

Workmen). Remaining vacancies are filled from among Head Mazdoors and if sufficient number of Head Mazdoors is not available, from Mazdoors having a minimum service of 6 months with the Construction parties or from outsiders having considerable training in a recognised Polytechnic/school. Candidates are required to be literate, of sturdy physique, able to stand prolonged exposure and to climb poles without ladder.

(b) Yes, for Linemen.

(c) For the purpose of selection of Head Mazdoors and Mazdoors for training as Linemen a register is maintained showing the specific works on which Head Mazdoors and Mazdoors are employed, the history of each Head Mazdoor/Mazdoor, his qualifications, recommendations of his immediate superiors and observations made after personal interview by the Sub-Divisional Officer.

12 hrs.

#### SURRENDER BY MEMBER TO CUSTODY

**Mr. Speaker:** I have to inform the House that I have received the following communication, dated the 11th April, 1963, from the Superintendent, Central Prison, Hyderabad:

"I have the honour to inform you that Shri Kolla Venkaiah, Member, Lok Sabha, who was released on parole, has surrendered to this Jail on the 11th April, 1963 before 12 noon after expiry of parole period."

#### ESTIMATES COMMITTEE

##### THIRTY-SIXTH REPORT

**Shri Dasappa (Bangalore):** I beg to present the Thirty-sixth Report of the Estimates Committee on the Ministry of Finance (Department of

Economic Affairs)—Industrial Finance Corporation of India, New Delhi.

12.02 hrs.

#### DEMANDS FOR GRANTS\*—contd.

#### MINISTRY OF ECONOMIC AND DEFENCE CO-ORDINATION—contd.

**Mr. Speaker:** The House will now take up further discussion and voting on the Demands for Grants under the control of the Ministry of Economic and Defence Co-ordination. Out of six hours, two hours and 35 minutes have been consumed and three hours and 25 minutes remain. Shri S. M. Banerjee.

**Shri Hari Vishnu Kamath (Hoshangabad):** Sir, I crave your indulgence for less than a minute. I am making the request to you now, because, later on you may not be in the Chair and the Deputy-Speaker, with all respect to him, may not be quite as responsive to our requests as you are.

**Mr. Speaker:** He is more responsive. That comparison should not be made. That is not fair.

**Shri Hari Vishnu Kamath:** I did not say he is not responsive. I said he may not be as responsive as you are.

**Mr. Speaker:** He is much more responsive.

**Shri Hari Vishnu Kamath:** The Demands under the control of the Minister of Parliamentary Affairs are coming up for the second time in Parliament; after the lapse of more than a decade, it has evoked considerable interest. I therefore request that the time allotted for those Demands be increased from one hour to two hours. Secondly, yesterday I believe you said there was no Demand on account of Planning. That is how I heard you. But

\*Moved with the recommendation of the President.

I find that there is a Minister of Planning. When the Minister of Planning is there, how is it that there is no Demand on account of Planning?

**Mr. Speaker:** I said under that head, there was no Demand; otherwise there is. I said that the question can only arise—whether there is very great interest in that or not—when actually we take it up. Before that, how can we foresee that there would be great interest in that or not?

**Shri Hari Vishnu Kamath:** I sound-ed; many hon. Members are eager.

**Mr. Speaker:** But I have not sound-ed. That will be taken up afterwards. Shri S. M. Banerjee.

**Shri S. M. Banerjee (Kanpur):** I was referring to the proposal of manufacturing armaments by the private sector. I gave my arguments as to why I oppose the manufacture of armaments by the private sector. I was surprised to know that despite our criticism in this House and the objections raised in this regard, fuses are being manufactured by the private sector. Today, it may be fuses; tomorrow it may be shells, and the day after tomorrow it may be automatic weapons which are likely to be manufactured by the private sector. Apart from the security point of view, I have a feeling that this is a wrong political decision. If we are in need of armaments to the tune of millions, we have to expand our own industry. As I said yesterday, if the private sector takes to this armament manufacture, this entire country will be reduced to nothing less than a race of war-mongers, because the private sector does not want to take up anything for which they will not be assured a reasonable or a fabulous profit throughout. So, I appeal to the hon. Minister who is coordinating the activities of the different Ministries to kindly look into this and let me know whether it is correct that orders for fuses have been given to the private sector.

Another point is about the disposals. I read from the report—page 8:

“Surplus stores—mainly Defence stores—are disposed of by the Disposal Wing of the DGS & D either by releases to Government Departments, who have priority or by sales to the public on the basis of open tender or auction. At the beginning of the current year, surplus stores of the book value of Rs. 5.08 crores were outstanding for disposal and during the year Rs. 1.32 crores worth additional stores were declared surplus....”

**Mr. Speaker:** During the discussion on coordination, there ought not to be different voices.

**Shri S. M. Banerjee:** It is further said here:

“Disposals during the year amounted to Rs. 2.20 crores. On the declaration of the emergency, the disposal of stores, which had already been slowed down was suspended altogether. Declaration of surpluses and disposals are, however, expected to be resumed shortly so as to remove unserviceable stores.”

I remember in 1958 serious irregularities were brought to the notice of the former Defence Minister, Mr. Krishna Menon. Then the disposal of unserviceable materials from the ordnance depots was suspended totally. I raised two questions in this House, one of which was about the Central Ordnance Depot, Kanpur where a certain imported item for dubbing protective, the book-value of which was about 66,000, was auctioned at Rs. 16,000. On enquiry it was found that the same material was sold to another contractor at Rs. 60,000. I am happy to see that that officer, of the rank of Colonel, who was in charge of the Central Ordnance Depot was suspended and removed from service.

I raised another question about the C.O.D., Chheoki in Allahabad where lakhs of rupees have been spent like this. So, if the disposal of unservice-

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able materials continue, then good material which can be used for purposes of defence and for manufacturing articles will be disposed of by the local authorities in the ordnance depots. I remember during the second World War also, the same materials which were disposed of by being declared as unserviceable and sold to contractors were again purchased by the ordnance factories at higher rates. A clear instance can be had from the material supplied to the Harness Factory at the time of emergency. The same material which was disposed of by C.O.D., Kanpur was purchased in bulk by the contractors and when they were short of material during the emergency, the same material was sold to the ordnance factory at a very high rate. So, there should be proper check at the time of auction, if anything is to be auctioned. A screening committee has to be set up to see if the unserviceable materials which are likely to be auctioned to the contractors can be utilised after salvaging and after recasting them in the ordnance factories. I have a very bad instance and I have told the hon. Minister also many times, about what happened in COD, Delhi Cantt. In Great Britain, Royal Enfield motorcycles were declared obsolete. Immediately the clue was taken by the depot authorities and they declared motorcycle parts of Royal Enfield—a huge quantity of them—as unserviceable. They were sold to the contractors at Rs. 250 or Rs. 300 each. This sort of pilferage is going on. There is no good motive in this. Good material is being sold to the contractors. I am sure the hon. Minister will kindly consider this matter and see that serviceable items are not sold as unserviceable in the market to the contractors and again the contractors get an opportunity to sell them back at higher rates.

I have received a complaint that pole tents are being manufactured by contractors. There is shortage of bamboo, but at the same time, from

U.P., Rajasthan and Madhya Pradesh bamboos are being exported to Pakistan.

Sir, I do not mind our sending bamboos to Pakistan, but this should not be at the cost of our own country. A representation has been made to the Director-General and also to the Defence Ministry that bamboos should not be exported at a time when we want to have tents made of these bamboos. Naturally, the contractors have made a serious allegation in regard to this.

Another point which I would like to impress is that I am happy that the Technical Development Wing, which was previously known as the Development Wing, has now come under the hon. Minister. But it has now become "technical". I am afraid it might not develop new techniques of corruption, nepotism and favouritism. Therefore, there should be a proper check on this wing to see that it works properly and it not only helps the small contractors and business but also, at the same time, helps the Government in this hour of peril to see that the defence production goes up.

With regard to the price of motor cars, motor cycles and scooters, the hon. Minister, Shri Subramaniam, while replying to the debate on the Demands for Grants relating to his Ministry, when this specific question was put to him by me and some other hon. friends whether the cost of production of motor cars, motor cycles and scooters were likely to come down, referred to Shri T. T. Krishnamachari and said that his colleague would like to throw some light on that or something like that. I would like to know what has happened. He issued a statement that scooters can be had at a lesser price. I would like to know whether any steps have been taken to reduce the cost price of motor cars and motor cycles.

At the same time, Sir, I want to refer to a very glaring case. You may

remember, Sir, that at the time of the presentation of the Budget, in the month of February, the cars that were allotted were all given to Government officials. The Government officials knew that the presentation of the Budget would mean an increase in certain taxes and that they will have to purchase cars at a higher cost after that. I would like to know whether it is a fact that during the months of February, March and April all the cars have been allotted only to Government officials. A proper scrutiny should be made and if this is found to be true it is a very serious thing. It will be something scandalous. The Government officials should not derive any benefit because they are in a position to get knowledge about things before-hand, and they should not try to evade taxation, whether sales tax or excise duty on motor cars and motor spirit. They should not take this sort of advantage and get the entire allotment of cars made for their own use.

Now, I would like to mention one specific point about the employees. About 150 employees working under the Director-General of Supplies and Disposals, Calcutta, have referred the matter to Shri Hathi when he went to Calcutta. They have probably brought it to the notice of the hon. Minister also. Their case is about the general principle for determination of seniority. I am not against giving preference to one particular community or section of the country who are depressed, oppressed and who remain downtrodden. The whole difficulty is that these 150 people have lost their seniority and preference has been given to those people who were recruited in 1959 and even in 1960. I would like to give a bright instance here. A person, serial No. 27—his name.....

**Mr. Speaker:** I would not allow him to refer to any particular individual.

**Shri S. M. Banerjee:** I can say: A, B or C.

**Mr. Speaker:** He has not given notice before-hand.

**Shri S. M. Banerjee:** It is with the hon. Minister. This has been addressed to the Minister.

**Mr. Speaker:** That is a different thing altogether. Has he conveyed to the Minister that he would be raising this point in today's debate?

**Shri S. M. Banerjee:** All right, Sir, I will not mention names.

I was only saying that a particular person who has been serving this department from 22nd July, 1941 has been superseded by one who was born on 5th August, 1941. You can imagine, Sir, what gross injustice has been done to that person who took employment in this particular department on 22nd July, 1941 when he has been superseded by a person who was born on 5th August, 1941. I have referred this case to the hon. Minister.

**Mr. Speaker:** Is the date of birth the determining factor?

**Shri S. M. Banerjee:** I am only saying that senior men have been superseded.

**Mr. Speaker:** There might have been many other considerations.

**Shri S. M. Banerjee:** My point is that....

**Mr. Speaker:** My request to him was that he should not take up individual cases. When he has given the department, the section, the date of birth of the employee, is there anything left?

**Shri S. M. Banerjee:** This is only one case where the date of birth has coincided with the date of employment of the other person. So, I would request the hon. Minister to do something and see that this particular matter of seniority is settled once and for all. Otherwise, it will be a glaring injustice and, I am sure, there will be heart-burning which will result in inefficiency.

Then, coming to the contract system, I would say that it should be

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abolished. At the Indian Labour Conference also the same recommendation was made. So, the hon. Minister should look into it immediately.

Then, some firms supply imported materials from abroad on which they earn some commission, but that commission is never repatriated to this country. I am told that they are trying to conserve foreign exchange like this on which they evade payment of tax also.

Lastly, I would again request the hon. Minister not to lose heart because of this criticism. The department is a new one. So, I would request Shri T. T. Krishnamachari to act as a guard of this train of our country, which is being run by an experienced, honest, seasoned but ambitious driver, the Prime Minister, Shri Jawaharlal Nehru. He is carrying 45 crores of passengers in this particular train. If Shri T. T. Krishnamachari can show his red and green lights efficiently and in time, I have no doubt that the train is bound to reach the destination of Socialism despite attempts of the rightist reactionaries to remove the fish-plate at every step.

**Dr. K. L. Rao (Vijayawada):** Mr. Speaker, Sir, while one can understand the functions of this Ministry in an implicit way, it is very difficult of state them exactly in an explicit manner. One thing that we can be sure of is that this Ministry has the guidance of an able Minister who will guide its course according to the policy of Government.

Coming first to the name of the Ministry, I would say that it is rather very confusing. The functions of the Ministry fall under three categories—firstly supply of materials for civil and military personnel, armaments and military equipments, except materials prepared or manufactured in the private sector; secondly, industrial development and planning and,

thirdly, co-ordination specially of coal, power, transport and steel. Since co-ordination is implied in the other two functions, I would submit that this Ministry can be well understood if it is re-named as the Ministry of Supplies and Development.

This Ministry can very well be justified because materials are very urgently required at the time of the emergency dictated by conditions of external war; or it can also be justified on the ground that the progress of the nation is very slow, as it has been in the Third Plan. There was a similar Ministry in the United Kingdom during the last war and, therefore, it is not as if it is a new Ministry which has no parallel in the world, as some hon. Members have stated during the discussion.

I shall briefly review the various activities of this Ministry. The first one, of course, is supplies. Regarding supply of material and equipment, it is well-known that in the last three months, due to the emergency the volume and the number of items have increased very considerably. For example, the cost of material to be purchased has increased by 50 per cent in the last few months. We can expect that to be doubled or trebled in the course of the next few years. That being the case, it justifies the enlargement and expansion of the Supplies Department. It has not only to control the price, it has not only to control the quality, it has also to find out the possibility of indigenous manufacture of equipments as substitute materials. So, in this sphere, the Supplies Department has got a lot to do.

New, in respect of the Supplies Department, I would submit one or two suggestions for the consideration of the hon. Minister. There are some organisations, like the Heavy Electricals, which have even now some machinery abroad for purchase of equipments. In view of the fact

that this supply machinery has been created which is going to take care of this vast and extensive volume of work in foreign countries, I feel that in England and in other countries, in order to save our money, it must take over all these activities and not allow any other purchasing machinery on behalf of these public undertakings.

Similarly, there is another aspect which I have been feeling for some time and have been wondering whether this Ministry cannot take it up. That is in respect of the signing of these agreements. Whenever we take up a project and go in for a loan from the World Bank etc., it involves a lot of processes and discussions. The foreign consultants and the Bank's consultants come here and discuss. Still, at the end of it, for signing the formal agreement again a number of officers go from this country. That not only involves expensive foreign exchange but also involves waste of time of our officers. I wonder whether this function cannot be taken over by this Department.

Also in view of the very extensive volume of work that this Supply Department has to deal with I would submit for the consideration of the hon. Minister to have refresher courses in business administration and some other technical aspects. For example, the organisation which has to purchase cranes may have some extra course on cranes and the latest techniques so that in their dealings the officers will get a more efficient grasp of the material which they have to buy.

The other thing is about the Development Department. That, of course, is most essential. We are prone to overlook development, planning and execution in this country with the consequence that our industry and our activities are going very slowly. For example, there are projects for increasing our irrigation

potential and there is also land which can be utilised but between these two there has not been much co-ordination with the result that as much as 40 lakh acres of this country are bereft of irrigation facilities and utilisation of these waters. This has got to be brought about. This is because we have not engaged ourselves on the developmental activities. That is where the missing link was there.

Take, for example, the case of the human resources of this country. We have got rich resources of human beings in this country; we have got vast manpower and we have not been utilising this manpower in a scientific manner. I just take for example the Western Kosi Canal with which my hon. colleague is concerned. It is a canal which will irrigate very fertile land in North Bihar and it can be constructed very easily because it is alluvial soil there where there is no rock and no difficulty to obstruct. Nevertheless it has not been taken up because of insufficient finance.

There are two ways of doing it— one is by constructing and the other is by scientific mobilisation of manpower. If we adopt the usual methods, it will take a lot of time and money and it will be postponed for a long time. On the other hand, if we adopt the scientific exploitation of men, it will be done quickly. Even countries like Russia, which are scientifically so highly advanced countries, have become experts in this line. We should do likewise. What they do is that they mark out the whole canal, they prepare everything, get all the necessary materials, that is, cement, steel and anything that is required for the purpose, they get the technical equipment, organise medical care and all the services, put up small, temporary sheds, get millions of people and have the work done in there or four months instead of three or four years as are taken in this country. This kind of mobilisation of human resources is again

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dependent upon these developmental techniques.

We have not had any kind of development techniques in our industrialisation. Take, for example, the electrical industry. In electrical manufacturing industry there is practically no progress. In spite of the fact that 15 years have passed since independence and the East European countries, like, Bulgaria and Rumania, more backward countries, have in these 15 years come to the exporting condition, in this country we are merely wasting the time on committees and very unnecessary vacillation. We have done nothing because we have not got that idea of development. What we should have done, for example, is that we must have taken up the construction of, say, a 15 or 30 megawatt set, tried to utilise the material that we had for its construction, then plan our development and embark upon the manufacturing of this unit. I only want to illustrate the want of development in this respect. For example in 1961, the technical experts to the Government seemed to have advised them that they should go in for 12 MW or 25 MW sets. They entrusted it to a Czechoslovakian company; they have taken Rs. 50 lakhs and in the course of one year the Government has changed its mind. That expert retired and went off and another expert came who said that it should be 100 MW and that amount of Rs. 50 lakhs had become almost a waste. Now, this would not have happened if there were an intermediary layer in the developmental phase. I would, therefore, submit what industries lack is very much developmental activity and the technical developments have yet to be utilised very fully. The technical developments specially can play a very important part, a very great part in the matter of manufacturing machinery, for example, sugar making machinery, textile machinery and so on. We have just a little part missing and for that

little part we have got to go abroad and spend a lot of money and in the meanwhile also quite a lot of waste of time is involved. All these things can be located. If they are located, if they are catered for, if they are raised, then that will go a long way towards the development of the industries. Thus, one of the most important, one of the most difficult things for this Ministry would be, as I submitted, to find out which are the resources both in respect of supply materials and the equipment and the machinery and so on and to find out how much of that has got to be spared for civil purposes and how much has got to be spared for military purposes because in an emergency it is a difficult thing and both cannot be satisfied. But nevertheless, this Ministry has the supreme task of trying to find out a balance so that there is no dissatisfaction in both the sectors. In fact, it was one of the very difficult performances, one of the difficult things that the similar ministry, the corresponding Ministry, in United Kingdom had to face during the last war.

