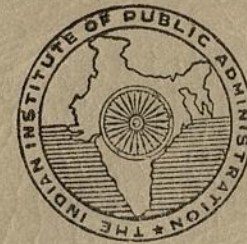


THE INDIAN INSTITUTE
OF
PUBLIC ADMINISTRATION



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REPORT OF PROCEEDINGS OF THE
FIFTH ANNUAL MEETING OF THE GENERAL BODY
HELD ON THE 25TH APRIL, 1959

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INDRAPRASTHA ESTATE
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INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW DELHI

Report of Proceedings of the Fifth Annual Meeting
of the General Body held on the 25th April, 1959

The Fifth Annual Meeting of the General Body of the Institute was held at Vigyan Bhavan, New Delhi, at 4.30 P.M. on the 25th April, 1959. *Shri Jawaharlal Nehru*, President of the Institute, was in chair.

2. The following members were present:

- | | |
|--------------------------|--------------------------|
| 1. Shri Jawaharlal Nehru | 34. Shri R.V. Dongre |
| 2. " V.T. Krishnamachari | 35. Dr. R. Dwarkadas |
| 3. " K.R. Achar | 36. Shri V.B. Gandhi |
| 4. " R.C. Agarwal | 37. " K.S. Ganapati |
| 5. " S.P. Aiyar | 38. " H.C. Garg |
| 6. " S.P. Aneaja | 39. " K.P. Goel |
| 7. " M. Anjan | 40. " Joe G. Gomes |
| 8. " Arun Chandra | 41. " Gopeshwar Nath |
| 9. " N.H. Athreya | 42. " A.T. Govindrajana |
| 10. Dr. A. Avasthi | 43. " A.P. Gupta |
| 11. Shri R.R. Bahl | 44. " C.P. Gupta |
| 12. " J.S. Bajaj | 45. " R.C. Gupta |
| 13. " Bakshi Ram | 46. Miss Nirmala Gupta |
| 14. " N.V. Bal | 47. Shri R.S. Gupta |
| 15. " J.S. Bali | 48. " V.P. Gupta |
| 16. " T.A. Bambawale | 49. " Gurdev Saran |
| 17. " J.G. Batra | 50. " D.N. Gurtoo |
| 18. " S.L. Bhargava | 51. " Harbans Lal |
| 19. " H.C. Banjahi | 52. " S.H. Hashmi |
| 20. " M.S. Bhatia | 53. Mr. Dismond Higgins |
| 21. " R.C. Bhatia | 54. Shri J.P. Jain |
| 22. " M.N. Chaturvedi | 55. " M.P. Jain |
| 23. " S.C. Chaudhry | 56. " R.B. Jain |
| 24. " L.M. Chitale | 57. " C.L. Joneja |
| 25. " Surendra Chopra | 58. " V.N. Kak |
| 26. " S.L. Dang | 59. " A.C. Kapur |
| 27. " B.S. Dasarathy | 60. Maj.-Gen. B.D. Kapur |
| 28. Mrs. Usha Dar | 61. Shri O.P. Kaushal |
| 29. Shri A. Datta | 62. " R.K. Khadilkar |
| 30. " N.V. Desai | 63. " Ziauddin Khan |
| 31. " Dhani Ram | 64. " Tejbir Khanna |
| 32. " Din Diyal | 65. Prof. S.V. Kogekar |
| 33. Mrs. L.W. Dhume | 66. Shri V.K. Kotak |

67. Shri M.R. Kothandaraman	114. Shri D.N. Prasad
68. „ A.P.V. Krishnan	115. „ Prem Chand
69. „ R. Krishnaswamy	116. „ G.R. Purohit
70. „ Lakshmi Narain	117. Dr. M.V. Pylee
71. Dr. T. Lakshminarayana	118. Shri N.V. Raghuram
72. Shri Lal Chand	119. „ M.A.S. Rajan
73. „ S. Lall	120. „ R.N. Rai
74. „ A.S. Madan	121. „ V.G. Ramachandran
75. „ M. Madurai Nayagam	122. „ S. Rammohan
76. Dr. G.S. Mahajani	123. „ M.S. Ramayyar
77. Shri G.S. Mahesh Prasad	124. „ M.V. Rangachari
78. „ Mahmood Ali	125. „ S. Ranganathan
79. „ B.L. Mandhana	126. „ K.V. Rao
80. „ A.S. Mani	127. „ S.V. Rao
81. „ L.H. Marathe	128. „ R.M. Ray
82. „ K.P. Mathrani	129. „ S.C. Ray
83. „ G.C. Mathur	130. „ J.M. Rijhwani
84. „ J.N. Mathur	131. „ Sada Ram
85. „ M.N. Mathur	132. „ G.N. Sadhu
86. Prof. M.V. Mathur	133. „ M.L. Sahadev
87. Shri D.L. Mazumdar	134. „ Vishnu Sahay
88. „ H.C. Mathur	135. „ M.N. Saklani
89. „ H.D. Mehrotra	136. „ P.S. Sanghvi
90. „ N.D. Mehrotra	137. „ M.R. Saraswata
91. „ Parimal Y. Mehta	138. „ Satya Nand
92. Prof. V.K.N. Menon	139. Dr. K.N.V. Sastri
93. Shri K.P. Misra	140. Shri N.C. Sengupta
94. „ B.P. Mital	141. „ K.K. Sethi
95. „ S.N. Mital	142. „ L.C. Sethi
96. „ K. Mitra	143. „ C.V. Seetharaman
97. „ M.V. Modak	144. „ G.P. Shahani
98. „ R.G. Nagarajan	145. „ T.R. Sharma
99. Mrs. T. Nallamuthu	146. „ Shanti Swaroop
100. Dr. Iqbal Narain	147. „ H.C. Sharma
101. Shri B.S. Narula	148. „ Shri Ram
102. „ A.V. Pai	149. „ J.M. Shrinagesh
103. „ P.N. Natu	150. „ B. Shukla
104. „ P.R. Nayak	151. „ Bhagwan Singh
105. „ S.D. Pandey	152. „ Gurmukh Nihal Singh
106. „ A.D. Pandit	153. „ Mehtab Singh
107. „ G.C. Panigrahi	154. „ Panney Singh
108. Dr. H.K. Paranjape	155. „ Swaran Singh
109. „ J.C. Paul	156. „ T.N. Singh
110. „ Purshotam Lal	157. „ K. Srinivasan
111. „ H.M. Patel	158. „ P.D. Srivastava
112. Mr. P.J. Philip	159. „ Subimal Pal
113. Shri Prakash Narain	160. „ M.V. Subrahmanyam
	161. „ R.V. Subramanyam

162. Ch. C.M. Sultan	170. Shri A.R. Tyagi
163. Shri B.S. Suryanarayana	171. „ Poosharam Varma
164. „ R.K. Tandon	172. „ B.D. Vashist
165. Dr. Tara Chand	173. „ Ved Vrata
166. Shri B.D. Tewari	174. „ R. Viswanathan
167. „ K.P. Thakur	175. „ S.S. Vashist
168. Gen. K.S. Thimayya	176. „ M.P. Wadhawan
169. Shri R.K. Trivedi	177. Dr. A.C. Ukil

