the last report has had to be revised in the light of the recent reorganisation of some of the Union Ministries and departments; additional chapters have been included on the structure of personnel, financial control and accounting processes, and working conditions. This study is at present in the press. Monographs on the lines of the New Whitehall Series are under preparation on "The Office of the Comptroller and Auditor-General" and the "Union Ministry of Finance". Work on a similar volume on the "Ministry of Home Affairs" will begin soon and one on "The Ministry of External Affairs" is projected. Shorter studies of All India Radio, the Ministry of Community Development, the Central Social Welfare Board and the Election Commission are also in progress. And arrangements have been made for a similar study of the Union Public Service Commission. In all this work, the assistance of the units of Government concerned has been very valuable.

Study Groups

A Study Group on the "Public Transport System in Delhi" has met a number of times and made good progress; it has recently conducted a survey of the modes of transport used and the distances travelled by the vast majority of Central Government employees in Delhi in their journeys to and from office. An important Study Group on the Organisation of the Indian Central Government (1947-1957) has also been set up under the chairmanship of *Shri C.D. Deshmukh*; preparation of material for the study has already been undertaken by all the Ministries. Another Study Group on "Morale in Public Services" has met three times.

This year the Institute has also been entrusted with two studies by Government. The Public Accounts Committee of Parliament has asked for a study to be made of the Alipur Community Development Block; and the Delhi Town Planning Organisation of the Ministry of Health has requested the Institute to make a study of the possibilities of deconcentration of offices in Delhi.

In this connection mention may also be made of a Study Circle which has been organised in the Institute for its Research Staff.

Other Research Work and Publications

In addition to the above, information on subjects like Metropolitan Government Abroad, Ministerial changes in India since 1947 and Social Security Administration have been collected in the Research Division. Information regarding different aspects of our administrative system has also been collected in connexion with the Seminars mentioned below.

The "Year Book of Indian Administration" will also shortly go to the press.

Seminars and Training Courses

The Seminar on "Principles and Problems of Personnel Administration in India" mentioned in the last report was held in May, 1957. This Seminar, which was directed by *Shri S.B. Bapat*, ICS, was held in co-operation with the Central O & M Division, and it was in the nature of a refresher course for officers of the level of Under Secretary engaged in establishment work in the Central Government.

A Seminar on "Administrative Problems of State Enterprises" was convened by the Institute in New Delhi on December

20-21 and it was attended by 25 delegates from public and private enterprises, Central and State Governments and universities. The main items for discussion were; (1) problems of top management; (2) internal administrative structures; and (3) external controls. The Seminar was directed by *Shri S.S. Khera*, ICS, Secretary, Departments of Mines and Fuel, Government of India. Its report is expected to be available shortly.

A third Seminar on the "Pattern of Rural Government (from the Village to the District level)" met on February 15-16. It was attended by 25 delegates and was directed by *Prof. D.G. Karve*. The future of Panchayats and District Boards was discussed in the light of the Balvantray Mehta Committee's report on Community Projects.

The discussions at the last two Seminars are expected to prepare the ground for a further consideration of the subject at the Members' Second Annual Conference on April 5.

The First Annual Conference

The First Annual Conference of the Institute was held on April 7, 1957, in continuation of the Annual Business Meeting. The main item on the agenda was "Recruitment and Training for Public Services"; on this subject a Seminar had been held in the previous year and the proceedings formed the basis of the discussions. The Conference was inaugurated by *Shri G.B. Pant*, Union Minister for Home Affairs, and over 200 delegates participated in the meeting.

The Essay Competition

To encourage original and significant contributions to the study of public administration, especially in its Indian context, an Essay Competition was instituted during the year, with a first prize of Rs. 1,000/-, which is to be given on the occasion of the Annual General Meeting.

The School of Public Administration

The School of Public Administration was scheduled to begin in July of this year. As has been mentioned earlier, the buildings in the process of construction will house the School also and include its hostel. Pending the completion of our own buildings, a rented building for the School, in the neighbourhood of the present premises of the Institute, was intended to be taken for six months from July. However, in view of the good progress in the construction of the buildings, as well as of the difficulty experienced in securing a suitable

rented building adjoining the present premises, it has now been decided to start the School in our own new buildings in October next. The School is primarily intended to provide higher education in the field of Public Administration. With approximately 50 students in each year, a two years' course for a diploma in public administration is contemplated; admission will be open to graduates from any faculty of a university. Provision also exists for admitting holders of Master's degrees for a one year's course and also for admitting to the course persons employed in the service of the Government. A Committee under the chairmanship of Prof. D.G. Karve has drafted the general scheme of courses.

Arrangements for recruiting suitable teaching personnel for the School have made good progress. A Selection Committee has been appointed by the Executive Council and six full-time professorships and assistant professorships for the School were advertised in June last. *Dr. A. Avasthi* of the Mahakoshal Mahavidyalaya, Jabalpur, and *Dr. V. Jagannadham* of the Andhra University have been selected as Assistant Professor of Public Administration, and of Sociology and Social Administration respectively; (pending the commencement of the School, *Dr. Jagannadham* is working as the Chief Research Officer of the Institute). Recruitment of the remaining teaching personnel is in hand. It is proposed to send the instructional staff abroad before the school commences to study the teaching of, and recent developments, in their respective subjects in the U.S.A., the U.K. and other suitable countries.

The Fellowships Programme

The *Institute's* Fellowships Programme is two-fold. *First*, there is an overseas fellowships scheme, already adopted, for the study and observation of advanced administrative techniques and practices. It covers both university teachers and practitioners of administration. Of the two University teachers already selected for the purpose, *Dr. R.B. Das* of Lucknow University left for the U.S.A. in February this year and has joined the Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University; the other, *Shri K. Moorthy* of Nagpur University, is expected to follow in July next and join the Graduate School in Public Administration of Harvard University. It may be mentioned here that the Maxwell School has agreed to work out and supervise the detailed programme of studies of such Fellows and our teachers during their stay in the United States; the British Council is expected to do the same in England. Three Government officers from the States have recently been selected for an advanced study of O & M techniques; the officers selected

earlier were found to be not available for the present. The new group is expected to be able to leave India in the middle of the year.

The *second* part of the Fellowships Programme has been adopted only recently. The Scheme provides for the Fellowships in India for two to four university teachers for attachment to Government Departments, and facilities for the same number of Government officers to study problems in universities or elsewhere in India, for periods ranging between three and six months. It is proposed to implement this scheme in the year 1958-59.

Mention was made in the last report of a scheme for 6 short-term research scholarships at the headquarters of the Institute for M.A.'s (and holders of equivalent degrees) from the universities. This scheme has met with some placement difficulties and it is proposed to re-examine it.

Library

The Reference and Information Services of the Library continued to function usefully during the year; about 23 enquiries were attended to. Six bibliographies were prepared on various subjects. The news documentation section started last year has extended its coverage, in addition to the dailies, to press releases of the Central and State Governments.

The number of books in the Library increased during the year by over 6,575—4,737 by purchase and 1,838 by gift. The total now stands at over 12,500. The number of periodicals received at present is 217, an increase of 57 over the previous year. Over 175 members of the Institute made use of the Institute's library facilities during the year under review, and some of these were from outside Delhi.

