

# HARMONY

## Connecting the IAS Community

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### India 2025

In their report, entitled *The Bird of Gold: the Rise of India's Consumer Market*, the McKinsey consultants last month have painted a very rosy picture of India in the year 2025. Based on the study of India's consumer market and the probable economic explosion ahead at annual growth average of 7.3 per cent over two decades, they have reached a conclusion that by 2025 India would overtake Germany as the world's fifth biggest consumer market. Their other important forecasts are: the middle class would expand from 5 crore to 58.3 crore and only about 20 per cent of the population would remain in the bottom household-income bracket, with an annual earning less than Rs 90,000. The consultants see hope in every business for profit, with opportunities favouring the rich. About 59 per cent would be consumed by the middle class and 20 per cent by the rich; today the poor and lower-middle class together spend 75 per cent of the total. Consumption would rise from 43 per cent of the total to 62 per cent in urban areas. Spending on food, drink and tobacco would fall from 42 per cent to 25 per cent; healthcare spending would rise from a mere 4 per cent to 13 per cent.

All this, to say the least, is too good to be true. Education and infrastructure being the key, the forecast would remain a mirage unless there is a huge investment in them. Clearly, we need to provide for quality education to so many Indian children. For that we need to improve the substandard schools to education centres of world standard. So the real challenge is whether we can achieve all this physically even if we allocate adequate funds. McKinsey's prediction can be realized only if it is backed by lot of hard work and concerted efforts at all levels. Otherwise, their report would be just another paper pulp. ■ Editor: Rameshchandra Kanade

### Grand Old Man of the ICS, RK Patil's no more

The Association mourns the death of Mr Ramrao Krishrao Patil, who was the senior-most member of the ICS. He would have become 100 on December 13 this year.

Mr Patil had settled down at the quiet Civil Lines area in Nagpur. After passing the ICS exam in the first attempt, he joined the premier service in 1930, worked first as Assistant Commissioner and later as Collector in CP & Berar up to 1943. Fired by patriotism, he resigned from the service and joined politics.

In 1946 he became Minister of Revenue, Food & Civil Supplies in the Madhya Pradesh Government till 1949. He was a member of the Planning Commission from 1946 to 1952. Then he returned to Madhya Pradesh to become Planning Minister. After that he devoted himself to *Sarvodaya* activities. Recipient of the coveted Jamanalal Bajaj Award, Vasant Naik Foundation Award, and many others, he was awarded the Padmashree in 1980 but declined it. Just recently he was declared to be *Maharashtra Bhushan* but felt that there were many others who were doing more active work and should be awarded. The function could of course not take place because of the sad demise. Mr Patil, a versatile personality, will ever remain a role model to all. ■



### Look for the Gold

Who has not heard or read about one of the most successful industrialists, Andrew Carnegie? He was one of the largest steel manufacturers in the USA. At one time he had 43 millionaires working for him. As a young Scotsman, he went to America and started doing odd jobs. It was hard work, grit and determination that made him a great person. He owed his success to his employees and other people he came in contact with.

Out of curiosity, someone asked Carnegie how he dealt with people. His reply was: "Dealing with people is like digging gold. When you go digging for an ounce of gold, you have to move tons of dirt to get an ounce of gold. But when you go digging, you don't go looking for the dirt; you go looking for the gold."

Andrew Carnegie has thus revealed one of the important secrets of making people your own: Become a digger for gold. If you are looking for what is wrong with people or things, you will find many. And you may dislike such people. So decide what you are looking for.

There is something positive in every person and every situation. But that may not always be overt. So, sometimes we have to dig deep to look for the positive that may not be apparent.

By nature, many of us are used to looking for what is wrong with other people and situations. We easily see flaws and defects in other persons but fail to see what is good about the person or situation. We forget to see what is right. So, naturally we lose the person as well as the situation.

Our objective is always to look for gold. But for that we have to move tons of dirt to get an ounce of gold.

When we go looking, let us never go looking for the dirt. Let us go look for the gold, which really is our goal! ■

(Source not known)

### Good News for Members

Our member officers coming to Mantralaya from outside can now spend some time between two meetings, prepare for them or read books at the IIPA Library located in Mantralaya, Room No. 13 (Main Building), Gr. Floor. They can also access about 10,000 rare books besides newspapers and magazines. ■

## The Journey to My Home

NALINI GAHROTRA

For those who congratulate me and call me very lucky to be living in such a beautiful house, I would like to put on record my journey through various houses at different places.

### Our first house

The first house I set up after I got married was a terrace flat in East Patel Nagar in New Delhi. My husband was still Captain in the Army. He had appeared for his IAS examination. We chose this house because it was near my College.

The house was lovely, a two-room place with a huge terrace. One room was big and served as our bedroom and also as a drawing room. The other room was small and turned into a guest-room. The kitchen and the bathroom were outside. It was enjoyable to walk on the terrace, except during very hot summer. We converted the second room into a guest-room instead of into a small drawing room because we always had a lot of guests and they had become a part and parcel of our day-to-day life. Both of our families lived outside Delhi and we wanted them to be comfortable whenever they visited us.