Associate Members

1. Shri Datar Singh Khera
2. „ S.C. Mehta
3. „ S.K. Sikka
4. „ Gurmit Singh
5. „ Arun Singh
6. „ M. Wadhwa

Corporate Members

1. Shri D.K. Garde (representing University of Poona)
 2. Shri B.V. Gupta (representing Metropolitan Book Co. Ltd., Delhi)
 3. Dr. P.D. Gupta (representing N.R.E.C. College, Khurja)
 4. Shri P. Prabhakar Rao (representing Government of Andhra Pradesh)
 5. Prof. Bodh Raj Sharma (representing University of Punjab)
 6. Shri G.M. Sinha (representing All India Local Bodies Officers' Association, Moradabad)
 7. Shri J.N. Ugra (representing Officers' Training School, Allahabad).
- 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 Fifth Annual General Body Meeting, explained how deeply grateful they were to him for his continued interest in the work of the Institute and his inspiring guidance. He observed that the Institute had completed five years of its life in March 1959 and had on the whole made satisfactory progress. Its membership stood at 1193; it had nine regional and local branches; and all State Governments and most of the universities were its corporate members. What was needed was a much larger membership through more regional and local branches. Referring to his

recent visit to the Indian Officers Association, Madras, Shri Krishnamachari said that the Association was started nearly 50 years ago; its membership at the moment was about 1500. It consisted of officers of all departments of the State and hardly any gazetted officer was not a member of the Association. That was a kind of membership which the regional and local branches of the Institute should aim at.

The work of the Institute was developing rapidly in several directions. Its quarterly *Journal* and monthly *Abstracts of Articles* and *Newsletter* were appreciated alike both by members and non-members. A series of lectures had been organised, including one by *Dr. John Matthai* on "Administration : Then and Now" and three talks by *Shri Asok Chanda*, the Comptroller and Auditor-General, on "Aspects of Audit Control". Seven exceedingly useful seminars had been held—on "Teaching of Public Administration at Indian Universities"; "State Personnel Administration"; "Recruitment and Training for the Public Services"; "Administrative Problems of State Enterprises"; "The Pattern of Rural Government"; "Improving City Government"; and "Morale in the Public Services". A descriptive account of the Government of India at the Headquarters entitled 'The Organisation of the Government of India' had recently been published and monographs were under preparation on the Indian Audit and Accounts Department, the Union Ministry of Finance, the Union Public Service Commission, the Election Commission and so on. It was intended to publish shortly a Year Book of Indian Administration.

The most useful, recent activity of the Institute, however, was the starting of the Indian School of Public Administration, in November 1958. The School, it was to be hoped, would play a significant role in shaping the administration of the country in the future. The nation was now engaged in building up a new pattern of society and the administration had to be adapted to meet the requirements of the new social order. It had to acquire a new philosophy and moral purpose. The task of the Institute was to assist in the process of such a transformation.

4. Item 2 of the Agenda : Confirmation of the Report of Proceedings of the Fourth Annual General Meeting of the General Body held on the 5th April, 1958

Shri G.M. Sinha proposed that the Report of Proceedings of the Fourth Annual Meeting may be adopted. *Shri B.S. Suryanarayana* seconded the proposal.

The *President* invited comments, if any, on the Report of the Proceedings.

Shri Shanti Swaroop wanted to know the reason for not mentioning the names of the members who had spoken at the last Annual Meeting, in the Report of its Proceedings.

The *Director*, in reply, explained that as the names of all the persons who had spoken at the last Meeting were not on record, it was considered better not to mention individual names.

The *President* felt that the names should be mentioned in future; and these should be ascertained if they were not otherwise available.

Shri Shanti Swaroop enquired whether the *President's* address at the last Annual Meeting had been widely circulated as suggested by him last year. He felt that in view of its importance and usefulness it should have a wider circulation than its mere publication in the *Journal* of the Institute and in the Report of Proceedings of the Annual Meeting. It should also be published separately and sent to all the Departments of the Government of India.

The *President* remarked that, as a matter of fact, his annual address every time also appeared in the newspapers which was apparently the best way of creating topical interest in its contents. For purposes of record, it was good to include it in the Report of the Proceedings, but if it were to be published separately, in addition to its publication in the Press and the Institute's *Journal*, and circulated to State Governments etc. at a later date, it might, being out of date, create no interest at all.

The Report of the Proceedings of the Fourth Annual Meeting of the General Body was adopted unanimously.

5. Item 3 of the Agenda : Consideration of the Annual Report for 1958

Inviting the attention of the members present to the Annual Report for 1958, the *Director* said :

As there is a detailed annual report which has been circulated among the members, I shall, as usual, confine myself briefly to drawing attention to some of the more important events in, and activities of, the Institute during the year.

And if I may be permitted not to follow the strict order of the Report, I would like to begin by mentioning the starting of the School at the end of October last and the occupation of our two main buildings at the beginning of January this year. The School had been planned from the beginning of the Institute; but it took time to settle various details, including

the courses, to recruit the staff, and arrange for them the necessary higher training. However, all this was done by October and the School has now been working for nearly six months. Here I would like to mention that among its students are six officers from five States and two Siamese officers under the Colombo Plan. (In addition we had also two casual students at the Institute from abroad, one from Indonesia and the other from the U.S.A.) While on the subject of the School, I may mention also a short-term refresher course on Local Government which we are conducting now for the Military Lands and Cantonments Service Officers at the instance of the Ministry of Defence. With the new facilities at our disposal for lecture halls and residential rooms, we are planning more such courses in the future.

The buildings began construction in the latter part of 1957, and the two main buildings, housing in one the Institute, the School and the library and the other the hostel, became ready for occupation at the beginning of the year. The new buildings and the School were formally inaugurated by the President and he also agreed on the occasion to become our Patron. The Assembly Hall and the staff quarters will be ready in the course of the year.

The research and publication programme of the Institute also made good progress during the year, and a volume on the organisation of the Government of India at headquarters has been published. One monograph and two series of lectures are in print, and other publications will follow in due course. A study of the Delhi transport system has also been completed.

Returning to the order of the Report, I would like to mention that our membership now stands at over 1200, and all State Governments are among our corporate members. A regional branch was inaugurated during the year at Cuttack and the Jaipur branch has now converted itself into a regional branch. Most of our branches continue to be active within the limits of their resources. The Journal, the Newsletter and the Abstracts continue to be useful to members as well as many others in India and abroad. The year under report was the first year of our Fellowship Programme. Four officers of Governments and two university teachers were sent abroad. In addition five of the teachers recruited for the School were also sent abroad.

Two seminars or conferences were held during the year; one on 'Improving City Government' and the other on 'Morale in the Public Services'. Their proceedings are now available and will be discussed at a conference tomorrow.

The Essay Competition was held again in 1958 and the prizes will be awarded today by the President.

The library continues to grow. We have now about 20,000 volumes and nearly 300 journals. The new library rooms can accommodate ten times the number of books.

We have had a large number of lectures during the year, and some of them have been in a series.

Finally, the Institute was represented at the Liege Round Table of the International Institute of Administrative Sciences at the end of June 1958, and the Institute was included in a Government delegation to a conference at Manila early in June last to consider the formation of an Eastern Regional Organisation for Public Administration. If the plans for this Organisation materialise, it is likely that India will become the training centre for the Organisation.