There is one other aspect that I would like to submit. We must understand clearly the distinction between this Ministry and the Planning Commission. The Planning Commission has got something to do with the future, with the targets, with the fixation of the targets. Having regard to our resources, having regard to what we can do, they must fix the targets and they must say, such and such things must be done in next five years. With that, they must leave. That is most essential and the implementation should be the concern of the concerned Ministries. This Ministry—I call it the Supply and Development Ministry—must supply resources. More or less, it may be called the implementation Ministry. In that, it should see, it should coordinate and it should try to find out the various bottlenecks that are there and go to help to the different Ministries in the implemen-

tation programme. The distinction that has to be borne in mind is that the Planning Commission is the theoretical body, a body which can fix the targets, but it should stop there. Then, it is this type of machinery that has got to look into the implementation aspect, see the bottle-necks and resolve those difficulties.

Now, Sir, in particular, I would submit that this Ministry has to be looked upon as a sort of a catalytic agent, that is, it reactivises, it sets up the action and reactivises and it creates the activity.

**Shri D. C. Sharma** (Gurdaspur): It has no activity of its own.

**Dr. K. L. Rao:** This is most important. It is most essential to start a chemical action. But it does itself participate. It is a very dextrous action. That has got to be very carefully catered for.

I give an example. There has recently been the construction of aerodromes. We are constructing a large number of aerodromes in an emergency. There are civil works too connected therewith. They require roads and so on. Now, this Ministry has been able to locate where these are and try to rush those things to the emergent works and at the same time they take steps to find out who is the manufacturer concerned and what are the works to be expanded and then they accordingly increase the output of these various machinery and thereby they need not cause any kind of disturbance either to the civil authorities or to the military authorities. I understand that similar action has been taken in respect of cement, asbestos sheet, products, vehicles and so on. That is all to the credit of this Ministry. Therefore, these actions will reveal that this Ministry itself has not taken any action except as it were to act as some sort of friendly co-ordinator. Thus, this Ministry has got a lot of useful function to perform.

Of course, at the present stage, when things are shaping, it is not possible to expect very well-defined objectives or functions for this Ministry. It has got to be built up by and by. I am sure that we in this country have got to pass through this emergency stage for a pretty long time both on the civil side and on the military side, because, on the one hand, we are engaged with an unscrupulous enemy, and on the other hand, on the side of our industrial development also we are very much lagging behind. Therefore, I should say that during the very short time that this Ministry has been in existence, this Ministry has done wonderful work, and I congratulate the Ministry on this wonderful work. The credit for this is due to the officers as well as the Ministers. I wish this Ministry great success.

**Mr. Speaker:** Now, Shri Khadilkar.

**Shri Hari Vishnu Kamath:** Out of the five hours allotted for the Demands of this Ministry, could you kindly tell us how much time is going to be taken by the Ministers? I understand that the Deputy Minister and the Minister of State are also going to intervene, and if they take two hours, it would be hardly fair, because then only three hours would be left for the other Members.

**Mr. Speaker:** They would not take two hours.

**Shri D. C. Sharma:** May we know when the discussion on the Demands relating to the Department of Parliamentary Affairs is going to start?

**Mr. Speaker:** I cannot say that just at present.

**Shri Hari Vishnu Kamath:** May I make one request? Shri Nath Pai who was to have spoken from our party could not be present in the House yesterday because he was not feeling well. He has come to the House today, and I request that he may kindly be

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permitted to speak, so that he can take rest afterwards. I shall be very grateful if you would allow him to speak now. On medical advice, he was not able to come to the House yesterday. He has come today, and I request that he may be allowed to speak now.

**Mr. Speaker:** I had written to Shri Nath Pai about my difficulty. I have invited certain friends for lunch, and I have to put Shri Khadilkar in the Chair. Therefore, I have called him now.

**Shri Hari Vishnu Kamath:** Is there nobody else to take the Chair?

**Mr. Speaker:** If the hon. Member can take the Chair, I have no objection.

**Shri Hari Vishnu Kamath:** I am sorry, I cannot and I would not. But, is the Deputy-Speaker not there? Is there nobody else to take the Chair?

**अध्यक्ष महोदय :** प्रश्न श्री नाथपाई  
१५ मिनट में खत्म कर दें तो श्री खाडिलकर  
के बाद में उन्हें बुला लूंगा ।

**श्री हरि विष्णु कामत :** वह १५ मिनट  
से ज्यादा नहीं चाहते ।

**Shri Khadilkar (Khed):** While listening to the debate yesterday and in particular some of the speeches made, I felt that they were grappling with the problem of locating the Ministry, its size, its functions etc. I was reminded of a story which is very commonly known as the story of the blind men and the elephant. As he caught hold of a limb, one blind man would say that whatever the limb he had got hold of was really his image of that particular animal.....

**Shri D. C. Sharma:** May I submit that the hon. Member is making very disrespectful remarks because he is comparing the hon. Members who

spoke yesterday with blind men, and the hon. Minister with an elephant?

**Shri Khadilkar:** Unfortunately, I pity the professor for his lack of understanding. Therefore, the time has come when we must put in proper focus the functions of the Ministry, because yesterday it was stated that these functions were overlapping.

There is the Planning Commission which is supposed to lay down the policy and recommended a sort of regulatory machinery, if possible, and then the regulation is done. There is also a Cabinet Secretariat for this purpose. But one aspect of the matter was totally ignored.

I do not want to say anything about the functions of the Ministry because it had not come into existence, and it had not been assigned the functions which Shri T. T. Krishnamachari was discharging then, before we were attacked on the border. But once there was a challenge on the border, we had to look at the Government machinery as it existed then.

Every Government in peace-time is inefficient. There is always a degree of inefficiency, and usually, there is a certain amount of lack of co-ordination. In this country, as I have tried to study the administration, I have found that there are wheels within wheels, and as somebody said yesterday,—I do not know who said it—this Ministry is a fifth wheel. To my mind, in this particular emergency, there was the need to direct with a purposeful effort all the Government machinery with a view to build up our defence. Once this need is felt and realised, I feel that whatever the inherent or built-in inefficiency and lack of co-ordination in Government, have to be removed. Therefore, this Ministry, the way it is going to function—because it is likely to be said that this Ministry is a ministry of interference or ministry

of fault-finding; it will have to face all this criticism—has to function in that manner. It can serve as the linchpin of the whole administrative apparatus of this country, if it really functions as it is expected to, on these lines.

I say this because we were under a shock. We never realised what efforts were needed to build our economic apparatus so that we could build up our defence and meet the challenge. All sorts of things were said. Lists were prepared and we thought that mission after mission would be sent out during the emergency to get whatever we would get in the circumstances. If this approach had been maintained—I am glad it is not maintained; I am glad there is a certain amount of realistic approach—we could have purchased a lot of junk from world war II and said that it could serve our defence needs. But this is not the problem. Our defence build-up must be placed in proper perspective. By that I mean we should know what type of defence mechanism or organisation our enemy has built up. I do not know what type of military intelligence and information has been made available to this Ministry. But if we go on just getting things from outside, we have also to remember that due to technological developments, armaments are daily changing.

There is another factor. There are two world systems of alliance or military build-ups. There is the western system, the NATO system, where all armaments are integrated; there is the socialist system whose armaments, to a large extent, are integrated. We are getting armaments from both sides. We do not know what will happen. The military machine of this country will be faced with a problem. The production machinery we are going to put in proper gear will have to face a problem because, as I said, the armaments in both these systems are interconnected, interlinked and integrated. On each

side, they have got a certain interchangeability.

I feel the time has come for us in this country to rely on our own machinery, to build up our own defence mechanism so that it can effectively meet the challenge. Whatever the challenge facing us, we need not unnecessarily magnify it and in a hurry with an undue sense of urgency and emergency go on making purchases which will be a tremendous waste.

Therefore, I feel that to remove this inefficiency inherent in our administrative machinery and to effect co-ordination, there should be a Ministry. I know there will be jealousies. The fifth wheel should be cracking because in every Ministry and in every department of the administration, there are so many fifth wheels. In the initial stages, this resistance and inertia will be there; they have got to be overcome. I hope the Ministry will exert itself and assert itself and assign itself to the task that is before. This is the first point I would like to place before the Ministry.

There is another question. This Ministry has been carved out recently. As my hon. friend said, in the west during the wartime days there were Production Ministries. They were meant for looking after production. People here doubted what functions this Ministry is going to discharge. Some people have been making it appear as if this Ministry has been created to provide a cushion seat to Shri T. T. Krishnamachari. This was an uncharitable view (*Inter-rumors*.) I say this because some Members said something to this effect yesterday.

Therefore, let us understand the nature of the Ministry as it is carved out, what it has to discharge and how it will function because, as I said, there would be many obstacles—from their own colleagues and perhaps from

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the administrative machinery. And there is lack of unity of purpose also because unity of outlook is lacking. There is a certain amount of ideological clash in the administrative machinery itself. All these things will have to be overcome.

Now I come to the actual functions of the Ministry. Firstly they have taken over supplies and they are trying to organise supplies, but I would like to quote what Shri T. T. Krishnamachari has to say about the Supply Department as mentioned in the *Eastern Economist*. I do not know how far he has cleared the position now. The *Eastern Economist* of January 11th has said:

"It appears that the Minister for Economic and Defence Co-ordination has been taken aback by the dimensions of corruption and graft which are flourishing like a whole forest of green bay trees in the supply and procurement agencies, civil and military. The evil cannot be eliminated, but even if it is merely brought under control, it may add quite a few naye paise to what the community gets out of the budget rupee."

This is the remark as quoted by the *Eastern Economist*, and I may say that if this state of affairs is not improved in a time of emergency, there is no hope. From my personal knowledge I can state this much. So far as the Supply Department is concerned, it is riddled with corruption.

**Shri Morarka** (Jhunjhunu): This is the view of the Minister or the *Eastern Economist*?

**Shri Khadilkar**: He is quoted.

**Shri Ravindra Verma** (Thiruvella): He is not quoted, it is an impression.

**Shri Khadilkar**: It says the Minister has been taken aback.

**Shri Ravindra Varma**: It is not a quotation, it is only an impression.

**Shri Khadilkar** Anyhow, he will clear his own position, but I am stating further from my own knowledge of facts that so far as the Supply Department in this country is concerned, in the middle sector of the whole mechanism, there is corruption rampant. Sometimes whatever samples come are accepted or rejected; sometimes money is taken even for rejection if the goods are in short supply, so far as I know. So, this position needs to be cleared so far as the Supply Department is concerned, apart from the other organisational aspect of it.

Then I come to the question of technical manpower. My hon. friend just now mentioned that in this country we must mobilise all manpower, and particularly technical manpower, to the task. He must have seen what Shri H. V. R. Iengar has to say about this. Though the Third Plan has said that there will be just marginal deficiency so far as technical manpower is concerned, today I feel that we are experiencing a shortage of technical manpower. In a way this is a world-wide phenomenon, because the other day I happened to read a foreign journal, and I find that in the case of Britain also so many technicians are serving in America and they are puzzled how to get them back because America can afford to pay a better price for their technical knowledge. So, I would request the Minister to look into this aspect. This is equally important.

Then there is another question. At this hour when we are building up our economy to serve the defence needs, we must bear one thing in mind. If the defence apparatus becomes a burden to the common people, ultimately there will be resistance. So, whatever methods are adopted or measures taken, I would plead with him that the defence or production apparatus

that he is gearing up, trying to co-ordinate and lead to optimum production to meet our defence needs, must be capable of being turned overnight to peaceful purposes as in the Soviet Union. It was done in the Soviet Union. Recently I happened to read an article wherein I find that a tank factory has been designed in such a manner that for the time being it is producing simple tractors; what they need for peaceful purposes are coming out every day. Therefore, I would like the Co-ordination Ministry to apply its mind in such a manner that we have a vision of our defence as also the total economy, what position defence is going to occupy and how the defence mechanism could be transferred for productive purposes for the civilian consumption and other needs of the country.

Then there is the question of idle capacity in both the public and the private sectors. What have you done about it, I would like to know. I think I have just two minutes to finish.

**Mr. Speaker:** He is very right in that, he has to finish in two minutes.

**Shri Khadilkar:** Five minutes at least.

In the *Eastern Economist* of 11th January, there is a long list given at page 43 regarding under-utilisation of capacity, to which I would like to draw attention. I was just puzzled. If you go through the list, you find particularly in railway wagons, motor cycles and tractors, the actual utilisation is not above 50 per cent., sometimes 19, sometimes 24. What are we going to do about this idle capacity? Are we not going to mobilise our own efforts? Or, are we just going to send mission after mission to America to get our food from there and then say that our food prices are kept at stable levels? Are we going to do the same thing regarding production for our defence? I feel the challenge of China can only be met if we build up our economy to face that challenge. As I said, it is not simply a military

challenge. Basically, it is an economic challenge, and therefore, I would appeal to the Ministry that, instead of thinking of buying some supersonic aircraft, highly sophisticated machinery or weapons from foreign countries, they must apply their mind and make full use of the idle, unutilised capacity, whether it is in the public sector or the private sector.

One word more regarding the public sector. We have a sizable public sector, but there is a wrong notion that profitability is not essential for the public sector. He should give thought to this aspect of the matter. Recently Khrushchev discussed this problem whether a public or socialist economy should have profitability or not as a criterion. It is a small but good treatise and I would request some of the hon. Members to go through it. He has stated:

"But it goes without saying that we cannot afford to ignore the principle of profitableness without which it is impossible to conduct a socialist economy. The more profitable the socialist enterprises are, the greater the accumulations at the disposal of the State for extended reproduction and for satisfying the requirements of the people."

In our country I feel that there is need for all our public sector industries to gear up to the needs of the hour. We should make them more profitable, economically viable, and we must not simply say that they are owned by the State and therefore all inefficiency could be covered up. That is a wrong approach. Even in a socialist country that has been discarded. No economy can run on inefficiency and compete with the private sector, if we want to bring the private sector under our control in the broad sense of the term. Therefore, I would appeal to him to keep this aspect in his mind.

One thing more and I have finished. I must thank the Speaker for not ringing the bell.

**Some Hon. Members:** He has rung the bell.

**Shri Khadilkar:** The task of this Ministry is in a way something more than that of the Planning Commission, because it is not simply laying down of policy; they have got to see that the different Ministries implement the policy. Today a certain amount of inter-ministerial rivalry is there. Everybody is sitting tight on his own empire, every ministry tries to build its own empire. Even at the secretariat level he must be finding it extremely difficult, leave aside co-operation. There should not be this mistrust, the whole administrative machinery should work as a team. Then alone it can meet the challenge. Therefore, I would refer to what Prof. Keynes pointed out in the midst of the Second World War. Though we are not just now in a period of war, we got a shock and we have survived it, and we are building up our defences. Possibly, it may not come. War situation may not arise. Further deterioration may not take place. But we must bear in mind that it is not simply with borrowed machines that we are going to fight and defend this land. It is ultimately the society and the people at large and I will now in this connection refer to what Prof. Keynes stated in the midst of the war. To maintain popular enthusiasm for the defence effort and keep up the morale, one should bear in mind what Prof. Keynes stated when the Second World War broke out in a book "How to pay for the War":

**Mr. Speaker:** Hon. Member's time is up.

**Shri Khadilkar:** I will conclude with this quotation:

"Courage will be forthcoming if the leaders of opinion in all parties will summon out of the fatigue and confusion of war enough lucidity of mind to understand for themselves and to explain to the public what is required; and then propose a plan, con-

ceived in a spirit of social justice, a plan which uses a time of general sacrifice, not as an excuse for postponing desirable reforms, but as an opportunity for moving further than we have moved hitherto towards reducing inequalities."

I believe even in war effort we must have a social objective. You are not building war machines only; nor is it our only purpose to fight the Chinese. There should be full co-operation, moral strength and fervour and idealism generated in the country so that we may stand on our own. Then alone you can win the war or defend our country; then alone you can build up an economy challenging the Chinese on the war front as well as on the economic front.

**Mr. Speaker:** If the hon. Members on the panel of Chairmen do not listen to the Bell, then they may experience very many difficulties when they are themselves in the Chair and ask other Members to restrict their time.

**Shri Nath Pai (Rajpur):** Mr. Speaker, I have two difficulties in dealing with the Demands of this Ministry. Firstly, the functions, powers and jurisdiction of this Ministry are delightfully vague. They are like figures in twilight; they look very attractive so long as you do not try to grasp them but if you try to grasp them and evaluate and assess them, you do not get very much in your hand. Sometimes one feels that this is a shell without a substance. I am not saying it by way of denigrating the Ministry or its efforts; because I believe that there is an imperative necessity for a Ministry like this actually and the importance of the Ministry cannot be over emphasised. Other speakers have referred how other countries confronted with war only had to create a Ministry like that to meet all the needs which war generates. As it is, we are fighting two wars. One war is the one in which we were engaged for a long time: war on poverty a war to which first Dadabhai Naoroji drew our attention and a war which

continues. Barbara Ward who wrote the *Rich nations: Poor nations*, pays us the dubious distinction of having four fifths of the under-developed world's population in this single country. This war against poverty, against misery and the deplorable low standards with all the concomitants of under-development was one war. A ruthless and unscrupulous neighbour has imposed another war. It, therefore, became necessary that all our resources, human and material, should be marshalled and galvanised and channelled into one direction. Defence itself is a huge task. Defence and development are to be combined and carried and so the necessity for co-ordinated effort so that not an ounce of energy is wasted, so that not an ounce of resources are thrown away becomes all the more clear. I welcome the creation of the Ministry.