The first night after coming to Delhi, we slept on the floor as we bought our bed three days later. We had a simple marriage, and my father-in-law had very graciously returned the money my father had offered for the furniture. (It was such a wonderful gesture as my father was retired at the time of my marriage). After the bed, we bought two wooden *aaram* chairs. We also bought two settees from the money my cousin had given me as a wedding gift. We had a huge wooden box (those of you who are familiar with army life may also know the huge *petthi*, all army men carry around with them on their transfers) which served as an ordinary table as well as the dining table.

Luckily, the room had built-in wooden wardrobes, with a built-in mirror dressing-table in the middle, in which all our things fitted well. We had one bed in our second room. Nothing else could have fitted in there. A huge brass pedestal lamp which had been gifted to us by our army friends was the only other piece in the first home of ours.

I think we enjoyed this first house of ours. We slept outside in the summer. We could also entertain our friends on the terrace. Our landlord didn't mind. The landlady was such a lovable person. Every time I came home after buying my groceries or vegetables, she would not let me climb those two flights of stairs without giving me some fresh and strong tea.

### Our first refrigerator

One or two incidents of this period I still remember very vividly. Slowly, we were buying the necessities. Fortunately, we had the gas *choolah* and got the gas connection some time before we got married. But the refrigerator took quite some time to come. Since my husband was in the army, we bought the fridge from the army canteen. But since we got married in December when the fridge prices are low, no dealer was interested in supplying a fridge at that time.

Finally we got our fridge in May. You can imagine during those 4-5 months, how much *khana* was wasted. The little cooking I had learnt was at my sister's house (I had been staying in hostels from the 6th standard onwards) where I stayed after taking up a teaching job. I wasn't proficient enough to know how much I should cook for just two people. In the absence of a fridge, there was no way to save the cooked stuff or the dough which had already been done. The only way was to stealthily throw it out without anyone knowing about it. But I do feel guilty about it even now.

### Badi der kar dee

The second incident is about my father-in-law sitting on the steps to our 2nd floor house. We had come home late one evening. He had not knocked on my landlady's door. We took him up and he was the first person to sleep in our guest-room. The next morning I left for college telling him that I would be back by lunch-time. My husband also used to come back at that time. But somehow I got delayed by one thing or another till 3 pm (you know how it is in colleges!).

On my way back, I did not know how I was going to handle covering my head with the *pallau*, the cooking, making the dough and serving the prepared food to both my husband and my father-in-law.

As I walked, I decided that I wouldn't be able to work while trying to cover my head. So I decided to do away with the head-covering business and get down to the business of cooking. As I entered the house, my father-in-law said, *badi der kar dee*, and added that he had cooked the vegetables. He asked me to make the dough and *chapathis*. I have never been more thankful to anyone else in my life. Whatever I've done for this, my family has been the result of this incident.

### Frequent change of houses

And then my husband got through the IAS Exam and left for his training at Mussoorie. I decided to shift because it was difficult for me to stay alone in Delhi. So, I took a two-room ground floor house near my sister's place. As it was a two-room house, the outer room had to be converted into a drawing room and I didn't have enough furniture to fill the room. So, I bought a centre table to add to the four pieces of furniture we already had. To fill the room, I converted my big trunk (a part of every girl's dowry in Punjab) into a settee. I made it comfortable by putting a foam seat of the same size and covered it up with an attractive bed-cover, pinning it up on all sides. This settee became a part of my furniture till I came to live in my own house here, in Mumbai.

It was a rather lonely house without my husband though my mother-in-law or sister-in-law did try to make it comfortable in his absence. I didn't stay very long in this house.

### Mussoorie days and after

During my vacations, I shifted to Mussoorie to be with my husband. When we went to Sangli for his district training, I took leave and joined him there to make a third home for a *supy* or supernumerary (as the IAS officers under training are called).

Thus began our long journey of shifting houses every few years till we came to settle down in our permanent address in Worli. ■

[Mrs Nalini Gahrotra, wife of former Additional Chief Secretary (Finance) (1969) OP Gahrotra. You may like to compliment her, on this beautiful piece of hers, on 022-24942309]. ■

# A Compendium of Caste Studies

Review by KP FABIAN of the Book *Farmers Suicide: Facts and Possible Policy Interventions* by Meeta And Rajivlochan,

published by Yeshwantrao Chavan Academy of Development Administration (YASHADA), Pune in 2006.

For those of us who have been saddened by the numerous instances of our farmers committing suicide, it is indeed heartening to see an IAS officer, of over sixteen years service (Meeta-1991), and her historian husband (Rajivlochan) undertake a serious study of the matter.

## The authors

Meeta has considerable work experience in rural and tribal development. She is currently Director of State Institute of Rural Development in Maharashtra. Rajivlochan teaches and researches on contemporary Indian history at Punjab University and also lectures at the Lal Bahadur Shastri Academy of Administration, Mussoorie, where the entrants into the civil service are trained. Together they have networked diligently to collect data and to search for solutions. They visited 148 suicide-affected families and conducted detailed case studies.

## Why do farmers kill themselves?

Who do some among our farmers who work hard to produce life-sustaining food for all of us decide to kill themselves? Is it because of indebtedness? Is it the case that farming is not giving them the returns necessary to live a life of modest comfort and minimum dignity? Whatever be the cause, what can be done by the government through its various layers and by the civil society? These are some of the questions dealt with in this book.