Under the Wheat Loan Educational Exchange Programme, 937 books have been received by now. These include complete sets of *Public Administration Review*, *International Organisation*, *Social Research*, *Public Management*, *Public Personnel Review*, and *Harvard Law Review*. Another important acquisition during the year was a set of 658 volumes of *Hansard*.

Lectures and Group Discussions

The following lectures were delivered at the Institute during the period March 1957 to February 1958.

Date	Lecturer	Subject
1957		
22nd March	Prof. W.F. Ogburn, Distinguished Service Professor (Emeritus) of Sociology, Chicago University.	"Planning and Social Trends" (Chairman : Shri V.T. Krishnamachari).
26th March	Prof. Edward S. Mason, Professor of Economics and Dean of the Graduate School of Public Administration, Harvard University.	"Problems of Economic Planning" (Group Discussion).
3rd April	Dr. Hugh Keenleyside, Director General of the Technical Assistance Administration of United Nations, New York.	"Technical Assistance in the Field of Public Administration". (Chairman : Shri D.L. Mazumdar)
1st May	Mr. J.A.C. Robertson, Director of Personnel, the United Nations, New York.	"Personnel Administration in the U.N. (Chairman : Shri S. Lall)
12th August	Shri H.M. Patel, ICS, Principal Secretary, Ministry of Finance, Government of India.	"Expanding Government" (First lecture in the series "Expanding Government in India". (Chairman : Shri Govind Ballabh Pant)
13th Sep.	Dr. Carlos P. Ramos, Director, Institute of Public Administration, University of Philippines.	"Movement for Administrative Reform in the Philippines."
14th Oct.	Prof. Bert F. Hoselitz, Professor of Social Sciences, University of Chicago.	"Levels of Centralisation in Economic Development" (Chairman : Dr. P.S. Lokanathan)
1st Nov.	Dr. Frank P. Sherwood, Associate Professor of Public Administration and Director of Planning Programme, University of South California.	"The Teaching of Public Administration in the U.S.A." (Chairman : Shri K. Radhakrishnan)

4th, 5th and 6th Nov.	Shri S.S. Khera, ICS, Secretary, Departments of Mines and Fuel, Government of India.	"District Administration in India". (3 lectures) (Chairman : Shri V.T. Krishnamachari)
12th Nov.	Mr. Harlan Cleveland, Dean, Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University.	"Executive Leadership" (Chairman : Shri V.T. Krishnamachari)
18th Nov.	Prof. Archie T. Dotson, Associate Professor of Government, Cornell University.	"Administrative Problems of Metropolitanism" (Chairman : Shri P.R. Nayak ICS)
5th Dec.	The Rt. Hon. Patrick Gordon Walker, M.P., formerly Secretary for Commonwealth Relations, Great Britain.	"Individual Liberty and Socialist Administration" (Chairman : Shri Justice S.K. Das)
10th Dec.	Mr. Douglas Houghton M.P., Chairman, Staff Side, Civil Service National Whitley Council, Great Britain.	"Whitley Councils in the British Civil Service" (Chairman : Shri B. Shiva Rao)
1958		
13th Jan.	Dr H.R. Tinker, Professor of History, The School of Oriental and African Studies, University of London.	"Conventions in English Local Government" (Chairman Shri: A.D. Pandit, ICS)
31st Jan.	Mr. Walter P. Hedden, Director of the New York Port Authority and Transport Consultant to the World Bank and the Govts. of Turkey and Liberia.	"Metropolitan Traffic Problems" (Group Discussion)
14th Feb.	Professor Norman Hunt, University of Edinburgh.	"Problems of Public Enterprises" (Group Discussion)
20th Feb.	Professor Walter Gellhorn, Columbia University.	Some Problems of Comparative Administrative Procedure (Group Discussion)

Foreign Contacts and Visitors to the Institute

The Institute was represented at the Round Table of the International Institute of Administrative Sciences held at Opatija (Yugoslavia) from June 20-25, 1957, by *Prof. V.K.N. Menon*, the Director and *Shri H.C. Mathur*, M.P., member of the Executive Council. The main items for discussion at the Conference were (1) Decentralisation, (2) the Merit System as applied to promotions, with special emphasis on efficiency rating; and (3) Automation. The *Institute* supplied to the I.I.A.S., as requested, detailed information on contemporary practices in India in regard to the first two subjects. *Prof. V.K.N. Menon* further attended a meeting of the Board of Editors of the International Review of Administrative Sciences, of which he had been appointed a member at the beginning of the year. He also attended the meeting of the Committee on Administrative Practices in the absence of *Shri S.B. Bapat*, ICS, the regular representative from India. *Shri Mathur* participated in the meeting of the Scientific Committee; he also visited, on his way to the Round Table, the Institute of Public Administration in Cairo set up by the United Nations Technical Assistance Administration. The Director also attended a Preliminary Conference on Public Administration at Saigon, Viet Nam (7-13 February, 1958) as the leader of a delegation nominated by the Government of India. This Conference was intended to prepare the ground for a Regional Conference on Public Administration to be held in the Philippines in June. For this latter conference, the Indian delegation has been entrusted with the task of preparing a memorandum on the Administration of Social and Economic Planning, the other subject being Civil Service Recruitment and Training.

During the year under review, a number of distinguished persons visited the Institute. In addition to those who delivered lectures and are mentioned in that connection, these include *Dr. Henry Heald* and *Dr. Donald David* of the Ford Foundation, New York, *Professor Schuyler Wallace* of Columbia University, *Professor Edward Schils* of Chicago University, *Professor Quincy Wright* of Chicago University, *Professor Charles A. Myers* of the Massachusetts Institute of Technology and *Mr. Alastair Hetherington*, Editor of the *Manchester Guardian*, England.

Finance and Accounts

The Ford Foundation Grant

The second instalment of the Ford Foundation Grant for \$1,16,666 (Rs. 5,55,000) has been received. It has been earmarked

with an account opened in the First National City Bank of New York, for expenditure abroad in connexion with fellowships, training of teachers of the School, honoraria for visiting professors and the purchase of foreign books and equipment for the library.

The first instalment of an equivalent amount has been allocated for expenses in connection with the Library part of the building and purchase of books.

Accounts for 1957

The audited accounts for the year ended December 31, 1957, are given in Appendix I. The total expenditure in 1957 was Rs. 3,61,642/- and the major items of expenditure were as follows: Establishment, Rs. 2,00,286/-; Journal, Rs. 18,008/-; Books, Rs. 98,517/-; Newspapers and Periodicals, Rs. 7,705/-.

Messrs. S. Vaidyanath Aiyar & Co. worked as Honorary Auditors for the Institute for the year.

The Government of India were generous enough to sanction a grant of Rs. 18,50,000 (non-recurring Rs. 14,50,000; recurring Rs. 4,00,000) for the year 1957-58. Of this, Rs. 14 lakhs have already been received.

Budget for 1958-59

The budget estimates of the expenditure are :—

Recurring :	Institute : 5,57,000	}	6,82,655
	School : 1,25,655		
Non-recurring :	Institute : 17,70,000	}	18,95,000
	School : 1,25,000		
	TOTAL :		25,77,655

Details will be found in Appendix III.