My difficulty, as I was saying, was something different. Reading the report of this Ministry, one was reminded of the first page in the diary of a bright good student in a high school who on the 1st of January wrote in the diary: to get up at 5 o'clock; to brush my teeth, to have 15 namaskarams, to read one chapter of the Gita and to say namaskaram to mother. This report reads like that: defining priorities, drawing up priorities, co-ordinating the activities. What exactly has been done? What are the difficulties that are being encountered? There is nothing. All these pious wishes are there. Unless Shri T. T. Krishnamachari takes care, there is the danger of this Ministry becoming like one of those institutions in India. As a keen student of economics he knows what plethora of economic institutions we have in this country. There is the Institute of Applied Economic Research, there is the Gokhale Institute of Economics, there is the institution of Economic Growth. Unless care is taken, this may become very soon Shri T. T. Krishnamachari Institute of Ministerial Co-ordination. I hope that he will take care to see

that this does not become an academic exercise but a reality; it is of course a necessity today for all of us.

Having said this, I will now try to raise another difficulty with which I am confronted. I hope he will resist the temptation and the tendency that is growing on the part of the Ministers to equate any criticism or deficiencies in the working of their Ministry as hostile to socialism and hostility to public enterprise. They are plunging enthusiastically into this temptation of equating socialism with inefficiency, incompetence, ineptitude and lack of irreproachable integrity. Socialism in this country is in danger of being tarnished not by its enemies but by its dubious and dishonest champions. Shri T. T. Krishnamachari, I hope, will take my criticism in the proper light and will not try to say that anybody who says that these are the deficiencies is actuated with the one goal of denigrating, running down and maligning socialism. I would now ask him certain questions, I do hope that the Co-ordination Ministry under his leadership will try to put an end to the cacophony of ministerial jealousies of which we got a taste recently at the AICC session. (*Interruption.*) I heard somebody saying impossible. I am an optimist; therefore, I am hoping. May I ask whether there will be an end to this cacophony of ministerial screams which found expression at the AICC session, when two Ministers were trying to apportion blame regarding the failure of the agricultural sector.

12.56 hrs.

[SHRI KHADILKAR in the Chair]

We know the perennial struggle that goes on in this House between the Ministry of Railways and the Ministry of Mines and Fuel. I would not say much about that for obvious reasons. But if we ask why is coal insufficient, we are told: we are producing enough; the Railways are not moving it. If the Railways are asked: are you providing enough number of

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wagons, they say: of course, we are; there is a plethora of wagons; there are more wagons than there is coal to be moved.

**Shri T. T. Krishnamachari:** This is not going on now.

**Shri Nath Pai:** I am very delighted. I would now ask him certain questions: whether he will be in charge of this Ministry. I venture to raise this question because it is possible to enter into a dialogue with him; he does not regard reading books as a carnal sin. Therefore, I am venturing to exchange ideas with him. I am told he will be going on a mission. I wish him godspeed and full success in his mission. What will he do if this question is asked of him when he goes to the United States. He knows that the International Development Authority—this is a matter to which I have referred earlier also—had provided a loan of Rs. 28 crores for the development of transport. Only Rs. 1.50 crores were used. Are you in a position to say that the Ministry for which this amount was earmarked is in a position to use it, is diverting all its efforts to it? I have also pointed out that you borrowed Rs. 10 crores from the World Bank—a second loan for the Calcutta port.—Not more than a crore of rupees has been used. He is going on a mission to collect more wealth and to get much more aid. What will he do? While in this country, will it be possible for him to demand from his ministerial colleagues that all this aid is utilised, that every effort is made to use the available resources, and that is the only justification, Mr. Chairman, for a Ministry like that.

13.00 hrs.

Of course, it is very difficult to talk about the Cabinet in this country, since no retired Minister—not many have retired—has written about his

impressions of the working of the Cabinet in India, as Herbert Morrison did. We do not have civil servants who have bothered to write their memoirs, and so I am in the dark.

**The Minister of Economic and Defence Coordination (Shri T. T. Krishnamachari):** I hope to do so sometime.

**Shri Nath Pai:** I am delighted. That will be very readable, I know. But is there any suggestion that he is planning to retire soon? I said Ministers write after retirement. So, I do not know, but one gets the impression. He cannot be blamed very much. He cannot be blamed. But the Indian Cabinet is very unlike the Cabinets the world has known. It is something like the old Hindu joint family, where the daughters-in-law and the numerous sisters-in-law are in perpetual quarrel with one another. They owe a tenuous type of loyalty to the family name, and are held together by the terror of their awe-inspiring mother-in-law. I do not want to say who is the mother-in-law in this Cabinet.

**Shri Hem Barua (Gauhati):** Everybody knows it.

**Shri Nath Pai:** But I do think that there is no dialogue between the Ministers. They owe loyalty to an individual, and that is the Cabinet we have, and this is not the way how Cabinets have grown. Therefore, I am asking this question to him.

Take the question to which reference was already made by some hon. friends—the question of technical personnel. There is a recent book by Prof. John Lewis. I shall read only one line from it. I normally do not like quoting from books; it is a little pedantic. But this is very pertinent. The book is entitled *Queer Crisis in*

India. It is Prof. John Lewis' latest book, wherein he says:

"The Third Plan document contains no real evidence that a detailed skilled man-power budget has been constructed paralleling and cross-checking the program's commodity and financial budgets."

What is happening to the question, the very important question of technical personnel? Your colleague, Shri C. Subramaniam, speaking at Ahmedabad the other day said that there is a flight of technical personnel: the technical personnel is leaving the public sector and going into the private sector. And within the public sector, there is a poaching by one Ministry into the field of another Ministry. We must remember this and we cannot afford to forget it, namely, that all problems are technical problems today, and the question of technical personnel must have priority. Is there a budget for it? Is there planning for it? Is there a co-ordinated effort for it? What is happening is this: because of the shabby treatment, I would like to know how many people left the Bhilal plant, how many left the Durgapur plant and how many left the Rourkela plant. Why are they leaving? Because of the shabby treatment and the scales of pay and allowances which are not in line with the scales prevailing elsewhere. This is a very important question which cannot be easily done away with.

There was an effort early in 1957. What is happening to it? I want an answer to it—the technical personnel question.

The second question I would like to ask him is this. There was the question of the industrial management pool. This is in the Ministry of Home Affairs. I do not know. Shri Lal Bahadur Shastri is among the finest, ablest Ministers we have; but how the

pool of industrial management can be under the Ministry of Home Affairs is beyond me. But there it is. It was created in 1957. There has been only one recruitment to this pool. How are we going to solve it? The tragedy of this nation is this. Whenever you raise a problem, it is side-tracked; it is put into the pigeon-hole, by giving the Parliament and the country the assurance of creating or appointing a committee which of course in course of time—the time normally is longer than shorter—makes a report which then goes on collecting dust in the pigeon-holes of the libraries of the different Ministries. Nothing comes out of it. There has been only one recruitment to the industrial management pool.

Take another very interesting thing—the Projects Co-ordination Committee. So far as my information goes, this very vital committee has not met for the past two years. Am I right or am I wrong? I would like to know from him. We pointed out—not only I but many of us—I think some hon. Members who spoke on the Demands under the Ministry of Steel and Heavy Industries pointed out—with a certain poignancy, the urgency of stepping up our effort in this direction, how steel is lagging behind schedule and how we need to put up a greater effort. All this talk about greater defence efforts and greater developmental efforts will remain slogans only to be bandied at one another unless we go into the root cause of this. It was pointed out that we are not making progress in the field of steel. I think it was Shri Morarka who in a very cogent argument submitted to this House what was happening, and he gave some facts. I would like to know what is happening.

I would mention one thing. We are planning by the end of 1970 to have heavy machinery of the value of Rs. 1,500 crores. Today's production is Rs. 300 crores. What does Shri T. T.

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Krishnamachari and his Ministry propose to do about it? Today's production of heavy machinery in this country is of the value of Rs. 300 crores. Your target for 1970 is Rs. 1,500 crores. Where is the effort going to be made and how is it going to be made? If this target fails, let us not deceive ourselves—all the other targets will be seriously jeopardised, and no slogan, no pious hopes, no platitudes will rescue us out of the situation in which we will find ourselves in 1970. Will it be the function of this Ministry? I want to ask who does this. Who looks after it? Of course, there is overlapping in the questions that I am asking, I am sure, but I would like to get an answer from somebody. When we are asking these questions, these questions are evaded and fingers are pointed, saying we are not concerned.

Now, Mrs. Joan Robinson who was here recently pointed out a strange phenomenon that is taking place in this country. She said that in other countries, during the war, there is a tendency towards levelling of opportunities and followed, of course, by a levelling of incomes. In India the process is reversed. Will the Minister of Economic and Defence Co-ordination have something to say, or will he watch with folded arms the paucity of technical skill being exploited, as every Minister thinks best, and the inadequacy of raw materials and other precious materials today will afford an opportunity for having a harvest of profits? Is there a coordinated policy about it?

I have no time; otherwise I would have given you more details. Mr. Chairman, when you held the floor, you made a pertinent reference to unused capacity. Who is going to see, with a whip in hand, that his ministerial colleagues do not allow this kind of lapses to take place. He is already shaking his head. One can see how difficult it is. You said....

Mr. Chairman: The hon. Member's time is up.

Shri Nath Pai: I will be taking five more minutes, because I am the only spokesman of my party. A survey conducted recently by the Engineering Association of India has revealed that 50 per cent of the industrial capacity in the country remains unutilised. You referred to it generally, but as is my habit, or rather weakness, I am concretising it. Out of 215 selected industries, only in 110 the degree of utilisation exceeded 75 per cent of the installed capacity. Who is going to have a check into it? Who is going to ask that this will be stopped?

Take another example. We have given you, without a grudge, without a murmur, with our whole heart, with all our blessings, the demands of the Ministry of Defence. Are you going to see that the Ministry uses every single penny not for riding hobby horses—which is not likely to happen, I know, with Shri Chavan—but old tendencies die hard—and will they see that those hobby horses are not ridden but that every penny is used for the purpose for which this House voted it?

I will point out another thing. The audit report has pointed out that this Ministry returned Rs. 19 crores as unutilised. The very page opens like that. A sum of Rs. 19 crores was surrendered on the last day of the year. We are voting monies. Are they going to use them? There is a catalogue of how it happens year by year. I do not want to go into it. But I would like to ask, is it the function of this Ministry? Does this Ministry have the authority, or, will he be writing "No" in the margin and his colleague concerned will be saying "Noted" and there the matter ends; or, will the recommendation have the power of mandate that it will be carried out? If it is not to be a mandatory recommendation, then I am afraid, and we do not see what really useful purpose will be served by having an able man like him at the head

of this Ministry. I am not going into the details. It is said here that the Committee were constrained to note that due attention was not paid to the utilisation or disposal of the surplus machines which had been lying idle since 1945. They understand from audit that even taking into consideration the machines which are likely to be utilised by 1965, 70 per cent of the machines will continue to be surplus. Can we afford this kind of waste? Can we afford to have such a kind of bad budgeting and bad planning, when every penny has got to be scrupulously utilised? The Minister of Co-ordination is supposed to do that.

At page 16 of their report, the PAC point out—the same thing is repeated at page 23—that,

"The Committee note that large funds remain locked up in this case because of the tractors remaining idle for a considerable period."

So, there are surpluses.

Since the Ministry is concerned with defence production, I will take the question of these ordnance factories. I think the men who have been working there have done a magnificent job. But what is the result? The result is that in factories employing round about 90,000 people, we have only 300 supervisors and you cannot get anything useful out of that. We are finding the spectacle that the men are working in these ordnance factories for 10 to 12 hours a day and there is a gap coming because this cannot continue indefinitely. There is no supervisory staff and no rehabilitation of the plant was undertaken. The ordnance factories worked on this basis: You name it, we make it, so that fancy things were taking place. Today the fact is that on an average a man per annum produces goods worth Rs. 5000, whereas if proper care is taken of the man, the machinery, the tools and equipment, this production can be trebled within two years, if I am not exaggerating. Experts estimate that we do not have to invest what we do not have into these factories. If only we systematise our

efforts, if only we make more coordinated, more systematic and more determined efforts, the production from these ordnance factories will be trebled in less than a year. Today you find that this is not what is happening.

I have taken nearly 15 minutes and I will conclude after making one point.

**Mr. Chairman:** He has taken much longer than 15 minutes.

**Shri Hari Vishnu Kamath:** You took longer, Sir.

**Shri Nath Pai:** Who will be bringing about this coordination? This is a very strange phenomenon happening in this country. The foodgrain index for 1961-62 has gone up to about 106; not very frightening, I agree. But what has happened to the index of manufactured goods in this country? Will the hon. Minister be able to co-ordinate it? Will he create some sympathy between them or they will be screaming according to their capacity and the loudest to scream will get the benefit? Will that be the order in this land of socialism? I would like to have a reply to this. What about the price index of commodities which the peasantry has to purchase in the open market—the manufactured goods? The textile index is 125; metal products 157 and oil cakes 158. Will he try to rectify this during this war emergency and see that these imbalances, these unjustifiable exploitations are put an end to or will he be only saying that "this is not my field"?

I have tried to raise certain doubts, certain queries. One final thing, and I conclude. It should be the job of the Minister for Coordination to see that the administrative machinery is geared up. It is a thing to which I return again and again, though without any echo from the treasury benches. All the bottlenecks with which this country is confronted, all these wastes and frustrations can be at least 80 per cent remedied, eradicated and removed if somebody will have the

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courage to say that the administrative machinery needs to be geared up to the requirements of the special times and special responsibilities in which we are living. Why not have a Hoover Commission? In every country faced with a similar task, as times change, tasks change, functions change and so the administrative apparatus has to change. It is only in India we think that the same generals, the same civil administrators are good for any job, whether it is defence, economic development or the technical job of running a steel complex. This has got to come to an end and the whole tons of the administrative machinery will have to be changed. Does it come within the purview of the Minister of Coordination? It is to this question that I would like to have a reply from him.

**The Minister of Supply in the Ministry of Economic and Defence Co-ordination (Shri Hathi):** Mr. Chairman, Sir, I rise to intervene in the debate to deal with some of the basic and important questions raised by hon. Members during the debate in the course of yesterday and today. But before I do so, I would like to express my gratitude to those hon. Members who have had a kind word to say about the functioning of the Ministry. During the course of the debate, a number of questions were raised. Some hon. Members wanted to know what is actually the function of this Ministry, what is it actually going to coordinate, what powers and functions and jurisdictions are vested with this Ministry, etc. Some hon. Members also wanted to know whether the Ministry has taken steps to see that the production has been geared up to meet the defence needs of the country, whether the Directorate of Supplies has been geared up, what are the measures adopted to reorganise these organisations, what role have the small-scale industries to play, how are the different States playing their role, how are the orders distributed region-wise and how is the whole economic apparatus geared up to meet the needs

of defence. These and various other questions were raised.

I shall firstly deal with the point as to what this Ministry stands for. As the House is aware, the main departments of the Ministry are the Department of Supply, the Department of Technical Development and the Department of Economic Coordination. All these are not new. The Supply Department formed part of the original Works, Housing, Supply and Rehabilitation Ministry. The technical wing formed part of the Commerce and Industry Ministry and in the Cabinet Secretariat, there was a cell dealing with the question of economic co-ordination. These were actually existing before, but they have been brought together. A question was asked whether this was really a logical arrangement or it was only a question of taking one bit from here, one bit from there, in order to create a new Ministry.

I shall explain how the Supply Department acts in its own sphere as a coordinating agency with regard to the technical wing and how the internal development and coordination is planned, a question which was asked by Dr. Singhvi. Generally the supply organisation works as a purchasing agency operating upon a market, depending upon the surplus capacity or the capacity awaiting to be developed. In normal times, indents from the various Central Ministries, State Governments and the public corporations used to be sent to this organisation and this organisation used to make purchases on their behalf, depending on the market and depending upon the surplus capacity and capacity awaiting to be developed. But in an emergency or war time you cannot possibly act only as a purchasing agency. What has to be done is, as you, Sir, said, development and defence have to go side by side. You cannot separate the two; one has to complement or supplement the efforts of the other. Really, if you want to defend there

must be the development of the country through which you can defend. Therefore it is rightly said that development is the *sine qua non* of all defence efforts. You cannot separate the two.

Therefore, the Supply Department as such initiates this process. How does it initiate? As soon as a demand from the Defence Ministry or some other Ministry comes, the first thing that is now done is that an officer of the Technical Directorate and an officer of the Central Purchasing Organisation jointly examine it from various points of view. As you have suggested, they first examine what is going to be the impact of this demand or requirement on the civil economy of the country, how far we will be able to meet this demand without adversely affecting the civil economy of the country, whether there is sufficient capacity in the country to meet the demand, if there is capacity and if the capacity is idle how to harness the idle capacity, what raw material would be required, is that raw material to be imported or is it indigenously available, if it is to be imported could we not substitute with indigenous material, if the material has to be imported is it possible to find out ways and means to use or to produce indigenous material and save the drain on the foreign exchange, and how we can encourage indigenous industries. This is the first exercise which is now being done by the Technical Development Wing of the Supply Department, and that is the whole crux or how the first process or the first exercise of co-ordination starts at the ministerial level within the Ministry itself.