## Area of study

The authors have rightly concentrated on a particular district, Yavatmal, in the Vidharba region in Maharashtra. They call that district the *epicentre of farmer suicides*. According to the State Crime Records Bureau (SCRB) of Maharashtra, Yavatmal with a population of 24.5 lakhs recorded 640, 819, 832 and 787 suicide cases for the years 2000 to 2004. In other words, it was much more than two suicides a day for a population of about 25

lakhs. The suicide rate expressed per lakh of population has gone up from 1.55 in 1962 to 9.34 in 2000.

## Problem about data

Do we have reliable statistics on farmer suicides? The authors have pointed out the wide variation between the figures reported by the media and the revenue administration. It is of some significance that

the Yavatmal administration reported lower figures for 2001 and 2002 whereas for 2003 and 2004 the media figures are lower. Obviously, not enough thought has been given to devising a reliable data collecting mechanism. It is also possible that even when a non-farmer commits suicide, it might be recorded as a case of farmer suicide if the family wants to collect the amount of Rs one lakh given in such cases.

## Two studies

There is a whole chapter devoted to a critical examination of two studies, one by the Tata Institute of Social Sciences (TISS) on instructions from the Bombay High Court, and another by the Indira Gandhi Institute of Development Research (IGIDR), Mumbai. Broadly speaking, both the studies have concluded that indebtedness was a major cause for suicide. A farmer with 15 acres earn only Rs 32,500 a year, hardly half the salary earning of a Class IV employee with the government. Farming is not a financially sustainable occupation for many farmers. In the absence of any other source of income and saddled with a large family and under stress to meet with social obligations, some farmers decide to kill themselves.

The authors have argued that such an assessment holding indebtedness as the major cause for suicides fails to take into account the big picture that should include the 'social construction of suicide'. They checked with some of the families concerned and the feedback they got did not indicate that either agricultural

distress or debt was the cause. Let us take one case studied by IGIDR and the authors' comment thereon.

## IGIDR's study: case 13

This is the family of a 65 year old male from the Banjara caste, which has 3 acres of land and a debt of over Rs 5,000 from a Regional Bank. The loan taken for a second sowing drove the victim to suicide on 31 May 2004.

**(Authors' comments:** *This farmer had taken a loan of Rs 10,000 from a money-lender at 25 per cent. He spent Rs 60,000 on the marriage of his two sons in 2003-04 before his suicide on 31 May 2004. He had also spent Rs 4,200 on treating his wife in the past one year for an injury to her hand which she had sustained in an accident. These expenditures may have had much more to do with the default than a second sowing).*

## Cases of no loan

The authors have listed a number of cases of suicide where there was no loan taken. There are other cases where loans had been taken for non-farming purposes such as for medical treatment or marriages. The conclusion reached is that the relationship between indebtedness and suicide is 'flimsy'. There is a very little evidence of the pressure of loans being responsible for suicides. While the authors' conclusion is correct in that indebtedness as such cannot account fully for the occurrence of suicides, it is beyond debate that the serious state of financial insecurity the farmers find themselves in is an important factor. Indebtedness is only a part of such insecurity. The authors bring out this point forcefully: What is more important, a net annual income of the order of Rs 2,500 per acre is simply too little for meeting any additional contingent expenditure that might occur. An important point made by the authors is that there is a strong tendency to cut down expenditure on health. A significant number of the suicide victims had avoided consulting a doctor despite illness. Even a

**Continued on P4**



## A Compendium ...

### Continued from P3

visit to a government health facility is put off because though the doctor is not paid, the cost of medicines could not be afforded, not to speak of the cost of investigations. Yet another factor pushing the unfortunate farmer to suicide is that there is no support system to turn to. There is distressing ignorance even of schemes specifically meant to support the farmer. Take the case of crop insurance scheme. Two-thirds of the farmers in Maharashtra were not aware of the scheme. As many as 5 per cent said that they could not afford to pay the premium. Did they have any option to get a bank loan to pay for the premium? One does not know. In any case, it does not seem to have occurred to them to seek such a solution. Interestingly enough, there does not seem to be any correlation between literacy and awareness of larger issues impacting on the farmer. For example, the literacy rate among male farmers in Maharashtra is 74 per cent compared to 64 per cent in Punjab. But the Punjabi farmer is much better informed about WTO (World Trade Organization) matters. While the points made by the authors about the causes of suicide are well taken. It is painfully evident that there is a need for further studies on the socio-economic factors pushing some farmers to commit suicide. What is of particular interest to the reader, and presumably to the government and the NGO activists is the 10-point plan recommended for containing the suicide epidemic. The number of points of direct contacts between the farmer and the government needs to be increased. The local society should be monitored for signs of distress, and counselling should be provided as necessary. Existing laws on money-lending should be enforced. The agricultural extension activities need to be intensified. Each panchayat should have at least one trained nurse. The media should be advised of the risk of highlighting suicides since it might cause more suicides. The *ex-gratia* payment of Rs one lakh should be stopped and instead a member of the family can be given a job. Finally, subsidies should be provided directly to the farmer as in the current sys-

tem the beneficiaries are not the farmers. A direct subsidy of Rs 5,000 per hectare per annum has been proposed. Let the producers and sellers of fertilizer, seeds and other inputs compete in the open market.

