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THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

REPORT OF THE PROCEEDINGS OF
THE NINETEENTH ANNUAL MEETING
OF THE GENERAL BODY HELD ON
31ST OCTOBER, 1973



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

*Report of the Proceedings of the Nineteenth Annual
Meeting of the General Body of the Indian
Institute of Public Administration
held on October 31, 1973.*

The Nineteenth Annual Meeting of the General Body of the Institute was held in the auditorium of the Institute at New Delhi at 5.30 p.m. on Wednesday, October 31, 1973. Shri D.P. Dhar, Union Minister for Planning and Chairman of the Executive Council of the Institute presided over the meeting.

The following members were present:

- | | |
|--------------------------------------|------------------------------------|
| 1. Shri P. P. Agarwal | 18. Shri D. P. Dhar |
| 2. Shri G. B. Aivalli | 19. Shri S. M. Diaz |
| 3. Dr. R. S. Arora | 20. Shri Dwarka Das |
| 4. Shri K. N. Bansal | 21. Shri K. K. Gaur |
| 5. Prof. A. P. Barnabas | 22. Shri K. C. Gopala-
krishnan |
| 6. Dr. C. P. Bhambhani | 23. Shri Gopeshwar Nath |
| 7. Shri U. Bhandaree | 24. Prof. R. C. Goyal |
| 8. Shri K. K. Bharadwaj | 25. Prof. S. K. Goyal |
| 9. Shri J. L. Bhargava | 26. Shri Hari Chand |
| 10. Shri Bipin Chandra | 27. Shri J. V. Jadhav |
| 11. Shri M. K. Chaturvedi | 28. Prof. V. Jagannadham |
| 12. Shri T. N. Chaturvedi | 29. Shri Jai Prakash Jain |
| 13. Shri Tribhuwan Nath
Chaudhary | 30. Dr. R. B. Jain |
| 14. Dr. T. P. S. Chauhan | 31. Dr. S. C. Jain |
| 15. Dr. Surendra Chopra | 32. Shri K. C. Johoray |
| 16. Prof. R. B. Das | 33. Mrs. Promilla Kapur |
| 17. Shri A. Datta | 34. Shri R. P. Khetarpal |

35. Shri Y. L. Khular
36. Shri M. Kistaiah
37. Shri A. V. Koratkar
38. Shri S. Krishnamurthy
39. Shri V. A. Krishnamurthy
40. Shri M. N. Kulkarni
41. Prof. S. R. Maheshwari
42. Shri H. R. Makhija
43. Shri D. D. Malhotra
44. Shri B. C. Mathur
45. Shri B. S. Mathur
46. Prof. Kuldeep Mathur
47. Prof. M. V. Mathur
48. Lt. Col. Peter Anthony Mendonca
49. Shri P. Achutha Menon
50. Prof. V. K. N. Menon
51. Shri M. Miakhan
52. Shri Joseph Minathur
53. Shri O. P. Minocha
54. Shri J. K. Mittal
55. Shri Prem Narain Mittal
56. Shri R. G. Mulgund
57. Shri Bahadur Murao
58. Shri W. G. Naidu
59. Shri Zal Nowsherwanji
60. Dr. V. A. Pai Panandikar
61. Shri J. J. Panakal
62. Shri A. P. Paracer
63. Dr. H. K. Paranjape
64. Shri G. N. Pathak
65. Shri H. Pathak
66. Shri J. C. Paul
67. Shri S. Paul
68. Shri A. Krishna Pillai
69. Dr. Ram Chandra Prasad
70. Shri Shital Prasad
71. Shri R. P. Ram
72. Shri C. A. Ramakrishnan
73. Shri M. V. S. Prasada Rau
74. Shri D. S. Rawat
75. Shri G. N. Sadhu
76. Shri S. D. Sardiwal
77. Shri J. C. Saxena
78. Shri Vinod Sethi
79. Dr. B. D. Sharma
80. Dr. Sudesh Kumar Sharma
81. Shri D. P. Singh
82. Dr. Jaideep Singh
83. Shri Manjit Singh
84. Shri Mohan Singh
85. Dr. S. P. Singh
86. Dr. R. P. Singhal
Shri J. K. P. Sinha
88. Shri M. Subramanian
89. Shri V. Subramanian
90. Shri S. N. Swaroop
91. Shri B. S. Vaid
92. Shri V. R. Vaish
93. Dr. Vishwanath Prasad Varma
94. Shri R. N. Vasudeva
95. Shri K. Venkataraman
96. Shri J. P. Verma
97. Prof. L. P. Vidyarthi
98. Shri P. S. Vimal
99. Shri M. M. K. Wali

Associate Members

1. Shri A. C. Avasthi
2. Shri Jagjit Puri
3. Shri P. K. Sardana

Corporate Member

1. Shri J. K. P. Sinha (Representing Institute of Public Administration, Patna University, Patna).

Condolence Resolution

Shri D. P. Dhar : "This Annual Meeting of the General Body of the Indian Institute of Public Administration held on October 31, 1973, places on record its deep sense of sorrow and grief on the passing away of the following members : Shri S. V. Mazumdar, Shri R. S. Srinivasan, Shri Brij Raj Narain, Shri K. K. Sinha, and Shri F. H. Vallibhoy."

The resolution was passed, all members standing and observing two minutes' silence.

Item No. 1. Opening Remarks by the Chairman of the Executive Council.

"Gentlemen, it is my proud privilege to welcome you to this annual meeting of the General Body of your organisation. It gives me pleasure to find so many distinguished persons present at this meeting. I am sorry it has not been possible for the Prime Minister to spare the time to preside over this meeting. I, however, wish to convey on her behalf her greetings for the meeting, and her good wishes for the future endeavours of this organisation.

"I must confess, gentlemen, because of my preoccupations and perhaps because of the absence of any special aptitude for the highly specialised work that has been entrusted to this Institute, I have not been able to devote as much attention as expected of me, to the work of this organisation. I might say,

therefore, that much to my regret, my association with this Institute, though warm and affectionate, has been rather flimsy in its day-to-day working.

“The country, as you know, is passing through a very difficult phase and we are on the verge of launching the Fifth Plan. We are trying our best to formulate the Fifth Plan in a manner that marks some improvement on the preceding Plans. We wish to learn as much as we can from our past mistakes and to be guided by an awareness of those mistakes in charting a more useful and a more purposeful course of action during the next Five Year Plan. It must be admitted that our administration must be quick and efficient to enable us to achieve our targets.

“I feel that the value and the significance of the activities of this Institute will be immense in the process of the implementation of the Fifth Plan because after all, one of the basic aims, if not the main aim, of this Institute is to re-fashion the instruments of administration which have been established. We have to address ourselves through your studies, research activities and a host of other activities that fall within the ambit of this Institute, to readjust the administrative system, to find out how it can be improved.

“Quite a number of controversies are there in the air, controversies which have been somewhat old in character but which today are facing us with a new urgency. The controversy that I am specially referring to is the one about the generalist and the specialist. I do not think that in these 25 years since Independence we have seriously addressed ourselves to the question of integrating the efforts and the endeavours of different types of people, the generalists and the specialists in the various spheres of activities. As a matter of fact, what we witness today is a feeling of disintegration of the administrative fabric as such. This controversy has come out in the open and has even at times assumed the character of an acrimonious debate. I feel that this Institute is very eminently suited to address itself to this particular question and its solution.

“In the process of the administration and in suggesting certain changes, certain improvements, this Institute in spite of quite a number of handicaps, has done extremely well in the past 17 years. But I am afraid that we have to show a lively awareness of the new tasks which are facing us; we have tried to brush a number of them under the carpet and yet they have now started staring us in the face and I feel that in the programmes that you propose to draw up, these aspects of administration may perhaps deserve your special attention.