The total recurring expenditure in 1958 was Rs. 5.65 lakhs, the major items comprising of

Establishment	...	Rs. 2.61 lakhs
Travelling and conveyance...	...	„ 0.65 lakh
Seminar	...	„ 0.11 „
Fellowship expenses	...	„ 0.40 „
Journal, Newsletter and pamphlets	...	„ 0.37 „

Capital expenditure in 1958 was Rs. 17.67 lakhs, major items being

Building	...	Rs. 16.20 lakhs
Furniture and fixtures	...	„ 0.35 lakh
Library books	...	„ 1.08 lakhs

Before I conclude, I may be permitted to express my thanks to the Chairman of our Executive Council for his wise guidance to me, to all members of the Executive Council for their advice, to our members for their interest and co-operation and to the staff of the Institute (including the School) for their assistance in the work of the Institute.

I thank you also, Sir, for the inspiration you continue to give to us in our work.

* * *

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

Shri Shanti Swaroop wanted to know whether the filling of the eight vacancies in the membership of the Executive Council, as mentioned in the Report, was in consonance with the provisions of the Societies Registration Act of 1860 under which the Institute had been set up.

The *Director* replied that the constitution of the Institute had been amended by the General Body to extend the term of the members of the Executive Council from one to four years, with half the total number of members retiring every second year. The eight vacancies had been filled up under the revised provision.

Shri Shanti Swaroop doubted whether such an extension of the term of members from one to four years was permissible under the provisions of the Societies Registration Act.

Prof. M.V. Mathur stated that what *Shri Shanti Swaroop* had perhaps in mind was whether the amendment of the Rules had been registered with the Registrar of Joint Stock Companies, Delhi.

Shri Shri Ram, intervening, clarified that the appropriate rules had to be made by the Institute authorities, under the broad framework provided by the Societies Registration Act. A sub-committee of the Executive Council had been set up to propose amendments to the Rules and the General Body had amended the Rules of the Institute in accordance with the recommendations of the sub-committee.

The *President*, clarifying the point, said that, *prima facie*, the amendment of the Rules would not be *ultra vires* of the provisions of the Societies Registration Act. The Law Ministry had been consulted in the matter and the final amendment had been deposited with the Registrar of Joint Stock Companies, Delhi.

* * *

Referring to the study, to be undertaken, as mentioned in the Report, shortly by the Institute, on 'Delay in the disposal of work in government', *Shri N.H. Athreya* said that members would like to know how far the study had progressed. He added that in private industry the elimination of delays had resulted in improved productivity and better public relations. The same should hold true of public administration where perhaps the problem of removing delays was all the more important. It might serve a more useful purpose than the proposed study group if each member of the Institute was to make a delay analysis once a month and send a note to the Institute.

The *President* remarked that if *Shri Athreya* meant that a thousand persons should analyse their work, it did not seem to him to be a practical proposition.

Elaborating his point, *Shri Athreya* said that each member should analyse every delay that happened in his organisation or in his work. If he consciously does it once in a month, it would be a great contribution.

Shri N.D. Mehrotra pointed out that the O & M Division of the Government of India had already initiated necessary action to avoid delays. Sometimes even the files were examined by O & M officers to improve the speed of disposal. It would, therefore, *Shri Mehrotra* felt, be unnecessary for each member to take up the question of delay in his organisation.

The *President* observed that *Shri Athreya* had gone a step further and suggested that each member of the Institute should consider every month what delays had occurred in the sphere of his work and should send a note about it to the Institute.

Shri N.D. Mehrotra said that *Shri Athreya's* suggestion might be followed on a voluntary basis.

The *President* felt that any suggestion made voluntarily by the members of the Institute for avoiding delay should be worthwhile and should be welcomed by the Institute and the central O & M Division. Attention might be drawn to the mere fact of delay, even if there was no suggestion for removing it.

Prof. M.V. Mathur said that no useful purpose would be served unless a member made some concrete suggestions as to how delays should be avoided.

Shri N.H. Athreya, referring to his first-hand experience in industry, remarked that in many industries where productivity consciousness had been developed the supervisor took it up as a matter of his conscientious duty to study his own delays systematically. That also helped him to develop himself.

Shri Manoharlal Sahadev pointed out that the underlying idea of the work of the O & M Division, in particular inspections, was to find out actually where the delays occurred and why and to collect data for effecting improvements. Certainly the suggestions made by *Shri Athreya* would decidedly help in gathering data on the matter.

* * *

Drawing attention to the contributory provident fund for the staff of the Institute, *Shri P.N. Natu* observed that the Report also mentioned that the conditions of service extended by the

Institute to its employees were based on the concept of the Institute as the model employer. But as the model employer, the Institute should give to members of staff an option to elect either pensionary benefits or contributory provident fund benefits, and for this purpose, pensionary benefit should be provided in the terms and conditions of service. He wanted to know if such an option had been allowed.

The *President* thought that if the contributory provident fund benefits were not enough, the staff should have the option to receive pensionary benefits, if these were more convenient to them.

The *Director* replied that the question of pensionary benefits in place of provident fund had not been taken up so far. He added that the Institute employed just about 100 persons.

Shri Shanti Swaroop enquired about the exact salary paid to the Deputy Director and Director of the Institute. He further suggested that only an honorarium to cover conveyance and other charges—and not high salaries—should be paid to retired people who were re-employed. The retired people should, in the public interest, offer their service to the nation in an honorary capacity. An Act should be passed by Parliament for that purpose.

The *Director* replied that the pay of the Director was Rs. 2500 p.m. and of the Deputy Director Rs. 1800 p.m.

Shri Parimal Y. Mehta pointed out that there was nothing wrong in paying a decent salary to a qualified and experienced person irrespective of the fact whether he was a retired hand or otherwise. In the private sector the retired competent persons could get a salary higher than that of the Prime Minister. The retired people who were re-employed deserved to be paid a fair wage.

The *President* pointed out that the normal Government practice was that the retired people were to be engaged on the salary they previously drew minus the pension they were to get, so that both the new salary and the pension should not exceed the previous total emoluments. Many people thought that the age of retirement was too low and re-employment of qualified and experienced people thereafter for short period was in the public interest.

The *President* further felt that the high salaries paid by the private sector seemed to be highly undesirable; they tended to upset the entire scheme of things in the public services and something ought to be done about it. It was doubtful if the pay represented the real value of the person. The economic conditions of India were different from those in the U.K. India had copied, in many things, the British parallels. When a

British firm paid heavily, the Indian firm too tried to compete with it. But the Indian firm was setting a bad example for the country because her economic conditions could not support such a high salary. That affected the public services in India too—its salaries and morale.

Shri Shanti Swaroop said that Mahatma Gandhi had at one time suggested Rs. 500 as the maximum pay, and enquired why that financial limit had not been accepted by the Government.

The *President* remarked that the goal set out by Mahatma Gandhi in respect of salaries of officials and ministers had not as yet been reached, for various reasons.

Shri Ved Vrata thought that the larger question of placing a monetary limit on salaries of retired personnel re-employed by the Government had been entrusted to the Central Pay Commission which was at work.

The *President* replied that the question of salaries of retired personnel was not included in the terms of reference of the Pay Commission.

Shri Ved Vrata said that even in communist countries there was no parity between the public services and other sectors of the national economy in matters of scales etc.

The *President* pointed out that what he had referred to was not the issue of parity between the salaries in the private sector and public services but the general level of emoluments in both which should be more or less in keeping with the economic levels of the country.