This is a book of considerable interest to policy makers as well as to the general public. The subtitle *Facts and Possible Policy Interventions* is amply justified by the text. It will be good to see another book from the same authors on what could be done for the thousands of widows and children left behind by the farmers who have unfortunately chosen to kill themselves. A recent BBC report speaks of 9,000 such widows in the Vidharbha region alone. ■

## The Art of Cheese Making

VATSALA JAMBUANTHAN

*A visit to the cheese factory in Wisconsin Rapids (Trega Foods- Kewaunee WI.)*

It was a Sunday afternoon when we decided to drive north of Wisconsin towards Green bay. A drive of about two hours and a half took us to Kewaunee County, located along the shores of Lake Michigan in Wisconsin, USA.



We drove vast stretches of rolling plains, beautiful well-laid roads, cutting through the country side; it was acres and acres of fields, and farm land with varieties of cows and buffaloes grazing; we noticed small shed for the new born calf – just let enough sun and cool air, with water jars holding fresh water. We made a brief halt for a few minutes and were greeted by the farmer and made us comfortable.

He works in the nearby cheese factory and agreed to take us round. He gave me lot of information about this wonderful cheese factory. They simply love cheese, be it for breakfast or on meals or just to munch.

You of course know that cheese is made from milk. But did you know that it takes ten pounds of milk to make one pound of cheese? His statement surprised us. We took a walking tour of one of the cheese factories in Wisconsin

Rapids, USA. Our guide started his narration. "Wisconsin, America's Dairy land is a leader in top production of high quality milk."

As we travelled towards the north-western part of Wisconsin Rapids, towards Kewaunee, a seaport town along Lake Michigan, he pointed to us the large stretches of the rolling plains, lush pastures and rich soil and said, with great pride in his tone, "all these make Wisconsin the perfect place for raising dairy cows" our farmers live faraway from each other, still meet and greet one another while driving their trucks to the nearest factory.

The scene now changes with signboards indicating the town / village as we near it intercepting the main highway. Here again we noticed cows grazing, farmstead spread far and wide and the same scene almost through the entire stretch of Wisconsin.

He said, "A hundred years ago many people from Europe settled in Wisconsin which reminded of their home land. They moved with their families along with special dairy farming knowledge from the old country"

They run the farm, take care of the cows and work hard to be assured of a wholesome milk supply.

We were reminded of our Amul Dairy in Gujarat that was started on a similar basis with a few farmers forming a cooperative society and supplying milk to the factory at Anand in Gujarat. The word Amul is synonymous with cheese and butter.

Our host further explained about the farming and slowly took us to the cheese making process. There are six breeds of dairy cows and they are identified by their colour. Jersey (golden brown all over with black nose and feet); Guernsey (gurnzea) golden brown with white patch Holstein (holesteen) black and white or red and white; Brownswiss –tan all over; Milky Shorthorn Red brown with small white spots.

Then we went in to see how milk is made into cheese and the various processes. Stage 1 Milk Collection: Each day refrigerated trucks called Tankers pick up top quality milk from Wisconsin Dairy farms and deliver it to the cheese plant. Stage 2 Testing and Pasteurization: Before cheese making begins, the milk is carefully tested weighed, heated or pasteurized. Milk is pumped into a large vat; special ingredients called *Starter Cultures* and enzymes are added. They thicken the milk and give it the desired cheese flavour. By now another enzyme called *Rennet* is added to make the milk thicker like custard. Stage 3 Separation: Actual cheese making begins; the cheese makers begin cutting the custard like milk into tiny pieces. This separates the liquid called 'Whey', from milk solid called curds. Stage 4 Firmness: **Continued on P6**

## Why not smile more?

BN ZAMRE

I do not want to play to the gallery. However, how can I forget the art gallery of smiles videoed through the *Harmony* Issue 55 of October 2006. The harmonised gallery depicts 54 star solo performers with the director-duo at the top, anchoring the roof



of the smiling edifice. Let us not forget or fritter away the smiles then captured by former Additional Chief Secretary *Jinda-dil* Navin Kumar and portrayed by the Editor.

We do not require the services of the symbologist Robert Langdon (Harvard Professor, made memorable by Dan Brown in his *Angels and Demons*, *The Da Vinci Code*, etc) to decipher the symbolic smiles on the faces of the 54 notables working in the high echelons of the civil service. Cumulatively taken, the smile is not elusive or enigmatic as Mona Lisa's. It is plain and transparent. People would find these smiles guileless and reassuring. The spirit underlying such smiles should serve as a major plank to render willing services to the deserving public. Hence, the propriety of re-collecting such smiles.

In the modern progressive context, administrative sphere is not the wildlife reserve of the rough, tough, uncouth and the unsmiling. Gone are the days of the despotic bully who, with his steely glare, used to cow down the people (including his colleagues and assistants) by his feudalistic approach such as, to use Shakespeare's works, *When I open my lips, let no dog bark*. There is no reason why the bureaucracy should not get more and more civilized and humanized day by day. No reason why it should be suicidal to continue to be ruthless and smile-less.

