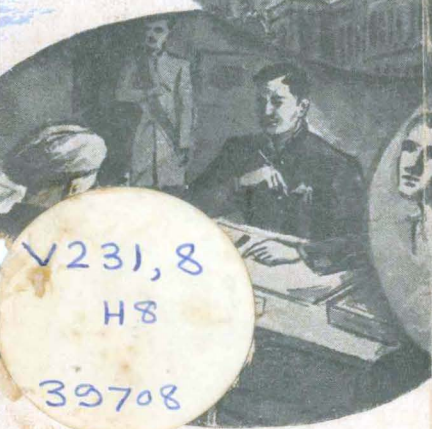


Minister Collector S. You.

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MINISTER COLLECTOR & YOU

The three accepted essentials of a truly democratic Government are that it should be of the people, by the people and for the good of the people.

Since the British withdrawal on August 15, 1947, the Government of our country has become truly democratic. Inasmuch as there is no foreign control, it is of the people. It is being run by individuals who are accredited leaders of the people and duly elected for the purpose, and thus it fulfils the description of being by the people. The third essential, namely, Government for the good of the people, is a natural corollary of the first two, for a Government elected by the people and on whose goodwill its existence depends, cannot but work for their good.

The only endeavour of the Congress Government is to serve the people as best it can. It has already taken a number of measures to improve the lot of the masses, and contemplates taking many more aimed at a happier, richer life all round.

If one wants to do any good to another, he should know what the needs of the other are. The Ministers of the Bombay Government, therefore, have devised means to contact the people so that their difficulties and grievances may be known and measures taken to remove them. Un-

like in the former regime, members of the public can directly approach or write to the Ministers, and ask for redress. They can also make suggestions to improve the administration. But all the people cannot afford to journey to the Government's headquarters in Bombay City. Moreover, a correct picture of things cannot always be drawn in a postal communication. So the Ministers find time to tour towns and villages and make personal contact with the people, talk to them, understand their difficulties and explain to them what the Government is doing to ameliorate their conditions. Representative bodies like local boards, development boards and village panchayats are also taken advantage of by them for the purpose.

This is all informal contact of the Ministers with the people. Officially, it is the Collectors of the districts through whom the Ministers function. They form a vital link between the people and the Ministers. While the Government frames policy and programme for the welfare of the people, it is the district officers who are to execute it. And the successful execution depends on the measure of understanding of that policy by them. So the Government calls conferences of Collectors from time to time in which the latter report to the former on the conditions obtaining in their respective districts and hear from Ministers the policy the Government wishes them to follow in tackling the various administrative problems. One such conference, the first since the attainment of Freedom, was held at the Secretariat, Bombay, on July 24 and 25.

Inaugurated by the Premier, Mr. B. G. Kher, the conference was presided over by Mr. Morarji Desai, Minister for Home and Revenue, under whose direct supervision the Collectors perform their duties. The Home Minister spoke to them twice in plain, simple, direct language and told them how they should conduct the affairs of their districts in the true spirit of the policy of the People's Government.

THE PREMIER TOLD THE COLLECTORS:

★ Since you, as Collectors, are the key-men in the administration of the Province, it is up to you to implement the enactments, policies and instructions, both in letter and spirit, and to see that our march towards our goal is smooth and progressive. Given that, you may rest assured that nothing that you do will remain unnoticed or go unrewarded or unappreciated.

* * * *

★ We must always strive to preserve and maintain public peace and security at any cost. That is the first characteristic of a civilised and efficient Government.

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★ My idea of a good head of an office is a man with a kind and understanding heart but with a stern eye, whose subordinates realise that their good work will be rewarded and that their bad or indifferent work will not be lightly excused or too softly tolerated.

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★ On behalf of myself and my colleagues, I want to tell you that you should not pay the slightest attention to any threats. No Minister will listen to any unworthy suggestions or false complaints against you.

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THE HOME MINISTER SAID TO THEM:

★ It is very necessary that officers should hear from workers as well as the public whatever they have got to tell them, and then decide things for themselves, as best they can.

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★ It is not only your right, but it is your duty to give your opinion to the Government. You should look upon it not merely from the point of view of your self-respect or your right, but from the point of view of your duty.

★ Whenever you feel that, in your view, the Government has not taken a correct view about a certain matter, it is your duty to place that view before the Government. But when once the Government issues orders, they ought to be carried out as if they are your own orders. The people should not be given the least indication that there is some difference between you and your Government.

* * * *

★ If you, who are the backbone of the administration and on whom the efficiency of it really depends, allow yourselves to be affected by any fear complex, we will never be able to cast out fear from the minds of the people.

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★ If you wish to have a share in the prestige of the Government, then you have also to share the hard work that we have to attend to, and hard work is one of the things that I want you to share with us.

* * * *

★ I would also desire you to go and mix with people, on formal and informal occasions, and find out the trend of their talk. The trouble you take for it will have been amply paid for. If you mix with the people, you will know many things, and that will increase your efficiency also.

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★ It is necessary in the matter of all public grievances for the heads of the districts to pay individual and personal attention. It is left to you as to how best to do it. You can pay more attention to more important things and less attention to less important things.

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I have made it a point every day not to go to bed until I have finished the work of the day, with the result that though I get a number of files every day, I am able to dispose them of and at the same time set an example to my departments, so that they will not take things in a light manner.

★ You should never think that the best you can give is always the best. It may be just the minimum. There is always scope for making ourselves better every day. That is why you should go on improving, meanwhile doing your best.

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★ We must consider them (refugees) as our kith and kin, as citizens of this Province and should treat them as such, as people who are in difficulties, and we have our duty towards them to help them. That must be our attitude towards them.

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★ I can assure you that if they (refugees) find houses, you will not then have to provide them with occupation. If you can only settle them in towns in batches, you will see that they will find occupations for themselves.

* * * *

★ If we are to remain true to our salt, if we are to be true to the people whom we serve, we cannot afford to allow any communal bias to enter our minds. When I say this, I do not want you to be hypocrites. I do not want you to do anything to demonstrate that you have no communal bias. That fear also should not be there. If you have really no communal bias, you must not hesitate to take any strong action that you have to take against either Hindus or Muslims.

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★ After all, the High Court is there to scrutinise your orders and it must be there. You may feel that it is very inconvenient, but I have no doubt that it is not at all inconvenient. It is very necessary to see that people who have power do not lapse into the misuse of that power.

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★ The Government is run for all the people, and we do not want any action to be taken against any political party or the members of any political party because they belong to a party in opposition or a party which we do not like.

★ We must not do anything which will help a political movement which is disruptive, which wants anarchy to be created, which has violence as its weapon. That is where we should not be careless in any way. You must take immediate action against all such people, whenever you are convinced of its necessity.

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★ Such grievances (delays in the disposal of work, corruption and want of sympathy towards complainants) have got to be removed, and in matters such as these, I look to you to set them right. If you do that, I feel quite confident that the intentions of the Government will be carried out very quickly and in a proper manner and you will also see it reflected in the contentment of the people.

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★ You can make the administration great, you can make it ridiculous, you can make it efficient, you can destroy it entirely, and that is why in this matter, too (Prohibition), I would like you to set an example; and then you will see that other necessary things about the scheme will suggest themselves to you.

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★ You are all Chairmen of the Rural Development Boards, and much will depend upon what interest you take in the work of the Boards.

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★ If popularity comes in the proper discharge of our duties, well and good; but one should not hanker after it.