Shri H.C. Mathur felt that, with the exception of a few prized jobs, there was hardly any attraction in the private firms and the general trend was still for people to get into Government service.

The *President* said that the entire question of salaries could hardly be discussed casually.

* * *

Shri Shanti Swaroop enquired about the progress made by the Institute's Study Group on "Public Transport System in Delhi" and the total expenditure incurred on it.

The *Director* replied that the Study Group on the Public Transport System in Delhi had completed its work. Its report was awaiting signature and would be released immediately thereafter. Only a very few hundreds of rupees—about five hundred—had been spent in connection with the study project.

All members of the Study Group had worked honorarily and even no conveyance allowance had been asked for or paid.

Shri Shanti Swaroop felt that the work of the Study Group should not have taken more than a week.

Shri Tejbir Khanna gave details of the actual work undertaken by the Study Group. It included the circulation of a questionnaire and the analysis of 40,000 replies received thereto. Even the work of the questionnaire, Mr. Khanna held, could not have been finished within a week's time.

* * *

Shri R.B. Jain wanted to know whether any long-term plan had been made for research degrees.

The *Director* replied that the Institute could not give any degree whatsoever, without the special sanction of the University Grants Commission. All that it could give was facility for anyone registered in a University to come and work in the Institute and get advice.

Shri R.B. Jain further enquired whether any fellowships had been extended to research scholars for a long-term course.

The *Director* replied in the negative, but added that the Institute was going to send a circular inviting applications for short-term research scholarships.

* * *

Shri Shanti Swaroop, drawing attention to a mention in the Report that 55 inquiries were attended to and 315 members of the Institute utilised the library, asked as to how many members had actually visited the library. He further suggested that steps should be taken to attract more members to make use of the library.

The *Director* said that he would be very glad to see as many members as possible in the library. A list of all the books, acquired in the library every month, was regularly sent to the members of the Institute. The library was open from 9 a.m. to 7 p.m. on working days, and from 10 a.m. to 5 p.m. on Sundays and till 8 p.m. on days when any meeting was held at the Institute.

Shri K.P. Goel suggested that out-station members should be asked to pay only one-way postal charges for borrowing books, and not two-way as at present. As a matter of fact, other libraries were not charging two-way postal charges for out-station members.

The *Director* said that he would convey the suggestion to the Executive Council, but he personally felt that it might create some difficulty.

* * *

Dr. P.D. Gupta, emphasising that the Institute's seminars dealt with some very useful topics, suggested that the proceedings of the seminars be sent to all the members. He added that he had not received the report of the seminar on "Improving City Government" held in September 1958.

The *Director* replied that the proceedings of the seminar concerned had been sent to all members. If a particular member did not receive the report there must have some mistake somewhere—might be in the Institute's office or in the Post Office.

Shri B.D. Tewari referred to the serious shortage of paper in the country and doubted if any useful purpose would be served by sending the proceedings of all seminars organised by the Institute to every one of the 1200 members as a matter of routine, since all of them would not be interested in every subject discussed in different seminars from time to time. He suggested that such proceedings when available for distribution might be notified in the Institute's Newsletter and sent to such members as desired to have proceedings of any particular seminars in which they might be interested.

Shri N.D. Mehrotra agreed with *Shri Tewari*.

Shri Parimal Y. Mehta and *Shri H.C. Mathur* felt that the proceedings of seminars should be sent to every member in order to invite his attention to, and stimulate his thinking on, the contemporary problems dealt with therein. Obviously only such people became members of the Institute as were actually interested in the problems discussed by the seminars.

The *President* agreed that the existing practice of sending the proceedings of seminars to all members should continue.

* * *

Shri Shanti Swaroop, referring to the Master's Diploma Course in Public Administration recently started at the Institute's School, pointed out that similar diploma courses were already being run by some universities. The Institute should preferably organise short-term courses for Government servants and members for which there was a great demand and interest.

The *Director* inquired whether *Shri Shanti Swaroop's* question related to evening classes for the Diploma Course.

When the School was started the question of evening classes was examined seriously and it was decided to review it at a later stage after gaining some experience with day classes. If, on the other hand, Shri Shanti Swaroop had in mind additional courses—for Government servants and others—that matter too had been under consideration of the Institute for some time. The starting of additional courses might throw a heavy burden on the Institute's existing teaching facilities at the present stage.

Shri Shanti Swaroop reiterated that better facilities were available at universities for diploma courses. The Institute's activity in this direction amounted only to duplication of efforts. The Institute might better utilise its facilities for holding evening courses for Government servants and members of the Institute.

Prof. M.V. Mathur observed that the study and teaching of Public Administration in India had an orientation of social sciences, like Political Science, Economics and Sociology. Though the Institute was not in a position to confer degrees, the study and teaching of Public Administration which it was going to organise would have a professional orientation. In other words its courses were designed to attract only such persons as had special interest in the professional study of Public Administration.

The *Director* remarked that only one university—Nagpur—offered a course for the Master's Degree in Public Administration.

Shri Mohan Wadhwa wanted to know what employment opportunities were open to persons who would qualify for the Master's Diploma in Public Administration.

The *Director* replied that the Diploma Course in Public Administration did not carry with it any guarantee of employment. Entry to the public service in India was mostly through competitive examinations for which Public Administration was not a compulsory subject. The Diploma Course, however, was likely to help the candidates in developing a broad vision and an insight into the generalities of the administrative process—attributes which were likely to prove an asset in any walk of life demanding management abilities.

Shri H.C. Mathur stated that the syllabus of the course was so designed as to make it attractive for post-graduates already holding Master's Degree in a social science. The study during the course was likely to help both for appearing in the competitive examination and taking up university teaching in Public Administration.

Shri Wadhwa pointed out that by the time students passed the Diploma Course they might cross the age limit prescribed for the competitive examinations.

Shri N.H. Athreya thought that the entire approach of viewing study at the university or an Institute in terms of employment opportunities was misconceived. A university study was at best a preparation for life. The more equipped young men should think in terms of creating productive jobs for themselves and others, rather than pathetically hope that some one would find ways of using them.

Shri Mohan Wadhwa thought that though the point of view put forward by Shri Athreya might be correct, yet when a person qualified himself for a professional course, he did expect the society to provide him employment at a reasonable pay after a reasonable period of waiting.

Shri V.N. Kak stated that a small committee might examine the whole question of the nature and content of the teaching programme of the Institute.

* * *

Shri A.R. Tyagi, referring to the usefulness of the Institute's periodicals—the quarterly Journal, monthly abstracts of articles and the monthly Newsletter—, pointed out that the information and news given in the Newsletter in regard to developments in the States were not so detailed and up-to-date as in the case of the Central Government. The Institute might well appoint correspondents in States.

The *Director* observed that at the instance of the Institute all the State Governments had designated an officer to act as a correspondent for the Institute and these correspondents were regularly sending news about the contemporary developments in public administration in the States. The news staff of the Institute scrutinised regularly the news appearing in the press and referred these back to the correspondents in the States for confirmation and elaboration.

Shri Shanti Swaroop said that sometimes one or two full pages were devoted, in the Newsletter, to the Institute news. Members also got information about the activities of the Institute through cyclostyled circulars; the Newsletter should therefore be entirely devoted to recent developments in the field of public administration in India.