The art gallery portraying civil servants smiling with candour and reassurance speaks eloquently for the spirit of service, self-respect and contentedness. It is the natural, triumph over the artificial. Here I cannot resist the temptation of quoting an excerpt from Dan Brown's *Angels and Demons*:

"Chintina Macri took the job in stride. She knew her years were showing. At 43, her bushy black curls were streaked with grey. She was too proud for dye. Her mom, a southern Baptist, had taught Chintina contentedness and self-respect. 'When you are a black woman', her mother said, 'ain't no hiding what you are. Day you try, is the day you die. Stand tall, smile bright, and let them wonder what secret is making you laugh.'"

It is not enough to capture, collect and store such smiles. We have also to re-collect and redistribute them. Disseminate them. What sunshine is to flowers, a smile is to humanity. Hence, I request you to smile with them and smile on me.

Friends, administration is not averse to smiles, nor is it allergic to hard work. We have to smile in the sweat of our brow. ■

[This is yet another lovely article from the inimitable *Mr BN Zamre* (1975). He can be contacted on 0712-2749292]. ■

## The Bigger B

BN BAHADUR

I would need to do a 24-hour journey by the Punjab Mail, change tracks, then, quite literally to meter gauge for a three hour run and finally do 130 km by road, to reach my district — my first posting in the mid-sixties.

Travelling from my home 'town' of Delhi, the early morning cold at the Railway Station seeped to the marrows, as I stood at the platform. The simmering tea kettles and the breathing of passers by made strange foggy figures in the air. I turned to enter my compartment. A digression on this Railway compartment may well be in order. Even in that year, this type of a compartment would have been one of the last few of its breed. It was like entering a drawing room of sorts. Relaxed sofa type benches, the backrest of which could be turned around, depending on whether you wanted to watch the sunrise or the sunset; and the luxury of an attached bathroom. No AC of course.

A short while before the train was to set off, a somewhat elderly gentleman joined me (anyone more than a few years older than oneself looked elderly in those days). Soon the ubiquitous Ticket Checker appeared and asked for my ticket. His examination over, he turned to the other gentleman and asked for his name. My name is Harivansh Rai Bachchan, came the voice in my ears. I kept aside the paper I had picked up, quite in awe of the name I had heard. He had already 'arrived' as a leading Hindi poet, and I prepared for a journey, in solitary splendour, with a renowned literary personality, who had mesmerized thousands via his intoxicating *Madhushala*. The TC left us, and the train glided out of the platform.

As I bent to lift my holdall (such a mandatory, albeit hassling travelling accessory in those days), the gentleman sprang up to help me. This struck me as a great humane gesture, indeed. Some apprehension had crept over me, over starting a conversation because of my lack of any real knowledge of his poetical works I thought he too would have the

well-known foible of authors of asking others what poems of his I had read — to my discomfort.

Conversation went on quite easily, however, as he appeared very affable —but not a word about his own. I gathered confidence and said that I very much liked his poem *jo beet gayee so baat gayee*.

His reaction confuses me even today, for he told me that he was surprised I knew of this poem, since he had thought it was not one of his celebrated works.

Soon, fully relaxed, I found myself unwittingly asking him quite a few questions. It interests me even today how much I could learn about him. A chronicle, or a list of this, would not be in place. But a few. He did his PhD from Cambridge on the poet WB Yeats, and had taught English Literature at Allahabad University for long, before coming over to Delhi at the behest of none other than Jawaharlal Nehru, who had asked him to join and advise Government on a number of aspects relating to broadcasting. One of these was to suggest how to make AIR news bulletins in Hindi simpler and listener friendly. (Did it mean less of Sanskrit, I wonder now).

It is interesting to recall that Dr Bachchan always taught English, but wrote in Hindi. So did Iqbal and Firaq, who taught English at the University level but wrote in Urdu. Knowledge really has no 'narrow walls'.

Dr Bachchan then evinced interest in me -- about my background, what I did, the purpose of my journey and all else that people on such journeys generally talked about. It was all genuine talk, no high pedestals, no talk of attainments, no didactics and no unnecessary name droppings. He mentioned that he had a son 'about your age', who worked in the corporate sector in Calcutta. Appearing to be half loud thinking, he said he had advised his son to shift to Bombay.

His journey was not as long as mine, and soon the train reached his destination. I had found this journey very enjoyable and memorable. I am surprised that even today that very vividly and with a great sense of nostalgia I still remember this incident.

I recall the details even today, after almost four decades. Yes, I remember the journey whenever I read the great poet's poems, whenever the *koel* outside my window calls too loudly, whenever I hear Manna Dey reciting *Madhushala* and often when I watch the films of that famous actor, who decided to shift from Calcutta to Bombay. ■

[*Mr BN Bahadur* (1964), a brilliant writer and a singer with a mellifluous voice, can be contacted on [bnbahadur@lycos.com](mailto:bnbahadur@lycos.com)]. ■

## IAS (Pay) Rules, 2007

The IAS (Pay) Rules, 1954 have been amended while issuing new IAS (Pay) Rules of 2007. It is expected that the new rules will simplify, rationalize and update some of the rules that had become obsolete and redundant and many others required modification. The main amendments are:

■ Rule 2 of the IAS (Pay) Rules 2007 defines the terms *Grade Pay*, *Lien*, *Non State Civil Service*, *Officer appointed by Selection*, *Officiation* and *Personal Pay*, which are frequently used in the rules, but had not been earlier defined.