“I would also like to draw your kind attention to another aspect of administration which is directly related with the developmental processes governing the overall plans which we draw up for our country. Considerable emphasis has been laid on the functioning of the administration of the Central or the State levels but we have not taken notice of the areas at the grassroots level. While we have laid great emphasis in training specialists in management, we have not yet given a real orientation to the people who run our districts. Today, the task of the person who is in charge of the district, who coordinates the various activities in the district is predominantly responsible for the future development of the country. I have not seen any instance of any organisation in the country which runs special courses for equipping our young administrators at the district level for the tasks which they are called upon to shoulder. We have Management Institutes like the one at Ahmedabad or Calcutta, etc., but the people particularly from the All-India Services who are entrusted with the work of management of development activities at the district level are not—I do not say that they are not equipped, they are not trained, they are not oriented fully to be able to undertake this great responsibility. But I have found in my experience that this is a very serious lacuna. It is not the fault of the officers; it is the fault of the absence of the training; I would like this Institute to pay some attention to this problem.

“The activities and programmes of the Institute show a marked improvement as seen from the report and I hope that

this phase of improvement will be maintained in future. I have no desire to indulge in the temptation of delivering a sermon to such an eminent audience and waste your time.

"I shall once again welcome you heartily to this meeting and wish your deliberations all success and I hope they will be fruitful. Thank you."

Shri K. K. Bharadwaj : "A slip has been pasted in the Report under the title 'President'. Who is the President of this Institute ?"

Shri D. P. Dhar : "Last year the Prime Minister happened to be the President of this Institute and this year she has been approached at the behest of the Director of this Institute several times to accept the Presidentship of this Institute, I am sorry to say that she has not accepted to do so and whether there is a slip or not slip, apparently the truth of the matter is that there is no President."

Shri K. K. Bharadwaj : "Is our body then functioning under law ?"

Shri Dhar : "If a body is to function, it can function without a President. If it cannot function, it may not function even if there is a President. I am very happy to say that on account of your question, the order of the business has been changed. I must say your question is effective and the election of the President of the Institute has now become the first item of the Agenda."

Item No. 2 : Election of the President of the Institute

Prof. M. V. Mathur : "I propose that Shri Gopal Swarup Pathak, the Vice-President of India, be the President of the Institute."

Shri T. N. Chaturvedi : "I second it."

Shri Bharadwaj : "Has the Vice-President accepted the nomination ?"

Shri Dhar : "I whispered this question into the ears of Prof. Dayal; he gives me to understand he has sanguine hopes that the Vice-President will accept it."

The resolution was unanimously passed.

Item No. 3. Award of Prize to the Winner in the Essay Competition.

Chairman : "The next item I have been asked to take up is Award of Prizes to the Winners in the Essay Competition."

Prof. Ishwar Dayal : "There were 14 essays received this year and the judges were Shri A. Mitra, Dr. Kamala Chaudhri and Dr. K. S. Gill. They have unanimously awarded a second prize to Dr. S. C. Jain, Employment Adviser, Sachivalaya, Gujarat. His essay was on *Social Science Research and Administration*. The judges felt that no entry was fit for the first prize this year and therefore no first prize has been awarded. May I request Dr. S. C. Jain to come and receive the award?"

Dr. S. C. Jain walked up to the dais and received the prize from the Chairman.

Item No. 4. Confirmation of the Report of the Proceedings of the Annual Meeting held on October 28, 1972.

Chairman : "We go to the next item :

This relates to the proceedings of the General Body meeting".

Shri K. K. Bharadwaj : "Here the Report says on page 48, that Shri R. K. Khetrpal's speech in Hindi is given as a summary in English. At one stage we agreed to Hindi being the official language of the Union. And here, if a man wants to speak in Hindi, by not printing what he said in Hindi, we are showing disrespect. What should be the difficulty in printing these remarks in Hindi itself?"

Chairman : "I find weight in your argument. We should have printed his address in Hindi and then translated into

English. But I suppose it must be paper shortage! I must frankly confess that I have no reply. I feel that the Director may have something to say."

Director : "The idea had not occurred to us. We will make a note of the suggestion that remarks in Hindi may be printed in the language.

Shri K. K. Bharadwaj : "Once these proceedings are over, the matter is hushed up for another year to come. The Director as well as the Executive Council say that this is an annual mela. We will listen to something and then forget. Whatever we suggest, later on, no action is taken. Earlier also on so many occasions I have pointed out to what Prime Minister Nehru and Shastri said but no action was taken on those remarks. I wonder if the Institute will take up whatever points are said here and take action during the year. My suggestion is once the proceedings are over, then we should take each para, and start action and must complete it before the next annual meeting."

Chairman : "I agree with you that the decisions or the significant observations which are made in this General Body meeting should be separately listed and the Report should indicate the action or absence of action on each one of these. But I disagree with your remark that this is a mela. It is rather too sombre a meeting."

Shri K. K. Bharadwaj : "One of the former Executive Council Members, Mr. Shastri from Bangalore has written a personal letter to me that he has to wait for 365 days to know what happened at the meeting because the proceedings are sent to him only at the time of Annual Report. These proceedings should be sent to the Members much earlier."

Chairman : "I think it is the fault of the system. A continued communication between the gentlemen who manage this Institution and the General Body which governs its activity is necessary. As they are publishing a very good Journal, perhaps that could be made available for conveying some information with regard to some of decisions which are taken in the

General Body meeting to the Members. I presume of course that the General Body members receive and then read this Journal !

“Any other point ? Have you exhausted yours !”

Wing Cdr. Mohan Singh : “In the last General Body Meeting the Chairman had remarked that this Institution should take note of the relationship between politicians and administration and this Institute should do some study on it. I would like to know if anything has been done by the Institute and if so what ?”

Director : “A series of studies are being planned. And they are looking into this particular aspect as well. We have not lost sight of it.”

Shri T. N. Chaturvedi : “On a point of information, one study was done earlier and another, I think, has been processed and is complete. It is with regard to District Bhavnagar. Another study was about Meerut.”

Shri M.V.S. Prasada Rau : “Prof. Shanti Kothari has done some study on this. It has been reported.”

Chairman : “I think those are not highly secret and highly confidential documents at the moment. We can present a set of these studies to Sardar Sahib. Is that all right ?

“Shall I take it that you gentlemen have confirmed the Report. Thank you.”

The proceedings were confirmed.

Item No. 5 : Consideration of Annual Report, 1972-73.

Chairman : “The next item is consideration of Annual Report, 1972-73. Prof. Dayal has been kind enough to say he would not read the whole of the Report, but make a few synoptic observations about this Report before the General Body.”

The Director : "I have the privilege of presenting the Annual Report of the Institute for the year 1972-73. Printed copies of the report and detailed accounts of the activities of the Institute during the year 1972-73 have already been circulated. I shall touch mainly upon two aspects of our work leading well into this year, viz., our current activities and the reorganisation of the Institute.

Current Activities

Research : About 20 studies have so far been undertaken by the Institute during the current year and details of some others are presently being worked out. Most of these studies would be completed by the end of this academic year and a few would continue for varied periods of time.

"The studies in hand can be broadly divided into three categories.