The *President* thought that it was a right of every member to know about activities of the Institute and the Newsletter therefore must begin with the news of the Institute.

Shri P.N. Natu, inviting attention to the discontinuance of the Institute's correspondents in all Union Territories except Delhi due to paucity of information forthcoming from them,

observed that it should be possible for the Institute to give all information about developments at the Centre and in the States within the space available.

Shri A.R. Tyagi pointed out that the standard of articles in the Indian Journal of Public Administration was sometimes not up to his expectations. Most of the articles were mainly descriptive; the readers expected more of critical articles in a professional journal like the Indian Journal of Public Administration. The Institute might therefore devise ways and methods for securing more of critical and reflective contributions.

Shri N.H. Athreya, disagreeing with *Shri Tyagi*, thought that the Institute's Journal was the best professional Journal in India on the subject of public administration.

* * *

Prof. S.V. Kogekar proposed that the Fifth Annual Report be approved.

Prof. M.V. Mathur seconded the proposal.

The Report was adopted unanimously.

6. Item 4 of the Agenda : Consideration of the Balance Sheet and the Audited Accounts for 1958

The *Director* pointed out that the Institute's Auditor, *Shri Vaidyanath Aiyar*, had passed away a little time before the Audited Report of the Institute for 1958 had been completed; under the circumstances there was thus not only delay in holding the meeting of the General Body but it had also become necessary to reappoint *S. Vaidyanath Aiyar & Co.* as the Auditors of the Institute for the year 1958. The question of the reappointment had been referred to the Department of Company Law Administration of the Government of India and had been approved both by that Department and by the Executive Council of the Institute.

The General Body approved the reappointment of *S. Vaidyanath Aiyar & Co.* as the Auditors for 1958.

Shri Shanti Swaroop, drawing attention to the expenditure incurred by the Institute during 1958, pleaded for a reduction in expenses. He further wanted to know why subscriptions amounting to over Rs. 20,000 were shown in the accounts as receivable, under the head of "Book Debts". It was logical that if anybody did not pay his yearly subscription up to the month of July, his name should be struck off from the membership roll.

The *Director* explained that under the existing Rules the names of members defaulting in the payment of subscription

could not be removed until after two years. The Institute, however, did not send its publications to any member who did not pay his subscription by the end of the first quarter of the year.

Shri Shri Ram supported the existing practice in the matter.

The *President* remarked that the relevant Rules could be changed suitably.

Shri Shanti Swaroop asked why a sum of Rs. 193507.92 had been shown as "Advance Outstanding".

The *Director* stated that the outstanding amount was in respect of the delegations and trainees who had been sent abroad last year, as the final accounts had as yet not been settled.

Shri Shanti Swaroop further asked for fuller details in regard to the expenses incurred on the sending of the delegation of the Institute to the conference of the International Institute of Administrative Sciences.

The *Director* replied that the delegation had to be sent as the Institute was the national section of the International Institute of Administrative Sciences. In addition, the Institute had participated in the regional conference held in Philippines in June 1958.

Shri R.V. Dongre pointed out that the accounts of the Institute were being maintained for the calendar year while the budget provision was made for the financial year. He enquired what steps the Institute contemplated to remove this anomaly.

The *Director* replied that the matter was under active consideration of the Executive Council.

Shri Shanti Swaroop enquired what was the coverage of the depreciation amounting to over Rs. 36,000.

The *Director* stated that the depreciation was for furniture, books and equipments.

Shri G.M. Sinha suggested that the amounts standing in the staff provident fund should preferably be invested and not kept in the Institute.

Shri P.N. Natu wanted to know which of the banks having Institute's funds—the Bank of Baroda, the First National City Bank of New York and the State Bank of India—gave more lucrative interest.

The *Director* said that so far he was aware the State Bank of India paid a lesser rate of interest than other banks; but the other banks generally gave the same rate by some sort of agreement.

Shri R.B. Jain enquired why certain funds of the Institute were held with the First National City Bank of New York.

The *President* said that he would also like to know the reason for deposit of funds in New York.

The *Director* replied that the funds deposited in the First National City Bank of New York represented the second instalment of the grant received from the Ford Foundation. They were meant to meet the expenses of training of teachers and government servants in the U.S.A. and for obtaining technical documentation and books from that country.

Prof. K.N.V. Sastri proposed that the Balance Sheet and the Audited Accounts for 1958 be passed.

The proposal was duly seconded.

The Balance Sheet and the Audited Accounts for 1958 were confirmed unanimously by the General Body.

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

Shri Gurmukh Nihal Singh moved that *Shri Jawaharlal Nehru* be elected the President of the Institute for the year 1959.

Shri Shanti Swaroop seconded the proposal.

Shri Jawaharlal Nehru was declared elected, as the President for the year 1959, unanimously.

8. Item 6 of the Agenda : Appointment of Auditors for 1959

Shri V.G. Ramachandran proposed that *S. Vaidyanath Aiyar & Co.*, Chartered Accountants, be appointed auditors for the year 1959. The proposal was seconded by *Shri R. Krishnaswamy*.

The resolution was carried unanimously.

9. Item 7 of the Agenda : Consideration of the Resolution proposed by *Shri K.P. Goel*

Shri K.P. Goel moved the following resolution :

“Notwithstanding anything contained in Rules 4 to 6 of the Institute Rules, this General Body Meeting of the Institute is pleased to confer Honorary Membership on the following for their distinguished service to the cause of Indian Public Administration, and is further pleased to declare that their voting rights by virtue of their being Patrons or Ordinary Life Members

will continue and not lapse on this conferment of Honorary Membership:

1. *Dr. Rajendra Prasad*
2. *Shri Jawaharlal Nehru*
3. *Shri V.T. Krishnamachari*
4. *Shri S.B. Bapat*”

Shri V.N. Kak seconded the Resolution.

The *President* stated that the Rules of the Institute authorised the Executive Council, and not the General Body, to elect honorary life members and therefore the Resolution could not be considered by the General Body.

Shri T.N. Singh said that if the Executive Council of the Institute had the power to elect honorary life members, the implication was that the General Body too had similar powers.

The *President* held that the presumption of *Shri T.N. Singh* was not correct. In the United Nations, the Security Council had many powers which the General Assembly did not possess.

Shri T.N. Singh observed that the Executive Council of the Institute did not correspond to the Security Council of the United Nations.

The *President* ruled that without a change in the Rules of the Institute it would be improper for the General Body to consider the resolution put forward by *Shri Goel*.

Shri A.D. Pandit requested *Shri Goel* to withdraw the resolution.

The *Director* observed that he would place the resolution before the Executive Council for their consideration.

10. Item 8 of the Agenda : Consideration of the Second Resolution proposed by *Shri R.C. Agarwal*

Shri R.C. Agarwal moved a resolution as follows :

“This General Body of the Indian Institute of Public Administration wishes to record its appreciation of the past activities of the Institute and further resolves that the activities of the Institute be so planned in future as to render more and more effective assistance to the Government in the great task of reorientating and re-modelling the administration with a view to secure efficiency, economy and impartiality and at the same time responsiveness to the aspirations of the people to whom it intends to serve.”

Shri K.P. Goel seconded the above Resolution.

Shri Shanti Swaroop objected to the consideration of the Resolution by the General Body on the ground that it should have been circulated not at the time of the meeting of the General Body but much earlier.