Having done that we have to see how we can gear up the industries and what are the processes for doing that, and how the indigenous industries can be encouraged to step up production. This is necessary because the demands that have come up recently have been manifold due to two reasons. Firstly,

the normal development by our Five Year Plans has had a greater demand on this directorate. The First Five Year Plan average annual purchases were about Rs. 94 crores. In the Second Five Year Plan it was Rs. 200 crores. In the first year of the Third Plan it was Rs. 259 crores and in the second year, for the first half year from April to September it was Rs. 88 crores and in the second half we expect it to be Rs. 211 crores reaching about 300 crores per year. In 1963-64 it may be Rs. 400 crores to Rs. 450 crores. Therefore, from Rs. 94 crores in the First Plan we expect that the demands for this Ministry—that will be the workload for purchases, for manufacturing and for procuring—will be about Rs. 400 crores. You cannot possibly afford to import everything. You have to have your own indigenous industries coming up and the foreign exchange should be reduced to the minimum. Secondly, the present emergency has added further. I shall give some figures to the House which will give an idea as to what great efforts have to be made within a very short period to meet the need of the defence. For example, the purchases of winter and snow clothing materials in 1961-62 were to the tune of Rs. 4.13 crores and this year it will be nearly Rs. 39 crores; cotton textiles were purchased for Rs. 9 crores and this year it will be for Rs. 33 crores; footwear and leather were purchased for Rs. 1.9 crores and the indents for six months have been for Rs. 9.5 crores; in the case of motor vehicles it was Rs. 1 crore and it will go up—of course, spread over two years—to Rs. 93 crores; it was Rs. 1.5 crores for ammunition boxes and indents for these six months are for Rs. 3 crores; for dry cell batteries it was Rs. 0.31 lakh and next year it is going to be Rs. 2.3 crores—ten times; the figure of Rs. 3.21 crores for building material will go up to about Rs. 11.90 crores; tents were for Rs. 3.1 crores and it will now come to Rs. 19 crores.

Now, with this heavy demand you cannot think of importing anything from outside. It may be that for a

[Shri Hathi]

short period, if the demands or needs are for a short period of four months and if it is not possible to meet those demands indigenously we may import them. But, ultimately, it is the self-sufficiency of the country which matters. It is the country itself, it is the people of the country who have to gear up production within the country, and unless that is done nobody can defend the country.

With this demand it was rightly said that without gearing up the administration it is not possible to bear this burden or to be able to deliver the goods in time. It is, therefore, Sir, that several measures have been taken to reorganise the directorate. The first thing that is done is that we have divided the directorate into three main divisions: one will deal only with the defence materials and defence supplies, one will deal with the railways and one with the general requirements, so that for the defence needs it will be absolutely geared up. We are having an officer who will be a top ranking production engineer. He will be in charge of engineering and production of armament components in the civil sector and other defence goods.

**Shri S. M. Banerjee:** Will he be under the Director-General of Ordnance Factories?

**Shri Hathi:** No, no; he will be under the Director-General of Civil Supplies.

Then, a new division will be formed for motor vehicles, machine tools and also for looking after the supply of raw materials. It is very essential that they have to reach in good time. We are having a Deputy Director-General at Calcutta who will look after the supply of raw materials, storage of raw materials, supply of iron and steel and other things. Then, we are also thinking of having an Inspection Directorate opened at Burnpur specially for iron and steel. A new Directorate of Purchases is likely

to be created to deal with the growing volume of work especially of items like machine tools and balancing equipment. Another section may deal exclusively with motor transport spares which number over 6,000 and is required also to help in indigenous production. Suitable staff has been attached to each Purchase Directorate to watch progress of deliveries.

Here arises the question which Shri Banerjee mentioned, that we have to see not only that the orders are placed but also that the deliveries are made in time. Up to now the whole emphasis was laid on coverage of contracts—that is, placing orders—but we have to see that deliveries are made in time. The hon. Member knows that the ordnance factories want raw materials. Unless you give them the raw materials weekly, it is not possible for the work to go on continuously. For that purpose we have now evolved a procedure. These procedures are, of course, only four months old and I do not want to claim that these things have been fully done. I shall give some figures to show where production has increased. I shall give those figures. While doing that, I do not make a tall claim. What we are doing is this. Right from the time of indent being received we see that the orders are placed as quickly as possible. My colleague, Shri Jaganatha Rao, holds a meeting every month with all the directors and sees that all indents which are four months old are immediately disposed of unless, of course, there are some special difficulties. Firstly, the Central Indent Section checks it along with the Technical Development Wing. Then they plan out the procurements. If they have to be imported, then they are sent to the Missions abroad; otherwise, they are dealt with here. After the orders are placed, they are not to wait to receive some complaints from the suppliers that raw materials are not available; they have to chase the suppliers and see that the raw materials are made available to them. For example, suppose some ammunition

boxes are ordered. It requires steel. He sees to it himself that the necessary raw material, steel in this case, is made available to the manufacturer. If it is not available, he rings up the officer concerned, the person who is posted at Calcutta to deal with iron and steel. Then he contacts the person concerned in the railways and sees that wagons are arranged so that the raw material will reach the destination in time without any difficulties. He looks after the whole link. It is not as if orders are placed and then everybody goes to sleep. No, it is not like that. In fact, we go farther than that. After the raw material is supplied, we ask our inspectors and field officers to visit the factories and see that the production is maintained at a high level. They have to send us statements of production every week and every month. I shall give some figures later on to show how this system has really helped in the production of certain very important and difficult materials which we require for defence purposes. As I said, I repeat that we do not simply stop with the placing of the order. We chase at every stage, right from the time of placing order. We chase raw materials, we chase transport. If there is any difficulty of power, then it is taken up with the concerned authorities and see that power is supplied to the particular industry which is working to supply the defence needs. We function in that way. We have started from the base, which is supplies, then technical development and co-ordination and thus develop it further.

Another question that was raised was about the delay in payments. It is true that if payments are delayed the prices naturally go up. Therefore, we have evolved a procedure whereby the old pending cases have to be finalised immediately. As soon as the stores are received and inspected, 95 per cent of the payment should be made. The balance 5 per cent will be paid after looking into the performance and other things.

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**Shri S. M. Banerjee:** Is it not possible to decentralise it and give more powers to the local offices?

**Shri Hathi:** I am coming to that. Up till now the procedure has been that engineering goods were purchased at Calcutta. So, even if engineering goods were purchased from Bombay because the engineering goods were dealt with at Calcutta, the supplier had to go to Calcutta for payment. Similarly, textile goods were being dealt with at Bombay. So, even if a person from Calcutta supplies some textiles, he has to go to Bombay for payment, because textile goods were being dealt with in Bombay. We are now changing that procedure and empowering the officers concerned at the place of supply to make the payment. That will expedite the payment by nearly two to three weeks. We have noticed this difficulty and so we have taken a decision that we shall be making arrangements to see that payments are made at the place of supply.

Then I will refer to a few steps that we have taken to step up production. It is not possible to place before the House for such a short period any magic figures, but within the limited period we have tried to do what best could be done, and this could be done because of the full support of the industries, which include both management and labour. They have been very co-operative and they have tried to work on Sundays and holidays, and three shifts per day ungrudgingly. Because of the co-operation of the management, we have been able to keep as much control over the prices as possible up till now. So far as the increase in production is concerned, it is entirely due to the workers everywhere. Because of their co-operation, we have been able to gear up production. I would like to pay a tribute to the workers for that.

Here I shall mention a few examples. In the case of a particular woolen cloth meant for battle dress, the production in December was 34,000

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metres. In January we could raise it to 78,000 metres. In February it was 1 lakh metres and in March 2,82,000 metres from the earlier level of 34,000 metres. In the case of Angola cloth, it was 2,46,000 metres in December, 3,53 000 metres in January, 4,43,272 in February and 6,82,954 metres in March. Similarly, for nylon cordage for parachutes it was 39 lakhs in December, 71 lakhs in January, 80 lakhs in February and 92.20 lakhs in March. These are some of the figures. I would not say that we have reached this level in every case, but in the case of most important and difficult items which are required for the defence we have tried to gear up the machinery. Now the whole of the woollen industry is working for the defence needs all the time.

Similarly, in the case of engineering industries, I shall take the example of motor trucks, jeeps and motor-cycles. There the existing pattern of production of vehicles has been re-oriented to suit the defence requirements. As a result of this, entire output of engineering or automobile firms is completely diverted to defence needs. Steps have also been taken to concentrate on the production of 350 cc motor-cycles required by the army. Similarly, the production of one-ton trucks and jeeps is being stepped up to meet the current requirements. For this purpose, we have drafted an experienced engineer from the industry concerned.

**Shri Tyagi (Dehra Dun):** There was a news item that thousands of trucks were lying in the open because you failed to have bodies built for them. Is anybody taking care of that?

**Shri Hathi:** I will come to that. Shri Mathur also raised that question. That relates to 297 trucks for which the bodies have to be built up. Some components were required for which foreign exchange was already sanctioned. Shipping was delayed by about fifteen days. This happened in February. The components have now come and the bodies have been built.

**Shri S. M. Banerjee:** Was it in the gun carriage factory?

**Shri Hathi:** No, in Leyland at Madras.

**Shri Tyagi:** Does the job of the hon. Minister end as soon as the supply is made or does he take after-care also after the Defence Ministry takes delivery? Do you look into it afterwards?

**Shri Hathi:** No, after the Defence Ministry has taken over delivery, we do not look into it any further.

Then, Dr. Rao mentioned about the construction agencies. Aerodromes were to be built up and the various construction agencies were brought together. When there is a question of one Ministry, there is always departmental rivalry or departmental loyalty, whatever you call it. But this Ministry acts only as the convening Ministry. It brings all the Ministries concerned with the construction agencies together, that is, the Central PWD, Irrigation, Transport etc. We act as the convenor.

**Shri Tyagi:** So, you act as the mid-wife?

**Shri Hathi:** All the ministries are brought together. Whenever we have got a pool or extra it could be easily made available and the whole programme could be expedited. Apart from that the question was of stepping-up the manufacture of road rollers. That was the main bottleneck. From 500 next year, that is, in 1963, the production of road rollers will be stepper up to 900.

Then, wherever it is possible we replace the difficult-to-get material with the more available material to save foreign exchange. For example, aluminium is replacing copper and zinc wherever possible, plastic is replacing steel and tin-plates and cardboard is replacing treated paper.

There are also other various small items which could easily be switched

on and we could save foreign exchange. This is with the help of the Technical Development Wing which is a part of this Ministry. The industry, for example, is being persuaded to switch on to indigenously available raw material of comparable quality as far as possible. For example, the glass industry is being asked to utilise heavy and light soda ash in replacement of the imported commodity.

Wherever it is possible we try to have the indigenous goods and save foreign exchange. For example, certain dyes were being imported for the defence textiles. Now researches have been made and instead of that indigenous dyes were made available. They are using that with the result that we have been able to save a lot of foreign exchange.

Similarly, for parachutes they were using Nylon 66. That had to be imported. But we made researches and produced in the country Nylon 6 which is of equal strength and could easily be a substitute. Now that is being used and that will save a lot of foreign exchange.

Similarly, in respect of calcium carbide, that is, ND-14 of a special grade which had to be imported from Canada, the Technical Development Wing had been able to advise the industry to manufacture suitable stuff here which will save foreign exchange by a lot of amount. These are some of the measures which have been taken. As a result of these more and more indigenous industries are coming up which means encouragement to the indigenous industries.

The question of small-scale industry was also taken up. Hon. Members wanted to know how far the small-scale industries have been geared up and how far they have been encouraged. It has been the endeavour of the Ministry to encourage the small-scale industries. Up till now there were about 25 items where the small-scale industries could get orders. From 25 we have enlarged the list and made it 63 exclusively for small-

scale industries. But it is not only 63 items. We have nearly 200 items where the small-scale industries can now compete. But it was difficult for them to compete like that. Therefore we have devised various other methods and incentives whereby they can easily come and compete even where the large-scale industries come in.

The first thing we have done is that at 16 centres we have displayed the various items which the small-scale industries can manufacture. So, they need not come here. In the different States at 16 places these displays are made. Then, the tender notices are sent to the State Directors of Industries and to the Small-scale Industries' Institutes in the States concerned so that the small-scale people can have the copies of the tenders there. We have also advised the State Industries Departments to have a library of the specification maintained there so that the small-scale people can easily be guided.

13.45 hrs.

[DR. SOROJINI MAHISHI *in the Chair*]

Whenever there is a backward area, we have placed our inspectors who can give them proper guidance as to how they can compete or how they can get themselves registered. We also do not charge any registration fees. They can get it done from the small-scale industries and if they get the cottage-industry certificate from those people, we are giving them sufficient recognition.

**Shri D. C. Sharma:** Is it not a very cumbersome process?

**Shri Hathi:** No, because in the States themselves they can do it. We have avoided all cumbersome processes. We send the tender notices direct to the State Directors so that they need not come here and they can do it there. As soon as they certify, orders are given.

Some figures might interest the House. In 1957, the total purchases

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from the small-scale industries were worth Rs. 64 lakhs. This year they would be worth nearly Rs. 30 crores. We have taken care to see that the border States, specially Assam and Punjab, also get these orders. In 1960 and 1961, Assam had received no order but this time, specially in order to encourage the small-scale industries and to give the people some encouragement, we had discussions with the Minister concerned and with the Director of Industries and have given them orders for 18 items worth about Rs. 45 lakhs. Punjab had received orders only for woollen things worth Rs. 4 crores. So, these border States have also been given some encouragement by way of encouragement to the small-scale industries so that they also feel that they are participants in the defence effort. It is not simply the question of giving orders. I am not keen or I am not only thinking in terms of giving them money or work. That is a different matter. The people there should feel that they are participating and that they are taking part in defence efforts. It is that spirit that should come up.

**Shri Tyagi:** Why did you not mention these facts in your Report?

**Shri D. C. Sharma:** Rs. 4 crores is a very small sum for Punjab.

**Shri Hathi:** Out of Rs. 30 crores it will be Rs. 4 crores. So also, Rajasthan.

Then, Shri Saraf said about the regional distribution of orders. There, there is some difficulty. So far as the small-scale industries are concerned, we have taken care to see that all the States receive the tender notices and specifications. The Directors of Industries should give all sorts of help. We are giving help about raw material. But the big industries are located in West Bengal, Maharashtra, UP etc. In Rajasthan, for example, there are no such big industries and therefore though we have tried to see that

all States received orders, even if I wish it is not possible to rationalise this. After all, in West Bengal, Madras, UP and Maharashtra there are big industries.

**Shri Sham Lal Saraf** (Jammu and Kashmir): Something should trickle out to those people also.

**Shri Hathi:** They have got. I have got the Statewise break-up. For example, Rajasthan has got orders worth Rs. 102 lakhs and the small-scale industries have Rs. 15 lakhs and Rs. 22 lakhs. But the poorest performance was of Assam to which this time we have given some orders. Otherwise, West Bengal, Maharashtra, Madras, UP and Madhya Pradesh are the States where there are industries. But even then others have got them and every year the performance in each State is increasing.

So, this is, as I stated, the internal coordination, so far as the technical development and this aspect is concerned. So far as the Supply Department is concerned, we take the supplies as the basis of development. After that, what do we do? Then comes the second stage. When the Technical Development Department and the Supplies Department sit together and find that further production is necessary or is possible and that steps have to be taken, then it goes to the two Committees, the Production Committee and the Services Committee. These are the two Committees convened by the Secretaries of the Departments. The Secretary of the Ministry of Economic and Defence Coordination is the convener. There, all the questions are thrashed out and all the Ministries are represented there and the decisions are taken there and then. It is not a question of powers and jurisdiction, but because all the Secretaries of the Departments are there, these decisions are taken. If foreign exchange is required, that is to be done and if raw materials are

required to be obtained, that is to be done. All other measures that are necessary are being taken up.

**Shri Tyagi:** Is it working smoothly?

**Shri Hathi:** Yes; to the extent the things have gone, it is working smoothly.

Then, Mr. Banerjee raised two or three points. One was about the bamboo tent poles. There, I had personally written letters to all the Chief Ministers that we wanted tent poles, and orders had been placed with UP, Punjab, Mysore, Kerala and on all those who have replied to or who have said that they can supply these things for which we have placed orders. I do not know whether they are exported or not. But I have written to them personally and we had also a meeting of the Chief Conservators of Forests with our Minister Dr. Ram Subhag Singh. We are taking care to see that timber, tent poles, all the forest materials and all the indigenous materials are utilised to the maximum extent as much as we can. I do not know if these things are being exported.

**Shri S. M. Banerjee:** My point was this that this is being exported and those contractors are being asked to purchase iron sheets for those things.

**Shri Hathi:** Exported to Pakistan?

**Shri S. M. Banerjee:** Yes.

**Shri Hathi:** And then again we import from there?

**Shri S. M. Banerjee:** It is being exported at the cost of our requirements.

**Shri Hathi:** I think we have also written to the States to place the movement control order on timber and all these things, so that these may not go out of India, may not be exported out of India. So long as we want them, naturally we cannot allow them to be exported.

Then, he mentioned about the surplus stores. Of course, that is a suggestion and that is that we should take care to see that useful stores are not sold away as surplus stores. We will take into consideration that suggestion and, of course, the Defence Ministry also will, I think, take that into consideration.

Then, he mentioned a case about the Calcutta employees. I am looking into the matter.

**Shri S. M. Banerjee:** You know it better.

**Shri Hathi:** I know it and I am looking into that matter.

Then, Dr. Rao mentioned about the technical trained personnel. He also mentioned about the machinery manufacturing, say, for example, sugar manufacturing machinery or cement manufacturing machinery. Perhaps, he knows that in order to step up the production of cement, we are also, that is, the Technical Development Wing, taking steps to see that the machinery for cement manufacturing is also manufactured in the country. The steps in this direction are being taken by the Technical Development Wing. The question of man-power—technical man-power—is naturally a very important one. We cannot over-emphasize the question. Anyway, the technical man-power is one of the most essential things that has to be looked into. Unless you get that base, unless you have got technically trained men, you cannot proceed further with any industry and today at least you want more and more technical man-power. That question also will have to be looked into.

Then, I mentioned about the indigenous products and how year by year we are trying to curtail the imported articles. In the First Five Year Plan the import was to the extent of 41 per cent. In the Second Five Year Plan, it came down to 24 per cent, that is, out of a total of Rs. 1003 crores the imported articles amounted to Rs. 239

[Shri Hathi]

crores—24 per cent. In 1962-63, out of a total of Rs. 259 crores, it was only Rs. 49 crores, that is, it was reduced to 19 per cent. Year by year we are trying to see that indigenous industries are more and more encouraged and the imports are being reduced to the minimum. These are the efforts that we are making in order to meet the needs of the defence and to gear up the industries for meeting the defence needs. It is the economic development, it is the industrial development of the country as such which is necessary in order to meet the needs of defence. It is not simply an army that would be enough to meet the challenge. Along with that you will have to have the development of the country.