The budget estimates of recurring expenditure for the next year show a modest increase in regard to publications and assistance to Regional Branches. The increase of Rs. 10,000 in regard to publications is due to an expanded programme of research publications and study reports during the coming year. The organisational activities of the Institute are expected to receive a further impetus in 1958-59 and, therefore, an increase of Rs. 5,000/- for this item has been provided for in the budget estimates. A sum of Rs. 1.25 lakhs has been provided as recurring expenditure for the School of Public Administration.

The budget estimates further provide for a non-recurring expenditure of Rs. 18.95 lakhs, as against Rs. 15 lakhs last year, to meet building and library costs.

Receipts during 1958-59 are expected to go up by Rs. 14,000 mainly due to the increase in the number of members and the sale of the Institute's publications.

APPENDIX I
THE INDIAN INSTITUTE OF PUBLIC

Balance Sheet as at

LIABILITIES	Rs.	nP.	Rs.	nP.
Capital Fund :				
As per last Balance Sheet ...	4,750	00		
Add: Life Membership Fee received during the year ...	750	00	5,500	00
Building Fund :				
Amount received till the end of the year against grant sanctioned by the Government of India ...			10,00,000	00
Grant from the Ford Foundation :				
For purchase of library equipment, research, award of fellowships etc. As per last Balance Sheet ...	5,54,746	81		
Add: Further receipts during the year...	5,58,906	00	11,13,652	81
Subscriptions Received in Advance :				
From Members ...	522	09		
For Journal ...	444	10	966	19
Security Deposits :			35,165	00
Fees Received from Applicants for Membership :			1,079	75
Other Liabilities :				
For Expenses ...	24,149	12		
For Other Finances ...	127	22	24,276	34
Income and Expenditure Account :				
Excess of Income over Expenditure for the year as per annexed account ...	3,63,038	91		
Less: Deficit as per last Balance Sheet	1,04,452	59	2,58,586	32
Carried Over ...			24,39,226	41

ADMINISTRATION, NEW DELHI

31st December, 1957

ASSETS	Rs.	nP.	Rs.	nP.
Buildings :				
Under Construction ...			6,34,092	08
Motor Car :				
At Cost as per last Balance Sheet ...	10,558	75		
Less: Depreciation written off :				
Upto 31-12-1956	3,519	63		
For the year	1,407	82	4,927	45
			5,631	30
Office Equipment :				
At Cost as per last Balance Sheet ...	23,650	81		
Additions during the year ...	6,285	18	29,935	99
Less: Depreciation written off :				
Upto 31-12-1956	4,555	81		
For the year	3,314	00	7,869	81
			22,066	18
Air Conditioning Unit :				
Purchased during the year—at Cost ...	1,540	62		
Less: Depreciation written off for the year ...			154	00
			1,386	62
Water Cooler :				
Purchased during the year—at Cost ...	1,685	94		
Less: Depreciation written off for the year ...			189	63
			1,496	31
Cycles :				
At Cost as per last Balance Sheet ...	482	75		
Less: Depreciation written off :				
Upto 31-12-1956	128	06		
For the year	70	92	198	98
			283	77
Furniture and Fixtures :				
At Cost as per last Balance Sheet ...	24,076	46		
Additions during the year ...	13,371	20	37,447	66
Less: Depreciation written off :				
Upto 31-12-1956	1,280	69		
For the year	1,909	28	3,189	97
			34,257	69
Carried Over ...			6,99,213	95

LIABILITIES	Rs.	nP.	Rs.	nP.
Brought Forward ...			24,39,226	41
Notes :				
1. No provision has been made in the accounts in respect of the following expenses :				
(a) Leave Salary, Pension Contribution and Contribution to Contributory Health Scheme, in respect of employees on deputation.				
(b) Bills for Institution's tele-phones :				
(i) No. 40984 for December 1957; (ii) No. 40974 for January 1957; and (iii) No. 45187 for May 1957.				
(c) Motor Car Expenses—Bill for December 1957.				
2. The U.S. Dollars have been converted at the rate of 100 Dollars : Rs. 475/-.				
Carried Over ...			24,39,226	41

ASSETS	Rs.	nP.	Rs.	nP.
Brought Forward ...			6,99,213	95
Library Equipment :				
At Cost as per last Balance Sheet ...	3,996	34		
Additions during the year ...	6,847	10		
	10,843	44		
Less: Depreciation written off :				
Upto 31-12-1956	237	06		
For the year	435	95	673	01
			10,170	43
Garden Equipment :				
Purchased during the year—at Cost ...	649	94		
Less: Depreciation written off for the year ...	73	08		
			576	86
Library Books :				
At Cost as per last Balance Sheet ...	66,733	14		
Additions during the year ...	98,517	75		
	1,65,250	89		
Less: Depreciation written off :				
Upto 31-12-1956	4,231	14		
For the year	6,877	33	11,108	47
			1,54,142	42
Books—Publication Branch :				
At Cost as per Balance Sheet ...	264	93		
Less: Depreciation written off :				
Upto 31-12-1956	19	56		
For the year	17	37	36	93
			228	00
Stock of Paper and Stationery :				
At Cost as certified by the Director ...			5,962	23
Carried over ...			8,70,293	89

LIABILITIES

Rs. nP. Rs. nP.

Brought Forward ... 24,39,226 41

Total ... 24,39,226 41

Flat No. 3, Thapar House,
Janpath, New Delhi,
15th March, 1958.

Examined and found correct
Sd : S. VAIDYANATH AIYAR & Co.
Chartered Accountants

ASSETS

Rs. nP. Rs. nP.

Brought Forward ... 8,70,293 89

Book Debts : (Unsecured considered Good)

For subscriptions receivable	...	14,979	25		
For sale of journal	...	806	42		
Due from others	...	238	59	16,024	26

Travelling Advance :

Cycle and Scooter Advance to Staff :

Advance Deposit of Telephone Rent :

Prepaid Expenses :

Interest Accrued :

Cash and other Balances :

Cash and Cheques in hand	...	453	56		
Stamps in hand and in franking machine		1,282	36		
With the Bank of Baroda Ltd., Delhi,					
On Short Deposit	8,50,000	00			
On Call Deposit	1,00,000	00	9,50,000	00	

With the First National City Bank of
New York, New York, in 6-months'
Time Deposit (\$ 1,00,000.00)
4,75,000 00

30 days' Time Deposit (\$ 15,000.00)	71,250	00	5,46,250	00	
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Current Account (\$ 2, With the United Com New Delhi, in Saving With State Bank of I In Current Account			10,247	66	
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Sd : S. B. BAPAT
Honorary Treasurer

THE INDIAN INSTITUTE OF PUBLIC

Income and Expenditure Account for the year

EXPENDITURE	Rs.	nP.	Rs.	nP.
To Salary and Allowances :				
Office and Library ...	1,74,634	17		
Research ...	25,652	03	2,00,286	20
„ Travelling and Conveyance				
Council Members ...	4,889	07		
Institute's Delegates for attending conference and visit to Europe etc. ...	9,893	03		
Staff and others ...	6,156	19		
Travel Grant to Dr. H.K. Paranjape ...	1,000	00	21,938	29
„ Printing & Stationery ...			21,495	74
„ Rent ...			16,335	00
„ Publication of Journal ...			18,008	71
„ Publication of News Letter ...			2,190	56
„ Honorarium to Correspondents in States and Union Territories ...			7,625	00
„ Postage and Telegrams ...			5,547	28
„ Telephones ...			3,525	42
„ Meetings and Entertainment ...			2,398	51
„ Motor Car Expenses ...			2,183	75
„ Seminar Expenses ...			6,681	64
„ Newspapers and Periodicals ...			7,705	51
„ Peons' Uniforms ...			1,253	44
„ General Charges ...			2,539	40
„ Cost of Furnishing ...			1,144	45
„ Garden Maintenance ...			2,358	92
„ Water and Electricity Charges ...			1,922	52
„ Binding Charges ...			3,195	00
„ Advertisements ...			2,530	93
„ Furniture Hire Charges ...			42	25
„ Subscriptions to other Institutions ...			898	94
Carried Over ...			3,31,807	46

ADMINISTRATION, NEW DELHI.

ended 31st December, 1957.