PREMIER'S ADDRESS

Inaugurating the Collectors' Conference on July 24 1948, Mr. B. G. Kher, the Premier Of Bombay, said:

I have great pleasure in inaugurating this Conference and in welcoming you all here to-day for the second time during this term of office. We are meeting to-day in a very different and more difficult situation. Unlike in our first meeting, we are meeting as members of a Free State with a number of hard problems confronting or rather threatening us.

When I addressed the Collectors at the last conference, I had said that our country was moving very fast. Since then the pace of its march has increased tremendously, so much so that unless we are all quick or far-sighted enough to catch time by the forelock and foresee problems, we will find it extremely difficult to solve them. This will result in hardship and misery usually caused by administrators, who lose their grip over situation and let things drift aimlessly.

FEELING PUBLIC PULSE

It is to impress upon you, gentlemen, who are in charge of the general administration of the Province, the need to be alert in feeling the public pulse and the need to be good administrators by foreseeing the problems and being forewarned and forearmed to attack them wisely that this Conference has been called. Although it is realised that it is essential for you to be in your charge at present, it is expected that by discussing common problems in this Conference, we shall all know the best and the wisest methods of solving them.

Also, this Conference will provide a useful opportunity for personal contacts to you and to the Honourable Ministers. The Honourable Minister for Revenue has been meeting you frequently. In him and in the Chief Secretary, Mr. Bhat, you have got very able, experienced and sympathetic guides and advisers, and I have no doubt that you will never be disappointed in finding a solution to your difficulties if you approach them.

BURNING QUESTIONS

I see that a heavy agenda awaits your attention and I would not like to stand between you and your work for long. I cannot, however, avoid referring to some of the burning questions of the day in so far as they do and are likely to affect you and the administration which is in your charge.

I must say that since the advent of the popular regime and of Freedom, all of you have, each according to his ability, tried to put into practice the suggestions I made last year regarding changing over from "rule on the principle of fear" to "rule on the principle of love and confidence". There is, to my mind, still more scope for improvement in this respect, till the goal, viz., the identification of the services with the people whom they are intended to serve, is achieved. I hope that in spite of the difficulties and handicaps, we shall all continue on the march to reach that goal.

The lines along which the Government wishes this march to proceed are indicated in the various enactments, statements of policies and executive-orders of general or individual application, issued from time to time since the advent of the popular Government. Since you, as Collectors, are the key-men in the administration of the Province, it is up to you to implement these enactments, policies and instructions, both in letter and spirit, and to see that our march towards our goal is smooth and progressive. Given

that, you may rest assured that nothing that you do will remain unnoticed or go unrewarded or unappreciated.

PROBLEM OF SECURITY

The most important problem to-day, to my mind, is the problem of security, of law and order. Looking back and seeing what happened in the rest of India since the last Conference, we may feel legitimately proud that, comparatively speaking, our Province has done better in the matter of maintaining law and order, although in particular areas and on one or two occasions, communal and sectarian frenzy got temporarily out of control and marred our otherwise brilliant record. We must always strive to preserve and maintain public peace and security at any cost. That is the first characteristic of a civilized and efficient Government. We have been fortunate and have done well so far. Yet, I am afraid that the end of communal and sectarian trouble and tension is yet to be seen. You must, therefore, show the greatest vigilance and vigour for preventing these troubles and rooting out these tendencies.

THREE ESSENTIALS

The Government expects you to display three main qualities in the matter of these communal troubles. First of all, as I have already indicated, the utmost vigilance should be maintained and all information and intelligence and reports should be verified by you, as far as possible, by personal contacts and investigations, especially in those places where, according to you or the Police or the local leadership, communal or sectarian trouble is likely to break out. Secondly, after you are satisfied that trouble may or is going to occur, you should at once warn the Government about it, its likely size and the Police and other force that may be needed to prevent it. Thirdly, once any serious trouble has broken out, you should handle it in the firmest and quickest possible manner and without fear or favour. Some of you have not always done it in the past. But I hope you all will, in the future.

PUBLIC SUPPORT

I do assure you of the fullest support both from the public and from the Government in all your firm and proper endeavours to curb violence by all possible means and in every possible way. You have, of course, got to keep up your heads and not to give way to the hysteria which very quickly arises in the areas affected by communal troubles. You should be patient and firm in your determination to stop all communal troubles by severely punishing all who inspire and take part in them, irrespective of their labels.

ANTI-SOCIAL ELEMENTS

At present, the introduction of non-Muslim refugees from Pakistan, the activities of communal and other organisations, which are based and which thrive on communal or class hatred, the irresponsible section of the Press and anti-social individuals, are the main sources which help the growth of these dangerous tendencies. With a view to enabling you to properly check these tendencies, the Government has armed the District Magistrates with adequate powers. I hope that you will use your powers in this behalf wisely, fairly and firmly, so that the Government and society may have peace and also confidence in your wisdom and ability to ensure it, as these are essential for the re-generation and progress of the Province.

FOOD PROBLEM

Next in the order of importance comes the question of food. I want to touch upon only one fact of this problem, namely, the production of food, because I consider it to be of the utmost importance. The other facts, that is, the import and distribution of food, are only consequential and will disappear or will lose importance if production is adequate. As you are aware, the Government has, since 1938, been trying to see that all cultivable waste lands are disposed of for cultivation.

In March, 1947, a consolidated Government Resolution was issued, indicating the lines on which these lands

would be given to cultivators. The Government has, last month, again asked you to dispose of these lands with vigour and also to remit one year's land revenue in respect of waste lands which have been put under food-crops for the first time after April, 1948. The Government has also authorised you to give the lands to the members of the Backward Classes for nominal or no value and also to give them tagai, etc., to enable them to cultivate the lands efficiently and economically. The Government is separately considering the question of enacting legislation to ensure that all privately owned lands which are lying waste through disputes, inefficiency or negligence, etc., are acquired and got utilised for producing food crops. Far-reaching legislative changes are on the anvil.

SELF-SUFFICIENCY

All these, as you will see, aim at one thing, namely, to see that our Province produces at least as much food as is required to keep its population in good health, having regard to the nutrition standards laid down for civilised societies. The exact size of this problem and the manifold manner in which this problem is to be attacked, have been briefly but lucidly stated in the pamphlet "Growing Our Food" issued by Government in the Agriculture and Rural Development Department. It is, of course, the primary responsibility of that Department to see that adequate action on the lines indicated in the pamphlet is taken to meet the food scarcity in the Province.

HUNGER AND CRIME

As I told you, however, you, as Collectors, are responsible for everything affecting the district administration, and I know that you are alive to the needs of the food situation. Yet, I think I should emphasize the importance of the problem and suggest that you—one and all of you—should take definite and quick action to see that every inch of land that can be given out or utilised or improved and then utilised for growing food, is brought under the plough at the earliest

possible moment. Crime is directly connected with hunger and if your district is well fed, you will have to spend less sleepless nights worrying over increased crime, etc., in your charge, and society as a whole will gain and will, therefore, bless you and your regime.

IMPORTANT MILE-STONES

Next, I wish to say a word or two about the new and very important problems arising out of the merger of the States, new enactments of social or economic character, that is, tenancy, prevention of fragmentation and consolidation of agricultural holdings, prohibition, money-lending, debt-relief, removal of social disabilities, etc., and the "Sarvodaya" schemes for the all-round reconstruction of society, particularly in the rural areas.

These are important mile-stones on the road to national recovery and reconstruction, and I am sure you will give the fullest attention to them and take wise and practical decisions in respect of them under the guidance of the various Honourable Ministers in charge. One important general question arising in their connection is that they cause increase both in the volume and the complexity of your work, and instead of getting corresponding increase in intelligence and enthusiastic assistance, your establishments may prove to be inefficient or indifferent to a somewhat alarming degree. This is an unfortunate circumstance, but, I am sure, it is a passing phase, and provided that you and your Prants take to vigorous touring, develop personal contacts, carry out careful inspections of subordinate offices, and generally spare some time in giving personal attention to all the varied problems, things are bound to improve quickly and come to normal, soon.