- (1) Studies that would enhance our understanding of the administrative system, how it operates, what are the blocks in the achievement of the basic purpose of the organisation, what kind of leadership is required for different kinds of administrative tasks and what is the nature of changes that might help in creating more viable administrative systems. The studies included in this category cover researches in field level administration, administration during emergency, study of organisations with different tasks systems, etc.
- (2) Studies relating to the understanding of the process of change in large and complex systems in India. Certain large and successful bureaucratic systems are being studied in order to understand how changes have come about in these organisations. It may be possible for us to generalise from these experiences how change can be planned in work systems.
- (3) Third series of studies are on certain specific problems in significant areas of public administration. Some of these studies relate to the civil service structure, the

controversy between generalists and specialists, public response to administration, long-term planning, etc.

“The scope of some of the studies now in hand would be expanded considerably based on the results of pilot studies.

“We hope that these studies and others to be undertaken would give us empirical data for developing concepts and theory in public administration in due course.

“*Training* : During the year 1972-73, we conducted 13 courses for different departments of the Government, 9 courses for executives drawn from Public Sector enterprises and 7 courses for executives in municipal corporations. In our planning for the current year, the number of these courses has been increased substantially.

“Besides training programmes, we held one conference, six seminars and several discussion groups.

“The teaching programmes of the Institute would be greatly aided by research findings. Hence we have undertaken a programme of case research, collection of live material for exercises, problems and the like for class-room teaching. Before undertaking field studies, we organised for the faculty an internal programme of research methods and a case writing workshop.

“We have conducted this year two experimental courses using primarily experience-based methods of class-room teaching. The courses mainly relied upon case teaching, small group exercises and certain laboratory type situations, together with a considerable package of reading material. The response from participants in both these courses was enthusiastic and there have been requests for a continued repetition of this kind of course. We hope fairly substantial revision in training methodology in several other courses would also be attempted.

“The Institute has proposed an advanced course in public administration for the duration of nine months. The course is meant for civil servants with 8-10 years' service. We are also

-exploring the possibilities of awarding a master's degree for this course. Discussions about this course are at present being held with the Government."

"Consulting : Consulting work has been interesting and in many instances it has given us valuable experience. It is our hope that such assignments will continue to offer practical challenges to us and contribute relevant material for improving our own teaching programmes.

"At present, we have varied assignments. These include reorganisation of large enterprises, developing a computerised system for controlling a vast client network, long range planning, performance budgeting and management information system, etc. There are several other projects being negotiated now.

"Several other activities have also been started. Among these are the institution of monthly lectures and extension programmes for the members and the public in Delhi. We hope the range of activities will increase.

"Publication : The Institute has brought out four books on case studies and 7 other publications. We have also encouraged a number of other publishers. We are in the process of improving our distribution system for the books in stock with us.

"Reorganisation : After I joined the Institute, the faculty and I together initiated several discussions to review the objectives and plans of the Institute. In the process of our search for viability, we discussed the problem with several people individually and later held a national seminar on March 24, 1973. Subsequently, the plans were approved by the Executive Council in its meeting on March 27, 1973. The revised papers were published as Perspectives and Plans of IIPA and sent individually to all the members of the Institute.

"The tasks of the Institute as stated in the pamphlet are reproduced here :

1. Research in the field of administration and use of knowledge relevant to the administrative roles of

Government, social, voluntary organisations and the industrial sector.

2. Mid-career training of administrators and managers at all levels.
3. Training of instructors and researchers in administration and preparing teaching material to improve upon the quality of instructions and research in the field.
4. Help improve the administrative systems in the Government, its subsidiary organisations and the industrial sector where findings of research are applicable.
5. Help improve the planning for change and action programmes to develop strategies for social transformation from the traditional to modern societies.

“The special features of the reorganisation are that task responsibility is assigned to the six task heads for research, training and consulting activities. We hope this system would enable us to achieve greater distribution of managerial authority among the Director, the activity heads and the faculty. It would also provide better planning of individual activities and greater scope for work to individuals and groups within the Institute.

“The other feature of the reorganisation is the setting up of sentient groups for professional growth and development of members of the Faculty. The twin organisational purposes that we hope to serve by the reorganisation are opportunity for the growth of individuals and responsibility for tasks. Details about both the sentient and the task systems are given in the pamphlet on Perspectives and Plans of IIPA sent earlier to the members.

“*Finance* : For the last five years, the grants of the Institute have remained constant. This year, the Government was obliged to further reduce the grant owing to the difficulties that the Indian economy is facing.

"The matter has been taken up with the Government. It is, however, obvious that the activities of the Institute cannot increase their usefulness and range without substantial recruitment of faculty and supporting personnel. I am personally of the opinion that unless the studies of the administrative processes are increased substantially in range and depth, the contribution that the Institute is capable of making towards the urgent business of improving administration and coordinating its work with planned change, would remain marginal. I also believe that, without enhancing the activities and without additional funds, the present level of expenditure of the Institute is uneconomical. This Institute is capable of making a significant and much needed contribution to administration. It would be a great pity to inhibit its growth."

"The Ford Foundation grants for financial administration and consulting were available to the Institute during the year 1972-73, and we are grateful to them for this. The grants given to us by the Ministry of Finance, Ministry of Works & Housing are gratefully acknowledged as also the valuable support of the Training Division in the Department of Personnel, Cabinet Secretariat.

"Before I close, I would like to express my gratitude to the members of the Faculty and the staff for their cooperation and for their willingness to examine the problems of the Institute and I hope that, through such collaboration, we might realise the goals that all of us cherish.

"Thank you."

Shri M. K. Chaturvedi: "I propose that the Annual Report be approved."

Shri M. Subramanian: "I second it."

Shri K. K. Bharadwaj: "Mr. Chairman, Mr. Director and Friends!

"The 19th Annual Report which has been presented to this House today is very nicely printed and its get-up is quite excellent. This improvement in printing and get-up of the Annual

Report is a distinct feature of the seventies as the Annual Reports for the last two years were also of high standard on this score. As the costly and neat clothes of an individual are not an indicator of one's health or vitality, the good get-up and printing of the Report does not show the good performance of the Institute.

“During the year under review, the Institute had the benefit of 3 Directors, namely, Prof. G. Mukharji, Shri Gopeshwar Nath and Prof. Ishwar Dayal. In that situation, it is very difficult to accord credit or apportion blame for the success or failure of the Institute during the last year. As this meeting has been called to discuss this report, it is our duty to make our observations and humble suggestions. During the last annual meeting of the General Body held on 28th October, 1972, both the Director and a member of the Executive Council, Mr. Prasada Rau had made a statement that there is a suggestion from the Prime Minister that Prof. Ravi Mathai should be appointed to go into the affairs of the Institute as a one-man body. The Director had said that the suggestion is under consideration. The Report, unfortunately, makes no mention of what was the result of this proposal. There is another inconsistency of fact in the Report. In the last Annual Meeting held on 28th October, 1972, the Chairman of the Executive Council, Mr. Asoka Mehta, had stated that the President had approved and the Executive Council would concur in the appointment of Prof. Ishwar Dayal as our next Director. Contrary to this, the Annual Report states that the Executive Council approved the appointment at its meeting held on the 27th October, 1972, *i.e.*, a day before the date of the Annual Meeting. This is one inconsistency.

“There is one distinct improvement in the Report so far as the headings are concerned. These have been classified in comparison with the Reports of the previous years. The primary objective of the Indian Institute of Public Administration is research. So I take it up first. The Report states that details of the research work carried out by individual faculty members have not been arranged area-wise and have been given in Appendix III which lists the academic work of each faculty

member. Emphasis is on each Member. So we go to Appendix III. The name of quite a number of members of faculty does not at all figure in Appendix III. That shows that they do not have an aptitude or capacity for research. I do not want to mention their names because it is embarrassing both for them as well as for me. Then the work done by the four newly promoted professors who were earlier Readers in the Institute is in no way commendable. One of them has published only one article in *Nagarlok* throughout the year. Another has to his credit six articles published in *Young Indian*. The third one has to his credit only one article and that was published in the Weekly, *Round Table*. May I ask, Sir; as to what is the academic standard of these two weeklies in the eyes of the professors and students of Research? I shall be proud of this Institute, if at least the professors could ensure the publication of their articles in journals of international or at least national repute. When the gold rusts, the fate of the iron could only be imagined. I, therefore, make no comment on the work of the Readers and the Lecturers."