	Rs.	nP.	Rs.	nP.
INCOME				
By Grant-in-aid from Government of India				
For the Financial Year 1956-57 ...	2,76,685	00		
For the Financial Year 1957-58 ...	4,00,000	00	6,76,685	00
„ Subscription				
From Ordinary Members ...	21,902	57		
From Corporate Members ...	5,975	00		
From Associate Members ...	42	00	27,919	57
„ Subscriptions for Journal ...			2,936	74
„ Sale of Journal ...			1,452	63
„ Interest ...			15,309	98
„ Miscellaneous Income ...			376	87
Carried Over ...			7,24,680	79

15,717 24

Total ...

EXPENDITURE	Rs.		nP.	
	Rs.	nP.	Rs.	nP.
Brought Forward			3,31,807	46
To Discount on Sale of Journal ...			192	63
„ Bank Charges ...			182	85
„ Grant to Regional Branches ...			13,220	00
„ Grant to Institute's Recreation Club ...			780	00
„ Honorarium to Auditors ...			750	00
„ Repairs to Sanitary instalations ...			259	56
„ Depreciation ...			14,449	38
„ Excess of Income over expenditure carried to the Balance Sheet ...			*3,63,038	91
Total ...			7,24,680	79

*This is in the main due to the fact that Government Grant for the year 1956-57 of Rs. 2,76,685.00 has been taken into account in the accounts of the year.

Flat No. 3, Thapar House,
124, Janpath, New Delhi,
15th March, 1958.

Sd.: S. VAIDYANATH AIYAR & CO.
Chartered Accountants.

INCOME	Rs.		nP.	
	Rs.	nP.	Rs.	nP.
Brought Forward			7,24,680	79
Total ...			7,24,680	79

Sd.: S.B. BAPAT
Honorary Treasurer

Sd.: V.K.N. MENON
Director & Ex-Officio
Secretary

APPENDIX II

Executive Council

President

Shri Jawaharlal Nehru Prime Minister of India.

Chairman of the Executive Council

Shri V.T. Krishnamachari Deputy Chairman, Planning Commission.

Vice-Presidents of the Institute

Pandit Govind Ballabh Pant Minister for Home Affairs, Government of India.

Shri T.T. Krishnamachari Former Finance Minister of India.

Pandit H.N. Kunzru Member, Rajya Sabha.

Shri Gurmukh Nihal Singh Governor of Rajasthan.

Shri G.S. Mahajani Member, Union Public Service Commission.

Shri Shri Ram Industrialist.

Elected Members

Shri C.D. Deshmukh Chairman, University Grants Commission.

Shri Jaipaul Secretary, Beacon Information Services.

Shri Humayun Kabir Minister of State for Civil Aviation.

Prof. D.G. Karve Chairman, Co-operative Training Committee, Reserve Bank of India.

Prof. S.V. Kogekar Principal, Fergusson College, Poona.

Shri H.C. Mathur Member, Lok Sabha.

Prof. M.V. Mathur Head of the Dept. of Economics, University of Rajasthan, Jaipur.

Dr. Shrimati Seeta Parmanand Member, Rajya Sabha.

Shri H.M. Patel Principal Secretary, Ministry of Finance, Govt. of India.

Shri S. Ranganathan Secretary, Ministry of Commerce and Industry, Govt. of India.

Prof. N.K. Sidhanta Vice-Chancellor, University of Calcutta.

Dr. K.N.V. Sastri Professor of History and Politics, Mysore University (Retired).

Shri Y.N. Sukthankar Governor of Orissa.

Shri Din Diyal Chief Education Officer, Delhi Corporation.

Co-opted Members

Shri G.L. Bansal Secretary-General, Federation of Indian Chambers of Commerce & Industry.

Shri N.V. Gadgil Vice-Chairman, State Bank of India.

Shri L.P. Singh Member-Secretary, Second Pay Commission.

General S.M. Shrinagesh Principal, Administrative Staff College, Hyderabad.

Shri M.K. Vellodi Cabinet Secretary and Secretary, Planning Commission.

Honorary Treasurer

Shri S.B. Bapat Joint Secretary, Ministry of Home Affairs.

Director

Prof. V.K.N. Menon

Standing Committee

Shri V.T. Krishnamachari Deputy Chairman, Planning Commission.

Shri S. Ranganathan Secretary, Ministry of Commerce & Industry.

Shri M.K. Vellodi Cabinet Secretary and Secretary, Planning Commission.

Shri H.M. Patel Principal Secretary, Ministry of Finance.

Dr. G.S. Mahajani Member, U.P.S.C.

Shri G.L. Bansal Secretary-General, Federation of Indian Chambers of Commerce & Industry.

Shri S.B. Bapat Joint Secretary, Ministry of Home Affairs.

Prof. V.K.N. Menon Director & Ex-officio Secretary.

Committee of Direction

Prof. D.G. Karve Chairman, Co-operative Training Committee, Reserve Bank of India.

Prof. S.V. Kogekar Principal, Fergusson College, Poona.

Shri L.P. Singh Member-Secretary, Second Pay Commission.

Shri C.S. Venkatachar Secretary to the President of India (Retired).

Prof. M.V. Mathur

Head of the Dept. of Economics, University of Rajasthan, Jaipur.

Shri S.B. Bapat

Joint Secretary, Ministry of Home Affairs, Government of India.

Prof. V.K.N. Menon

Director.

Building Advisory Committee

Shri S. Ranganathan Secretary, Ministry of Commerce & Industry.

Shri J.M. Rijhwani Chief Engineer, C.P.W.D.

Shri S.K. Joglekar Chief Architect and Town Planner, C.P.W.D.

Shri Gurdev Saran Under Secretary, Ministry of Finance.

Shri K.S. Krishna Swamy Joint Secretary, Ministry of Works, Housing and Supply.

Shri M.S. Bhatia Housing Adviser, Ministry of Works, Housing and Supply.

Shri S.B. Bapat Joint Secretary, Ministry of Home Affairs.

Prof. V.K.N. Menon Director.