CORRUPTION

Another matter that I would like to speak about, before I leave you to your deliberations, is regarding your relations with your subordinates and the public and also your

subordinates' relations with the public. It is distressing to see that complaints of corruption among your subordinates still persist and that instances of apathy towards the public among them or of their sympathy with or active interest in political or communal organisations are still coming to notice. Although I think that there is very considerable improvement in this regard and on the whole the services are becoming less corrupt and more efficient, we have to strive for a much higher ideal.

DECENTRALIZATION OF AUTHORITY

The services must always aim at perfection. They must learn to take responsibility, instead of looking to higher authority for the solution of any little difficulty that may arise. There must be decentralisation instead of concentration of authority. All tendencies in the Government servants which result in lowering their prestige as a class and in widening the gulf between them and the public must be avoided. The goal of all good administrators is that all public servants must identify themselves with the public and share the joys and distresses of the public. My ideal of a good head of an office is a man with a kind and understanding heart, but with a stern eye, whose subordinates realise that their good work will be rewarded and that their bad or indifferent work will not be lightly excused or too softly tolerated.

RELATIONS WITH PUBLIC

It is obvious that if these defects in your subordinates are cured, there will be no occasion for the public to send in petitions to the Honourable Ministers and there will then be less "reporting" for you and less "drafting" for the Secretariat offices to do. The rush of petitions and complaints from the public is, perhaps, a definite indication of one thing and that is that the local officials do not administer their charges in the way the popular Government desires them to do. So long as this indication is there, the rather avoidable cen-

tralisation in the Secretariat will be necessary, although that centralisation may, perhaps, cause you considerable extra work and some little worry.

INTERFERENCE BY CONGRESSMEN

One word more. We hear a great deal about Congressmen seeking to interfere with your administration and threatening you with the displeasure of the Ministers if their recommendations are not given effect to. Now, no public servant worth his salt should be deflected from the right course of action by such unworthy threats which can have no foundation in fact. You have no party politics and must administer the policy laid down by the Government.

On behalf of myself and all my colleagues, I want to assure you that you should not pay the slightest attention to any threats, no Minister will listen to any unworthy suggestions or false complaints against you and that you persist in the right course of action, and I have already said publicly that any Congressmen, whether M.L.As. or ordinary Congressmen, who seek to take undue advantage of their position or seek to interfere with your administration or threaten you, will be properly dealt with.

HOME MINISTER REVEALS HIS MIND

Mr. Morarji R. Desai, Minister For Home And Revenue, addressing the Collectors' Conference said:

After what the Premier has told you, I do not think it is necessary for me to speak on any general lines about the work before you. We have so much work to do during these two days that I must be as businesslike as I can. Before I say anything, let me tell you that when I address you as friends, I do not do so in any formal manner; I consider you as such, as otherwise, it will not be possible for us to work together. And it is in that spirit that I want you to consider the various things that I want to place before you.

SPEAK FRANKLY

It has been my experience that in the past conferences, some of the things that I had to say affected some people adversely and were not liked by some. If we meet here merely to talk well of each other and do not take stock of the things done in the past, and if we do not speak frankly to each other so that we may not repeat the mistakes that have been committed in the past, such conferences will not have been of much use.

I was surprised when I was told by one of the senior officers that several of you did not know whether you could speak frankly in this Conference. That was the first shock of my life, because even after what I have told you both individually and collectively, if there should still remain a doubt about it—that you should speak frankly either at such conferences or when you come to see me personally—it only means that there is something wrong either in me or

in you. I am prepared to see what is wrong in me if you can point it out to me as bluntly as you can. At the same time, I would expect you to be prepared likewise when I tell you bluntly what I think is wrong with you.

Let it not be a one-sided thing. It is in that spirit that I talk to you. If I have talked severely about any particular problem or incident, please remember that I have given you what was in my heart, or what I felt about it, and that I have forgotten all about it once I have spoken out. But if you do not take these things in the proper spirit, I am afraid the relations between the Government and its officers will not be healthy and conducive to making the administration efficient. It is, therefore, necessary that you should speak very frankly, as frankly as you can, and not mind if I speak as frankly as I can.

TAKE CRITICISM IN PROPER SPIRIT

Let there be no misunderstanding that anything that you say in the Conference is going to be misunderstood by us or create a prejudice in us against you. We have been used to taking all sorts of criticism, right or wrong, in the best spirit possible, while doing public service. That has not been the case with you, unfortunately, situated as you have been. But in the democratic regime, in which we have now to live, it is necessary that the officers also should be used to hearing criticism without flinching, and take it in the proper spirit. Should any of you find that because of your criticism you have been treated "adversely," I should be prepared, if it is brought to my notice, to put it right; you could even approach the head of the Province. That is why you should have no cause for grievance when you speak frankly about whatever you have got to say.

I think it would be better, at this stage, if I also alluded in some detail to the problem to which the Premier referred at the end of his speech, namely, the question of interference with your work by social workers, Congressmen or mem-

bers of the Legislature or by others. We have read so much in the Press during the last few months about this problem that we have been worried about it very much. If really it is the case that the work of officers is interfered with by people who have some place in public life and influence with the Ministers, because of their close association, then orderly Government will come to an end.

It is, therefore, very essential that the suspicion of either in the minds of the people at large or in the minds of officers, if there is any, must be removed completely. The Premier has told you explicitly, frankly and very clearly that you are free to exercise your judgment as best you can and decide all matters, on which you are to take decisions, without any consideration as to how others would take it. I would go a step further and say that if you do not do so, you will have failed in your duty and you do not deserve to be called men. That is what I think about it.

SENSE OF SELF-RESPECT

We are now a free and independent people. In the past, it was a different matter. I know the circumstances in which officers served in the past. The very officers, who in the past used to take kicks lying down, are not now prepared even to take a friendly advice in a good spirit. That is what is very strange. I am not unaware of the fact that the new sense of self-respect which has grown with the coming of independence has been to some extent responsible for ultra-sensitiveness in some quarters. But I have every hope that as things settle down, we will all of us get a proper sense of proportion in all these matters.

PROPER JUDGMENT

I am cognisant of the fact that there may have been a few people amongst members of the Legislature or Congress workers who expected that officers should oblige them. It is a human failing. I do not deny that. There

may have been some cases like that. But I have never failed to make it clear, both publicly and to every individual officer whom I have met—and I have met all of you several times—that it is for the officer to exercise his own judgment, irrespective of anybody's wishes in the matter. It is very necessary that officers should hear from workers as well as the public whatever they have got to tell them, and then decide things for themselves, as best they can. They can rest assured that they will not be misunderstood by the Government in any way.

EXPRESSION OF HONEST OPINION

It is just possible that in a particular matter the Government may not agree with the opinion of an individual officer, but may accept the opinion of a non-official. That does not mean that the Government would censure the officer on that account. But I would certainly censure an officer if he suppresses his own honest view and does not put it before the Government; the Government does not want to be deprived of the valuable and honest opinion of individual officers. It is not only your right but duty to give your opinion to the Government. You should look upon it not merely from the point of view of self-respect or right, but from the point of view of duty. That is the system we have been following in the Secretariat and that is the system which has been followed in other places, too.

FEAR COMPLEX

We are very frank with you, as we should be. If you always have a fear in your minds that if you say something which might be considered unpleasant by the Government your prospects are in danger, I am afraid you will make the task of all of us very difficult. That would be a very unhealthy state of affairs. Therefore, once for all, you should cast away this fear from your mind. The previous Government created this fear complex in the minds of us all; otherwise, they could not have gone on ruling us.