■ In proviso to Rule 3(1) of these rules, minimum number of years of service for eligibility for promotion to Selection Grade and Super Time Scale have also been prescribed as 13 years and 16 years as against provision for only Senior Time Scale and Junior Administrative Grade in the IAS (Pay) Rules, 1954. (This has been done so that officers may not be promoted before completion of the prescribed minimum number of years of service for these grades).

■ A new provision has been added in Rule 3(2) (ii) of the IAS (Pay) Rules, 2007, stating that appointments of officers in the scales of Selection Grade and above shall be subject to availability of vacancies in these grades and for this purpose, it shall be mandatory upon the State Cadre or the Joint Cadre Authorities, as the case may be, to seek prior concurrence of the Central Government on the number of available vacancies in each grade. (The provision was required for better cadre management of the service as it was noticed by experience that the State Government were often making promotions in their respective cadre beyond the number of the available vacancies in various grades).

■ In Rule 3(2) (iv), it has been prescribed that a member of the service shall be entitled to draw pay in the scales of the Selection Grade and above only on appointment to these Grades. There was provision to this effect only for Selection Grade in Rule 3(2) (i) of the IAS (Pay) Rules, 1954.

■ Provision has been made in the 2nd Proviso to Rule 3(1), proviso to Clause 1 of Rule 3(2) and Rule 5(11) for completion of Phase III, IV & V of mandatory mid-career training as a precondition for promotion of IAS officer to the Junior Administrative Grade, Super Time scale and release of further increments after 28 years of service, respectively, as approved by the Hon'ble Prime Minister. ■

## The Art of Cheese Making

### Continued from P4

The curd, whey, it is stirred and cooked until it reaches just the right amount of firmness for the type of cheese to be made. The whey is drained and saved for other use. Stage 5 Preservation: The curd is salted and specially handled by the cheese maker. Depending upon the type of cheese required. Stage 6 Curing: The curds are pressed into forms and shapes. They are then moved to a Curing room where the temperature and humidity are just right to allow the cheese to age properly. The different types of cheese commonly prepared are: Mozzarella, Cheddar, Swiss, Colby. Stage 7 Packing and shipping: When the cheese has been cured for the desired length of time, it is ready to be wrapped and shipped with nutritional facts, etc

Final destination: The cheese lovers anywhere in the world are now ready to taste the different varieties available in the shelves, in different shapes, colours, flavours and finally the price.

Thus, a half a day tour of the factory was complete. Initially we were eagerly waiting to taste the cheese cubes / shreds, but our initial desire waned while growing through the process and the smell exuded at different stages. It took us almost a while to relish the goodness of the cheese we had brought with us. ■

[Mrs Vatsala Jambunathan, wife of former Additional Chief Secretary S Jambunathan (1961), is a versatile person and a gifted writer. You may contact her on: 26609525]. ■

## A Home Away From Home

### DEEPIKA MAGO

A group of dedicated and enterprising wives of working / retired Civil Servants has to get together to address some common needs of IAS / IPS / IFS and Central Services Officers and their families and to engage in a wide range of welfare activities. In February 2004 they formed the *Srishti* Welfare Society (registered under the Societies' Registration Act XXI, 1860).

Over the last three years, the Society has been engaged in various welfare activities. It



has also been making efforts to assist its members to find suitable apartments built by reputed builders, at economical prices. The idea is to create a harmonious environment of like-minded people. *Srishti* Welfare Society has completed two housing projects and have now started *Srishti III* project in Greater NOIDA.

The Greater NOIDA is the best planning area in the NCR region around Delhi. Access to it is via the superb six-lane expressway, which is very similar to the Mumbai-Pune Expressway. The Greater NOIDA has excellent infrastructure of international standards, such as road facilities, uninterrupted power, underground cabling and drainage system. It has been developed on 12,000 hectares and has many educational institutions, shopping centres, hospitals, theme parks, entertainment complexes, golf course, an Expo Mart and a Gymkhana.

Some of the features of *Srishti III* are:

- 3 Bedrooms (and servant quarter and super built-up area of 1,800 sq.ft.); 4 Bedrooms (and servant quarter and areas of 2,490 sq.ft. and 3,000 sq.ft), and pent houses.
- Landscaped lake with water channel.
- Apartments facing 330 feet-wide green belt.
- 14 acres of central Park within the complex.
- 24/7 concierge service.
- 83% green area and 14 acres of Central Park. Each apartment is facing the Central Park.
- Hi-tech security with CCTV.
- 100 per cent power back-up.
- 24 hour water supply.
- Piped gas supply.
- Internationally styled club with swimming pool, spa and Jacuzzi, jogging track with seating spaces.

The flats are being offered at the same price as for *Srishti II*, i.e. Rs. 2,450 per sq.ft. Possession is likely to be offered by June 2009.