These are some of the steps which we in our Supplies and Technical Development Departments are taking with a view to further implement the broader vision and the broader sphere of technical development and economic development and further coordination and cooperation. I am sure that with the cooperation of the industries and the workers we shall be able to meet the needs of defence and we shall be able to keep the lines of supply unbroken.

**Shri Birendra Bahadur Singh** (Rajnandgaon): Madam, I am grateful to the hon. Minister for clearing a lot of mist that has been hanging over since yesterday by explaining the scope and the functions of the Ministry. The picture that was given to us, as in the report, did not indicate as to what actually the functions of this Ministry were and also what the scope of the Ministry was. Mr. Hathi has cleared some of the mist that has been hanging over. Nevertheless, there are certain points which are important and the Ministry must clarify them. I dare say that this Ministry and its various branches will be able to perform their duties properly in getting the cooperation from all the other Ministries. This Ministry not only looks to the develop-

ment of the country but also coordinates the defence production. I hope the man in-charge of the Ministry..

**Some Hon. Members:** The hon. Member is not clear.

**Mr. Chairman:** The hon. Member may come to the front row.

**Shri Birendra Bahadur Singh:** I can raise my voice.

What I was saying was a lot of mist that has been hanging over since yesterday has been cleared by the hon. Minister. Nevertheless, the responsibilities of this Ministry are tremendous in getting the cooperation and help from all. But I do hope that the skipper of the team who has got his fingers right there will be able to steer up and see that this Ministry works well. This Ministry of Economic and Defence Coordination will be doing good work and the results will be known not now but after some months.

Sir, only yesterday it was stated—of course I can offer no criticisms about the location—that the framework of the MIGs will be built in Nasik while the machines will be built in Koraput. Now, I have not been able to follow this. I am not trying to offer any criticism as to where it is going to be located as long as it is in the interests of the country. How are these two factories going to be coordinated? Koraput is not on the railway line. It is not on the main route. How are you going to have machines sent from there? If you have to go to Koraput, you will have to take a train in between Raipur-Visakhapatnam line. It is a good distance from the main line, say, 60 miles or even more.

**Shri Tyagi:** Aeroplanes do not need any railway lines.

**Shri Birendra Bahadur Singh:** There are machines. How are the machines going to be sent? There is no road there; it is all a

jungle area. Secondly, I may give another instance. How are you going to bring back all those machines to be put back again? How are you going to transport them on the South-Eastern Railway? For, every time we find from the report of the Railway Board that the whole of the South-Eastern section of the railway is a crowded section, and we have been complaining about it every time; there are bottlenecks on that section because of the Bhilai steel plant and various other things. If these machines are going to be transported also on that section, then bridges must be put up and various other constructions will have to be made. How are those machines going to be brought back again to Nasik? This is one fact which I have not been able to follow. I am just leaving it to the Ministry of Economic and Defence Co-ordination to take note of.

14 hrs.

Similarly, there has been a lot of talk about planning on food and agriculture and so on. I come from Madhya Pradesh, which is considered to be the rice bowl of this country. Whenever there is a rice shortage, Madhya Pradesh is always tapped, and if rice has to come to meet the short supply it has to come from Madhya Pradesh, and it has been feeding the whole country. But if you see the percentage of irrigation there, you will see that it will come eighth in order, because there is hardly any irrigation there. We have to depend entirely on the monsoon or the rain and so on. This is another responsibility which the Ministry has to shoulder. In this way, there are so many other things.

I was talking about the MIG planes about a couple of minutes back. They are to be delivered after a year and a half. And mind you, China has also got the same fighters, and from what I know about these fighters, they take about 17½ minutes or even less to come to Delhi, but by that time we shall only be manufacturing the MIG

planes here. These are things which I am putting before the Ministry of Economic and Defence Co-ordination, so that when they look to defence production, they have to bear all these things in mind. Otherwise, how are we going to have greater defence production, and how are we going to have greater production in other spheres on the civil side?

There are many things which I would have liked to say, but since the Minister of State has already explained most of the points, I should not like to take away the time of the House by dealing with them. But there is one more example which I have got to cite. It is now nearly six months since the B & C Cotton Mills of Rajnandgaon which was the only mill producing those thin mosquito nets during the last war is remaining closed. For the last six months, the paper has been going up to Bhopal from the district headquarters and from there up to Delhi and here it has been going round the whole Ministry. Where it is and at what stage it is I do not know. It is nearly six months. Three thousand or even more workers are lying idle, and the mill is closed. The mill-wallahs do not want to work the mills.

**Shri Sham Lal Saraf:** Has the hon. Member located the paper now?

**Shri Birendra Bahadur Singh:** Why should I do it? Perhaps it must be in the waste paper basket now.

**Mr. Chairman:** Order, order. Let there be no interruptions.

**Shri Birendra Bahadur Singh:** These are the things which this Ministry has to look into. I dare say that these are not easy things. But, as I said, with an experienced Minister like Shri T. T. Krishnamachari and with his able assistants,—I have been knowing Shri Hathi for almost four or five years now, and I know how he has been going about in regard to the irrigation works—I am

[Shri Birendra Bahadur Singh]

sure that these things are bound to improve. I am putting forward these things because it is not so easy for this Ministry to cope up with the work unless and until there is the co-operation of all.

Another thing that I would like to say on this co-ordination is this. It was a very nice suggestion put forth that the secretaries to the different Ministries should meet together and decide things. But what happens is this I used to be in touch with the IFS some time back, and I know very well what happens when the secretaries meet. The secretaries used to meet, and they used to discuss everything. But when they went back to the Ministries, again, the filing and the noting started. Again, they met for a second time. Again, the same points were repeated and so on. I, therefore, request that instead of wasting time in filing and noting and going on doing such things, it is better that decisions are taken immediately. Let all the secretaries meet, and let the decision be taken then and there, and whatever decision is taken should be implemented. But once you plan a thing and once you decide upon the priorities, you must stick to them. Once the priority is decided, the plan must be taken on hand and it must be implemented. Again, I can give the example of the MIG's. Some months ago, it was decided to be put up at Nagpur or Bangalore. Again, they went back to Koraput. Next day, it might go to the Himalayas, and on the third day, it may go to Coimbatore. But I would say that once you decide the priority, and once the public knows about it, then you must stick to it, come what may.

There is one other suggestion that I have got to make, in regard to the Secretariat. It is high time that new works which are to be started should be entrusted to youngsters. Every time we find the same old officers only. With due regard to the

senior cadre of officers, I would say that everywhere we find the same officers. I would submit that we have got to recruit young IAS officers and have them in this new Ministry. They know the job and they can do it very well because it is the new officers who bring to bear more zeal and who do more work than the old officers. Who are accustomed to stick to the red-tapism of the British days, with filing, noting, with the paper going up and coming back again. That kind of thing must be stopped. Certainly, you may have experts by all means; you may have three or four experts, as Dr. K. L. Rao has suggested just now, and with the experts, the Minister can decide upon the priorities, and decide upon the planning and go ahead.

This Ministry has got an onerous task and very heavy responsibilities, and this Ministry has got at its head a person like Shri T. T. Krishnamachari who, if he wants to do a job will say that he can do it, and who if he does not want to do a job would rather say that he would not do it. He has got all his fingers well laid, and I do hope that he would be able to do this job very well.

**श्री बड़े (खारगोन) :** सभानेत्री महोदया, मिनिस्ट्री आफ इकोनोमिक एंड डिफेंस को-ऑर्डिनेशन की डिमांड को मैंने देखा तो मेरे सामने सवाल उपस्थित हुआ कि किस चीज का कोऑर्डिनेशन होने जा रहा है, क्या यह कोऑर्डिनेशन आफ ब्रेन हो रहा है या कोऑर्डिनेशन आफ मेटोरियल हो रहा है। लड़ाई के बाद इन पांच महानों में इस मिनिस्ट्री ने जो काम किया है और जिस का कोऑर्डिनेशन किया है और किस हद तक उस में यह कामयाब हुए हैं, उस को से कर जनता में काफी शंकायें पाई जात हैं। आप हमें यह बता दें कि इस कोऑर्डिनेशन की जरूरत क्यों महसूस हो रहा है। क्या अभी कोऑर्डिनेशन नहीं है और क्या हमारे

डिफेंस मिनिस्टर साहब काबिल नहीं हैं इसलिए कोओर्डिनेशन करने की जरूरत महसूस हो रहा है या मिनिस्टर-मिनिस्टर में आपस में झगड़ा है, इसलिए कोओर्डिनेशन हो रहा है। जो कोओर्डिनेशन चल रहा है Whether it is fact finding, whether it is fault finding or whether it is remedy findings,

यह भी तो आप हमें बता दें। मैं समझता हूँ कि जो मिनिस्टर्स नियुक्त हुए हैं, तब बातें उन को करना हैं। Firstly, they are to find out facts, secondly they have to find out faults and thirdly they have to find out remedy.

ये तानों इयूटोज उन के पास हैं। इस के बाद जब मैंने इन तानों इयूटोज पर बिचार किया तो मैं इस निष्कर्ष पर पहुँचा कि इन को पूरा करने के लिए भी इस मिनिस्ट्री का जरूरत नहीं है। मैं मानता हूँ कि जो मिनिस्टर हैं, वह काबिल हैं। अगर एक दो डिफेंस मालूम पड़ते हैं, उन को दूर करने के लिए एक मिनिस्टर एड्ड कर दिया जाए तो वे डिफेंस दूर हो जायेंगे, अगर इस भावना को ले कर आगे बढ़ा जाता है, तो यह भावना गलत है। माननाय सदस्य द्विवेदां जं ने यहां पर प्रस्ताव रखा था कि मिनिस्टर्ज को तादाद कम की जाए। कम करने की बात तो दूर, इन का संख्या को और बढ़ा दिया गया है। अभी अगर कोओर्डिनेशन नहीं हो रहा है, डिफेंस का काम ठीक नहीं हो रहा है, एक मिनिस्टर एड्ड कर दिया जाएगा तो काम बराबर होना शुरू हो जाएगा इस चीज को मैं मानने के लिए तैयार नहीं हूँ।

अभी पछे बंगलौर के पेपर में एक न्यूज छपा था कि श्री टो० टो० कृष्णामाचारो और श्री चह्माण आरनाट सोइंग आई टू आई मैं पूछना चाहता हूँ कि इस तरह का न्यूज क्यों छपता है। यत्र धूम्र तत्र वहिन्नः। यदि धुआं निकलता है तो नीचे कुछ अग्नि होना चाहिये। ये शंकायें लोगों के दिमागों

में हैं। चूँकि इस तरह का बातें होता है, इस लिये वे अखबारों में छपती हैं। जिस तरह से कोल के बारे में बाटलनेक्स हो गये थे, उसी तरह से मिनिस्टर्ज में आपस में बाटलनेक्स हैं, उनके काम करने के बाटलनेक्स हो गए हैं और उनको निकालने के लिये श्री कृष्णामाचारो का नियुक्ति का गई है जोकि बहुत इंटेलीजेंट है और मिनिस्टर्ज के ऊपर उनको बिठा दिया गया है। कितना वह इस काम में कामयाब होते हैं, यह देखना अभी बाकी है। लेकिन अगर मिनिस्टर्ज ने ठान लिया है कि उनको सहयोग न दिया जाये और वे समझते हैं कि एक स्कूलमास्टर का तरह में उनको उनके ऊपर रख दिया गया है, तो कोई काम नहीं चल सकता है, कोओर्डिनेशन नहीं हो सकता है। मुझे एक हैडमास्टर का बात याद आता है। वह क्या किया करते थे, यह मैं आपको बतलाना चाहता हूँ। वह क्लास के बाहर एक हाथ में केन ले कर घूमा करते थे और सुना करते थे कि पाठक कैसा काम कर रहा है। क्या काम हो रहा है और बाद में रूम में जा कर बताया करते थे कि काम बराबर नहीं हो रहा है। हमारे दो तीन मास्टर्स ने उन के खिलाफ आवाज उठाई कि जब आप केन ले कर खड़े होते हैं तो उस से हमारा दिमाग काम नहीं करता और हम समझते हैं कि हमारे ऊपर कोई सुपरवाइजिंग अथॉरिटी लगी हुई है। इस वास्ते हम नहीं चाहते कि आप इंटरफियर करे। अगर इस तरह का भावना श्री टो० टो० कृष्णामाचारो के बारे में होगा तो काम मुबारक रूप से नहीं चलेगा। एक दफा श्री टो० टो० कृष्णामाचारो के बारे में अखबार में निकला था :

“Ministers are bragging everywhere and they are doing nothing.”

इस प्रकार का स्टेटमेंट दिया गया था पेपर में। मैंने इस के बारे में जब क्वेश्चन पूछा तो जवाब दिया गया कि उन्होंने ऐसा कुछ नहीं कहा। लेकिन इस तरह की बात न्यूजपेपर्स में है।

[श्री बड़े]

इस के बाद सवाल उत्पन्न होता है कि जो हमारी सैनिक सहायता की बातें चल रही हैं उन के वास्ते श्री पटनायक जाते हैं। हमारी समझ में नहीं आता है कि पटनायक साहब क्यों गये, उन को श्री टी० टी० कृष्णामाचारी ने भेजा या हमारे डिफेंस मिनिस्टर साहब ने भेजा। हमारे श्री टी० टी० कृष्णामाचारी क्यों नहीं गये? इस के सम्बन्ध में जब ब्र दिया गया कि श्री पटनायक पारादीप के वास्ते जा रहे हैं। पारादीप के बारे में बातें करते करते वे वहां पर दूसरी बातें कर आये। अगर पटनायक साहब डिफेंस के बारे में बातें करते हैं तो आखिर हमारे डिफेंस मिनिस्टर साहब कौन हैं, चह्वाण साहब हैं या हमारे को आर्डिनेशन मिनिस्टर श्री टी० टी० कृष्णामाचारी हैं। और यह पटनायक साहब जिन्हे नक्षत्र की तरह से कौन आ गए? वह बाहर जाते हैं और डिफेंस के बारे में तरह तरह की बात करते हैं। जब इन सब बातों के बारे में कोई कोआर्डिनेशन नहीं है तो जनता के भीतर शासन के बारे में अविश्वास पैदा होता है। जब मिनिस्टर लोग आपस में अगड़ते हैं तो जनता आपस में क्यों नहीं अगड़ेगी? इस प्रकार की जो बातें होती हैं वह ठीक नहीं हैं। श्री टी० टी० कृष्णामाचारी साहब जो हैं वे बड़े काबिल हैं, वे बड़े स्वीट डंग के हैं इस लिये उन को यह काफिडेंस पैदा करना चाहिये गवर्नमेंट के अन्दर कि वे सुपरवाइजिंग अथॉरिटी की तरह से नहीं हैं, बल्कि जनता के अन्दर जो खराब खराब बातें दिमागों में हैं उन को निकालने के वास्ते आये हैं।

जब श्री टी० टी० कृष्णामाचारी साहब मिनिस्ट्री में आ गये हैं तो उन को देखना चाहिये कि जो रेड टेपिज्म फैला हुआ है गवर्नमेंट में वह खत्म हो। उन्होंने कहा था कि मैं तो रेड लैम्प की तरह से या कंट्रोल रूम की तरह से हूँ। इसी लिये तो मैं कहना चाहता हूँ कि जो रेड टेपिज्म है उसे उन को खत्म करना चाहिये। आज कल रेड टेपिज्म

की हालत यह है कि हमारे मध्य प्रदेश में डिफेंस के वास्ते एक ड्रम फैक्ट्री तैयार करनी है। वहां से उन्होंने ऐप्लिकेशन भेजी। जो हमारे इंडस्ट्रीज मिनिस्टर हैं उन्होंने केन्द्र के पास भेजी तो केन्द्र से वह चीज वापस आ गई, इस लिये कि फारेन एक्स्चेन्ज नहीं मिल सकता है, अगर इंडिजिनस मैशिनरी के उपयोग से यह फैक्ट्री बन सकती हो तो केन्द्र देने को तैयार है। हमारे यहां के उद्योग विभाग से कहा गया कि हम इंडिजिनस मैशिनरी लगाने को तैयार हैं। वह फिर उद्योग मंत्रों के पास गया, उस के बाद केन्द्र के पास गया। केन्द्र ने फिर लिखा कि उद्योग विभाग ने जो क्लेम फारेन एक्स्चेन्ज का किया है उस को पहले विद्वष्ट किया जाय तब वह इस की इजाजत देने को तैयार हैं। वह फिर वापस गयी इसी तरह से कागज ऊपर से नीचे और नीचे से ऊपर चलते रहते हैं। काम कोई होता नहीं। अगर इस तरह के रेड टेपिज्म को खत्म किया जाय तो काम जल्दी हो जायेगा।

इस के साथ ही साथ यह भी देखने में आता है कि स्टेट में और केन्द्र में कोई को-आर्डिनेशन नहीं है। स्टेट कहती है कि फ्लां इंडस्ट्री वहां होनी चाहिये आप कहते हैं कि हमारे पास कोटा नहीं है स्टील का, आप कहते हैं कि हमारे पास फारेन एक्स्चेन्ज नहीं है। स्टेट लिखती है कि वह निसेसरी है। इस तरह से आप देखिये कि कहीं पर भी स्टेट के उद्योग मंत्रालय में और केन्द्रीय मंत्रालय में कोई कोआर्डिनेशन नहीं है। सब जगहों पर पूरा कोआर्डिनेशन होना चाहिये।

इस के बाद आप करप्शन को देखिये। अगर श्री टी० टी० कृष्णामाचारी दूसरे विभागों से मिल कर काम करें तो करप्शन को रोक सकते हैं। उन को जो करप्शन और कंट्रैक्टर दोनों को कंट्रोल करना चाहिये। जब कंट्रैक्टर और करप्शन पर कंट्रोल हो जायेगा तो काम अच्छा हो सकेगा।