If you, who are the backbone of the administration and on whom its efficiency really depends, allow yourselves to be affected by any fear complex, we will never be able to remove that fear from the minds of the people. It is, therefore, essential that all such fear should be banished from your minds.

I expect from you another thing also. If you find that any people have tried to interfere with you or your subordinates, you should bring the matter to the notice of the Government, who will immediately take steps to see that you are not worried by any such interference. At the same time, I would expect you all, when there is such persistent propaganda going on in the Press, to contradict that propaganda when you know that in your districts there has been no such interference.

FALSE PROPAGANDA

You will realise that if such false propaganda is allowed to go on uncontradicted, it creates a very poisonous atmosphere, which weakens the Government to no small extent. It strengthens the hands of enemies, because by your silence the feeling is created that officers are not able to speak out their minds and that is why such things go on. I would, therefore, expect you, if you are conscientious, to see that any wrong propaganda is immediately contradicted.

I know of some officers, who, in their weak moments, did not so contradict, perhaps because they would not displease somebody on some consideration or the other. They told some people that they had taken a particular action only because of Government orders. This also unnecessarily creates a misunderstanding in the minds of the people. Whatever may be the orders of the Government to you, you are not expected to tell people that you are acting on the orders of the Government. You represent the Govern-

ment. It is not proper for you to say that "this is what Government has done". It implies that if you had your own way, you would have done something else. But you must take the responsibility on yourself and say, "Yes, this is what I have thought proper and that is why I have done so", and then put your view before the Government and get it done.

Whenever you feel that, in your view, the Government has not taken a correct view about a matter, it is your duty to place that viewpoint before the Government; but once the Government issues orders, they ought to be carried out as if they are your own orders. The people should not be given the least indication that there is some difference between you and the Government. If you do otherwise, you shatter the democratic basis of the Government. That is why you have got to be very careful in these matters.

MUTUAL RELATIONS

If you should know what should be the relations between officers and the public, you should also know what should be the relations between the heads of the districts and Presidency Officers. If there is no proper and clear understanding on these matters, difficult situations are likely to arise and, to my knowledge, a few did arise last year. I should think that this misunderstanding arises mainly because of want of tact or understanding or a false sense of prestige.

As regards the relations between you and the public, I would urge upon you the necessity of making yourselves available to every member of the public on every occasion he feels the necessity of approaching you. I know it is a very difficult task. We are all experiencing the difficulty ourselves, and we know it too well. That is why we do not expect you to meet every body every time he comes to see you. That is not possible. But if only you create an

atmosphere making the people feel that you are accessible at any time they want to see you, it will lighten your work to no small extent.

We are at present burdened with all sorts of visitors and applications, because, somehow or other, there is a feeling in the minds of the public that they are not able easily to approach some of you. I do not say that this applies to every body. From some districts, I received very few applications, and from some others, very many. I do not want to name the districts. I have full confidence in your loyalty and from my experience, I can say that each one of you is trying to do as much as you can. I do not say that any of you is shirking your work. I know you are working harder than you have been used to in the past.

NEEDS OF THE TIME

I know that you are thoroughly loyal to the Government you are serving. But, as the Premier said, it is necessary to understand the needs of the times and to do more than what you are doing. I quite realise that it is a great burden that you are carrying, but it has got to be carried. If you do not carry it, who else is going to carry it? We can give you help in the shape of more staff, if and when found necessary, though there is a limit to that, too. But we cannot give you the assistance of another Collector to look into things which the Collector is personally supposed to do. That would mean division of the work of a Collector between two Collectors; or, in other words, having two districts in a district. That is not possible. You must realise the capacity of your Province to bear financial burdens.

We cannot go on spending all the money that we get only in expanding the various departments, by having more and more officers and staff, so that none of us may have to work for more than five or six hours a day. If the strength of our Cabinet is increased to twenty Ministers, probably

we may not have to work as hard as we are now doing. Even then, I am afraid, two or three of us may have to work as hard as at present, because there are certain things which have got to be attended to by one Minister only.

We cannot have two officers for doing one work. Let us take the case of "Law and Order". It is a matter which has got to be attended to by one person. The responsibility for the maintenance of law and order in the whole Province rests upon me, and though my colleagues share that responsibility, they cannot reduce my work to any appreciable extent, because it is my business to see that every conceivable occasion is thought of and provided for, if the Province is to be saved from trouble. That is the attitude which each one of you has to adopt.

EXCESSIVE WORK

In some matters we may not be able to relieve you of your work, and it may be necessary for you, for two or three years more, to work even for twelve or fourteen hours a day. I know that normally that is not expected from you.

At the same time, I do not think, you view it from any trade union point of view or from the general tendency that is prevalent at present that nobody should be expected to work for more than eight hours a day. That may be true in the case of labourers, but I cannot think that you come into that category. You are carrying on your shoulders the burden of running the Government. How can you shirk it? You have got to carry the burden, however heavy it may prove to be. Even if you have to work for twelve or fourteen hours a day, you have to do it. If you find that you are not keeping well and need rest and recuperation, the Government will not hesitate to give you leave.

But I may tell you that we have not taken a day's leave so far. If you have any sympathy for us, that sympathy can only be reflected by your imitation of us. If you wish

to have a share in the prestige of the Government, then you have also to share the hard work that we have to attend to, and hard work is one of the things that I want you to share with us. I do not say that you do not want to do it. But after all, there is a limit to one's capacity for hard work. Our body has a certain capacity for hard work, and it varies with individuals. It does need rest whenever it is tired. Whenever you feel so tired that you can no longer work, do take rest, and not get broken by continuing to work. And, after hard work if you spend some time in meeting members of the public, you will get more energy for work. At any rate, that is how I get energy to work. I can only prescribe my own formula and do no better.

MEET PEOPLE EVERY DAY

It is possible that I may be wrong, or there may be a better formula. But your time so spent will have been amply rewarded. If you work on these lines, you will find that you will be able to satisfy the people whom you are serving. You can set apart some time every day for seeing those members of the public who want to see you. You can hear them, and if you are not able to do anything for them, be businesslike. Instead of going on talking with them unnecessarily for a long time, you can always politely show a man the door and send him away. You can do all these things.

I would also desire you to go and mix with people, on formal and informal occasions, and find out the trend of their talk. The trouble you take for it will have been amply paid for. If you mix with the people, you will know many things, and that will increase your efficiency also.

You may be receiving many applications for redress, in the case of most of which no action may be called for. At times, I receive about 100 to 180 applications a day. I know that more than 70 per cent. of these applications are such

that nothing requires to be done about them, and yet I have got to wade through them all. If I do not do that, how am I to know which applications are genuine and which are not? If, because of numerous other applications not needing any action, nothing is done in the case of the genuine applicants also, may these be five only, injustice will have been done to them. It is, therefore, necessary for you to go through all the applications that you receive. If you do that for some time, you can rest assured that the people also will have their training in making applications. They will have learnt not to apply unnecessarily, and the work will be automatically regulated and reduced.

PERSONAL ATTENTION

It is necessary in the matter of all public grievances for the heads of districts to pay individual and personal attention. It is left to you as to how best to do it. You can pay more attention to more important things and less attention to the less important. What is more important and what is less is a thing which I can hardly specify or guide you about. It is for you to cultivate that sense. Every head of a district ought to be able to distinguish between what is important and what is not.