INDIAN INSTITUTE OF

Budget Estimates of the Institute and the

	RECEIPTS			School		
	April- Dec.	Institute Jan.- March	Total	July- Dec.	Jan.- March	Total
Subscription						
Ordy.	15,000	5,000	20,000			
Asso.	375	125	500			
Private Org.	3,750	1,250	5,000			
State Govts.	3,750	1,250	5,000			
Universities	750	250	1,000			
Sale of Journals and other Priced Publications	7,500	2,500	10,000			
School fees				6,000	3,000	9,000
	31,125	10,375	41,500	6,000	3,000	9,000

Receipts :	Institute	41,500
	School	9,000

Grant required from
Government of India

	Institute	School
Recurring :	6,32,155	(5,15,500 + 1,16,655)
Non Recurring :	18,95,000	
	<u>25,77,655</u>	

PUBLIC ADMINISTRATION

School of Public Administration for 1958-59

	EXPENDITURE			School		
	April- Dec.	Institute Jan.- March	Total	July- Dec.	Jan.- March	Total
1. Publications						
(i) Periodicals	18,750	6,250	25,000			
(ii) Other Publications	18,750	6,250	25,000			
2. Research & Study Group	15,000	5,000	20,000			
3. Contributions to Regional Branches	11,250	3,750	15,000			
4. Honorarium to Lecturers	7,500	2,500	10,000			
5. Training Courses	7,500	2,500	10,000	3,000	1,500	4,500
6. Seminars	7,500	2,500	10,000			
7. Fellowships	15,000	5,000	20,000			
8. Meetings	3,750	1,250	5,000			
9. Conferences Abroad	15,000	5,000	20,000			
10. Pay & Allowances	2,06,250	68,750	2,75,000	60,770	30,385	91,155
11. Office Expenses	90,000	30,000	1,20,000	20,000	10,000	30,000
12. Foreign Affilia- tion	1,500	500	2,000			
	4,17,750	1,39,250	5,57,000	83,770	41,885	1,25,655

Building Programme	15,70,000		15,70,000
Library	75,000	25,000	1,00,000
Initial Exp. for Furnishing Instt.	1,00,000		

School & Hostel		1,00,000	1,25,000	—	1,25,000
	17,45,000	25,000	17,70,000	1,25,000	— 1,25,000

Recurring :	Institute :	5,57,000
	School :	1,25,655
Non-Recurring :	Institute :	17,70,000
	School :	1,25,000
	<u>25,77,655</u>	

Indian Institute of Public Administration



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Report of Proceedings of the
Fourth Annual Meeting of the General Body
held on the 5th April, 1958

6, BHAGWANDAS ROAD
NEW DELHI-1

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW DELHI

**Report of Proceedings of the Fourth Annual Meeting
of the General Body held on the 5th April, 1958**

The Fourth Annual Meeting of the General Body of the Institute was held at Sapru House, New Delhi, at 4 p.m. on the 5th April, 1958. *Shri Jawaharlal Nehru*, President of the Institute, presided.

2. The following members were present :—

1. Shri Jawaharlal Nehru
2. " V.T. Krishnamachari
3. " K.R. Achar
4. " P.P. Agarwal
5. " T.C. Agarwal
6. " M. Anjan
7. " I.P. Anand
8. " Amba Prasad
9. " A. Avasthi
10. " N.V. Bal
11. " R.S. Bahadur
12. " B.A. Bambawale
13. " P.N. Banerjea
14. " H.C. Banjahi
15. " G.L. Bansal
16. " J.G. Batra
17. " S. B. Bapat
18. " U. Bhandaree
19. " Bhawani Mal
20. " R.C. Bhatia
21. " S.L. Bhargava
22. " V.M. Bhide
23. " N.K. Bhojwani
24. " M.N. Chaturvedi
25. " S.L. Dang
26. Shrimati Usha Dar
27. Shri B.S. Dasarathy
28. " S.S. Devashreeyee
29. " J.N. Dhamija
30. " Dhani Ram
31. " Din Dayal
32. " Dotson A.T.

33. Shri S.M. Dugar
34. " N.V. Gadgil
35. " R.S. Gae
36. " B.B. Ghosh
37. " D.K. Garde
38. " S.L. Garg
39. " K.P. Goel
40. " J.G. Gomes
41. " A.T. Govindrajan
42. " A.P. Gupta
43. " C.P. Gupta
44. " V.P. Gupta
45. " P.D. Gupta
46. " L.N. Gupta
47. " G.R.K. Gurbax
48. " Jagat Narain
49. " M.P. Jain
50. " R.C. Jain
51. " J.P. Jain
52. " P.C. Jain
53. " G.C.L. Joneja
54. " M.C. Kapoor
55. " A.C. Kapoor
56. " D.G. Karve
57. " S.N. Kaul
58. " O.P. Kaushal
59. " A.N. Khosla
60. " S.V. Kogekar
61. " A.P.V. Krishnan
62. " C.S. Kedarnath
63. " Lakshmi Narain
64. " Lal Chand
65. " P.S. Loknathan
66. " A.S. Madan
67. " M. Narain Madurai
68. " Mahmood Ali
69. " Mahesh Prasad
70. " N. Dutta Majumdar
71. " D.L. Majumdar
72. " G. C. Mathur
73. " H.K. Mathur
74. " B.C. Mathur
75. " M.N. Mathur
76. " H.C. Mathur
77. " M.V. Mathur
78. " R. Malani
79. " M.S. Malik
80. " V.K.N. Menon

81. Shri P.Y. Mehta
82. " B.P. Mital
83. " R.A. Misra
84. " K.L. Mirhoutra
85. " M.L. Mongia
86. " R.G. Mulgund
87. " B.S. Narula
88. " G. Nath
89. " P.R. Nayak
90. " A.V. Pai
91. " A.D. Pandit
92. " S.S. Pande
93. " J.S. Paul
94. " H. Pant
95. " A. K. Parikh
96. " Prakash Narain
97. " P.J. Philip
98. " T. C. Puri
99. " G.R. Purohit
100. " Prem Narain
101. " H. N. Prasad
102. " Potdar N.L.
103. " M.V. Pylee
104. " N.S. Raghavan
105. " Raghunath Rai
106. " M.V. Rajwade
107. " Khem Lal Rahtec
108. " S. Rammchan
109. " P. Prabhakar Rao
110. " A.L. Roongta
111. " T.D. Sachdeva
112. " M.L. Sahdev
113. " K.K. Saran
114. " K.N.V. Sastri
115. " N.C. Sen Gupta
116. " Shanti Swaroop
117. " P.K. Shanglu
118. " T.R. Sharma
119. " N.K. Sidhanta
120. " L.P. Singh
121. " K.N. Singh
122. " S.P. Srivastava
123. " A. Sinha
124. " Mehtab Singh
125. " P.D. Srivastava
126. " Shri Ram Sharma
127. " Shri Ram
128. " S.S. Srivastava

- | | | |
|------|--------------------|---|
| 129. | Shri R.K. Tandon | |
| 130. | „ Tara Chand | |
| 131. | „ K.P. Thakur | |
| 132. | „ S.R. Thapar | |
| 133. | „ B.N. Tondon | |
| 134. | „ S. Tripathi | |
| 135. | „ A.R. Tyagi | |
| 136. | „ S.D. Udhrain | |
| 137. | „ S.S. Vasist | |
| 138. | „ Vedvrata | |
| 139. | „ B.V. Gupta | { Representing Metropolitan Book Co. Ltd., Delhi. |
| 140. | „ Bodh Raj Sharma | { Representing University of Punjab |
| 141. | „ Shri R.P. Sharma | { Representing D.A.V. College, Hoshiarpur. |
| 142. | „ G.M. Sinha | { Representing All India Local Bodies Officers' Association, Moradabad. |

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

Shri V.T. Krishnamachari, Chairman of the Executive Council of the Institute, welcoming the President of the Institute to the Fourth Annual General Body Meeting, explained how grateful they were to him for his continued interest in the activities of the Institute. He further observed that, on the whole, the Institute had a very successful year of working. Membership had gone up and was becoming more and more diversified. Of the total number of members, about half were government servants belonging to the Central Government and the State Governments; and slightly over half of the rest, more than 25%, belonged to Universities. The latter showed an increased recognition, on the part of Universities, of the importance of public administration; and it was to be hoped that the membership from Universities would further increase. The Institute has members also from local self-government institutions, private organisations, co-operative institutions and the like. It was gratifying that the membership covered so wide a field; in future more and more members were likely to join from outside the governmental circles.