जो अभी न्यूजपेस में आया, वह मैं आप के सामने रखना चाहता हूँ। अखबार में लिखा गया कि "मुनाफाखोरों को सीखचों में बन्द किया जाये। अभी हाल में बीकानेर के पास में नाल एअरोड्रोम का अन्तर्राष्ट्रीय केन्द्र बना है। भारत सरकार को सोचना चाहिये कि जो शेड्यूल्ड रेट है उस से ५२ फी सदी उंचे पर वह दिया गया है। बीकानेर के पास वह न्यूज एअरोड्रोम है। उस के बारे में अखबार में आया है कि वह राष्ट्रीय अग्रव्यय का केन्द्र बना हुआ है इस लिये मुनाफाखोरों को सीखचों में बन्द किया जाये।

**एक माननीय सदस्य :** इस को आप लिख कर भेज दें।

**श्री बड़े :** मैं तो उदाहरण दे रहा हूँ। मैं इस को लिख कर भी दे सकता हूँ, लेकिन लिखने के बाद भी कोई जवाब उस के लिये नहीं आता है। सिर्फ उस का ऐकनोलिजमेंट कर लिया जाता है। अगर आप मुनाफाखोरों को और कंट्रैक्ट्स को रोकेंगे तो मैं समझता हूँ कि करप्शन खत्म हो सकेगा।

आप ने डिफेंस प्रोडक्शन कौन्सिल का निर्माण किया है। उस में श्री लाल बहादुर शास्त्री हैं, श्री चच्चाण हैं और श्री टी० टी० कृष्णमाचारी भी हैं। मैं जानना चाहता हूँ कि यह लोग इस में क्यों आये हैं, आखिर उन के काम क्या है। अगर आप इस पर कुछ प्रकाश डालें तो अच्छा होगा। आज लोग अन्धकार में हैं कि आखिर यह डिफेंस प्रोडक्शन कौन्सिल क्या है। उस के साथ साथ हम ने देखा है कि मप्लाई डिपार्टमेंट भी है। अगर उन के अन्तर्गत मप्लाई डिपार्टमेंट रहेगा तो डिफेंस प्रोडक्शन कौन्सिल की प्लैनिंग क्या है? वहां पर लोगों की ड्यूटी क्या है। वहां पर होम मिनिस्टर क्यों रखे गये हैं, स्टील मिनिस्टर क्यों रखे गये हैं। इन दोनों मंत्रियों की क्या ड्यूटी वहां पर है इस पर कुछ प्रकाश डाला

जाय तो अच्छा होगा। इस मिनिस्ट्री को पांच महीने हो गये हैं। इस समय के अन्दर उन की क्या क्या प्लैनिंग हुई है; उन्होंने क्या किया है, और आगे आप क्या करने वाले हैं, इस पर भी कुछ प्रकाश जाला जाय। अगर आप फारेन कंट्रीज में जायेंगे तो वहां से क्या क्या परचेज करेंगे? जैसे पहले जोप म्कैन्डल हुआ था उस तरह से अब नहीं होना चाहिये, इस के लिये आप ने क्या किया है? आज हम देखते हैं कि मिनिस्टर्स बाहर जाते हैं, उस के साथ कमिटीज बनता है। लेकिन सवाल यह है कि आज अन्तर्गत काम क्या होता है। श्री टा० टा० कृष्णमाचारी साहब श्री चच्चाण के पास ही बैठते हैं। दोनों का कमरा पास पास है। वे श्री चच्चाण को सप्लिमेंट और कम्प्लामेंट करते हैं। लेकिन मैं जानना चाहता हूँ कि आज डिफेंस प्रोडक्शन कौन्सिल का जहरत क्यों पड़ें। इस के लिये आप का प्लैनिंग क्या है और आप क्या करना चाहते हैं?

आपने हम को एक छोटा सा किताब दा है उस से कुछ पता नहीं चलता। डिमांड्स फार ग्रान्ट्स को पढ़ने से यह पता नहीं चलता कि आप क्या कोआर्डिनेशन कर रहे हैं। इस के साथ एक्स्प्लेनेटरी नोट दिया है वह काफी नहीं है इस लिये हम बड़े अन्धकार में हैं कि दरअसल मिनिस्ट्री आप एकार्बिक ऐंड डिफेंस कोआर्डिनेशन का जहरत क्या है। क्या आप कोई फाल्ट फाइंडिंग करेंगे? और क्या फाल्ट फाइंडिंग करने के बाद आप उस फाल्ट को निकालेंगे? अगर आप इसे करेंगे तो यह खुद दद देना करने और खुद उस का दवा करने का स्थिति हो जायेगा। जैसा शेक्सपियर ने लिखा है :

"Poets, lover and lunatics are of imagination all compact. To airy nothing, they give a local habitation and name."

वैसा ही बात हो जायेगी। अगर फाल्ट फाइंडिंग के बाद आप उस की रेमेडिज निकालेंगे तो मिनिस्ट्री-मिनिस्ट्री में हार्ट वनिंग हो

[ श्री बड़े ]

जायेगा आपस में। मैं चाहता हूँ कि आप का प्लानिंग सामने आ जाय। आप ने आज तक क्या किया है, आप मार्केट में जा कर क्या करने वाले ह, अगर आप इस प्रकाश पर डालें तो अच्छा रहेगा।

वैसे तो मैं समझता हूँ कि इस मिनिस्ट्री का जरूरत नहीं था, लेकिन जब निर्माण हुआ है तो आप को रेडटेपिज्म और करप्शन को दूर करने का प्रयत्न करना चाहिये।

**Shrimati Lakshmikanthamma (Khammam):** You have been hearing speeches of Members on this Ministry saying that its functions are very vague. As for myself, I do not feel anything vague. It is for the Minister to say whether he feels vague about his own functions.

If this Ministry had not come into existence, I feel things would have been more vague than they are at present. I think this Ministry was entrusted with a sacred and most useful duty. The problem of co-ordination of the activities of various Ministries has been a permanent and recurring one and the necessity to have some department to deal with this question arose. In July 1962, the Department of Economic Co-ordination was created. At that time, the Minister was to deal with the problems of coal, power, transport and iron and steel which have an important bearing on the industrial development of the country. Problems became more complex with the Chinese aggression and the declaration of emergency. The need was also felt to bring closer the organisations connected with the supply of priority requirements and the development of industrial resources.

Again in November, 1962, the Ministry of Economic and Defence Co-ordination was created. The Ministry took over Supplies and Disposals from the Ministry of Works, Housing and Supply and the Development

Wing from the Ministry of Commerce and Industry. The functions have been clearly stated in the small note given to us. They seem to be to procure the essential supplies required by the defence and civil departments of Government and to assess whether supplies could be met internally or could be substituted with indigenous material to assess future requirements, how indigenous production could be stepped up, to suggest priorities in the allocation of supplies, to keep under constant view the targets of industrial development, to resolve problems of industrial undertakings, to assess the requirements of essential services and to identify imbalances likely to arise as a result of an unprecedented defence effort. These seem to be, broadly, the functions of this Ministry.

The relationship between this Ministry and other Ministries is as under: to bring to bear the impact of defence requirements on programmes of production, transport etc.; to work out improvements for stepping up the pace of development in the case of programmes which are essential for development effort.

So, the functions of this Ministry and its relationship with other Ministries have been clearly stated. I think other Ministers can make the best use of this Ministry for overcoming any difficulties or obstacles that they may have. It is up to them. While removing the bottlenecks facing some of the departments in the implementation of their programmes, if the Minister comes across the same bottlenecks in the functioning of his own Ministry, I think he will be able to overcome them without much difficulty.

The problems of coal, power, transport, iron and steel have an important bearing on industrial development. Steps have to be taken to remove the bottlenecks with regard to power,

coal, steel and transport. An efficient working of steel and other industries is dependent on the existence of an efficient transport system, facilitating the assemblage of raw materials. We had a discussion yesterday about steel, and we know that, in spite of the fact that the Ministry has been ably functioning and also almost achieved the results in a short period, there will be certain problems in future facing the Ministry of Steel because most of the industry is situated in a particular area and 99 per cent of the steel has to come from that area. The steel industry consumes four to five tons of raw materials for one of finished product, and all these raw materials have to be taken to the plants. The finished product has also to be taken to areas where it is required. So, it is a severe strain. In spite of the fact that we are all happy about the rated capacity being reached by Bhilai and with the improvement of the sick child, Rourkela, we must have a long-range plan, so that it will not be a severe strain with the increase in production. Under the circumstances, the volume of transport required to supply raw materials to the plants in the steel region and for distribution of semi-finished and finished products to the consuming units in the various parts of the country should be according to plan.

This Ministry could remove certain of the bottlenecks in the field of power coal, transport and steel. The programme of power generation has been worked out with the Ministry of Irrigation and Power. The principal function of this Ministry has been to assist in tackling procedural problems that impede the commissioning of power plants on the scheduled dates, and setting up of stand-by generating sets for use in times of emergency.

So far as coal is concerned, this Ministry has been assisting in the rationalisation of movement of coal and distribution to smaller consumers. As a result of the interest taken by this Ministry in the loading and unloading of box wagons, coal move-

ment rose from 60 to 75 per cent in two months.

As far as steel is concerned, the essential quantity of steel required by priority projects has been worked out with the Ministry of Steel and Heavy Industries, and arrangements have been made for supplies.

In transport, a continuous study of the problems of transport, railways, shipping etc., has been undertaken by this Ministry.

Steps have also been taken to increase industrial production to meet defence requirements. Shri Hathi gave us an elaborate picture of what this Ministry has been doing as far as stepping up of certain important machinery manufacture in this country is concerned. In motor cycles, jeeps, road rollers and batteries, production has been stepped up. They should also step up production of indigenous products. I think it is a great problem before the Ministry.

Industrial estates have been established in various States, but they are suffering from want of raw materials. Even 20 per cent of the raw materials required could not be supplied to these small industrial units. I do not know how the Minister will overcome this difficulty of supplying the required raw materials to the small industries.

During the discussion on the Chinese aggression there was a lot of criticism as to how our jawans were not supplied with enough woollen clothing, blankets etc. Now, within a few months, this Ministry could double the supply of blankets; serge battle dress has gone up by six times, Angola shirting by three times and socks by four times. This is a great achievement of this Ministry.

Increase in the production of machine tools is also very essential. Wherever there are machine tool plants, Government should make it a point to expand them, and reduce the import of parts. I wish the Ministry all success.

**Shri Heda** (Nizamabad): I think one of the jobs of the Planning Commission would be to plan for the personnel, to select the right type of persons, and then allot the right type of jobs to them. Therefore, everybody did expect that Shri T. T. Krishnamachari would be included in the Cabinet, but it was a surprise to many of us when he was made a Minister without portfolio, because we know that he has got an aptitude for certain subjects, he has proficiency and knowledge, has thoroughness and grasp of subjects, and more than anything else he is tireless, he can work without any strain day and night. And then he has a practical approach. Therefore, we did expect that he would be given a major portfolio and entrusted with an important job. But even as Minister without portfolio, he proved himself very useful.

Last year while presiding over the Feroz Memorial Lectures, Shri Lal Bahadur Shastri paid a great tribute to Shri T. T. Krishnamachari when he said that the Minister without portfolio had become a terror,—terror in the sense that he studies the problem, finds out where the bottleneck is, where the country's needs are dire, assesses the difficulties, prepares the whole note and also suggests the remedies. The note is so thorough that as good an authority as Shastriji did admit that the note is so complete that one has to accept it *in toto* and there is no other go.

So, even as a Minister without portfolio he proved himself very useful. Later on he did tackle some of the very difficult jobs. But we have not adopted any particular convention for having ministers without portfolio or using ministers for advice, for guidance in any particular way. Yesterday Mr. Mathur, I think, was very right when he dealt with this subject, a subject which is a little delicate and rather ticklish. There can be two

types of persons who could be entrusted with the very important job of being a minister without portfolio or a minister expected to give guidance and advice. One is there for prestige's sake. In that case he should be the number-two, so that every minister would accept him as a senior colleague and would not therefore mind his advice or would never take it as an interference. In the other case he would give a particular advice on particular matters generally these are the matters, like foreign affairs and the matters, like that.

But anyhow I am happy that now he has taken over some job, though according to me it is not adequate. His capacity is still far more and I would say that there is still "under employment".

Mr. Hiren Mukerjee had referred to one aspect yesterday. He probably referred to the speech of Shri T. T. Krishnamachari on one occasion when he referred to man-eaters. And I really wonder why he has not been entrusted with the Company Law Administration. I think he is the best person to undertake this job and see that the private sector behaves properly. This should be in the interests of the private sector itself; because, the private sector suffers from its own black-sheep and if those black-sheep are fully penalised, the private sector would undoubtedly prosper and make further progress.

Now, Shri Krishnamachari has been given a job which on the face of it is very difficult. It is one of economic and defence coordination. From that angle it is not clear or specific except on those two things, namely Supply and the Development Wing; except for these two things it is not very clear as to what his job would be. But it is very much clear that anywhere there is a problem, there is a bottleneck, there is a difficulty, he would put his finger there, he would look into it, study the whole

subject and then come to the proper conclusion. And I have already seen how good results are coming forth—in such a short time, actual results would not be forthcoming, but I am giving you just the psychological background. I had an occasion to meet one of the Chief Ministers of a State who had a number of problems. I think about his problems many Ministers in the past had given him assurances that this would be done or that would be done. But this time he conveyed his feeling of satisfaction to me and said, "Mr. T. T. Krishnamachari has taken up this problem and I am quite confident that his note will work; once he has taken it up the problem will be solved; now it is only a course of time".

**An Hon. Member:** It is the State of Assam?

**Shri Heda:** You are not wrong in your guess.

So this type of confidence is being created by his very personality.

From one angle Shri Krishnamachari has an added strength: he had been out of office for some time. I do feel that anybody who enjoys office, then goes out of office, and then comes back to office comes with a better mind and with a better attitude.

**An Hon. Member:** It should be for all Ministers.

**Shri Heda:** And I have no doubt that the time when he remained out of office must have been a very useful thing, because he must have been able to mix with people, come across different types of men, know their ideas and how they feel and react about the Government, their policies and what not. Madam, it is the experience that when one is continuously in office he gets into a particular type of rut and therefore is not able to grasp the problem or understand people's sentiments from all angles, and that is why many times he himself fails to understand why people do not understand this or that. Therefore, the short time that Shri Kri-

shnamachari was outside office, I have no doubt, must have been very useful; and that would come to the help of the country as a whole.

When I heard Shri Hathi I really felt that a very useful work is being done so far as the Supply Department is concerned. In the beginning I was myself very much astonished why among all the departments Shri Krishnamachari chose Supply, along with this vague Co-ordination. But then, when I thought of the India Supply Mission and the India Stores Department, these two big agencies in Washington and London, and the way we are suffering there, I felt that they did need a reorientation.

14.37 hrs.

[MR. SPEAKER in the Chair]

I would not like to go into the details, because the details are not exact, but there are just some impressions formed. But I have no doubt that now under this Minister these two huge departments would do their job in a proper manner. Sir, I have been abroad a number of times and I will just give you a very simple example. This Parker Pen-61 is sold at a price varying from 24 dollars to 12½ dollars at different places in America. Go to a big shop and you will find a high price; and there are a number of shops in the city of New York itself where it can be purchased at as low a price as 12½ dollars. What applies to this pen may not apply to the same extent to everything, but even with regard to machinery and other things the prices vary so much. Therefore, unless our men in the India Supply Mission or the India Stores Department have got their fingers on the nerves and know what thing to get from where and how the prices are, they would not be saving money for the country and they may not be doing a good job of their work. I need not refer to the past few instances where we purchased jeeps and other things at fantastic prices and we even found that they were not reliable.

[Shri Heda]

So it was good that he has taken over this. And even in India the simplicity of the procedure that he has brought about is very good. Otherwise the time was coming when the private sector was refraining to supply to the Government, and they were feeling that it was to invite trouble by supplying anything to the Government, because they do not pass orders that the quality was good or it was according to the sample, and it takes time, sometimes years, to pass the bill. So I know of instances where some of the private sector firms did insist that at least ninety per cent of the payment should be made on the spot as soon as the supply is made. Therefore it was very necessary to streamline the procedures, and I think the few improvements about which we have just heard from Shri Hathi would create confidence in them that it would be properly done.

Similarly, it is also necessary, since Shri Hathi was laying emphasis that we would like to save foreign exchange and therefore we always find out before we place any order on the India Supply Mission, Washington or the India Stores Department, London whether this can be obtained from indigenous sources. I would say in this connection that it is not difficult to find out whether any particular firm can supply goods. The hon. Minister has got very good memory and wide knowledge and therefore he can immediately know if such and such firm is capable of producing such and such thing. It may not have been on the production line yet but if it has got the producing capacity, he can know. It would be quite easy for him if he just throws a hint to those factories; they would come forward and start production. We are in support of the public sector generally. Some emphatically feel that armament production should not go to the private sector. I am one with it. But till we start armament manufacture, if some part of it can be produced

in the private sector, we should not feel shy about it. The point is how to produce early, how to get supplies immediately as much as possible from indigenous sources. There are a number of engineering firms which can produce many useful items even in the armaments. They could prove very useful till the six new ordnance factories—to which the hon. Defence Minister, the other day referred and the hon. Minister Shri T. T. K. is already going forward with them—come up. I have no doubt that his Ministry would prove very useful. I still feel that the Minister should be entrusted with still more and more job and thereby the country should get benefit of his knowledge and his experience.

**Shri Swell** (Assam—Autonomous Districts): Sir, a shortwhile ago we had the privilege of listening to the Minister of State in the Ministry of Economic and Defence Co-ordination wherein he tried to explain at some length the responsibilities of this Ministry. But I must confess that even after listening to him, though he had filled in some details, put in some flesh into the skeleton which is only indicated in this report, I have not been able to rid myself of certain doubts and confusion as to the need, scope and the function of this Ministry. Somehow, it appears to me that all that the Minister of State has succeeded in doing is to lend substance to the charge of Prof. Mukerjee yesterday when he said that it appears that the Minister of Economic and Defence Co-ordination seemed to play the part of a Glorified Director General of Supplies and Disposals. The main thing about co-ordination is: how it is to be done, whether it could be done at all. That point has not yet been cleared. I expect that when the Minister himself makes his reply he would put some of our doubts at rest.