However, I may tell you that I consider even the smallest thing as very important, and as a result of that, I find that there are no arrears left at the end of the day. I have made it a point not to go to bed until I have finished the day's work, with the result that though I get a number of files every day, I am able to dispose them of, and at the same time, set an example to my departments, so that they will not take things in a light manner. It is also a satisfaction to them that if I take hard work from them, I also do not do less hard work. That makes for good relations between us, and leaves no scope for grievance.

That is what you all have got to do. Your hard work must prove an infection to your subordinates and make

them put in equally hard work. There are many things which your subordinates can do, and if they do those things, much of your worry is over and your work will be much lessened. If you find that there are any subordinates who are not doing their duties properly and are not honest in their work, I would expect you to take action against them. And any action you take against them will be supported by the Government. I would go a step further and say that if you are soft in these matters, I would be hard on you. Softness in such matters is a great danger to the efficiency of the administration. It is harmful to the person to whom you are soft, because he will not have a chance to improve.

KEEPING THE DISTRICT TOGETHER

Now, as regards the relations between you and other departments, much depends upon you in keeping the district together, because you are the heads of the districts. We believe, and our predecessors in office must also have so believed in the past, that the Collector is the head of the district. If Government is to be effective, it is necessary that there should be a unitary form of Government. Therefore, even though the head of every other department has his full freedom to look after the work of his department, it behoves the Collector to see that all departments in his district do their work properly. As they are all heads of their departments, they are your colleagues. You should not try to boss over them or go at them. But you should become friendly with them and understand their weakness, so that your work may become easy.

At the same time, you will have to create a feeling in them that if they go wrong, they will have to account for it and that their wrong actions will not escape the notice of the Government. It is for you to bring such things to the notice of the Government. After all, it is through you that the whole administration is carried on.

Our body is made up of various limbs. Each limb goes on working automatically for the good of the body; it does not think only of itself; it thinks of the body as a whole. It is on the backbone and the nervous system that the proper functioning and the strength of the whole body depends. If they do not work well, the body gets paralysed, even though the other limbs may be in working order. You represent the backbone and the nervous system of the body of administration, and if you go wrong, then the whole administration gets paralysed. That is how the Government looks at your work and at your worth also.

I hope you will bear this in mind and see that you supply the proper tone to all the departments to the best of your capacity. At the same time, you will also make an attempt to improve "the best of your capacity," so that by and by it gets better. You should never think that the best you can give is always the best. It may be just the *minimum*. There is always scope for making yourselves better every day. That is why you should go on improving, meanwhile doing your best.

RELATIONS WITH PRESIDENCY OFFICERS

I have received some complaints as regards some districts in the matter of relations between some Presidency Officers and the Collectors. Collectors expect that even a Presidency Officer should call on them. I do not think that this is a proper state of affairs. After all, a Presidency Officer is a Presidency Officer, to whatever department he may belong, and it is, I think, necessary for the Collector to go and call on him. He loses nothing by good manners. He loses nothing by making the Presidency Officer feel that, as Collector, he will be helpful to him. But if a Collector expects that a Presidency Officer should call on him, then it becomes a problem for the Government to decide who should call on whom.

We have already got so many things to do and if we concern ourselves with such small matters of prescribing regulations as to who should call on whom, I am afraid, we will have to go to a kindergarten school to learn many things. I do not think we should do that. I learnt that once a high military officer was kept waiting by a District Magistrate for two hours. This is a thing which reflects on the whole administration. Whatever may be the work and whatever the urgency thereof, it is necessary that officers should be treated with the respect that is due to them, just as we treat members of the public with all the respect that is due to them. I would go so far as to say that, let alone the Presidency Officers, even the lowest subordinates like peons should be treated properly and politely by heads of districts, so that it will create a healthy sense of self-respect in every body. If I do not have any regard for the self-respect of others, I will not be able to preserve my own sense of self-respect.

"DO NOT KEEP PEOPLE WAITING"

One who is hard on subordinates or on helpless people is always subservient to the people who are stronger than him. That has been my experience. That is why we must not allow these small matters to interfere with our social relations and ultimately with the administration. I would, therefore, request you to set an example in all such matters. Do not feel that you lose anything by calling on anybody. On the contrary, if you call on somebody once, you will make that person call on you twice and you will get more help and co-operation from him. It is very wrong to make people wait for long unnecessarily, and we have to be very careful about that. If you could not help making somebody wait for some time, you could apologise to him for having made him wait, and promptly he would say, "Oh, don't bother about it," and forget the whole thing. You will understand that the regret must be genuine and not superficial, if it is to evoke response.

In spite of the detailed instructions issued by the Home Department some of the restraint orders passed by the Collectors were irregular and defective, and the Government had had to pass some very bad moments, because those orders were upset by the High Court. It would have been excusable if the officers had had no time to read the many circulars that were sent to them. If the circulars of the Government were treated in that manner, I wonder how the applications from the public would be treated by you. It is very necessary that circulars issued by the Government should not only be very carefully read, but digested, and then only you would be able to carry out the instructions contained in them.

MISTAKES WERE REPEATED

We do understand that at times mistakes are committed not deliberately, but on account of rush of work, perhaps on account of hasty temperament of impatience, or want of notice. That is why we try to see that these defects are rectified, but if the same mistakes persist, it becomes very difficult. In the matter of orders under the Bombay Public Security Measures Act, I have found that the same mistakes have been repeated once, twice or three times, and that is where it becomes very difficult to keep our patience.

THE JAPANESE EXAMPLE

I would like you to emulate the spirit of the heads of the departments in Japan, whose idea of duty was such that if anyone brought to his notice any wrong action in his office which he himself had not noticed earlier, he would straight-away resign his post; he would not allow himself to be criticised by others.

Before concluding, I would like to say a few words about the merged States. These States now are a part of our Province. They are no longer 'Indian States'. But on account of certain legal defects, which will soon be removed by an Act of our legislature, we have not been able to treat

some of these areas on the same footing as the rest of the Province. That does not mean that you should not give the same attention to these parts as is given to the other parts of the Province. On the contrary, it becomes more necessary to make the people of these areas feel that they have come under a better administration.

I have received complaints from several areas that they are not attended to at all, and that things which could be got done within eight days before now, take more than two months. It is regrettable if that should be the real state of affairs. Apart from administrative difficulties, it puts the Government in an awkward position.

CONTACT THE PEOPLE

I would, therefore, request all of you, who are in charge of these areas, to go round quickly, establish contact with the people, find out what their grievances are and remove them as fast as you can, without waiting for formalities or particular laws.

I do not thereby suggest that you should act against any law. But there are some grievances which can be removed without infringing any law. Because something is not provided for in a law, it does not mean that you cannot do it. You can bring the parties concerned together and with their consent do many things. Many matters can be set right like that. Here, I may mention one thing in particular. In the merged States in Gujarat, there is a great ferment among the tenants, because some of the landlords are taking away their lands. The Collectors ought to be able to prevent that by immediately issuing notices to landlords saying that no tenant should be divested of his possession of land and that if anybody did that, it would be restored immediately. The ferment is creating disturbed conditions there and a breach of peace. You must contact the people in those areas and try to remove their grievances.

OUSTING THE INEFFICIENT

In the same way, you must see how much of the existing establishment can be retained and how much not, whether any or all members of the establishments are educationally fit and efficient to be continued in service or not. If you find out all these things, we will be able to send away the unqualified and inefficient staff and give you new staff in its place. It is an obligation on us to retain all that staff which is efficient. Should there be any staff which has to be removed for want of qualifications, efficiency, etc., the sooner it is done the better. When once the necessary legislation is passed, all questions, like the salary of the staff, etc., can be solved. All the staff that is retained and absorbed has to be treated on the same level as the other staff of the Province.