"In good olden days, the Institute used to award every year a few research scholarships to students for doing their Ph. D. or conducting post-doctoral research. Had this been continued, we would not have faced the situation, a mention of which was made in the last Annual Meeting and it was not refuted by the Director that, at the time of the visit of the Prime Minister to the Library, some peons had to be ordered to sit and put their hands on books to look like research students. On this score, the Institute has a penny-wise pound-foolish policy. It can send persons outside the country to do their Ph.D. and spend huge amounts in foreign exchange but it has no money for giving to research students here. I also want to know as to how and on what criteria the grant for short-duration overseas travel study are made. The Report does not indicate the method of selection.

"Now I come to the heading 'Publication'. Out of 11 publications reported to be in the press last year, six have been published. What happened to the remaining 5? The Report

does not provide an answer. The achievement of the Institute on this score is quite unsatisfactory. It has published two proceedings of the Seminars and one pamphlet, Perspectives and Plans of the IIPA. Beyond them there are only 2 publications—not an excellent record.

“Now about Training. The Institute has conducted quite a number of courses. But there is no association with Universities except one course on Financial Management, and another on Fundamentals of Computer Programming. Since training has been the primary activity for the last few years, I want to make one point. Have we ever studied as to what is the impact of the training upon the trainees? To what extent does their efficiency enhance after this training? Let us not know it from the mouth of the trainees alone or their sponsoring authorities. We should make an academic study of this problem. For my part, I have emphasised again and again that these training programmes are no better than a picnic for the trainee officers and the IIPA should allow the training institutions of the Government to do this work. Under the heading ‘Conclusion’ the Report makes a mention that a nine-month training course for the officers at the level of Deputy Secretaries is expected to be started in 1974. I submit in all humility that this course will not be useful either for the officers or for the Institute. We should, rather, conduct courses of brief duration for officers at all levels.

“It is perhaps for the first time that the management of the Institute in the conclusion to the Report at page 55 has expressed its gratefulness to the faculty and the staff of the Institute for their contribution to the achievements of the Institute. This is really a good gesture.

“As I look at Appendix II of the Report—Academic and Senior Administrative Staff Members as on 31st July, 1973—in comparison with the report for last year, I am happy to note that the Faculty has now its full strength of 8 professors including the Director. A number of other fresh appointments have also been made. This seems to be in conformity with an age-old tradition in our country that whenever a new government assumes office,

it releases prisoners as a matter of jubilation and makes many appointments to indicate its assumption of office. The new Director has also made these appointments. Well, no harm ! But what is distressing is that an opportunity to infuse new blood in the Faculty has been missed as four Readers in the Institute have been elevated to the position of Professorship. Well, there are rules and regulations, laid down by the University Grants Commission for appointment to these posts. The IIPA as an Institution of national standing, must set up first-rate standards and traditions. Whatever I have heard on this account is that in the bumper crop of appointments this year, standards of qualifications and academic merit as well as procedures of the selection were thrown to the winds. Well, all those who were candidates and were not appointed, would have a grievance. But if the selections had not been made properly, it is nothing but criminal. The various appointments, that were made in earlier years on considerations other than merit to which I have made detailed references in the past, are still an eye-sore. If the earlier practice has been repeated, I can only say that the management is making itself responsible for sins of such a high depth and density that if all the water contained in the Indian Ocean is poured over them, these would not be cleaned.

“This Report mentions the future Perspectives and Plans of the IIPA. I have glanced through this pamphlet brought out by the Institute. I am indeed happy to state that whatever men like me have been saying in a bold and blunt language — the IIPA should not run from one lap to another—A. R. C. to Training Division, but should develop its own personality and attempt to stand on its own legs,—has at long last been recognised. In his Introduction to the Perspectives and Plans of the IIPA Prof. (I) Ishwar Dayal, the Director, states :

‘In the recent past IIPA’s activities have characterised a reactive, as against a proactive organisation. It generally responded to what the Government or other agencies wanted it to do and was guided less by what the Institute believed is important for developing knowledge and practice in public administration.’

A few more such observations have been made but I do not want to take your time by quoting them. On the assumption that what I say on this issue would be received in the right perspective, I want to make a few observations. It is stated at page 30 of the Report that a Seminar on the Perspectives and Plans of the IIPA was held on 24th March, 1973 in which 78 participants took part. Without disputing the capabilities of the participants, I wish to state that such an important issue like Future Perspectives and Plans of the IIPA requires much more academic debate and many seminars. I have glanced through the pamphlet. To me, it seems more and more vocabulary and higher terminology and nothing else. The objectives that have been put forward may not be achieved even over a period of two decades and we cannot have that patience. The term of Prof. Ishwar Dayal as the Director according to the Report is three years. Can't we have from him a plan which would be expected to indicate definite results in a period of a year or two? Then ours is an ancient land and modern methods do not work here so satisfactorily. In his Approach to Self-Government, Prof. Jennings makes a mention of the first Prime Minister of Ceylon, Mr. Senanayake's visit to a Higher Secondary School. The Principal showed the Prime Minister a number of plants which pleased the Prime Minister. But before Mr. Senanayake left he called the Principal and whispered in her ears, 'Madam, I am happy to see all these plants, but how much I wish they had roots.' Likewise, our plans for improvement of public administration must conform to Indian conditions. For implementation of all our schemes, we have to depend upon our old institutions and set-up. This paper also refers at page 10 to the fact that some years ago an officer-oriented system of work was started in some Government departments and records that it seems this experience has not been uniformly successful. Our primary need is immediate result. The Institute should thus have two approaches :

- (1) How to improve the efficiency of an organisation within the framework of present set-up;
- (2) How to prevent the leakages in the revenues of the Government. We should take agencies and organisations one by one in a systematic way.

“The primary objective of the IIPA as envisaged by Paul Appleby was communication — communication between Academies and Administrations — communication between research and practice. This could be achieved if we associate universities and students with our work and not by high phraseology or training of the higher civil servants alone. What we have been doing here is tall talk and less action.

“It is not surprising that the Hostel of the Institute which was built for the benefit of students and researchers is being used by the Indian Council of Social Science Research as office accommodation. Perhaps no other academic institution in this country, may in the entire world, can have such a sense of humiliation or some may say, a matter of pride!

“Before I conclude, Sir, I would like to refer to the Director’s remarks about financial difficulties. He made a remark that if funds are not made available, the Institute’s Faculty’s work would not be done properly. A Committee was appointed by the Government of India to look into the affairs of the Indian School of International Studies. That Committee suggested a saving of Rs. 2 lakhs and the suggestion was not accepted and unfortunately that Institute became part of a University. I am pretty confident that there was a suggestion from the Prime Minister that we must get our work checked by an outside agency. If some outside committee or one-man committee were to look into the affairs of this Institute, with lot of savings in the finances, it can still be run better.”

Chairman : “Mr. Subramanian would like to speak.”