● It is a new Ministry created only in November last year. To me it is a Ministry without a well-defined scope



[Shri Swell]

gentleman from Orissa. We can only hope that the Minister will not run into unnecessary controversies as his forerunner and that he will come back from the States with some good, solid results, because no less than the freedom of our country is involved.

I now turn to a few points that have been mentioned in this report and with which I am personally very much concerned. I feel gratified that soon after assuming responsibility, the Minister has not lost time to pay a personal visit to Assam which is a forward area in our defence. I also feel gratified that he has realised the imperative necessity of extending the broad gauge line from Siliguri to Jogighopa in Assam. I read the other day in the newspapers that the Minister of Railways who had also paid a visit to Assam has agreed to this proposal, and a sum of about Rs. 32 crores will be made available for the construction of this line. But I want to ask the Minister this question: why should the line run to Jogighopa and not to Gauhati? I do not know if the Minister has personally visited Jogighopa. Jogighopa is a small, little out of the way place on the banks of the turbulent Brahmaputra river. It has no buildings worth the name. If you are to go to the other side which is the main line of Assam State, you have to go at present by means of ferry. There are no good roads branching off from Jogighopa to other parts of Assam through which the goods that are to be carried could be carried. Then there is the problem of steamer navigation. Navigating upstream from Jogighopa is a difficult and precarious proposition, at present, because of the unpredictable nature of the Brahmaputra river with a heavy silting on its bed. By having a railway line from Jogighopa, you will have to build an entirely new terminal station, and then some time or other, if this railway line is really to serve the needs of Assam. And all our

defence requirements, perhaps you have to build on an entirely new bridge across the Brahmaputra which will cost about Rs. 11 crores to Rs. 12 crores. On the other hand, Gauhati is there. I am not pleading for Gauhati, and I do not belong to Gauhati. But I am looking at the moment from a more practical point of view, Gauhati is the biggest city of the State of Assam and it is truly said to be the gateway to Assam. At present, it is connected with the rest of India.

**Mr. Speaker:** The hon. Member's time is up.

**Shri Swell:** For me, speaking in this House is always a bugbear, a struggle with the bugbear of your bell. I am not even half way of what I want to say. There is a more important thing with which I am more concerned and about which I would like to ask the Minister, and that is about the construction of an aerodrome in Shillong. I have not finished even with the railways. I plead that you should be pleased to give me a little more time.

Gauhati is connected with the rest of India by a new bridge as the Minister knows, and it is already a terminal station. Very little will be invested by way of buildings and other construction. There is a network of roads and railway lines running from Gauhati. The whole of Assam will be catered to from Gauhati. The only point that I can mention in favour of Jogighopa is that it is nearer to Siliguri and it will take much time and money at present to construct the railway line. If you take several things into consideration.—the construction of the bridge from Jogighopa to Goalpara which is on the other side of the Brahmaputra, I fear that even on strict financial consideration, the Gauhati proposal is a better one than the Jogighopa proposal. I am putting it to the Minister, and I would like to be enlightened about it. I would like to know whether, even at this time, he

is willing to change the railway line from Siliguri to Jogighopa to Siliguri-Gauhati.

Then I would like to refer to another important thing, namely, the aerodrome in Shillong. Sometime ago, in reply to my question, the Minister of Transport said that the subject was receiving consideration of the Government. Sometime ago it was given out in the press also that the work of constructing an aerodrome in Shillong would start sometime in winter. But after that, nothing else has happened. I am told that a suitable site for this aerodrome has already been selected, and I am told also that at a short distance away at the dam site of the Umtra hydel project, there are already heavy earth-moving machinery which are not being fully used. They can easily be employed on the work of constructing this aerodrome. But with all that, nothing has been done.

As you know, Shillong is the capital of the Assam State. It is also a very important military cantonment. I submit that even on pure, military or defence considerations, this aerodrome is a must. I submit that we have to fight the Chinese, whether the Chinese attack us or not. Again, that is an academic question. But it will be wisdom on our part to assume that an attack will come sooner or later. I submit that if we are not to damage the morale of our fighting forces, the morale of the country, we have to fight the Chinese and drive them out. We have to fight them in Assam, first in the mountains of NEFA, and then if necessary in the plains of Assam. Then, if necessary, if the worst comes to the worst if the Chinese, by a quick pincer movement, could cut off, the neck, that is, the narrow corridor which connects India with Assam—if the Chinese cut it off, still, we have got to continue fighting the Chinese from the hills in the southern part of Assam. On top one of these hills Shillong is situated. It provides a very ideal ground for guerilla warfare. We must continue the struggle. If we

do not do that, if we give up Assam easily, as I fear at one time we nearly did it what would happen? The Prime Minister, while the Chinese were pouring down towards Tezpur, went into air and said that his heart went out in sympathy for the people of Assam. We all felt that the Prime Minister and the Government sitting at New Delhi had abandoned us. Let us not commit the mistake again, and if you are going to continue to fight the Chinese out of Assam from the hills, where Shillong is situated, therein comes the logic of having an aerodrome in Shillong, because, at that time, your communication between Shillong and the rest of India will only be by air. I put it strongly to the Minister of Economic and Defence Co-ordination that he should kindly think of this, if he has not thought about it, and if possible to revive this question to have this aerodrome in Shillong.

Sir, I have two or three more points, but since you have rung the bell. I shall keep them for other suitable occasions.

15 hrs.

**श्री विशनचन्द्र सेठ (एटा) :** आदरणीय अध्यक्ष महोदय, बहुत से सदस्यों ने इस विषय पर अपनी अपनी बातें आप के सामने रखी हैं, परन्तु मैं थोड़ी सी दूसरी भावनायें इस विषय में रखना चाहता हूँ, जो नितांत आवश्यक हैं।

ब्रिटिश टाइम में मिलिटरी के प्रबन्ध को हम सब ने देखा है परन्तु आज उस के विपरीत हमारे देश की स्थिति यह है कि शाहजहांपुर के पास, जहाँ का मैं रहने वाला हूँ, एक जगह टनकपुर है। वह मिलिटरी ट्रांसपोर्ट स्टेशन है, उसी जगह से आगे की ओर सैनिक अल्मोड़े की तरफ भेजे जाते हैं। परन्तु मुझे बड़े दुःख के साथ बतलाना पड़ता है कि इन दोनों स्टेशनों पर मिलिटरी के हज़ारों आदमी नित्य रहते हैं लेकिन उन

## [श्री बिशनचन्द्र सेठ]

लिये पाने के पानी तक का समुचित प्रबन्ध नहीं है। मैं मिनिस्टर महोदय से पूछना चाहता हूँ कि हमारी मिलिटरी का आज इतना महत्व है उस समय जो मिलिटरी शाहजहांपुर में पड़ी है उसके लिए पाने के पाने का प्रबन्ध नहीं है, उस को दरिया में स्नान करने के लिये जाना पड़ता है? एक तरफ यह परिस्थिति चल रही है और दूसरी तरफ कहा जाता है कि हमारी मिनिस्ट्री बड़े सक्सेसफुली कार्य कर रही है। मैं इन दोनों के बीच में बड़ा भेद अनुभव करता हूँ। मैं मिनिस्टर महोदय को बतलाना चाहता हूँ कि जिन के बल बूते पर हमें देश को बचाना है, अगर उस मिटिलरी की दैनिक आवश्यकताओं को, उन के रहने के स्थान को, उन के पाने के पानी का हमारा सरकार ने ठीक तरह से प्रबन्ध नहीं किया तो हमारी समझ में नहीं आता कि किस प्रकार से आगामों लड़ाई में हम कामयाबी या सफलता कर सकेंगे।

डिफेंस मिनिस्ट्री के सम्बन्ध में मैं शाहजहांपुर को ही एक और बात बतलाना चाहता हूँ। शाहजहांपुर में भारत को सब से बड़ा आर्मी क्लॉदिंग फैक्टरी है। वहाँ पर सूट को या दूसरे कपड़ों को जितना सिलाई पड़ता है, अगर हम कंट्रैक्ट बेसिस पर उन्हीं कपड़ों को सिलायें तो उस से बहुत सस्ते में सिल सकते हैं। यह परिस्थिति तब है जब कि इस फैक्टरी के अन्दर सारा आटोमैटिक मशीनें हैं। यहाँ तक कि बटन लगाने की है, कपड़ा काटने की भी आटोमैटिक मशीनें हैं, सब कुछ होने के बाद रुपया लगाने के बाद भी जो सिलाई पड़ती है वह बहुत ज्यादा है। अगर मार्केट बेसिस पर कपड़े सिलवाये जायें तो वहाँ कपड़े आधे दामों में सिल सकते हैं। आज इसी फैक्टरी पर दूने और तिगुने खर्च की बात चल रही है।

सारे देश में जितनी भी चीजें आज सरकार के पास जा रही हैं उन के सम्बन्ध में मैं कहना

चाहता हूँ कि यह बड़े दुर्भाग्य की बात है कि किसी भी क्षेत्र से कोई भी चीज सप्लाय में जा हो नहीं सकती जब तक कि उसके लिये बाकायदा भोग न लगाया जाय। जो भी उस के निरीक्षण करने वाले अधिकारी हैं उन के रेट्स बने हुए हैं। जब आज हमारे देश पर इतनी बड़ी मुसीबत चाइनाज आक्रमण की आई हुई है और सारे देश को तैयार करना है, तब हमारे कोऑर्डिनेशन मिनिस्टर महोदय को इस पर ध्यान देना चाहिये कि जो चीजें हमारी मिलिटरी को आवश्यकताओं की फौरन पहुंचनी चाहियें उन के पहुंचने में इस लिये देर लगती है कि वह जल्दी पास नहीं का जाता। मैंने ऐसे भी उदाहरण देखे हैं कि चीजें बिल्कुल शेड्यूल, उसी डेग को बनाई हुई हैं जैसा कि आर्डर दिया गया तब भी जब तक उस के लिये कुछ पेमेंट न करें, जब तक उन अधिकारियों की तरफ, जो कि उन का इन्स्पेक्शन करते हैं, अपने हाथ न बढ़ायें तब तक उन चीजों को पास नहीं किया जाता। दुर्भाग्य की बात है कि आज हमारे देश में इस तरह की परिस्थिति है परन्तु इस की ओर कोई ध्यान देने वाला नहीं है, ऐसा मेरा निज, का विश्वास है। मैं ऐसी चीजें स्वतः देख चुका हूँ।

इस के साथ जितनी सरकारी फैक्टरीज पब्लिक सेक्टर में हैं उन के प्रश्न को भी प्रादरणीय मिनिस्टर महोदय की सेवा में रखना चाहता हूँ। प्राइवेट कंसर्न्स में भी चीजें बनती हैं वे सस्ती हैं और जितनी भी चीजें सरकारी क्षेत्र में बनती हैं उन के मूल्य बहुत ज्यादा हैं। एक बुकलेट भी आई थी कि भोपाल मशीन टूल्स फैक्ट्री में मुनाफा हुआ। परन्तु मैं बतलाना चाहता हूँ कि मशीन टूल्स फैक्ट्री में जो चीजें बनाई गईं उन के दाम इतने ज्यादा हैं कि जिस का ठिकाना नहीं है। दूसरे सरकारी क्षेत्र के कारखाने में वे मशीनें भेज दी गईं अगर उन को मार्केट में बेचा जाता तो सम्भवतः घाटा देखने में दिक्कत न होती।

लेकिन आप ने एक चीज लेकर दूसरे डिपार्टमेंट को दे दी और देने के बाद कह दिया कि आप को इतना मुनाफा हुआ। मैं इस को मुनाफा नहीं मानता। मुनाफा तो मैं उस को समझता कि मार्केट के कम्पिटेशन में सरकार पब्लिक सेक्टर की बनी चीजों को तैयार कर के मार्केट के लेवल पर ला कर मुनाफा दिखलाती। उस को मुनाफा वास्तव में कहा जा सकता था, परन्तु यह दुर्भाग्य की बात है कि अरबों रुपये हमारे इन फॅक्ट्रीज में लग हुए हैं फिर भी यह नहीं कहा जा सकता कि उन में प्रॉफिट हो रहा है।

अभी तक हमारे देश में जनता के पास जितनी भी बन्दूक, रिवाल्वर और राइफल हैं उन के बारे में किसी से भी पूछिये, तो पता लगता है कि व अभी तक हिन्दुस्तान में बन ही नहीं सकतीं। थोड़े दिन पहले कानपुर में कुछ बन्दूक बनी थीं पर आज और सारे के सारे फायर आर्म्स विलायत से आ रहे हैं। मैं मिनिस्टर महोदय का ध्यान दिलाऊंगा कि यह हमारे देश के लिये कितने दुर्भाग्य की बात है कि सामान्य नागरिक जो बन्दूक खरीदता है वह १५०० या १२०० रु० में आती है। जब मैं ने रिवाल्वर लिया था तो उस का दाम ६५ रु० था लेकिन आज उस का दाम २५०० रु० है। इतना बड़ा खर्चा फारेन एक्स्चेन्ज का इस पर हो रहा है। दैवयोग से हमारे वित्त मंत्री श्री मोरारजी देसाई भी बैठे हुए हैं। मैं उन से पूछना चाहता हूँ कि आखिर क्या वजह है कि इतना बड़ा फारेन एक्स्चेन्ज खर्चा होने के बाद भी फायर आर्म्स हिन्दुस्तान में क्यों नहीं बनाये जा रहे हैं? अगर डिफेन्स मिनिस्ट्री की बड़ी बड़ी फॅक्ट्रीज के पास समय नहीं तो कोई खास बात नहीं है। देश में बरते जाने वाले फायर आर्म्स हैं उन के बनाने का भारतीय फर्मों को ठेका दिया जाय, अथवा परफिट दिया जाय कि वह देश के अन्दर आवश्यक चीजें बनायें। मैं इस को देश के लिये अपमानजनक मानता हूँ कि हम अपने देश की दैनिक आवश्यकताओं

के लिये छोटी छोटी बन्दूक और रिवाल्वर भी विदेशों से मगायें और इतना फारेन एक्स्चेन्ज खर्च करें।

यहां पर किसी साहब ने कहा कि आदरणीय मंत्री श्री टी० टी० कृष्णमाचारी विदेश जाने वाले हैं। इस के सम्बन्ध में केवल एक बात कहना चाहता हूँ। हमारे देश पर इतना कर्जा हो चुका है उस की ओर ध्यान दिया जाय। आज एक ऐसा वातावरण बन गया है कि बिना कर्जे के हमारा काम नहीं चल सकता। शायद जिन्दा रहने के लिये भी अब हम को कर्जा लेना पड़ेगा। कर्जे की कोई लिमिट होनी चाहिये कि हम कितना कर्जा दूसरे देशों से ले सकते हैं। हमारे देश के एक एक आदमी पर फारेन एक्स्चेन्ज के कर्जे का बोझ पड़ रहा है, परन्तु आज शायद हमारे नेताओं की ओर बड़े बड़े मिनिस्ट्रों की सफलता का मापठा, या सब से बड़ा काम यही है कि विदेशों में जायें और कर्जा ले आयें। हमारे जो सोसज हैं देश के अन्दर, जो समता है, उसी के अनुसार हम अपने कार्यक्रम अपना सकते थे। हमारे देश में रुपयों का इतना दुरुपयोग हुआ है कि उस के कारण, मैं ऐसा विश्वास करता हूँ, हम कर्जा लेने की ओर बार बार बढ़ते हैं। अगर हम इस रुपयों की ठीक प्रकार से इस्तेमाल करते तो शायद हमारे सोसज की आज जो स्थिति है उस तरह की न होती।

मैं अन्त में केवल एक बात आप के सामने रखना चाहूंगा। आज भी हमारे देश में जिस प्रकार से कार्य चल रहे हैं उस में एक कागज को एक मेज से दूसरी मेज पर जाने में हफते और महीने लग जाते हैं। मैं पूछना चाहता हूँ कि जब देश में इमर्जेंसी लगी हुई है, एक बड़ा खतरा हमारे सामने है, अगर इस टाइम में भी हम अपने कार्यक्रमों को शीघ्रता से नहीं पूरा करेंगे तो वह कौन समय आयेगा जब कि हम अपने देश से इस प्रकार की परिस्थिति को दूर कर सकेंगे ?

[श्री विशनचन्द्र सेठ]

इन शब्दों के साथ आप को घन्यवाद देता हुआ मैं अपने भाषण को समाप्त करता हूँ ।

**Mr. Speaker:** The hon. Minister.

**Shri T. T. Krishnamachari:** Sir, may I know what time I have?

**Mr. Speaker:** I was told that he required only half-an-hour.

**Shri T. T. Krishnamachari:** That will be about the time that I may require. Thank you.

**Mr. Speaker, Sir,** I rise to speak before this august House with a certain amount of trepidation largely because I have no achievements to show to my credit, but I am emboldened by the friendly reception that my Demand has had in this House. I am particularly grateful to my very good friend, Profesor Mukerjee, for having struck the tone when he spoke yesterday. In fact, Sir, whatever doubts hon. Members might have in regard to the utility of this Ministry and its capacity to contribute effectively in the various tasks that have been, at any rate, vaguely assigned to it, nobody has said that I am unfit for the task though I myself feel not quite so confident. I saw in a paper this morning that I have been "under fire". Well, I did examine my coat today but say that no part of it had been singed.