Referring to the operational programme of the Institute, *Shri Krishnamachari* said that a large number of lectures on subjects of topical interest, and two seminars, had been held during the year. The *Indian Journal of Public Administration* was becoming more and more popular and useful. It was originally intended to start the School of Public Administration in

the Institute's temporary premises, but, as this accommodation was not sufficient, it had since been decided to start it in the new building in the latter part of the year.

4. Item 2 of the Agenda : Confirmation of the Report of Proceedings of the Third Annual General Meeting of the General Body held on the 6th April, 1957.

Shri H.C. Mathur, M.P., moved that the Report of the Proceedings of the Third Meeting, which had been circulated in advance, be adopted.

Prof. S.V. Kogekar seconded the proposal.

The Report was confirmed unanimously.

5. Item 3 of the Agenda : Consideration of the Annual Report for 1957.

Briefly summarising the Report, the Director said :

The Report for the fourth year of the Institute's activities has already been circulated among members, and, as usual, I shall only briefly summarise it. The membership of the Institute has now passed the thousand mark; and while the growth has been well distributed among all classes of our membership, civil servants, university teachers, public men and corporate institutions, the number of State Governments and universities which have joined the Institute during the year has been particularly gratifying. Regional and Local Branches have been or will shortly be formed to cover most areas, and in the course of time they should prove to be active centres for the study of public administration and the promotion of its principles. Here I may mention that it is proposed to hold one of our two seminars of the coming year at one of these centres and continue the practice annually.

The quarterly Journal of the Institute, and the monthly Newsletter and Abstracts, are being widely appreciated in India and abroad, and the Newsletter has been doubled in size during the year. The lectures delivered at the Institute have been well attended and a series dealing with Expanding Government in India begun during the year is expected to be completed during the next. A training course on Personnel Administration was given last May in the Secretariat and two Seminars, one on 'The Administrative Problems of State Enterprises' and the other on 'The Pattern of Rural Government' were recently held at the Institute. These two Seminars were followed up by two Conferences on the same subjects earlier today. The Research programme of the Institute continues to

make progress. The Seminar proceedings, containing some results of the research conducted at the Institute, have already been circulated to members and a wider public too has shown much interest in them. Other items of work are in different stages, in print, ready for the press or in preparation. The Essay competition was a feature of our activities introduced during the year and the awards will be made this evening; from year to year this should prove an increasingly attractive stimulus for original thinking on public administration. Study and discussion groups have been active both at Headquarters and at some local centres. The Library has now nearly 15,000 books and pamphlets and it has set as its ideal that of a national library and research centre in our subject's. Under the Fellowships Programme a university teacher was sent abroad this year, our own first sputnik, and another teacher and three officials of government will follow him in a few months. All these activities of the Institute, as well as its organisational pattern, have been of much interest to the increasing number of our visitors from abroad, many of whom have also addressed our meetings.

Meanwhile, the School buildings continue to rise on the ring road and can be seen now by anyone going on Mathura Road as a substantial group behind the new A.G.C.R. building. We are working to make the buildings ready for occupation and begin the School in October. Some members of the staff have joined and are shortly going abroad for specialised studies in their subject; others are following them.

In all these activities of the Institute and our School, we are deeply grateful to Government for their generous support, as well as to the Ford Foundation for its grant.

Before I conclude I may be permitted to mention three things which are not in the Report. When it was prepared it was not certain that *Shri Bapat* will shortly be leaving us to join the Public Administration Division of the United Nations. It is now definite and it is a great loss to the Institute. He has been not only its Treasurer and Editor from the beginning, and for some time its Director; but also its heart and soul, if I may say so; many still refer to the Institute as *Bapat's Institute*. We shall miss him very much. The second thing I want to refer to is not one of sorrow, but of rejoicing. Today, next week, the Chairman of our Institute, *Shri V.T.* as all call him affectionately, will complete 55 years of long, varied and distinguished service in the government of this country. I am sure that not the least part of his great career has been the wise guidance he has given from day to day in the work of this Institute. We are all grateful to him for it. We are grateful

to you also, Sir, in the midst of the long and heavy cares of State, for the inspiration you have been to us in all our activities.

The *President* next invited Members to come forward with their comments on the Fourth Annual Report.

A *Member* pointed out that the Chairman, in his speech last year, had said that the Institute would soon be able to assist the Central and State administrations in increasing their work efficiency and in improving relations with the public. He wanted to know how much had been achieved in that direction.

The *Director*, in reply, stated that the Institute had not made much progress in the matter. Efforts were at present concentrated on the organisation of local branches, study groups, public lectures and other activities, which would, in the long run, help the administrations to increase the efficiency of the work methods as well as their relations with the public.

Another *Member* enquired what action had been taken by the States and the Central Government on the suggestions about improvement in administration made in *Shri Jawaharlal Nehru's* speech last year.

One of the *Members* observed that while ordinary membership was shown as 1,001 at page 2 of the Fourth Annual Report, the printed list of Members eligible to vote gave only 294 names. He wanted to know whether the membership was really falling or Members were defaulting in payment, and if so, what action was being taken by the Institute.

The *Director* explained that while he could not answer the former question, in reply to the second he could say that the list had been prepared only for the purpose of the elections to the Executive Council of this year and contained names only of those Members who had paid their subscription by the 15th of February; the list thus did not indicate the real position in regard to membership. Most of those who had not paid subscription by February 15 were likely to pay during the year. About 200 Members were in arrears at the close of the last year.

Referring to the number of meetings held by the Standing Committee and the Executive Council during 1957, given at page 2 of the Fourth Annual Report, one *Member* suggested that the proceedings of these meetings should be circulated to all Members in future to keep them posted with the progress of work. But another *Member* felt that it would be impossible for the Institute to circulate any such reports; but the Institute's

Journal should contain a section on "Progress of the Institute's Activities" in which the substance of important decisions taken at the meetings of the Institute's organs were given. A third *Member* felt that the progress report about Institute's activities and meetings of its chief organs could possibly be given in its monthly *Newsletter*.

Shri S.B. Bapat pointed out that the Institute's *Journal* has already had a section called "Institute News" which gave a brief account of important activities of the Institute during the quarter. These items of news, however, related mainly to the operational programme of the Institute and did not cover matters of its management.