Shri M. Subramanian : “Mr. Chairman and fellow members, I stand here to support the resolution for the adoption of the Annual Report. I think the Director has amply brought out in his presentation how efforts have been made and continue to be made for giving a sense of direction to the work that is done here in its various aspects of research, training, consultancy, etc. I think some of the comments that were made here perhaps merely represent, Sir, the gap in the communication system between the administration of the Institute and its members. So, while

supporting the resolution for adoption of the Report, I will suggest to the Director and my colleagues on the Council that perhaps what is to be done is to provide the members a greater awareness of what is happening here, the good work that has been planned, the manner in which it is being carried out and the results which are being achieved and manner in which it is being carried out and put to use, not only here but in other organs of Government and semi-government institutions as well. It is difficult to communicate with members only through annual meetings. I can see that the members are anxious in the intervening period and that they must be kept informed of what we are doing in various fields, particularly in respect of those fields in which individual members may be specially interested.

“I am quite sure that Prof. Dayal in the coming year would try to ensure that whether it be by the Newsletter or whether it be by the Journal—the editor has always tried to bring it out in time with useful contents—these means of communication would be used for informing members from time to time as to what we are doing. And not merely what we are planning today. I am quite sure that in the coming months, members would be aware of the results of what has been planned by the Director, and his colleagues with the approval of the Council and we should now look forward to a period of constructive and productive activity on the part of the Institute, its Faculty and its members. I would suggest that in that spirit, we should unanimously support not only the Director and his colleagues on the Council in their efforts but support the resolution and adoption of the Annual Report unanimously.

“Thank you very much.”

Chairman : “There is a request from a large number of members who wish to speak. Do you think we might have some time-limit? It is hoped that Shri T. N. Chaudhary will set the pace in precision and respect for time.”

Shri T. N. Chaudhary : “Thank you, Mr. Chairman for giving me an opportunity. Sir, in his speech, the Director of the Institute has mentioned that the old MDPA is to be revived in a different manner, that now the course will be only for those

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persons who are to be drawn from the civil services. I do not know what should be the status of those persons, who got the diploma in the past. Those who got the diploma in the past have got some relationship with the Institute. It is their old alumnus. The Institute is not giving them any facilities now as it used to. All the time we are hearing that the concessions given to the alumni are now being withdrawn day by day. I am for maintaining those concessions which used to be given to them earlier.

“As regards research activities, I wish to know whether the Institute has been providing research or accommodation facilities for Indian research scholars. I have found the names of some foreign research scholars taking some interest. They are strangers here and taking the help of the Institute. I do not know whether Indian research scholars are also getting similar benefits.

“Then coming to the hostel, I should say that the hostel is taking the shape of a hotel as Mr. Bharadwaj has already explained earlier, that it is really embarrassing as we go around to the bath room, wrapping towels, we find that there is an officer and several people waiting in front of the office. Moreover, it is becoming costly to stay at the hostel. I do not think that there will be any sane person living here in the hostel which costs Rs. 16 per day. You can imagine that even the U. G. C. gives a grant only of Rs. 10 per day.

“Now coming to the General Body Members. The General Body Members in the past had no right at all. I have a letter from the Director. It says that the only right for the general members is that they must get their publications in time and nothing else. When I wanted to see some register—not any confidential one, I was denied the right to have access to this register. You can very well imagine the status of the general body members who are supposed to be superintending the Institute.

“I sent a complaint in the name of the Chairman of the Executive Council and it was received by Mr. Asoka Mehta.

the outgoing Chairman. I had substantiated the charge then but so far I have not yet received any response to my complaint. I want to say that the status of the general members and other members must be maintained and this will result in other members supporting me in this cause."

Shri M. N. Kulkarni : "Mr. Chairman and Friends ! I wish to make two suggestions. One is about the membership drive of the Institute. I do not know whether the Executive Council has devoted any attention to increasing the membership. Ultimately, the whole process of communication starts through the members and unless we take a massive programme to enlist as many members as possible, I doubt whether we can communicate our ideas very effectively. If all of us can make a sincere effort to enlist all the Deputy Commissioners and Collectors of the District plus the Block Development Officers and all functionaries, the real significance of the Institute will be brought out.

"The second thing is regarding the training programme. In the past few years, I find that much of the training has been for the middle level officers. Why can't this Institute instead of arranging training here only, go to the distant places, not to Lucknow or Bangalore or Calcutta, go to the field and have one week's Refresher Course for those field personnel who form the core of the Indian administration ? I do not say training of the collectors or I.A.S. Officers would not serve but I do feel that if you go still further down to the field personnel, the entire process of communication will be more effective and all techniques and various refinements that are being discussed in this capital city will permeate all levels."

Shri Bahadur Murao : "The Executive Committee of the Institute deserves congratulations for laying down a set of objectives for the Institute. A clear definition of the objectives is, however, only the beginning. It is noted that the Institute has decided that researches and studies are proposed to be undertaken on the following aspects :

- (i) Research in the field of administration and application and use of knowledge relevant to administrative

roles of Government (page 9.1 of the Report),

- (ii) Studies in organisational design, inter-departmental and inter-government relations, administrative practices etc. (page 14-1-A).
- (iii) Executive Development Programmes (page 15-A).
- (iv) Studies in administrative leadership and behaviour (page 17-C).
- (v) Studies in Performance Budgeting (page 20-G).

I would most humbly suggest that these should be conducted more intensively in applied fields in relation to the actual operations of the Government.

"I need hardly add that research should be result-oriented. One of the methods by which I think IIPA could contribute effectively to improvement in the methodology in the work of the Government would be a research in live problems of the Government : by studying the organisational design in consultation with appropriate and willing departments in the Government. I need hardly add that the techniques of management by objectives is applicable to Government work as to industry. Considering that our problems are different from those of developed socialistic and capitalistic economies, our techniques of research should be rooted in our cultural, political, sociological and economic environment.

"I feel that the available resources of the Institute could be far more effectively utilised if it could conduct research at least on pilot project basis in at least two selected Departments of the Government to find out :

- (1) Whether the Ministry/Department or the Agency has a clearcut set of objectives, that its administrators/executives/operators are trying to attain.
- (2) Whether these objectives are clearly understood and grasped by the levels of personnel responsible for the

formulation of the policy and executives and operatives responsible for its implementation.

- (3) Whether the control mechanism provides for a measure of contribution made by the individual policy makers, executives and operatives. This should include not merely the contribution of the line executive but also the staff advisers, inclusive of technical and financial advisers.
- (4) Whether the contribution of each individual in the organisation towards attainment of the objectives of the organisation has been positive and, if so, what is its quantum? This would also identify if the contribution of some of them has been negative in character.
- (5) Whether measures have been laid out for ascertainment of knowledge of results of the actual operations of each level of personnel in real time for control, *i.e.*, identification of significant super-performance or under-performance.
- (6) Whether appropriate motivations for enrichment of the organisation have been developed in terms of these objectives, sub-objectives and knowledge of results.

“I am sure all of us would agree that this type of applied research in live environments of Government operations would help to make performance budgeting, executive development and administrative leadership more realistic.

“Appleby’s researches during the early part of 1950 indicated two types of distortions

- (i) While a detailed review is conducted before acceptance of the proposals, very rarely a detailed review of the performance is undertaken to ascertain how far the objectives, for which the proposal was accepted, have been attained.

- (ii) While most departments publish a review of the progress made, very few of them publish what they propose to attain during the period.

“Unless various levels of administrators, executives and operatives understand what is expected of them individually by the higher level(s) and what they expect of the next or other levels of responsibility for attainment of the objectives of the organisation, the entire system of delegation of responsibility and authority as well as the responsibilities for attainment get thoroughly diffused. As has been universally accepted by administrative and management scientists, objectives are needed in every area where performance and results directly and vitally affect the survival and prosperity of the organisation. As rightly pointed out by a social scientist :

‘Where the organisation has no apparent goal other than perpetuating itself, some of its people—probably the ones with greater potentialities—are likely to start feeling like prostitutes.’