TACKLING THE VARIOUS ADMINISTRATIVE PROBLEMS

Addressing the concluding session Of the Collectors' Conference, on Sunday, October 25, 1948, the Home Minister said:

I am very glad to see that we have finished the business of this Conference so very quickly and so very efficiently. The credit is due to all of you, as you did not stray away from the points at issue and looked at all the problems in a very businesslike manner. Yesterday, we were all thinking of the necessity of sitting up late at night to-day to finish the agenda of the Conference. Instead, not only have we finished the agenda, but we have also considered several problems which were not on the agenda. That proves how things can be done, if we are determined to do them. We were determined not to disperse until we had finished the noble work, and now see how quickly we have finished it and how well we have done it! That, I think, is a great lesson for all of us for our future work.

THOROUGH EFFICIENCY

I must congratulate you on the efficiency that you have shown, at any rate, here in this Conference, and I hope it will be carried into your daily work, so that the administration of the Province will improve day by day and it will become a model for all other people. I must emphasise the necessity of greater improvement, so that we can contribute more towards bringing thorough efficiency into the administration as a whole in this country.

We must not be satisfied with making only one Province better or best. It must be realised that we will not survive if the whole country is not thoroughly efficient and strong. We must not commit the same mistake that we had

committed in the past for a thousand years, caring only for one's own house or village or taluka or Province. We must now look at the whole country and if, for the sake of the whole country, we have got to sacrifice ourselves, we should be very willing to do so. If there is any rivalry or competition, that must be in aiding other people and not in taking aid from them. It is always better that we must live to give rather than to receive, and if you take that into view, I think you will always be able to make progress.

PROBLEM OF REFUGEES

I had two or three things to tell you which I could not tell you in my opening remarks, because there was not much time left at the time. One or two of them we have already discussed. One was the question of refugees, which I wanted to touch myself, because it is a question which is causing a lot of anxiety to us from two quarters. The refugees are abusing us for many things. They say that we are not doing anything for them, and that we are not treating them properly, as is their right to expect and as is our duty to do. On the other side, the people of this Province are getting very restive about them and they are abusing the refugees.

I have noticed also that our officers are getting impatient about them, because they are also having lots of difficulties and I see a confirmation of it, or at least signs of it in the discussion that we had here. It is a very natural state of affairs, but we must realise that the refugees have suffered a lot. I do not think that we should call them refugees, because it is becoming a very sore word with every body, and naturally so.

OUR KITH AND KIN

After all, we must not think they are the people who are living on our mercies. We must consider them as our own kith and kin. They had to come here, because they were forced by circumstances which were not of their creation. They had to come here on account of the oppression which

they suffered—if in some cases not actual oppression; an imminent fear of oppression from what they saw. Even if they had remained there, they could not have continued to do so very long. We must, therefore, have full sympathy with the very unhappy lot of all these people who have been forced to come here, leaving their houses, leaving their property, leaving their spheres of profession. They have come to a new land altogether. That is a position which can be realised only if one is placed in that position.

WE SHOULD NOT LOSE OUR BALANCE

It is not possible for us, who have not undergone any suffering of that nature, to realise exactly what they must be feeling, and therefore, also, we may not be able to realise the bitterness that has entered into their souls, as a result of their unhappy experiences. That is why, whatever they may tell us and howsoever they may abuse us, we must not lose our balance; we must not lose our sympathy and we must not also lose the urge and the desire to help them to the best of our abilities. That is what we must tell all the people of this Province. We must consider them as our kith and kin, as citizens of this Province and should treat them as such, as people who are in difficulties, and we have our duty towards them to help them. That must be our attitude towards them.

At the same time, we should try to persuade them to see our point of view also and explain to them in a very sympathetic manner the necessity of shedding the bitterness that has entered their souls.

Bitterness is no remedy when it comes to the removal of any adversity or of any difficulty; on the contrary, bitterness makes the solution of a problem absolutely difficult and at times, impossible. It also affects the people generally in a very bad manner, as I see it is affecting the people. That is why we must specially try to remove this bitterness from

their souls. We can do that only if we are sympathetic and if we try to explain to them our difficulties without losing our patience and temper.

We should never lose our temper even if they make the wildest allegations against us. I can tell you that the wildest allegations have been made against me personally by many of them. I can understand that, because I know what they have suffered, and that suffering has been due to the fact that this country had to be partitioned, and partitioned because we wanted to be independent, and we could not become independent without paying that price. They feel that we have utilised them as an instrument for winning freedom. That, of course, is not true, but if they feel so, on account of what has happened, we cannot help it.

We should tell them that it is not our fault that all these adversities have fallen on them. If you explain to them the facts properly, they will admit that it is not our fault that these things have happened. We must also help them. The problem is immensely difficult. Many of them are people who are not used to any manual work. They have never done such work. They and their fore-fathers have never done manual work. Therefore, it is no use telling them that they should do manual work.

HOUSING THE REFUGEES

I can assure you that if they find houses, you will not then have to provide them with occupation. If you can only settle them in towns in batches, you will see that they will find occupations for themselves. They have also got the capacity of earning. If we want to absorb them, as it is our duty to do so, we will have to take them in, as we take our brothers. We do not consider whether our brother is right or wrong, but we only consider that our brother is in adversity, and that is why we should help them. We have got to overcome the difficulties and that is what we must try to do.

At the same time, we have also to consider that they are likely to become restive, because if a man has got a family and does not get any prospect of settling down, he becomes restive. He does not know what to do. If he has a grievance in his mind, he thinks that all that is due to somebody else's fault. Naturally, he goes about with that grievance and tries to vent it on somebody.

MUSLIMS IN OUR PROVINCE

They see in this Province the Muslims living very happily, because that is the policy that we have followed, not in order to benefit the Muslims or anybody, but because we consider it our sacred duty to do so. We believe in giving protection to every innocent and loyal citizen of this Province. Whatever may have happened in other parts, that should not deflect us from our path, and that is why our behaviour towards them is what it is to-day and we must not be deflected from it, as far as we can help it.

But they have seen in the places from which they have come the Muslims behaving in a very bad manner. They have been deprived of their houses and those houses have been occupied by the Muslims. Absolutely, no regard has been paid to the convenience even of children or of women. That is why, when they come here and see these people enjoying life as others do, they give vent to the hatred which has entered their minds. That hatred comes out of their minds and they give expression to their feelings. That is a real danger for us.

MAINTENANCE OF PEACE

We do not want the peace of this Province to be disturbed even by these unhappy brothers of ours. If they do not listen and carry out our advice and if we find that they are not amenable to discipline, then we will have to take strong action against them. We do not want anybody to create disturbances in this Province. Therefore, we will have to be very careful. We have got to help them in the

best manner possible. We must not count in terms of profit or loss. We must not also always consider meticulously whether a loan given will be returned completely or not. We must not also count whether a person's behaviour is absolutely proper or not. All that we have got to do, but at the same time, we must not allow our sympathy to run away with ourselves to such an extent that the peace of the country will be disturbed.

LAW AND ORDER AT ALL COST

We have got to keep them contented; that is why I want you to be completely sympathetic to them. I also want you to be very firm in the matter of law and order. You must take whatever action is necessary, but when you take action, you must take it in a very humane manner and avoid harshness, as far as you can. In these matters, one should never shirk doing the most cruel thing, if it is in the interests of law and order and if it is to benefit the whole Province; it must not be done in a spirit of delight in doing it. Unless we keep ourselves on that level, we will have degraded ourselves into very bad human beings and we will have paved the way, perhaps, for a very bad dictatorship. That is why I wanted to draw your attention to this aspect of the refugee problem.