The *Director* explained that the Resolution of *Shri R.C. Agarwal* had been received in the Institute a week before, it was then put up to the Executive Council and cleared by it on the 24th April, 1959 for transmission to the General Body. It could therefore be circulated to the members only at the time of the meeting of the General Body.

The *President* observed that the contents of the Resolution were of no special importance. The Resolution just recorded a note of appreciation of the work done by the Institute and expressed pious hopes about its future activities. He therefore requested the mover of the Resolution not to press it for adoption.

Shri R.C. Agarwal agreed to withdraw the Resolution, though he felt that nothing would have been lost by its adoption.

11. Item 9 of the Agenda : Annual Essay Prize Distribution

In pursuance of the award given by the board of judges appointed by the Institute to adjudge the essays received for "Public Administration Essay Competition, 1958", the President of the Institute, *Shri Jawaharlal Nehru*, distributed the second prize of Rs. 500 jointly to the following:

1. *Dr. Iqbal Narain*,
Lecturer in Political Science,
Rajasthan College,
Jaipur.
2. *Dr. Amba Prasad*,
Reader in History,
Department of African Studies,
Delhi University, Delhi.

12. Item 10 of the Agenda : Any other Business

No other business was brought forward.

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

Addressing the General Body, the President, *Shri Jawaharlal Nehru*, said:

Whenever I speak on these occasions it is not so much about the very important specific problems with which you deal but rather on certain general considerations which, I think, are

important. I am just trying to refresh my memory as to what I said last year on this occasion. I am afraid I might repeat myself, though a certain measure of repetition about important matters is not bad.

Yesterday, it so happened, I was in Mussoorie and I paid a visit to the Research Centre of the Community Development Organisation. I was very much impressed by that little Centre, only about 50-60 persons taking a course for, I think, six weeks at a time. Each batch contains a number of servicemen and a number of non-servicemen. I dislike, and I don't think it is quite correct to use, the words "officials and non-officials", which are a relic of the British times. People are servicemen and non-servicemen; that I can understand. What am I? Am I an official or non-official? I am obviously an official but I am not a serviceman. The correct description, therefore, is a serviceman and a non-serviceman, just as in our diplomatic service we might say a particular person is a careerman or a non-careerman, though they are both in service. So both these are, I find, mixed up at this Research Centre, but when I stopped a little while at the Centre I did not meet them, as normally I am supposed to meet people. When I pay a visit the people are generally collected together and I am supposed to address them, which may be sometimes helpful but not very much, and certainly I get no idea of what they are doing. But this time I found them carrying on their work separately. Each group, which, for some reason I could not understand, was called a syndicate; and each syndicate was discussing a subject heatedly. There were seven syndicates and the idea was to discuss a subject for two weeks or so, then draw up a report and circulate it to other syndicates which discuss it. Ultimately all syndicates meet together for a joint discussion of their individual reports. Obviously this method seems to me superior to listening to lectures. If two people come out, meet and criticise each other's views on a subject, their consideration of that subject becomes more and more mature and deeper.

So I was rather impressed by this method, specially in a study of a subject which is not a subject about which you get too many precedents, which is a dynamic, growing subject. In a sense community development in its various aspects covers such a variety of public administration that although it does not deal with higher echelons of public administration it does deal with its lower levels in the rural areas and almost everything in the rural areas comes into touch with community development. And I feel that more and more attention is needed to these what might be called the lower ranks of public administration, than to the higher ranks. Higher ranks are important. Because higher ranks get some attention they are much more in the public

eye, but the lower ranks are much more important for the life of the common people. I do not know how far this *Institute* or other institutes of the kind think of that aspect of administration at the level of the petty revenue official, the petty this and the petty that, who is far more important from the point of view of the average resident of India, specially in the village, than high officials. Here, you may well recall an old story of an old lady whose son was, I believe, being tried for a very serious offence, may be murder, before the High Court. And when he was acquitted by the High Court, the old lady thanked the Judge saying: "May you rise to be a Kotwal!" (Circle Police Official). For her the Kotwal was a much more important person than the High Court Judge. She had to deal with him daily. So we have to think of the lower functionaries, for they are the base.

* * *

Great stress is being laid at present by the Planning Commission, by the National Development Council, and generally by Government on panchayats, co-operatives, etc. One aspect of that stress is that these organisations should not be officialised, that they should be controlled by the people of the village who form the members, and that the official element should be rather distinctly advisory—of course, helpfully advisory—but not at all in the sense of bossing over, interfering, and not allowing, if I may say so, the members of the panchayat to make any number of mistakes. Let them make mistakes; let us accept that a mistake is often better than the helplessness and powerlessness which comes from somebody sitting on top and carrying on the business of the panchayats. They will never grow by that. Now that is an important emphasis. There is nothing new about it. But it is an emphasis on the great part of the administration in the lower levels being carried on by the non-service elements, the non-official elements; and that brings new problems in its train. Presumably, when you deal with the administration most of the time you are thinking more of the service—not always of course. Now, as the country advances and specially as it advances towards the socialist pattern, there are likely to be more and more people engaged in Government service, the State services, at all levels. That is bound to happen. But far more persons should be engaged in administrative service in a voluntary way, in a non-service manner. In fact, we should draw in almost every active member of the public to do something or the other, in some form or the other, in some way, and thus have a large network of administration. I should like this *Institute* to devote its attention to the study of the administrative problems lower down the official scale, and more especially to the question of the non-serviceman coming into the picture and taking part in administration at the

lower levels and growing as he does this work because the most important thing is that when he does it he grows.

* * *

Nowadays we are talking a good deal about co-operatives, and it is suggested that we should cover every village as a co-operative, barring perhaps—I do not know—some special areas, like tribal areas, which will also have co-operatives, maybe of somewhat different kind. Now this is a pretty big undertaking—having every village in India as a co-operative. Again that requires a good deal of work, some kind of training, sometimes highly specialised, sometimes a little less so, and I take it that Governments—State and Centre—are going to take steps to train people of every type through highly specialised courses, maybe of a year or six months, shorter courses of a month, even shorter courses for the panchas and the sarpanchas of three or four days, just to explain to the millions of villagers to give them some idea of co-operative and panchayat work. We are launching out, in this way, in new directions outside the scope of our old administrative apparatus and we want to give far greater power to panchayats and to the village co-operatives than they have today, knowing full well that they may misuse it, make mistakes, and the like. The mistakes of the panchayats will not endanger the security of the country. We can survive it. But they will suffer for it, they will learn from it, and the public will learn from it too.

In fact, the biggest mistakes or the biggest of errors that we commit are the errors of not doing things or delaying things. I am convinced of that. A mistake is far better than not doing a thing. You can rectify an error but you can never catch back the time you have lost by not doing something. Enough stress had been laid, in my address last year, on what I have said above. This year also, a reference has been made to this question of delay, to procedures which involve delay—apart from the individual's slackness, it is procedures that involve delay. In spite of every effort, we still go through procedures which involve far too great delays. We have to be careful. There is a word which has a bad odour about it. It is a big word—bureaucratism—too much bureaucracy. Bureaucracy is essential. Bureaucracy means organised work. There is nothing wrong about it—about work in an office; but if we have too much of it, it grows by—what is it called?—Parkinson's Law. Bureaucracy really has an amazing capacity to grow and create work for itself which is not wanted for public purposes at all. We then work for each other. We have to be always on our guard against this and the best way to avoid all this trouble is to avoid processes involving delay.