“In the absence of clearly defined objectives of the department or organisation as a unit and the sub-objectives of each responsibility and authority level is clearly understood and appreciated in sufficient depth, every one can only grope in the dark. It might even happen that every one may apparently work very hard but nothing tangible is achieved. In such a situation, administrators, executives and operatives can only share frustration more or less on the same analogy as the best system of distribution without increase in production and productivity can only lead to distribution of poverty.

“I had submitted a proposal for research on a scheme of executive performance standards in 1968. While there was considerable encouragement from the then Director and quite a bit of correspondence took place, it was felt by the then Director that IIPA’s understanding of Government operations was not adequate. The project could not, therefore, be progressed further.

“Unless we develop some sort of executive performance standards, our method of management by objectives, performance appraisal, development of personnel can at best be only of diffused and unrealistic nature. It is quite likely that at the initial stages only some of the objectives may be defined in quantitative and measurable terms. It would be much better to quantify those objectives which are capable of measurement and describe the quantum of objectives undefined and hence search for attainment of an undefined goal.

“I would, therefore, humbly suggest that IIPA should undertake a pilot project with heads of two Ministries/Departments, who are convinced that applied live researches of this type would prove fruitful and lead to attainment of objectives in a better manner than under the existing system.”

Dr. S. C. Jain : “Mr. Chairman ! This year’s Report is very gratifying. The new research programme shows that it deals with real issues of depth. I am hopeful that these activities will gain relevance more in the light of the guidance given by our Chairman. He is shouldering the responsibility for challenging tasks like employment generation and developing in full our economically and socially backward citizens. I am sure that our research will help him in his onerous task. I hope that there will be more emphasis on research in tribal administration or administrative activities having to do with the development of the backward areas or backward communities.

“About training also, I wish to congratulate the Director for introducing this very wholesome change because of the earlier fears that it did not serve any basic purpose. When the Administrator comes to the training Institute, he does not come to the Institute with the real purpose that he can get more information which he can probably collect from the books if he is wide awake but probably to realise for himself the attitude and the behaviour which he has built over a period of time and when the Director mentioned that the new series of programmes are using more and more experience-based methods like Case Study Method and Participating Method; I felt very

Happy because this kind of change is very much needed in order to change the attitude of officers which comes in the way of effective performance.

“About consultancy, it is functioning well. My suggestion is : can we do some consultancy service for the small producer, for the small man? He may not be able to buy consultancy at the usual rates. Moreover, administrative processes are not often properly shaped in order to give the poor man access to technical knowledge. If our consultancy could also focus on the problem of the small producer. I think we would be satisfying a very real need.

“Now coming to the budget, I am really bothered about the mention of the deficit. This year, the budget mentions a deficit of Rs. 53,000. Already, there is a carry over of a deficit of something like Rs. 73,000. For a Government, a deficit budget is sometime handy because it encourages certain kind of activities. There are people who support a mild deficit budget. But now even the enthusiasts would admit that a deficit budget at a certain stage might become very dangerous. My suggestion is that we should change the policy so far as budgeting is concerned and I would suggest we should have a policy of budgeting so that we can create some surplus of 30 per cent. Since this Institute is not completely identified with the Government,—it is after all a society—I think our policy should be to build up some kind of cushion, in other words, some kind of surplus to be ploughed back, some sort of funds so that we are able to tide over difficult times. How this could be done is a matter for the Finance Committee to go into. Perhaps the hostel could be made self-sufficient. There is no reason why we should lose Rs. one lakh on the maintenance of the hostel. But probably the Finance Committee can go into the details because this is not the proper time to go into these details. In order to reduce our deficit, we may start thinking right now.

“An Institute of this kind should have some sort of regional infrastructure. This nation is very big and one Institution is not enough. There should more of regional and local branches,

effectively working. I think there is need for more and more involvement of the people at the lower level.

“Finally, I do not know personally whether I should say it. At the hostel, whether we eat or do not eat, we are charged. There should be some system whereby one who eats pays and one who does not, does not pay. Many times we are not able to eat. There is no reason why we should tie the two things together. After all, it is a contract and we should not make it compulsory for every member to contribute food charges as well as boarding charges. Probably the two things can be separated.”

Chairman : “There are a large number of speakers. I would submit again for your kind consideration that we might make ourselves brief.”

Prof. L. P. Vidyarthi : “Mr. Chairman and friends! I will draw the attention of the General Body to the three fields of activity, envisaged here in the Report of the Director—Research, Training and Consultancy.

“In Research, Mr. Chairman, I like that there should be some special study of the tribal administration. While coming to attend this conference from Ranchi, I looked at the proceedings of the last meeting and I note that some members have been emphasising that there should be research of the tribal administration.

“Regarding Training, again I would emphasise that in view of the special problems, human problems, central problems, ecological and geographical problems, there should be emphasis for training of those officers and workers who are concerned with tribal administration and work in tribal organisations. I hope that our new and dynamic Director will take note of this and perhaps will have integrated training programmes for the officers working in tribal organisations.

“Regarding Consultancy, Sir, I have to make a very small suggestion but I think it is of importance and that is whatever finding, either of research or of case-studies, etc., which are

brought out by this Institute, should be used by the Administration, Central and State Governments. Unfortunately, the experience of the academic world and social scholars is that, due attention is not given by the concerned administrative departments to their work. I would like to appeal to our new Chairman to see that some of the researches which take place either in the universities or in the institutions should be given due weightage, by the government.

“Sir, many things have been said about the organisation’s shortcomings. I have nothing to comment on them. I wish to convey the good wishes of the local branch of Ranchi to all of you and I have been asked to assure you that if certain programmes, plans, are given to our local branch, they will shoulder it gladly. Perhaps our policy structure has made a point that these regional and local organisations should be activated and perhaps one of the ways to activate the local and regional branches is to give them some task, some responsibility and perhaps if we have an integrated programme of research, training, they will perhaps be closely involved and that way they will also feel their responsibilities more. I am happy that when I came here and looked at the special number of the Journal I found two papers concerned with tribal affairs, and administration, one by Shri Mohan Dharia, another by Dr. S. P. Sinha.

“It shows that we have started in this direction and let me hope that more and more attention will be given to research and training in tribal administration.”

Shri G. N. Sadhu : “Mr. Chairman, I find every year when the Annual Report is submitted to the General Body, some very good suggestions are made by the Members. They are considered in due course of time. I find, however, that there are certain speakers who criticise the administration of our Institute every year. Our Institute fundamentally is for the improvement of administration but the Institute’s Administration is given such a bad picture by the critics. The first speaker has created such a poor impression about the administration of our Institute. I would, therefore, suggest that the Executive

Body should include as co-opted members some of these critics. Advisory Committees may also be formed with them as members. Also all the constructive suggestions should be implemented."

Shri M. V. S. Prasada Rau : "Mr. Chairman, Ladies and Gentleman! We are once again meeting on the 19th Annual General Meeting of the IIPA. I feel the Indian Institute of Public Administration during the year under review has made a lot of progress and this is being considered in today's meeting.

"A significant achievement by our Institute has been that we have found a permanent Director for the Institute and one is really happy that Shri Ishwar Dayal joined us as a Director and has brought to bear within a short period his fund of experience and knowledge of management aspects of public administration.