If you are looking for a Home Away from Home, or wish to invest in real estate, the *Srishti* Welfare Society is willing to welcome you as a member. Please contact by email [Srishtiwelfare@mail.com](mailto:Srishtiwelfare@mail.com) or Mrs. Hemi Surendra Singh (President and wife of ex-Cabinet Secretary Mr Surendra Singh) on 0-9810020922 or the temporary office at Grih Kalyan Kendra, Samaj Sadan, Bharti Nagar, Maharishi Raman Marg, New Delhi 110003 or 011-24604200 or 24604201 (For Mumbai bMTNL Telephone, it would be a local call if you prefix 9511 instead of 011). Their website address is [www.srishtiwelfare.com](http://www.srishtiwelfare.com). ■

[Very active and always doing some socially-useful thing, Mrs Deepika Mago, wife of former CS AK Mago (1967), may be contacted on: 9899513431;011-24354747]. ■

## Administrative Reforms or Bureaucratic Bungling?

ANNA DANI

EVER since economic growth started showing spectacular success, thanks to the sweeping reforms in financial and other related sectors, it was but only matter of time before the clamour began for similar administrative reforms, and rightly so. A sluggish and obstructive bureaucracy, ignorant of the globalized scenario, was perceived as one of the daunting task remaining, the final peak to be scaled so to speak.



### Dispensing with the deadwood

One of the earliest drawbacks identified was that of assessing the competence of the officer and suitably rewarding the best and brightest. The question of dispensing with deadwood is the last holy cow, a subject producing much heartburn with no solution in sight.

### The formats

The present performance assessment format has been recognised as a poor tool for evaluation, and recently the Department of Personnel & Training (DoPT), in its wisdom, changed it to suit the new requirements. One aspect of the change is the need to undergo a yearly medical examination, to probably indicate whether an officer can handle the demands of certain jobs.

The format for this medical examination (Form 5 Rule 3 in typical *sarkari* fashion) mentions the usual tests like lipid profile, blood sugar, cardiac status, etc. But it is the additional requirements for female officers which is simply unbelievable – we are required to indicate a detailed menstrual history and a history of the last menstrual period (LMP), including date of last confinement. If the exercise of undergoing a compulsory annual medical check-up is prompted by concern for our well being then this is truly touching.

### Simply appalling

But I and my other female colleagues are simply appalled at this gross insensitivity and fail to understand how a normal biological function would suddenly loom so menacingly on our work performance.

Unless the Government of India thinks that PMS (premenstrual syndrome, for the untutored) is a serious disability and women are naturally required to get a certificate to the contrary from the doctor.

The old boys' club in Delhi appears impervious to the sweeping changes in society where women's sensitivities are seen as worthy of respect and that there are more time tested ways of assessing professional capabilities irrespective of gender.

### Shocking proposal

It is equally shocking that such a proposal could pass the muster of two Ministries – Personnel & Health. While the DoPT is not known to be a beacon of gender sensitivity, this was certainly not expected of the Health Ministry. My interactions with that ministry in connection with the Rural Health Mission was one of great pleasure because in all my years of service I had not seen such dedication to the cause of removing inherent gender biases in health care services and the focussed methods of overcoming these hurdles.

### Mostly men

With only one exception, all in the ministry were men, who were highly sensitised to gender issues and who did not think it *intruding* to talk (and talk with great authority) about improving access to safe child birth practices, acknowledging the existence of maternal mortality and a host of such problems.

There has been a predictable outcry from women officers, from Maharashtra and throughout the country, and we have sent formal complaints. I hear that the DoPT is withdrawing the circular. It is surprising that they are apparently ignorant of the fact that medical records are covered by doctor-patient confidentiality.

Do we really need to know when and how the LMP of an officer occurred? Do these details, which can only be of prurient interest, need to be circulated to reporting and reviewing authorities, not to mention honourable ministers? I wonder

how the husbands with wives in the IAS would react to this outrageous and intolerable invasion of privacy. Not very favourably, I'm sure!

### Ailments peculiar only to males

At the risk of sounding petty or facetious, I wonder why the medical exam format did not include ailments and shortcomings peculiar only to men, which would most certainly affect them psychologically.

Or try to garner information about this administrative innovation from the DoPT. I was told that the Director of General Health Services, under the Health Ministry had recommended this format; in other words that the DoPT was not the real villain of the piece and had accepted the recommendation, obviously with their eyes closed, so much for application of mind. This is so typical of craven bureaucratic buck passing I am not surprised that we are so reviled by the public.

### Reforms related to the AIS lagging

It is really ironic that hard hitting reforms related to the All India Services are lagging on serious issues like corruption amongst us, the almost total lack of punitive action, indeed the crying need for zero tolerance towards crimes and misdemeanours committed by persons paid by the tax payer and the need to be held to a higher level of accountability.

By a strange coincidence, while penning this article, the previous edition of *Harmony* reproduced the PM's address about the civil services and the need for keeping up with the new socio-economic scenario.

Let us hope that this entire unsavoury incident is just to blip on the radar which will be remedied by a greater understanding amongst the men who rule India's administrative firmament about their female counterparts. ■

[Mrs Anna Dani (1977), surely knows how to wield the pen and get the message across. We are confident that she would use the power of her pen to set things right. She can be contacted on 022-22025123]. ■

## Role of Administrative Tribunals

Written by Mr Shridhar Joshi and published by Yeshwantrao Chavan Academy of Development Administration (YASHADA), Pune; p. 192; price: Rs 250.

It's after a long time that one has come across a book that would be very useful to administrators, lawyers, judges, public servants, law students and many others dealing with administrative and service laws: *Disciplinary Proceedings -- Why Administrative Tribunals Interfere* by a person no less experienced than Mr Shridhar Joshi (1976) who has served the government as an IAS officer and later as member and vice-chairman of the Maharashtra Administrative Tribunal.