I hope it is not necessary for me to tell you anything more in this matter to illustrate the attitude of the Government as regards the work to be done for these people who have come here as permanent members of this Province. We must no longer think that they are people who have come from outside. We must now think that they are people of this Province who have got to be properly put on their legs and who have got to be made happy, and who must be enabled to forget the greatest unhappiness that they have suffered. That is the task which is before us.

Connected with this, we have also got to consider the problem of keeping peace, because that has some relation with this problem.

We have suffered a great deal from the rise of communal passions, which have left very few people untouched in this country. I doubt if even ten out of a lakh have been untouched. Though several have kept their balance in action in their hearts, most of them have been touched by the communal feeling and they have felt hatred towards the other community. That is a very unhealthy state of affairs, because it makes the work of maintaining peace and tranquility very difficult. It makes the work of dealing out justice to everybody very difficult, and yet we, who run the administration, have got to be very careful in this matter.

NO PLACE FOR COMMUNALISM

Whatever may be the feelings of other people, we cannot afford to have any communal bias. If we are to remain true to our salt, if we are to be true to the people whom we serve, we cannot afford to allow any communal bias to enter our minds. When I say this, I do not want you to be hypocrites. I do not want you to do anything to demonstrate that you have no communal bias. That fear also should not be there.

If you have really no communal bias, you must not hesitate to take any strong action that you have to take against either Hindus or Muslims. One should not be afraid when one has to take action against Muslims, that people will say that you are communal-minded and you are Hindus or that this is a Government where there is a majority only of Hindus and that is why you are following them. In this way, you may be charged with Hindu communalism, but that should not deter you, if it is necessary, from taking action against Muslims. At the same time, if you find Hindus, because they are in a majority, becoming more communal in their actions and are oppressing any minority, you must not hesitate to take the severest action against them when it becomes necessary.

We have got to be very careful about that and that is why I would request you to consider one thing, and that is the necessity of watchfulness regarding your subordinate staff. You may be very free from all these, but the people who work under you are not made of the same stuff. They have not had the same advantage of education and culture as you have had. They may be affected by these things. If you do not keep them straight, it is very likely that you may be biassed by them.

SUBORDINATE STAFF

After all, one is, many a time, carried away by the feelings of the person with whom one works. That bias affects us also. We have got to remain free from all prejudices. We can do so only by keeping the subordinate staff on the right path. Whenever you notice that somebody becomes communal, you must immediately report him to the Government. The only punishment that can be given to him is to remove him from public service, because such people would be a discredit to the services of this Province. It becomes your and my duty to be on the look-out all the while, to be on the guard, and take action, even the severest action, if necessary, against any person who, we have reasonable cause to believe, is likely to disturb the peace in the immediate future. We must take action in time.

PRECAUTIONARY MEASURES

We must not wait for peace to be broken actually, because when peace is once broken, it is very difficult to restore it immediately. The disturbance goes on for some time, because once passions are aroused, it is very difficult to control them. That is why it is better to take action in time, and that time has to be judged by you. And you can rest assured that you will be fully supported by the Government in the action that you may take.

But I would urge on you the necessity of being very careful and honest in the orders that you pass. If you do not do that, it will land us in serious difficulties. After all, the High Court is there to scrutinise your orders and it must be there. You may feel that it is very inconvenient, but I have no doubt that it is not at all inconvenient. It is very necessary to see that people who have power do not lapse into the misuse of that power. The misuse of power is very natural as men are constituted at present. Men are more brutal than human—that is my view of human life—at present. If men were more human and less brutal, I think there will be very much less tendency on their part to misuse powers; but as that is not so, men at times misuse their powers, and the greater the power, the greater the chance for misuse.

HIGH COURT

In a democracy, therefore, the High Court is the proper safeguard for keeping that democracy safe, and that is why we must look upon the High Court as a very useful and very necessary body. Whatever may be our individual reactions, we must not do anything to lower the prestige of the High Court in the minds of the people. That should be the ideal, and we must not forget that ideal.

We must not take any temporary advantage and try to establish a dictatorship. Once there is such a desire in your minds, I am afraid you will create a dictatorship, because you will not be able to keep it out of your minds. And that will be the ruin of this country. That is why I said yesterday that we must not, even in our thoughts, harbour any criticism about the High Court. I said that in order to emphasise the need for carefulness on your part. But when I said that, please do not think that I have become such a saint that I do not harbour any such criticism in my mind. It does come in sometimes, but I try to fight it out myself. We must not allow that to get hold of us.

I cannot expect you to be ideal persons when I am not so. I am telling you what I am trying to do, so that you may also try to do so, if you are not doing it already. I do not say that you are not doing it, but it becomes my duty to put these things before you, as we are living in very difficult times when we have got to help each other in these emergencies. Otherwise, we will be lost for ever and will not be able to profit by the independence which we have achieved after so many difficulties.

HYDERABAD

As regards Hyderabad, the problem is being attended to by the Government of India. It is a problem which has got to be attended to by the Government of India, and I would request you in this matter not to be exercised by whatever you hear and not to come to hasty conclusions. Some may feel that immediate action in this matter is called for and that if that is not taken, we will lose. That will be a defeatist attitude, because once we make up our minds like that, our capacity for action will become limited. In this matter, we have got to carry out what the Government of India asks us to do. Whether it is right or wrong should not matter to us.

When they ask for our advice, we should give it; and we, who are at the top of the administration, always try to tell them what the public feeling is in the matter, what we think about it and what we think ought to be done. That is our duty and that is our right, but we should also consider our duty to carry out whatever they ask us to do, without flinching, without harbouring the thought that they are weak or they are not doing the right thing. You do not know, as I myself do not know, all the circumstances which we think they must take into consideration. It is military action which every body is waiting for. Military action means war, and war is not an easy affair in these days of international reactions. That is why we have got to take all factors into consideration before taking any action.

Please do not think that the Government which is there at the centre does not want to take any action or that it is weak. It has got to take many things into consideration in order to see that it does not create more complications instead of solving them. That is the sole purpose with which the Government is working, and that is the way in which we should try to influence public opinion.

PUBLIC OPINION

You can do a lot to influence public opinion in this matter, and you can see that the public does not become restive, but becomes helpful in understanding the difficulties of Government and supports Government whenever it is necessary to do so.

It is possible that we may have to take some precautionary measures. If there is going to be any military action, several measures will be necessary. Also, we have got to stop the panic. That can be stopped only if you are alive to what the public opinion is, and if you are all the while taking action to see that there is no cause for panic and people are assured that help will reach them immediately in any danger that might arise. That is what we should tell them. We should not tell them, "Oh! the Government is weak". You yourself are the Government. You should think like that, and you have got to carry the people with you. That is the attitude that you should adopt.

PROPER USE OF POWERS

You have been asking for some powers, but what powers are necessary in the event of an emergency always rests with you. The test is whether you have wisely used them. If you have done that, you have deserved the powers. Otherwise, you have not deserved the powers, and certainly you will have to pay for the default. The Government gives you these powers, so that you may exercise them wisely and efficiently in emergencies. That being so, sup-

pose, I told you that you exceeded your powers, why should you be so very sensitive about it and feel that the Government gave you a rap on your head? It becomes your duty to see that the Government is not put in an awkward position.

The tendency now is to put the blame on the Government. That is a very dangerous thing for any administration. That is why I want you to increase your capacity for taking the blame on yourselves and not always to look for praises from the Government. You yourselves are the Government. So why do you expect any praise from it? The real praise comes from the people. The people should like you and feel that independence has come to them; they should be satisfied that the officers are doing their work properly. That is the praise which you should win.