"The Perspectives and Plans of the IIPA have emerged as a framework in which this Institute can develop in future. As a result of our deliberations in the year under review, we have realised that the focus on the goals and objectives of the Institute has been rather diffused so far. We are trying to develop a focus on rational lines and in pursuance of this, the *ad hoc* committee consisting of the Director and 10 members of the faculty gave a good deal of thought to the perspectives of the Institute, and prepared a worthy note. This was considered in the Executive Council and we are really happy that the working papers on the subject were discussed and the picture has emerged as to what exactly the course of our action should be. One feels that this is a sort of milestone in the history of this Institute.

"Another significant thing. For the first time Members of the Institute's General Body and experts in administration were also associated with our decision making. We held a seminar on 24th March, 1973.

"I do not want to take more of your time, Sir, in trying to summarise the good work which has been done in 1972-73 because this has already been ably summarised by the Director

but there is one point which I would like to submit to the Institute and its Chairman of the Executive Council and the President. The role of the IIPA is there in the Articles of Association and the Memorandum of the Institute and it should be clearly understood that this is an All-India Institute of Public Administration which has been set up by the Central Government in pursuance of Paul Appleby's Report and recommendation that such an Institute should be set up. My humble submission is that we should not get too much bogged down in fields of consultancy in management of industries, public enterprises and financial management, technical management and so on and so forth because I feel that the problem of solving the difficulties of public enterprises is a field which has engaged the attention of the State Government, the Central Government and the Bureau of Public Enterprises. The Institute of Public Administration should not duplicate the effort of the Indian Institutes of Management and such other bodies. We should try to restrict ourselves to what has been stated in the Articles of Association and the Memorandum of Association and if we live up to that, I think we would have done a good deal of work as far as the expectation of the founders of this Institute is concerned.

"There is one more point. The Regional Branches have to be strengthened. Year in and year out, this problem has been mentioned. My colleague, Shri C. A. Ramakrishnan has also made this point. We should try to strengthen the activities of the regional branches and local branches and clearly define their role.

"There is one other small point. Though we are talking in terms of generalities we should consider the financial aspects involved. The statement of expenditure and income shows that we have Rs. 3,71,563 and 43 paise as against Rs. 2,72,403 last year. The extent of the excess is to the tune of Rs. 94,000. Now there is also an excess amount of Rs. 4,17,000 which has been kept in the current account of three banks where we are not getting any income by way of interest. I feel that it will be very much worthwhile if this amount is invested in securities. It will yield interest or income to the Institute.

“Finally, Sir, in conclusion, I would submit that we should try to be self-sufficient and not try to depend on foreign foundations like the Ford Foundation and such other institutions to finance our activities. After all, the aims and objectives of the Institute are there in the Articles of Memorandum of Association and the highest in the land have been associated with the activities of this Institute. I would appeal to the Union Planning Minister who is the Chairman of the Council and also to the newly elected President to see to it that the Central Government and the State Governments give us more funds so that we are liberated from the necessity of depending on these various Foundations and such other institutions for our activities. Thank you, Mr. Chairman, for giving me an opportunity of saying a few words.”

Shri R. P. Khetarpal: “Friends, it is a matter of great pleasure to me to have been accorded an opportunity to share my thoughts and feelings with you this evening.

“To begin with, I must congratulate the authorities, the powers that be, to have translated into action my humble suggestions in the last 2 or 3 years. We have established a very strong Faculty in Behavioural Sciences.

“Secondly, I also must congratulate the authorities for launching on extension lectures. This will definitely bring the citizen, specially in Delhi, nearer to the activities of the Institute.

“Then one word about the recruitment of Professors. I have been a student of this Institute. I know some, recently promoted to the position of Professors. They are quite competent people. There is some room, as Mr. Bharadwaj said, for inducting some new blood from outside. But I do not feel there is anything basically very wrong about giving promotions to people in the Institute. I am sure that my distinguished teachers will measure up to any stringent standard which may be set up.

“Now, Sir, a few suggestions. First point is Research. Yesterday our worthy ex-Director, Mr. Menon, said something

about pathological research. I too feel that, stress should be laid more on pathological research than analytical type of research. Now that we have a fullfledged faculty in^a Behavioural Sciences, and the Director belongs to the discipline, it should be possible to devote attention to pathological research.

“Then again, Sir, I have one more suggestion on the Diploma course. We should restart the diploma course. I consider it a good course as I have all along said.

“Administrators do not have much time for study. A long course for them is essential. But why should it be for only Deputy Secretaries or the middle level? Why not have people from other States and even Professors from Universities? Year after year we have been told the authorities are going to start this course but it never has materialised. Yesterday, there was a lot of talk about decision-making. Let us make a study of what is coming in the way of starting this course.

“Lastly, Sir, I would suggest that this is an Institute of Public Administration, not merely an Institute of Business-Management. History is very important specially in the realm of public administration because we cannot understand the present without knowing the past. It should be a major discipline at the Institute.

“And then finally I would also like to suggest if and when finance allows us, we have to start some course in foreign languages. My point is sometimes good articles appear in other foreign languages. Since we cannot read the language, we do not have the benefit of these articles.

“Human Relations, is a very important area. We must harness those modern techniques of management, good computerised management or PERT, etc. But all these things will fail if we do not have a good system of human relations. This is also an area where we would like to have very good research.”

Chairman : “I am afraid I have to ration the time.”

Shri Vinod Sethi : "Mr. Chairman! I am really grateful to you for providing me this opportunity to address this distinguished audience.

"I am a regular user of the IIPA Library. My concern is only with a few problems which we face in the Library.

"Sir, first of all this library functions from 9 a.m. to 7 p.m. and 10 a.m. to 5 p.m. on holidays and Sundays. If we calculate the number of restricted holidays, it comes to 40-50 in a year. As such, those people who are engaged in office or in the Universities cannot have the benefit of this library. So I would suggest, Sir, if possible the timings should be increased from 9 a.m. to 9 p.m. every day.

"Secondly, Sir, as far as the books are concerned though there is considerable improvement, still there is a new problem which has arisen now. That is about the issuing of books to the trainees who come from outside and normally the books cannot be traced. The trainees go back to the States and it is difficult to secure the books back. There should be some system by which those books are returned in time by the trainees.

"Thirdly, I would suggest, if possible, some more facilities should be provided for those who are carrying on research in the library. These are very minor things, like providing of cupboards for regular readers. Sometimes a small thing like ink is never available. We have to rush to some section, or other. If possible, the Institute should provide these.

"Fourthly, the number of tickets available to the users is just two. If possible either at the discretion of the Librarian or under some criteria, the number of tickets for the members should be increased. This is more relevant particularly when the library is closed for so many days and those who are engaged in some research can read the books at home.

"Sir, finally I would like to say something about the Library Committee which was appointed last year. It was an excellent idea to have a Library Committee. I would suggest that there

should be representatives of the readers also on the Committee. Unfortunately, this Committee could not meet more than once or twice and that too only just last month. I wish there would be more regular meetings of the Library Committee and representation of the readers on the committee."

Shri S. Krishnamurthy : "I do not want to waste much of your time. I want to make constructive and practical suggestions. I do not believe in criticism.

"The first thing is in this Institute there should be a research scholarship just as in the Film Institute of India. This Institute should award research scholarships so that incentive may be given to those who would like to pursue research work.

"The second observation I would like to make is this : the long-term course in Public Administration which the Director has envisaged in the Annual Report should be thrown open for officers at all levels.

"Third point, I would like to place before the Director for consideration is that there is a great demand for an excellent course of business management in the evenings. The officers of commercial concerns and others interested working in industries would benefit by this.

"As all of you know we have burning problems like poverty, unemployment, etc. My suggestion is: Why not we undertake research projects in these subjects? There is nobody at all now making suggestions about rising prices. This Institute can tackle these burning problems of poverty, unemployment and rising prices.