* * *

The other day I was in south India, in the southern districts of Madras. It had nothing particularly to do with public administration, but I was very much impressed by the rapid improvement being made there in primary education. In numbers alone, of course, the progress has not been much, but it was very impressive and heartening. Every two miles I had to stop because there was a school and the children were lined up. I travelled about 49 miles by an open car, and you can imagine hundreds and thousands of school children, vast numbers, standing by, and many of them of amazingly small age; to me they looked to be 4-5 years and upwards. The Madras Government has specially introduced midday meals and what they call school improvement societies. I went to two conferences of school improvement societies and I was astonished at the bigness of their organisation. Each had about 12,500 teachers, and at least a considerable number of them were women, collected together and discussing their problems in an orderly way—how to improve their schools. There was a wonderful display of gifts; it was an astonishing display really. The quantity itself was impressive, all collected from parents, and others, for the improvement of the schools. What was more significant was a spirit of enthusiasm among the teachers and parents and all concerned, and all co-operating. There were many Catholic schools and other schools, all co-operating in this. That heartened me more than many things that I usually see.

* * *

We are today giving a great deal of intensive thought to the third Five-Year Plan, the approach to it, the size of it, the content of it. We are still in the initial stages although we have been discussing it very deeply for at least six months. We want the greatest discussion, the greatest consideration not in a wishful thinking way, not in a general way as perhaps inevitably we have had to do when we started our First Plan but in a more detailed and concrete manner, looking well into the future; because the more you think of the Plan, the more you have to look to the future in five years, ten years, 20 years, in a perspective way. The Plan is for every aspect of our life and it affects even our institutional approaches; and the problem comes up to us in various ways. How far the present type of institution is suited to the type of society for which we are working? Some institutions are good, I am not criticising them; but it is not a question of goodness or badness but of fitness. How far the existing institutions will fit in with the type of society that we are trying to evolve? This *Institute* will have to keep this particular matter very specially in mind and try to follow the thinking of the evolution of the third Plan from the institutional point of view.

There are sometimes discussions and criticisms, specially in Parliament, about the public sector or the new corporations and other undertakings in the public sector that are functioning; and, I think, it is a very good thing that these criticisms take place in Parliament, though very often they are not wholly justified. Nevertheless, it is a good thing. Of course, the private sector has no such tribunal to face, unless some major development takes place, when something may be said in the newspapers. But the newspapers are always full of questions and statements and discussions on the public sector.

* * *

Now I do not wish to be unfair to anybody but I should like to say that my firm opinion gathered after some knowledge is that the public sector in India today is infinitely superior to the private sector. I have not a shadow of doubt about it; it is superior in competence, superior in economy, and superior in the general outlook it is developing or the general public outlook. And I say, more especially, that, in spite of all the criticisms and the numerous errors and mistakes that we have made and we are making, it is more efficient and more economical. Despite occasional errors here and there, I am very pleased at the way the public sector is developing in India, whether it is the Sindri, whether it is the Chittaranjan, whether it is the Machine Tools, whether it is the Telephone Factory or any other project. You cannot easily adjudge the Hindustan Aircrafts: projects like these you can only measure by cost efficiency. Nobody gives them any publicity, not much, so that I should like to put on record my appreciation of the public enterprises. Even if you take the iron and steel plants, which are criticised, I think, they are very fine achievements—Rourkela and Bhilai. I should like to say that it is a very heartening sight how our people are working in the public sector; they are doing very good work.

* * *

There is one thing to which I referred last time too. Ultimately, an administration has to work with some objectives in view, more especially in a dynamic society. Administration is not obviously just doing some odd job, putting a note on a file, etc. It has got to aim at an objective. If the objective is, let us say, the Plan, the Second Five-Year Plan, or the third Five-Year Plan that is coming, or let us say, a socialist pattern of society which we aim at, then surely the administrator has to think of that. He is not some kind of a static person who does not apply his mind to the basic objectives. He is working to an end, and must always keep that in view even in small things as also in big things.

It may be, of course, that the manner of doing something may differ as there are differences of opinion but the basic objectives should be inscribed in the room, on the walls of the administrator's office. That is "Where we are going to?" has to be remembered; only then can the institutions we have, be worked to that end properly.

Well, you have honoured me by electing me again as the *Institute's* President, in spite of the fact that I only appear here once a year; and I am grateful to you for it. Thank you. ✓

14. The meeting was followed by an At Home.

THE INDIAN INSTITUTE
OF
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REPORT OF PROCEEDINGS OF THE
SPECIAL MEETING OF THE GENERAL BODY
HELD ON THE 17TH JANUARY, 1960



INDRAPRASTHA ESTATE
RING ROAD
NEW DELHI-1

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION NEW DELHI

Report of Proceedings of the Special Meeting of the General Body held on the 17th January, 1960, in the Lecture Hall of the Institute.

1. Introduction

The Executive Council, at its meeting held on the 8th March, 1958, appointed a Sub-Committee consisting of the following members, to re-examine the Rules and the Election Bye-laws of the Institute with a view to recommending any amendments that may be necessary in the light of past experience:

1. Shri G.L. Bansal
2. Shri B.N. Lokur
3. Shri H.C. Mathur
4. Shri L.P. Singh
5. The Director

The Executive Council, after considering the proposals of the Sub-Committee and the Standing Committee's recommendations thereon, decided, at its meeting held on the 21st November, 1959, to recommend certain amendments to the Rules for being placed before a Special Meeting of the General Body of the Institute.

In exercise of the powers conferred by Rule 22 of the Rules of the Institute, the President, *Shri Jawaharlal Nehru*, convened the Special Meeting of the General Body on the 17th January, 1960, at 5 P.M., to consider the draft Resolution.

Shri V.T. Krishnamachari, Chairman of the Executive Council, was in the chair. The following members were present at the Meeting.

1. Shri A. Avasthi
 2. " J.G. Batra
 3. " M.N. Chaturvedi
 4. " G. Gangadharan
 5. " M.P. Goel
 6. " R.S. Gupta
 7. " Jai Prakash Jain
 8. " S.P. Jagota
 9. " B.P. Joshi
- (Representing Officers' Training School, Allahabad.)

10. Shri S.V. Kogekar
11. „ V.T. Krishnamachari
12. „ K.M. Kuriako
13. „ S. Lall
14. „ D.L. Mazumdar
15. „ V.K.N. Menon
16. „ R.G. Mulgund
17. „ R.G. Nagarajan
18. „ B.S. Narula
19. „ H.K. Paranjape
20. „ Hit Prakash
21. „ M.S. Ramayyar
22. „ M.V. Rangachari
23. „ S.V. Rao
24. „ Sada Ram
25. „ K.N.V. Sastri
26. „ Shanti Swaroop
27. „ Shri Ram
28. „ Yadunath Singh (Representing Jammu & Kashmir P.S.C.)
29. „ N. Srinivasan
30. „ B.S. Suryanarayana
31. „ R.N. Thakur
32. „ C.M. Trivedi
33. „ D.G. Tungare

2. The Draft Resolution

Shri Shri Ram, on behalf of the Executive Council, moved the following Resolution :

1. RESOLVED that the Rules of the Indian Institute of Public Administration be amended with immediate effect as follows:

(A) For Rule 5A the following shall be substituted, namely:

“5A. Associate Members—The Executive Council may, on application in the prescribed form, admit as an Associate Member of the Institute a *bona fide* post-graduate student interested in the study of Public Administration or a person who has not completed twenty-five years of age but is otherwise eligible for admission as an Ordinary Member. The Associate membership in the latter case will cease on his completing twenty-five years of age. The rights and privileges of an Associate Member shall be as prescribed”.