POLITICAL PARTIES

There is the problem also of the various political movements here. There, too, you have got to keep a complete balance. The Government is run for all the people, and we do not want any action to be taken against any political party or the members of any political party, because they belong to a party in opposition or a party which we do not like. That should not be the criterion for taking any action against any party. But amongst the various parties, there are some who believe in violence, who believe in underhand methods, who believe in disrupting the Government and creating anarchy in order to seize power. In such cases, action has to be taken in the interest of the people of the Province, because if anarchy is allowed to be created, it is the people who will suffer and nobody else.

It is, therefore, very necessary that officers should keep themselves aloof from all political parties. That is the main reason why the Government insists that its officers should keep aloof from politics. But, theoretically it is all right, practically it is very difficult. After all, you are also human

beings, with your own opinions and views. But as you do not take part in politics, you should never align yourself with political parties. You must be able to judge everything impersonally and you must take only the good from every thing, rejecting the bad. If you keep that in view, you will have, I hope, no hesitation in taking action against people who try to create trouble. That is where we have got to be careful.

POLITICAL MOVEMENTS

We must not do anything which will help a political movement which is disruptive, which wants anarchy to be created, which has violence as its weapon. That is where we should not be careless in any way. You must take immediate action against all such people, whenever you are convinced of its necessity.

As regards the truthfulness or otherwise of any information, the Government cannot make inquiries except through you. If you do not properly inquire into the information sent on to you by the Government, it means that the action taken thereon is half-hearted, and also, that the orders passed thereon cannot be said to have been properly passed. You have to be careful about it. You cannot say that at present there are not many things about which people have a legitimate cause for grievance, as for example, in the matter of delays in the disposal of work, in the matter of corruption, in the matter of want of sympathy on the part of the lower grade staff to complaints which are genuine in many cases.

Such grievances have got to be removed, and in matters such as these, I look to you to set them right. If you do that, I feel quite confident that the intentions of the Government will be carried out very quickly and in a proper manner, and you will also see it reflected in the content-

ment of the people. People will not then be carried away by what is said by those who try to set the common man against the Government.

BLUNTNES WANTED

At times, I have spoken to you in very strong terms, but that was not in order to offend or insult you, but only to let you know what was passing in my mind, so that you might understand me thoroughly and so that it might provoke you into speaking about things, about which I wanted you to speak. I want you to be as blunt as I am in speaking about everything concerning your work. Do not, for a moment, think that I will take it amiss. As long as I see that you do your work honestly and as long as I see that you are telling me honestly what you feel, you can rest assured that it will not create any prejudice in my mind, even if I differ violently from you.

I realise that I do not know everything perfectly. I must first know certain things from you and then come to a conclusion, so that there is little or no scope for mistakes. That is why I want you to speak to me frankly and freely. I hope that in future there will be no cause for any of you to say that free criticism and blunt speaking is not invited. I wonder what more I should do to assure you of my readiness to hear it from you frankly and freely.

EXPRESSION OF GOVERNMENT'S VIEWS

If what I have told you so far has given you a complete picture of what is passing in my mind, I do not think it is necessary for me to speak to you about other things, because after hearing what I have said so far, you will have understood me and the mind of the Government completely. When I told you to understand my view, for God's sake, do not think that I am here giving expression to my personal views. I reflect the Government's mind. We are all of one mind and one view in these matters. Even though we are

ten people, we speak with one voice and you can rest assured that what I have told you reflects the Government's mind.

PROHIBITION

In the matter of Prohibition also, you can do a lot. You can devise ways and means of fighting smuggling and create in your districts a spirit of full co-operation with the policy and to thwart the efforts of all those who try to break the great scheme of Prohibition that has been launched by the Government. It is for you, gentlemen, to make the scheme a complete success.

To do this, it is necessary for you, before complete Prohibition comes in, to set an example. I do not say that any of you are given to drinking as such, but the past traditions have been such that most of the officers generally joined drink parties socially and they saw nothing wrong in doing it. There would be nothing wrong in doing it if there was no Prohibition. But when we have undertaken to make Prohibition successful, whatever may be your personal views about the wisdom or otherwise of having Prohibition, it is your duty as loyal servants of the Government to set an example by your conduct that will help Prohibition prove a success, but not that which will make prohibition ridiculous.

OFFICERS SHOULD SET AN EXAMPLE

That is why we are urging upon all officers to set an example now by avoiding drinks completely, wherever they may be working. I quite realise that I cannot force you to do so until Prohibition comes in completely, that is to say, before March, 1950. I have already told my Inspector-General of Police and the Commissioner of Police that they must set an example immediately, because it is they who have to make the scheme a success. If that is so, from you, who are the backbone of the administration, it will

not be possible for me to expect a different standard in this matter.

You can make the administration great, you can make it ridiculous, you can make it efficient, you can destroy it entirely, and that is why in this matter, too, I would like you to set an example, and then you will see that other necessary things about the scheme will suggest themselves to you.

When I say this, I do not mean that all of you here are used to strong drinks. Several of you may not be touching them at all, but even those, who are, should not now touch it. If this is done, we will be able to make Prohibition successful in the quickest time possible and with the easiest means possible.

RURAL DEVELOPMENT

Lastly, I should like to say a few words about the rural development work. You will all have to take very keen interest in this task of rural development. You are all Chairmen of the Rural Development Boards, and much will depend upon what interest you take in the work of the Boards. I quite understand that at times you find some member or members of the Boards inconvenient, or at times becoming difficult for you. It means that the work puts to test your efficiency, your tact, your capacity to keep them with you and to take the best possible work from them. If you are equal to the task, you will see that they will give you the greatest amount of co-operation and very quickly, too.

If there are any people who try to hinder your work, or who are not honest, or are corrupt, you should know how to expose them, and you will receive the greatest measure of support from the Government in the matter. But if you find that there are merely temperamental difficulties or differences, then they must not be allowed to come

in the way of co-operation between you and them. That is how I want you to work with them, and if you adopt this attitude, the Government would put fairly large sums of money at your disposal to see that you go on taking up works in villages for their advancement; but that can be done only if you take the necessary degree of interest, so that the money entrusted to you is utilised to the best possible advantage.

FINANCE

Then the Finance Department would have no grievance and could not say that any money was misspent. Perhaps in the whole of the Secretariat, it is the Finance Department which is the most disliked Department, but I think it is the most essential Department in the Secretariat. It is their most unpleasant duty to see that people do not play fast and loose with the finance of the Province. We would be nowhere if that was allowed to be done. I do not know where we would be, if the Finance Department allowed people to do that to become popular. That is the lesson to be taken from the Finance Department.

NO CHEAP POPULARITY

If popularity comes in the proper discharge of our duties, well and good; but one should not hanker after it. We should try to do our duty, and we should try to see that we do not annoy others intentionally or if we can avoid it. If we do that, we have nothing to bother about popularity or unpopularity. I think the Finance Department supplies us with the best traditions in this Province at any rate—I do not know about the traditions of the Department in other provinces.

Here we have had no difficulty from the Finance Department in these matters. We wrongly feel that it is making matters difficult for us, because we become impatient on being pulled up on relevant and cogent grounds. Human

nature being what it is, nobody likes to be pulled up, but we have got to put up with it, if we want to be very efficient and accurate in our work. That is the tradition which I would recommend to you to follow.

Gentlemen, I think I have taken much of your time. I am very happy about the atmosphere that I found in this Conference on both the days. I congratulate you on the fine spirit that you have shown during the discussions. I hope it will become finer and finer, until we can claim one day that we have now come to a standard where people are satisfied. If you do that, our work will have been worth the trouble and all the difficulties that we are passing through. All the hard work that we are required to put through will not have been in vain.

Thank you very much.