"One member of this Body expressed the view that the Annual Report is not circulated in advance. I have been working in the Institute. I find that the people in the Administrative section and Accounts section have to work day and night for the preparation of the Annual Report. We have to prepare accounts and accounts have to be checked. The Balance sheet

has to be checked. All these things take time. I would inform the Honour'ble Member that it will not be possible for the Institute to circulate the Annual Report far ahead of the Annual General Meeting. I personally feel that the time within which this is circulated is perfectly reasonable. There was some reflection on the work of the Professors. In this connection, I would like to say I have been working with Prof. Jagannadham since a long time and I have been working with Prof. Barnabas. These persons have written a number of articles and as far as actually Dr. Jagannadham is concerned, he has written a number of articles, I think nearly 40 or 50. All the articles are not included in the Report since a lot of space would be consumed by such a list."

Shri J. K. P. Sinha : "Mr. Chairman, distinguished guests! I would like to be very brief.

"My first point is this : I, as a member of this Institute feel that the Institute is definitely looking up under the stewardship of the present Director. I have been going through the papers and books published by the heads of the Faculties and other members of the Faculties. I have found that they are very useful, they are quite competent and they are technically qualified. This is my personal feeling. I feel that the Director, the staff of the Institute and members of the Faculty deserve our support and sympathy and cooperation and it is only in this way that we can build a good institution.

"My second point is with respect to planning. Planning is a must. I am one of those people who feel that a poor, backward, undeveloped and developing country like India cannot do without planning but over the last 20 years of planning, something has gone wrong somewhere. I feel that it is at the implementation level that something is wrong. We feel that if these plans are well-implemented, the face of India will be changed. Entirely a new country will be built up. But year after year, we see that we are confronted with increasing difficulties. Of course, there is something wrong with the implementation aspect of Plan and that comes very much within the ambit of the Public Administration Institute and, when we are standing

on the launching pad of the Fifth Five Year Plan, we must take note of this implementation aspect. Therefore, the administrative aspect of implementation of the fifth Plan must be studied by this Institute.

“My third point is with respect to the relations between the administrators and the academics. If I remember, the fundamental motive behind the establishment of the Institute was to establish a communication bridge between academics and practitioners. But now many University teachers do complain that they are not associated with this Institute. We should seek the association of University teachers in our work. There are about 100 Universities, 100 departments of political science and at least 25 departments of Public Administration. These scholars can contribute a lot in our field.

“My fourth point is about facilities for research scholars. They do come here and stay in the hostel. There are three types of research scholars: university scholars, getting Rs. 200, junior fellows, getting Rs. 300 and senior fellows getting Rs. 400. A research scholar staying in the hostel has to pay Rs. 450. Now, who can afford to stay in the hostel and make use of library facilities? My humble suggestion is every teacher-researcher could be given the privilege of staying in the hostel. The teacher is usually in the scale of Rs. 400-950. He is a poor man and cannot afford to stay in the hostel and do research work for 2-3 months. So accommodation should be made available for genuine researchers, or teacher-researchers on nominal charges. Perhaps there could be a cheaper mess for them at the hostel.”

Shri M. K. Chaturvedi : “I arise to defend the Resolution for the adoption of this Report which is merely a formality for me. In the discussion that has taken place, I believe all aspects of the functioning of this Institute have been fully analysed. Very constructive suggestions have been made which we in the Executive Council and the Director will note for the improvement of our operational work. There have been few criticisms which I feel are not based on complete and adequate knowledge. On my part, I will say a few words about these matters.

“One of the members presented to us the case of Mr. Mathai looking into the affairs of this Institute in a way as if we were reluctant for an open enquiry into the functioning of this Institute. And another gentleman also suggested that this may be one of the reasons why we can not have the patronage of the Prime Minister in future. Our Chairman has already explained the circumstances in which the Prime Minister had to withdraw from this Institute. Since Prof. Dayal was coming from the same Institution of Ahmedabad as Prof. Mathai and, as a new Director, he would perhaps take a new look into the affairs of the Institute, it was not found necessary that Prof. Mathai should be invited additionally to do the same work and I believe, this was approved at the highest quarters.

“Now one or two reflections were also made on the members of the faculty. It was suggested that we had promoted some of our Readers in a way which is open to suspicion or doubt. I must say this, Sir, that we have a very distinguished faculty and I have spent 2 years in the University as Adviser to Vice-Chancellor of one of the biggest Central Universities—Banaras Hindu University—I never found that there is any assumption anywhere that one who is working already with us has inferior quality as compared to those invited from outside. The only point to be guarded is that the selection process should be foolproof and I can assure this audience that our Selection Committee consisted of the highest academicians and our Readers, four of whom were promoted were found entirely suitable by this Selection Committee and only then we made those appointments. There should be no room at all for suspicion, that in a way we tried to push up our men in the Institute at the expense of better talent from outside.

“Something was said about the plan, that this long-term perspective is not necessary. We should do something quickly in a year or two. I would beg to submit that for an Institution of this type with an international status, we cannot dispense with long-term planning at all. Actually, we are going a stage further on the suggestion of our distinguished Chairman. We

are now thinking of having a Fifth Five Year Plan for this Institute in which all these activities would be dovetailed and coordinated, the requirements of funds realistically estimated, and requirements of personnel assessed.

“The last point, Sir, I want to make is that the total impact of the functioning of this Institute and for which I find here a very broad consensus is that it has slowly turned the corner. Prof. Dayal has brought to the operation of this Institute a new method, a new touch, a new drive and, if I may say so, a new style of functioning. We also now have the benefit of Mr. Dhar as Chairman whose constant guidance is available to us. This report which only shows partially the period of Mr. Dayal being here, I am quite sure gives an adequate idea of the new direction in which we are venturing and as the next year closes and Prof. Dayal has had an opportunity to plan for the whole year, I have no doubt that you will have no cause for complaint. So I suggest that keeping all these constraints in view and the way we are planning and the way we are turning the corner and in view of the broad consensus that exists in this House, we may adopt this Annual Report. Thank you.”

Chairman : “May I place the Report for approval?”

The Report is adopted.

Item No. 6 : Consideration of the Balance Sheet and the Audited Accounts for 1972-73.

Shri V. Subramanian : “I propose that these may be adopted.”

Shri M. V. S. Prasada Rau : “I second it.”

Chairman : “Do we adopt the Balance Sheet and Audited Statement?”

These are adopted.

Item No. 7 : Appointment of Auditors for 1973-74.

Shri Gopeshwar Nath : “I propose that M/s Thakur Vaidyanath Aiyar & Co. be appointed as Auditors.”

Shri M. N. Kulkarni : "I second it."

This is approved by the House.

Prof. M. V. Mathur : "Thank you very much indeed for giving me this opportunity performing this very sweet function of Vote of Thanks.

"First of all to you, Mr. Chairman for giving so much of your valuable time for the purpose of guiding the deliberations of this Annual General Meeting which has been fruitful. I am also thankful to all the Members who have come to attend this meeting. They have made their observations; some may appear to be criticism but are certainly food for thought so that we may be able to improve upon our performance. I am particularly thankful to very many other members who have made useful and specific suggestions. I would like to take this opportunity of thanking our new Director, Prof. Ishwar Dayal and his colleagues for bringing about a new look in the management of the Institute itself and I look forward in the years to come under your distinguished guidance Sir, that it would be possible for this Institute to make its valuable contribution. We have been saying time and again that we have a very big challenge ahead of us. I should like to suggest this challenge should be taken up by the Institute, the Director and the Members of the Faculty and with the support of the members, it should be possible for us to give a very good account of ourself. Once again I would like to thank you all."



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