(B) For Rule 13 (2) the following shall be substituted, namely:

“13 (2) (a). The Executive Council shall, in its first meeting convened after the Annual General Meeting of the General Body, elect one of its members to be its Chairman who shall preside at the meeting of the Executive Council in the absence of the President.

(b) Where a casual vacancy occurs in the office of the Chairman, the Executive Council shall elect a Chairman as soon as possible.”

(C) In Rule 14 the following shall be substituted for the main portion of Clause (5), namely:

“(5). Elected members of the Executive Council shall hold office until the date of the fourth Annual General Meeting of the General Body called after their election and the co-opted members shall hold office until the date of the next Annual General Meeting of the General Body”.

(D) For Rule 19 the following shall be substituted, namely:

“19. The Standing Committee—The Executive Council shall appoint a Standing Committee from amongst its members to attend to and to dispose of the current business of the Institute on its behalf. The strength of the Standing Committee shall be such as the Executive Council may from time to time determine. *A Member of the Standing Committee shall hold office until the next Annual General Meeting of the General Body or until he ceases to be a member of the Executive Council, whichever is earlier.*

(E) In Rule 20 for the words “in the month of April” the words “in the month of August” shall be substituted.

(F) In Rule 29: (i) In clause (3) for the words “official year” the words “Calendar Year” shall be substituted and the rest of the clause shall be deleted. (ii) In clause (4) for the words “official year” the words “Calendar Year” shall be substituted and the words “which shall be determined by the Director” shall be deleted.

2. Resolved further that the balance-sheet and audited accounts for the period 1st January, 1959 to 31st March, 1960, be submitted for the consideration at the Annual General Meeting of the General Body now to be called in August 1960.

The Resolution was seconded by Dr. K.N.V. Sastri.

An explanatory note on the amendments proposed was also circulated to members and is appended.

3. General Discussion

Shri Shanti Swaroop raised a preliminary objection to the holding of the meeting on a Sunday. In support of his objection, he pointed out that one could hardly expect a substantial number of persons to attend a business meeting of this nature on a Sunday. He also expressed doubts as to whether under the Indian Societies Act it was legal to hold the meeting on a Sunday.

The Chairman observed that there was nothing illegal and many members found it convenient to attend meetings on Sundays, because on other days they were busy with their official work. He, however, regretted the inconvenience caused to some members by holding the meeting on a Sunday.

The Chairman then put the items on the Resolution to vote one by one as follows:

New Rule 5A, New Rule 13 (2), Rule 14 (5), New Rule 19, the amendments to Rule 20 and the amendments to Rule 29.

They were all agreed to.

The Chairman then put Part 2 of the Resolution which was also agreed to.

The Chairman thereafter put the resolution to vote as a whole. It was passed unanimously by the members.

The Chairman declared the Resolution carried.

The Meeting then concluded.

APPENDIX

Explanatory note on the Resolution relating to amendments proposed to be made in the Rules of the Indian Institute of Public Administration

The amendments to the Rules have been proposed with a view to:

- (1) change the accounting year from the calendar to the financial year as adopted for the Budget;
- (2) amplify the Rules to provide that the Chairman and the members of the Standing Committee should be elected/appointed every year by the Executive Council, in conformity with the practice;
- (3) lay down that the date of termination of membership of the Executive Council in a year should be the date of the annual meeting of the General Body; and
- (4) enable persons other than *bona fide* post-graduate students, who but for their being below 25 years of age, would be suitable for membership, to be admitted to the associate membership of the Institute.

The amendments as embodied in the draft resolution are explained *seriatim* in greater detail below:

PART I

Paragraph A

A new class of members known as "Associate Members" was created by an amendment to the Rules approved in a special meeting of the General Body held on the 25th August, 1956, with a view to making available some of the facilities provided by the Institute to post-graduate students interested in the study of public administration, most of whom are under 25 years of age and cannot afford to pay the full subscription of Rs. 25 per annum and are, therefore, prevented from applying for ordinary membership. It is considered that the facilities thus provided by the Institute to post-graduate students as Associate Members could also usefully be made available to other persons interested in the study of public administration who but for their having not completed 25 years of age, would be otherwise eligible for admission as ordinary members under Rule 4. Several persons of this category have expressed a desire for these facilities.

Paragraph B

The Rule in regard to the election of the Chairman of the Executive Council is being made more specific to the effect that the Chairman will be elected by the members of the Council in its first meeting convened after the Annual Meeting of the General Body in conformity with the practice.

Paragraphs C & D

The dates of the Annual Meeting of the General Body may differ from time to time and it seems proper to avoid any hiatus between the expiry of one membership of the Council and the commencement of another in the same chain. In view of this, it is proposed that the date of the termination of membership of the Executive Council may be synchronized with the date of the fourth annual meeting of the General Body after a member's election.

The same reason holds good in regard to the date of termination of membership of the Standing Committee.

Paragraph E

The Budget of the Institute is at present framed by the official year *viz.*, 1st April to 31st March whereas the Accounts are maintained by the calendar year.

The Financial Bye-laws of the Institute which were made and adopted by the Executive Council on the 9th August, 1958, provide that expenditure not provided for in the Budget shall not be incurred except with the sanction of the Executive Council. They also provide for reappropriation of funds from one primary unit of appropriation to another under certain conditions. It would be difficult to apply these Bye-laws unless the accounting year follows the Budget year. Another reason for changing the accounting year to April to March is that Grants-in-aid are received from Government and their utilization has to be certified to the Government by the financial year.

Rule 20 of the Rules of the Institute enjoins the holding of an Annual Meeting of the General Body in the month of April every year. The business to be transacted shall include consideration of the balance-sheet and the audited accounts of the preceding year. If accounts are to be maintained in future by the financial year and not by the calendar year, it will not be possible to present the balance-sheet and the audited accounts in April, as some time is necessary after 31st March for closing the annual accounts and their audit. Consideration of the balance-sheet and the audited accounts of the

outgoing year by the General Body will, therefore, be feasible only in August.

Paragraph F

Though the Budget is, and the accounts will be, as now proposed, by the financial year, subscription for membership as in Rule 24 may continue conveniently to be by the calendar year.

As we now recognise, for the purpose of the Rules and Bye-laws, only the "calendar year" and the "financial year", it is proposed to substitute the words "calendar year" for "official year" in Rule 29 for clarity.

The determination of the number of residuary quarters of a calendar year is simple, and presents no special problem, it being evident that a quarter means a period of three months beginning on 1st January, 1st April, 1st July and 1st October. It is, therefore, unnecessary to make a specific provision for their determination by the Director.

PART II

To bring the accounts on the basis of a financial year, it will be necessary that the accounts of the outgoing year to be presented at the next annual meeting of the General Body in August 1960 should be for a period of 15 months *i.e.* from the 1st January, 1959 to the 31 March, 1960.

V. K. N. MENON
Director & Secretary