The *President* thought that, while all details of proceedings of the meetings of the Institute's major organs might not be of interest to ordinary Members, the substance of the proceedings should be made available for the benefit of the Members. The exact manner in which the Members should be informed about these matters was for the Executive Council to decide.

The *Director* said that he would take up the matter with the Executive Council.

A *Member* suggested that all the Members should be informed well in advance about the holding of seminars. At present seminars were restricted only to a few people and had only a limited utility. He further wanted to know the procedure by which the participants of seminars were selected.

The *Director* explained that a seminar was a technical discussion group of experts in a field of specialization; its membership, to be effective, was restricted to about 25. Participants in seminars were selected on the basis of their knowledge or experience in the subject-matter of the seminar. The proceedings of seminars, however, were being made available to all Members and the subjects were further thrown open for discussion by Members at the Institute's Annual Conference which either preceded or followed the annual business meeting. A large number of Members had participated in the Second Conference which preceded the present General Body Meeting; the proceedings of the two seminars held during the year had been made available to the participants in the Conference.

Another *Member*, intervening, made two suggestions. First, the seminar should be of a duration long enough for fruitful discussions and should arrive at specific suggestions of conclusions. Secondly, the matter of Delay, referred to frequently by the *President* in his speeches, should be taken up early by the Institute for purposes of study.

The *Director*, in reply, stated that the object of the seminars was to promote thinking and discussion and not directly to come to conclusions. Some conclusions naturally emerged and the reports of each seminar were given adequate publicity. As regards the question of a study of Delay, the *Director* agreed to place the matter before the Institute's Committee of Direction which dealt with studies and research projects,

A *Member* observed that the progress made by the Institute in the matter of the organisation of regional and local branches was hardly satisfactory, and suggested that the Executive Council should give high priority to the matter.

The *Director* explained that the Institute had already given top priority to the question of the organisation of regional and local branches. Contacts had been established with Universities and State Governments in States where no branches at present existed, and discussions were in progress. More than half a dozen branches existed already. The *Director* hoped that by the end of the next year branches would be actively functioning in most States.

Another *Member* referred to the study group set up by the Bombay Regional Branch on 'Measures to Eradicate Corruption in Public Services' and suggested that a similar study group on 'Morale, Efficiency and Discipline in the Central and All-India Services' should be formed by the Institute.

The *Director* explained that a study group on 'Morale in Public Services' had already been started by the Institute and it has since been found that it would be more useful and profitable to convert the group into a seminar. It was intended to convene the seminar before the close of 1958.

Another *Member* wanted to know what other study groups had been set up by the Institute and how far Members were co-operating in their working.

The *Director* stated that, in addition to the study group on 'Morale in Public Services', study groups existed on 'Problems of Public Transport in Delhi' and 'The Organisation of the Government of India'. Co-operation both of the Central Government and of local Members was forthcoming without reservation.

One *Member* drew attention to the Fellowships programme of the Institute, referred to at page 8 of the Fourth Annual Report, and wanted to know the selection procedure adopted for the award of Fellowships.

The *Director* explained that the overseas Fellowships were awarded on the basis of the recommendation of a Committee, after inviting nominations from Universities and State and Central Governments.

The *Questioner* suggested that, at the time of inviting nominations from Universities and Central and State Governments, the Institute should also issue a press note for the benefit of those who might be covered by the Fellowships Scheme but might not otherwise come to know about it.

Shri S.B. Bapat felt that, as the Fellowships were meant for University teachers and government officials, the issue of a press note would hardly serve any purpose. As far as he was aware, Universities and Central and State Governments, as a rule, did definitely circulate the Fellowships Scheme among the members of their staff.

The *President* thought that, as a matter of general policy, the Institute should give due publicity, from time to time, to all its activities; and this should also, obviously, cover the Fellowships Scheme. He felt that there would be no harm in mentioning the Fellowships Scheme, along with others, in any press notes which the Institute might issue.

Brig. N.V. Bal proposed that the Fourth Annual Report be approved.

Prof. M.V. Mathur seconded the proposal.

The Fourth Annual Report was unanimously adopted.

6. Item 4 of the Agenda : Consideration of the Balance Sheet and the Audited Accounts for 1957.

A *Member* enquired if the depreciation shown in the Balance Sheet was not on the high side.

The *Director* explained that the amount of depreciation had been provided for in consultation with the Auditors.

Prof. D.G. Karve moved that the Balance Sheet and the Audited Accounts for 1957 be passed.

Shri A.D. Pandit seconded the proposal.

The Balance Sheet and the Audited Accounts for 1957 were approved unanimously.

7. Item 5 of the Agenda : Election of the President of the Institute.

Shri N.V. Gadgil proposed *Shri Jawaharlal Nehru* as the President of the Institute for the year 1958-59.

The proposal was seconded by *Prof. K.N.V. Sastri*.

As no other name was proposed, *Shri Jawaharlal Nehru* was declared elected unanimously.

8. Item 6 of the Agenda : Appointment of Auditors for 1958.

Shri G.L. Bansal proposed that Messrs. S. Vaidyanath Aiyar & Co., be appointed Honorary Auditors of the Institute for the year 1958.

Shri Jai Prakash Jain seconded the proposal.

The resolution was carried unanimously.

9. Item 7 of the Agenda : Any other business under Rule 25 of the Rules of the Institute.

As no notice had been given under Rule 25 of the Institute, no other business was brought forward before the meeting of the General Body.

10. Item 8 of the Agenda : Annual Essay Prize Distribution.

The President of the Institute, *Shri Jawaharlal Nehru*, distributed two second prizes, each of Rs. 500, (there was no first prize awarded), to the following, as a result of the award given by the three judges appointed by the Institute to adjudge nine essays received for the Public Administration Essay Competition, 1957 :—

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| (1) <i>Shri N.K. Bhojwani</i> ,
Secretary, Department of
Parliamentary Affairs. | “The Problem of Administrative Tribunals.” |
| (2) <i>Dr. Iqbal Narain</i> ,
Lecturer in Political Science,
Agra College, Agra. | “Some Aspects of the Management of Public Enterprises.” |

11. Item 9 of the Agenda : President's Address.

The President, *Shri Jawaharlal Nehru*, addressing the meeting next, said :

Friends; You have just re-elected me as the President of this Institute. As I was coming up here the Director told me that he troubled me only once a year. It was probably correct. Except for my this annual visitation I beg to say I do not function as President or in any other capacity associated with this Institute. That, of course, is my fault, not the fault of the Institute; and therefore I feel hesitant over this annual display of your confidence in me; but, on the other hand, it would be also silly if I were to cry about it. I am grateful to you if you are content with me as I am.

I suppose that during the past two years there has been a good deal of thinking and discussion, and a growing criticism, about the ways of public administration, the way Government works; it is a healthy sign, and to some extent it should always take place. This Institute of Public Administration is itself an outcome of that feeling—that Public Administration is a subject of great importance and that some organised thinking and study should be given to it, and not merely letters in the newspapers or something in the files.