The usefulness of the book has been amply enhanced by its coverage of every aspect of the subject, making it a virtual compendium.

The Administrative Tribunals were set up by the Act of 1985 basically to reduce the huge arrears in the High Courts and to secure speedy disposal of service matters in respect of civil servants. Therefore, they have been given the powers of High Courts. It is not the subject matter here how far these tribunals have succeeded in fulfilling the stated objectives. What is germane here is why the tribunals must interfere at all and interfere in deciding the legal validity of the orders passed by the disciplinary authority in the disciplinary proceedings. This is the crux of the matter. Mr Joshi is convinced that we cannot do without administrative tribunals. He is trying to tell the reader is that there are circumstances in which these tribunals have to interfere. This part has been convincingly covered in *Chapter 4: Scope of interference by Administrative Tribunals*.

To quote the author himself, these tribunals interfere only when the disciplinary proceedings are not conducted as per the procedure prescribed or rules of natural justice are violated or there is no evidence at all to support the findings of the disciplinary authority or the penalty imposed is shockingly disproportionate to

the gravity of the charges proved against the employee. The scope of interference by the administrative tribunals in the disciplinary proceedings is very limited.

The book is indeed a result of lot of hard work and imagination in putting the contents so well that it becomes useful and worth preserving. Sincere thanks and rich compliments to Mr Joshi. ■

(Rameshchandra Kanade)

## Who's gone where?

■ **Neela Satyanarayan** (1972): Addl Chief Secretary (Revenue), R&FD. ■ **JP Dange** (1973): Principal Secretary (Forest), R&FD. ■ **Leena Mehendale** (1974): MD, Haffkine Bio-Pharma Corporation. ■ **Ramesh Kumar** (1975): Principal Secretary (R & R). ■ **Ratnakar Gaikwad** (1975): Principal Secretary (Coop & Marketing). ■ **BP Pandey** (1976): Principal Secretary & Chief Protocol Officer, GAD. ■ **Ramanath Jha** (1977): Commissioner, State Excise. ■ **Rameshchandra Kanade** (1978): Principal Secretary (Tribal Development). ■ **Gorekh Megh** (1979): Principal Secretary (Employment & Self-Employment). ■ **V Ramani** (1980): DG, YASHADA, Pune. ■ **AK Jain** (1982): Principal Secretary (Water Supply & Sanitation). ■ **Medha Gadgil** (1983): Secretary (PDF). ■ **Upamanyu Chatterjee** (1983): Commissioner, Fisheries. ■ **Sunil Porwal** (1983): Secretary (Labour). ■ **Malini Shankar** (1984): Development Commissioner, Industries. ■ **Kavita Gupta** (1984): MD, MSSIDC. ■ **Satish Gavai** (1984): VC & MD, MSRDC. ■ **V Giriraj** (1985): MD, MSFC, Mumbai. ■ **Sanjay Bhatia** (1985): Commissioner, Sales Tax. ■ **K Shivaji** (1986): Secretary, IT. ■ **Jayashree Mukherjee** (1987): Commissioner, ESIS. ■ **Ashvini Kumar** (1987): Professor, YASHADA, Pune. ■ **CS Sangeetrao** (1987): Secretary to Chief Minister. ■ **Samir Biswas** (1990): Joint MD, MSRDC. ■ **Sanjay Sethi** (1992): Municipal Commissioner, Nagpur. ■ **AK Zade** (1996): MD, MS Mining Corporation, Nagpur. ■ **Jagdish Patil** (1998): Commissioner, Women & Child Development, Pune. ■ **Atul Patne** (1999): Addl Commissioner, Nagpur Municipal Corporation. ■

## ISO 9001:2000 Bagger

Kudos to Jalgaon Collector Vijay Singhal (1997) whose pioneering efforts bagged for the Collector office the



prestigious ISO 9001:2000 Certification recently. Fired with the desire to achieve transparency and speed in governance, Vijay took upon himself a

gigantic task of preparing the employees for this challenge by first changing their mindset. He took them into confidence, motivated and trained them.

All departmental heads were brought together to prepare guidelines and good documentation of the process. They categorized and grouped the files. Old files were sent to the record room; unnecessary papers to the extent of 30 quintals were destroyed. Old, broken furniture was disposed of. Excess 50 cupboards were given to other departments and Talathi offices, which needed them most. That gave more space and facilitated free circulation of air in the office, providing healthy and conducive working environment.

As a result, the District Planning Committee got the ISO 9001:2000 standards in December 2006. A day-to-day administration helped identify errors and improve performances. A booklet on processes of each activity and quality management was prepared by the ISC Pvt Ltd (Australia), appointed competitively for the assessment and accreditation of the Collector office. Internal audit and quality management was explained to the concerned. Computerized correspondence, LAN, video conferencing, LMS, FMS were given priority. A Website was developed. On 20- 21 February 2007, the ISC Pvt Ltd (Australia) carried out assessment and evaluation and on 26 March 2007 communicated its decision that the Jalgaon Collector office was eligible to get the ISO: 9001-2000 certification. Vijay can be contacted on: 9422202233; [vijaysinghal@hotmail.com](mailto:vijaysinghal@hotmail.com).

■ (Rameshchandra Kanade)

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*We relish news of our heroes, forgetting that we are extraordinary to somebody too. --- Helen Hayes*