As you know, we have an O & M Division in the Central Government here and possibly in some States too. *Shri S.B. Bapat*, who has been intimately connected with this Institute's work, is also running the O & M Division whose function is to improve our methods of work, to avoid delay and have greater efficiency, and all that. Somebody referred to delay in one of the questions raised on the Annual Report. As I remarked last year too, I have no doubt that the biggest and the most important thing in administrative work is the avoidance of delay. Most administrative troubles including corruption come from delay than from anything else. Therefore, it is a matter of highest importance. At the same time nothing is more difficult than to avoid delay. It is extraordinary how the ways of Government are so fashioned as to bring about delay. Maybe, it is because of the factor of the democratic procedure, or, even more than democratic, the bureaucratic procedure, because they are meant to help to check on each other and these checks become so overwhelming that the things sometimes are not done or done with a great amount of delay.

There has been some rethinking in recent years about the basic concepts underlying the administrative system, partly because it is inevitable and partly because we are passing through a great and transitional phase in social and economic spheres—involving as it does a tremendous extension of activities of the administration; government taking upon itself tasks that were not previously undertaken by it. We have had, as you know, during the last few years, many important reports on administrative questions—the Appleby reports, not one but two, and some others. We are constantly discussing in Parliament, whatever Ministry it be whose demands or activities are before it, about the public administration part of that Ministry. Today, this afternoon, we were discussing the demands of Ministry of Community Development and the criticism in Parliament was mostly about the administrative aspect—why a particular thing was not done normally, why it was delayed and why there was no public co-operation and similar questions.

Public administration, apart from the normal features that it should have, should be intimately concerned with public co-operation. The idea of a public servant sitting in a world apart and doling out impartial justice is completely out of place in a democratic society, and much more so in a dynamic democratic society which is moving forward, because the very pace of moving forward depends not on the public servant at all but on the people, and if there is no intimate connection between the people and the public servant, then he may be efficient but there is no movement forward. The whole conception of the public servant in India has in the past been rather a static conception. Doing one's job as efficiently and adequately as possible, and impartially, was the conception in British times. As I was sitting here, I glanced through an article in the recent issue of your *Journal* on "Civil Service Neutrality" by *Shri S. Lall*. Civil Service neutrality is a fiction which I have often wondered at. How any thinking person can be neutral, I have not been able to understand. In the old days, of course, I know exactly what it meant, and I think it is a good thing within limitations; but the way it is pompously displayed is, I think, not only not right but completely wrong. That a civil servant should obviously be above party politics, I can understand. He must, as far as possible, be a detached, objective person, considering problems in a detached and objective way, and rendering advice for accurate action—that also I fully understand. But the way the concept of neutrality of the civil service is sometimes put forward, or the way it is considered, is something entirely different. During British times, there was a certain definite pattern of Government which the British Government had laid down; and neutrality meant keeping within the strict lines of that pattern of Government—going outside it was tantamount to lack of neutrality. Neutrality thus, in fact, meant extreme partisanship, not at all neutrality. Full acceptance of what the British Government had laid down, the four corners within which he was to function, that was called neutrality of the civil servant. If a person raised his voice against the established pattern, he was supposed to be an anarchist. That he had to function within a prescribed framework is understandable, but why call it neutrality?

In a period of dynamic growth, however, we want as civil servants persons who are not, if I may use the word without any disrespect, merely head clerks but people with minds, people with vision, people with a desire to achieve, who have some initiative for doing a job and who can think how to do it. But the person who is to be completely neutral is a head clerk and no more. He would do his work efficiently as a head clerk, no doubt, but nothing more. Can a person be neutral, I ask you,

about basic things for which we stand for, our State stands for, our Plan stands for, e.g., a socialist pattern of society?

Now, can a civil servant perform adequately functions relating to the attainment of a socialist pattern of society if he is entirely opposed to that conception? He might to some extent, but not with any enthusiasm because, if he is opposed to the very growth in that direction, then he is a drag on it. Again, our Parliament has often expressed itself against what might be called a communal approach to political problems. The Government is opposed to it. It is the point of view which either we have or do not have. It is no use declaring that we are neutral here. Neutrality has no meaning in this context. It is perfectly clear that, under a democratic form of government, different parties come into power at different times, and I can understand that the civil servant should not be partial to any party. But he cannot be neutral about the basic issues. I am not quite conversant with all the developments connected with advent of the Labour Government in Britain and how the civil servants there adapted themselves to it. But I happened to be in England on two or three occasions just about that time, and I heard the bitterest complaint from the Labour leaders about the attitude of the Civil Services. I remember with what extreme warmth Prof. Harold Laski spoke to me about it.

The writer of the article on "Civil Service Neutrality" mentioned by me earlier says that the Civil Service in Britain is a model. Now it is an excellent Service, but this fact is seldom mentioned so openly, in that country. *Shri Lall* has arrived at the same conclusions which I have reached in my own thinking. The British concept of the civil service neutrality is a logical outcome of the political framework within which the British Civil Service has grown and developed. During the last century, the major issue that divided the Liberal Party and the Conservative Party in England was free trade. Great arguments were put forward on both sides as if the future of the world depended on nothing else. The civil servant was supposed to keep his hands off such party issues. Things have, however, since changed a lot. Some sort of state intervention is now accepted by all, whether it be the Conservative Party, the Labour Party, the ordinary citizen or the civil servant.

In India, we are at present in a stage where all future development depends upon the acceptance of certain basic assumptions and on intelligent and prompt and quick action. What is the civil servant to do in these circumstances? Naturally he cannot be a partisan to any party, but must he be inactive and without any views of his own on basic matters? He will not be

happy like that, nor will anybody be happy. Take another matter. I was wondering only yesterday, how far, at our school for the training of the I.A.S. probationers, the trainees were being taught to apply their minds in a positive way towards the consideration of certain basic things for which we stand. Certain basic issues merged out of our struggle for freedom and we should give the probationers the background of these issues to enable them to understand intelligently the current problems of the country. But I am not in favour of too much conditioning of the mind. We must avoid any extreme effort to condition the individuals as they do in some communist countries, and also in some other countries which are not communist. Such an effort is made in all countries in varying degrees. But too much of it does not quite fit in with the democratic process. To some extent there is always conditioning by school books which you choose as your text books. If you want to condition the mind in the normal way of nationalism, you would select books which applauded nationalists. We must, however, take care not to cramp pliability and individuality. There are certain major problems that the country faces today; and whether you hold a socialist view of life, or a co-operative view of life, a communal or an anti-communal outlook, you cannot be neutral to their solution. All of us have to be clear in our mind about them; the public servant too should be clear about them, though with an objective and detached approach. Otherwise he will not be able to put in that energy which he must towards their solution.

Here, I venture to re-emphasise two other important aspects of the problem. One is that in the modern age the success of the public servant lies, in addition to ability, efficiency and integrity, upon his capacity to co-operate with the public. It is an essential requirement of the public servant of today. If he cannot meet it, all his efficiency is not of much use. His real success in his job depends on the extent to which he can evoke public co-operation. The second aspect, to which we are at present directing our minds, is related to the training of the public servants initially in such a way as to avoid their developing an 'ivory-tower' attitude in their careers.

Now I shall leave you to your tea. Thank you.

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Shri S.B. Bapat thanked the President on behalf of the Members present and the Executive Council. *Shri Bapat* further pointed out that, in the first article published in the first issue of the *Indian Journal of Public Administration*, *Shri N.R. Pillai* had expressed similar views about the new role of the civil servant in India to those put forward by the President in his address.