Sir, the need for a department of this nature in the present context is something for which there are parallels in other countries. I am sorry my hon. friend Shri Mathur is not here. He mentioned that there is no parallel. I am even more sorry that after his effort here he got ill. I have no doubt hon. Members of this House will join with me in wishing him a very speedy recovery. There is a parallel in England which is rather hidebound in regard to tradition. After considerable amount of hesitation, in 1942—I believe it was the 10th February, 1942—they

created a Ministry of War Production and assigned that job to Lord Beaverbrook. Shri Mathur mentioned that Lord Beaverbrook did not stay long and indicated that the job had gone into desuetude. It did not. Lord Beaverbrook gave up the job in a fortnight, I understand, largely due to reasons of health and his place was taken up by Oliver Lyttelton who subsequently became Lord Chandos. Thus, when I was asked to take up this job I tried to find parallels in the various countries which were engaged in similar effort and I came across a definition of this particular type of work, not analogous but similar, in the appointment of the Minister of War Production in the United Kingdom. I would like to read just a passage from what Mr. Oliver Lyttelton said on 24th March, 1942 in the House of Commons:

"I think it is the wish of the House that I should deal first with the powers that have been conferred upon me. I would like to make it clear that they are the powers for which I ask, and that, as far as I have been able to see during a short study of the problem, they are both adequate and precise. They have not been incorporated in a White Paper, and I am sure the House will agree upon two things. The first is that to work upon a charter over such an extremely wide and varied field would be extremely difficult and would involve a very long document of almost legal precision when something much more flexible is required. Secondly, I think it must be conceded that the actual control over certain vital supplies and services will count much more than any paper mandate."

Well, Sir that perhaps fits in with the broad picture of the duties that the Prime Minister has assigned to me.

I also found a parallel in the United States. They experimented with a

number of institutions before they finally came upon the idea of appointing a person with no fixed responsibilities for any department. They appointed Mr. John Burns and gave him the task of co-ordination. I think the office was called the Office of War Mobilisation and Re-conversion because the problem of mobilisation also meant re-conversion, and the duties that were assigned to him were very wide and would not bear of any precise description.

**Shri Heda:** Was he a member of the Cabinet?

**Shri T. T. Krishnamachari:** Unfortunately, the position of a member of Cabinet in the American Government is rather vague. He was, I think, almost a member of the Cabinet and I think he had very wide powers. Sometimes he was nicknamed in a manner which I would not like to repeat here. But these are the two analogies that exist so far as the creation of a post similar to mine is concerned.

Sir, hon. Members know that when I came here in June, on 8th June 1962, we had no emergency in operation. But I was given the task, by the Prime Minister, of economic co-ordination without naming it specifically. The machinery that was created was called the Special Economic Co-ordination Unit functioning in the Cabinet Secretariat. It was a very difficult task to undertake because economic co-ordination, as hon. Members have envisaged, is a difficult one. But I would like to say that the Special Economic Co-ordination Unit, which is still preserved, has done some very good work. It would not be proper or fitting to say what it has done because it will reveal defects in certain mechanisms of Government which it is not proper to reveal, but I would like to take this opportunity of expressing my gratitude to the Secretary of the Special Economic Co-ordination Unit who acted as my colleague and blazed the trail for this purpose of economic co-

ordination in a manner which, I think, was admirable. Unfortunately, exigencies of public service has deprived his services so far as I am concerned and he is functioning in the Defence Ministry. I mean Mr. Rao. To him I owe a deep debt of gratitude for having blazed the trail of a type of work which is very difficult to do normally.

Sir, now, since the emergency started, this nebulous assignment, which was not of my seeking, was given to me and I had to take over the Supply Department, notionally only because the presiding deity of the Supply Department is my very valuable colleague, Shri Hathi, and I think, again I have been extremely lucky. For a person who is not quite so wise, I think I am lucky because I have a very valuable colleague to help me, and the House would have noted from the manner in which he was responding to the various questions raised how valuable a colleague he is.

The Supply Department itself has a history behind it. The same is the case with the Technical Development Department which is called the Development Wing. They were off-shoots of the last war and were then functioning under a Member for Supplies—I believe it was Shri Ramaswami Mudaliar. He controlled not merely supply but he had also under him the Directorate-General of Munitions Production and the entire industry; he had control over raw materials and the development department which was formed for the purpose of advising the industry, the entire civil sector of production in so far as it related to war effort and even shipping and movement. It was a very very wide job that Shri Ramaswami Mudaliar was entrusted with. After the war these departments started splitting. You had the Industries Ministry which had both the civil and development wing. It was again split in 1951 and various changes have taken place, so much so now six ministries do the work of one Ministry—that was the

[Shri T. T. Krishnamachari]

Supply Ministry during wartime. To say that the Supply Department was something negligible or was functioning somewhat lethargically under certain ministries is not stating facts. The Technical Development Department has now been taken away from the Commerce and Industry Ministry. Some hon. Members have raised objection to it. I think there is a case for having the Technical Development Department under a Ministry which has no specific responsibilities, because the Technical Development Department serves a number of Ministries today, namely the Defence Production Department, Heavy Industries Ministry, the Steel Ministry, Industries Ministry and International Trade to some extent and so on. Therefore, it is perhaps good that it is under a Ministry which has no specific responsibilities.

To sum up the totality of my responsibilities, there is the Supply Department, the Technical Development Department and the Special Economic Co-ordination Unit which was created in June.

An hon. Member said this is top-heavy. I do not know if it has really gone into the budget demands, but it is said that a number of officers and men were employed in this Ministry. I believe, we have not even employed the sanctioned strength. The sanctioned strength is 246. We have got only 222. Also, a part of them work as liaison officers for the Supply Department, which was in existence before. Some of them work in the Technical Development Department and, one hundred of them, all told, are in the Special Co-ordination Unit, which existed before. Therefore, what is left to the Co-ordination Ministry as such, might be top-heavy to some extent but, I believe, as a man of some experience, I rather prefer, in being top-heavy than having a middle spread. I think my hon. friend who warned me would perhaps be also believing in course of time that the middle spread is rather

bad and top-heavy is better. Actually, we are working with a few officers.

Shri D. C. Sharma: Both are bad.

Shri T. T. Krishnamachari: They are not burdened by files. The officers are mobile and have to take certain decisions without any delay. I am perfectly satisfied with a top-heavy department without the appendances that go with a department according to Secretarial practice. If my hon. friend thinks that I should have one Secretary, 2 Additional Secretaries, 4 Joint Secretaries, 8 Deputy Secretaries, 16 Under Secretaries and a proportionate number of Superintendents, that is not my way of doing the work and when my hon. friend succeeds me in this job, I suppose he will arrange it in a different way.

In regard to specific problems that have been mentioned here, I would again express my gratitude to my colleague for having dealt with them very effectively. But there are a few which I think the House would expect me to deal with.

One matter which is really not primarily my concern but in which I have been the target of attack is the Farraka Barrage. I have had some very choice expressions about my proclivities and my capacity mentioned in certain newspapers coming from friendly Bengal. In fact, it was one of these rare instances where I was innocent. Even at the risk of revealing official secrets, which I do in the presence of the senior colleague to my right, all I said was that either the Farraka Barrage should be expedited or we should think of a bridge, or at least we should think of three or four ferries.

An Hon. Member: Is that enough?

**Shri T. T. Krishnamachari:** Not enough, but that is a substitute. It is something like what Pancha Pandavas were asking the Kauravas—just enough space to put five pins in. That is all that I asked. Well, I am accustomed to being the target of attack, bricks thrown at my head and I am not worried. But I want to mention to my friend that I am not at all guilty of having delayed the Farraka Barrage. In fact, if I have my way, I would like to get it expedited much earlier, not in 1969 or 1970; I want the target to be 1967 so that it might be completed in 1968.

The other matter which he mentioned, and in which I am deeply interested, is the Barrackpore trunk road bridge. Though it is not within my province and is purely a State subject, I shall certainly make enquiries and find out if I can assist in any way.

Shri Mathur referred to one or two other matters, like the speech of Shri H. V. R. Iengar, complaining about the delinquencies of the Technical Development Department in regard to the supply of some equipments needed for vehicles. I understand that the Technical Development Department is not really responsible for this. They have now got the equipments and they are going to assemble the vehicles.

The other question raised was: what is my position *vis-a-vis* my colleagues, I am a colleague of 17 other people, and my position is that of a colleague. Shri Singhvi mentioned about *Primus inter pares*. Yes, the Prime Minister is No. 1 among equals. I am an equal among equals. I do not arrogate to myself any particular position. Why should I?

**Shri Kapur Singh (Ludhiana):** More equal or less equal?

**Dr. L. M. Singhvi (Jodhpur):** More equal or less equal?

**Shri T. T. Krishnamachari:** The other question that was asked was whether I had differences with my

colleagues. I think one of them mentioned my differences with Shri Chavan, the Defence Minister. Well, if two people do not have any differences all the time one of them is completely useless. I am sure, many of the hon. Members who have levelled that accusation against me and my colleagues are married people, and I am sure they have differences with their wives. Still, they live together and work together. I would also like to mention, if I am not flattering myself, that when I left Government in 1958, the Prime Minister was kind enough to write a letter to me in which he said: we have agreed, and we have disagreed often times leading to arguments, but we were working for a common objective, namely, the development of the country; therefore, we worked together. So, when I had the privilege of disagreeing with my chief, I have no doubt my other colleagues would also allow me the privilege of disagreeing with them. And disagreement does not mean quarrel; disagreement means synthesis. We work together, we work for a common task. I am not going to come and say that my colleague, this or that Minister, has not done this or that. I might have a different view when he holds one view, but we ultimately come to some agreement. The reason why an old man like myself without a specific responsibility is given this job is because I have no axe to grind, no case to urge. When we have difference of opinion, sometimes we come to a middle of the road view; sometimes, they agree with me. In fact, in quite a lot of matters in regard to foreign aid and various other things, I have to work with my colleague, to my right. I do not think there were many instances in which I had to trouble him at all, because I have found the Secretariat extremely co-operative. Also, he had given instructions to them. Well, if anything goes to him, he tries to see what can be done about it. I have no trouble at all.

It was also mentioned by one of the hon. Members about the Power

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Ministry having done something in spite of me, They can do it. If they do anything in spite of me, I shall be very glad. And I shall not be sorry. But that particular reference was to a conference which was held by my Secretariat where some synthesis was arrived at.

In one sense, since I have no specific responsibilities and since I do not want and shall not claim any credit for any act done by Government, my position is easy. I can go and tell people "do this" or "consider that" or "do it in a different way".

One hon. Member referred to the Secretaries' Committee. I receive the minutes from the Secretaries' Committee. I think the Secretaries are imbued with a sense of urgency, with a sense of purpose. There is no question of any quarrel in this matter. We are here for a big job, and I do not think there is any hesitancy on the part of other Ministers to co-operate. Therefore, I would like this ghost to be laid at rest that the purpose of creating the Ministry for Co-ordination is to throw the apple of discord in the harmony that already exists or prevails in Government. I, for my part, am perfectly sure that none of my colleagues dislikes me, none of my colleagues dislikes to co-operate with me. Very often, I do not have to go them at all; I get things done at the slightly lower level, if I want anything to be done.

Shri Banerjee and a few other hon. Members had somewhat, perhaps justifiably, mistaken the duties of this Ministry for the duties of Defence Production. In fact, as I said, Defence Production is separate wing. But I have a lot to do with it, undoubtedly, because Defence Co-ordination means Defence Production and Defence Provision. That is where my hon. friend from Assam comes in. He asked me why I felt that Jogighopa was necessary. For the purpose of defence, for the purpose of strategy

we wanted an additional line. The dovetailing of the broad gauge with the line that exists now to Gauhati would not serve the purpose. In fact, if that line would serve the purpose, we can improve the signalling arrangement; we can improve the various other operative mechanisms. Then a second line may not be necessary. It may ultimately be necessary but it may not be necessary now. The whole idea of Jogighopa being selected was that it would serve as an additional feeder for strategic purposes and would enable us to use river when we wanted. Of course, the river is tricky and treacherous and we will take care of it.

The other point that he mentioned was about the crossing-over. When the time comes, possibly in the Fifth Plan, there may be a bridge. I can tell him that if he goes and have a look at Jogighopa, he will find that there is no place over the entire Brahmaputra Section that is more favourable for a bridge to the other side than Jogighopa where the river is controlled by two hillocks and hence the river cannot be treacherous.

Another matter which he mentioned and which I might as well deal with is the question of the aerodrome at Shillong. I am not in a position to say precisely what is happening. But one thing I can assure him and it is that if the military needs then there would be an aerodrome on the other side of the Brahmaputra near the hill areas. Where it will be will have to be decided by the appropriate authority.

I now come to some of the points raised by my hon. friend, Shri Nath Pai. I wish I could deal with the other points made by hon. Members, but there is not much time. I always like to hear Shri Nath Pai. He is refreshing, straight, direct and he does not mince matters. But I am afraid, there is not much that I can tell him. He has posed a number of questions

all of which are very germane in regard to the working of the Government. While as an individual and as a member of the Cabinet I cannot take full responsibility—I cannot give him the assurance that I am going to do this and am going to function in such a manner that all the deficiencies which he has mentioned in the Government would be overcome—in fact, I might perhaps depart from my own canons, that is, not to speak of intentions and achievements to make known some of my intentions in this regard.

I have often felt what the position of this particular Ministry should be after the emergency goes—and I hope, it will go soon. The Ministry can function as a very useful apparatus of Government and help our economic development more especially in the direction of planning. We are now envisaging to set up with a very small staff a resources organisation which will deal not only with the raising of resources but also with the apportionment of scarce resources. The Technical Development Department has to be enlarged. The only difficulty as he himself mentioned was the finding of the necessary technical personnel. That is our main bottleneck. But when I find them, my intention is that we will have 12 directorates and every directorate will have a planning section so that it can feed the Planning Commission so far as this work of industrial development is concerned.

He very rightly mentioned this question of manpower. Manpower is not a problem confined merely to the Industrial Management Pool or to the Administrative Pool, but it is a very much wider concept which has to be grasped and a proper organisation set up. I quite agree with him that at the moment it is divided into various ministries. The Labour Ministry has something to do with it. Technical education is in the hands of my hon. friend, Shri Kabir. The Planning Commission has got a cell and the

entire manpower as such is with the Home Ministry. They are assisted by a small section. They are going to have an Applied Manpower Research Institute to assist them. Sometimes these have to be brought under one umbrella because the basic defect, so far as I can see, in our economy happens to be two things, namely, the inability to get the resources needed because of lack of foreign exchange and the technical manpower necessary for augmenting industrial production for both of which, I think, for some time we may have to look for help from outside. But I believe at some time my colleagues and the hon. Prime Minister will permit me to set up a manpower cell in a ministry which is independent and which has no specific responsibility. I think, the ideas that have been thrown out by Shri Nath Pai would be very useful in that regard.

I think, Industrial Management Pool is a necessity. It cannot be disbanded. It has to be enlarged and its coverage made wider. The Administrative Management Pool is equally necessary and so there is a question of planning. The point that he has mentioned that for 90,000 workers in the ordnance factories we have only 300 supervisors is known to me. We want to remedy it. But it is not quite so easy because supervisors and engineering personnel do not grow on trees. So, we are aware of the fact and I am glad that he has underlined the fact.

I think, with all these things that we have in view today with regard to the expansion of Defence Production apparatus, not merely modernisation of the existing factories but also building of new factories, we need a lot more men. We have to train them and, if necessary, we have to get some foreign personnel for this purpose. I am glad, he has touched upon this point. I would like to assure him that we are seized of the problem though the solution of the problem is not quite so clear.

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He has made a mention of non-utilisation of aid and what I am going to answer to the Americans when I go to America. This is another problem which I have been engaged in almost from the time I came into the Government. There has been some backlog but I think we are catching up. Therefore I can make a better showing than what I would have done otherwise. I think, the warning that he gave me is correct. In fact, I for one welcome criticism. In this huge complex of Government apparatus which is attempting enlargement in various sectors, we are bound to fail in certain places. There is no harm in admitting that we have failed in this, that or something else, because it is an almost impossible task to be perfect. We can only become near-perfect by criticising ourselves. All criticism of the nature that has been thrown out in this debate, I think, is welcome. Therefore if I do not reply to these individual criticisms or points made by hon. Members, hon. Members can depend upon it that they will all be looked into. If they want any answer, we will try to furnish it to the extent of our ability.

I think, I have more or less come to the end so far as the points raised by the hon. Members are concerned. I think, what I have said here, though not adequate, forms a very useful supplement to the very elaborate speech made by my hon. colleague, Shri Hathi. Probably if I am here next year and if I function in the same way, perhaps I might be able to say that we as a Government and not I as a head of a department have been able to do something better. But I think that is all that I can promise now. One year is so far away that one cannot say what may happen.

I am most grateful to the House for the very kind reception that they have given to me.

**Dr. L. M. Singhvi:** While conceding one of the points of my criticism the

hon. Minister said that it is true that the Ministry's set-up is top heavy but that it is more efficient. I should like to know whether the Organisation and Methods Division of the Government have been advised that it is the more efficient way of functioning; if so, whether the necessary reforms are in the process of being carried out and whether this was also the piece of wisdom which had come when he was the Finance Minister in making ministries top-heavy and thereby making them more efficient.

**Shri Shahm Lal Saraf:** In my speech I had made two points. One point that I made was whether avoiding overlapping of departments and duplication would be one of his jobs. The second point was whether attempts are being made to build up a massive base for defence production for the future. Is that also his job and is he doing anything with regard to that?

**Shri T. T. Krishnamachari:** I am afraid, I had not made myself very clear probably because of my inability to express myself clearly to my hon. friend Dr. Singhvi. I do believe in a top heavy administration at the Centre. The Centre must have officer, who will be able to take decisions and not function through Clerks, Assistants, Under Secretaries, Assistant Secretaries and all that. On that we join issue. Therefore, if ever I have anything to do with advising the Government, I would ask the Government not to have a tehsil office but to have an office where each person will take the responsibility and come to a decision. Then, I think, we will have smaller number, lesser housing, lesser space and, I think, we will function more effectively. I do not agree with my hon. friend. We look at the thing differently altogether.

So far as the issues mentioned by the hon. member are concerned, it is a matter of striving to see that there is

no overlapping and I would like to say one thing here. Some hon. Members quoted from the *Eastern Economist*—Sir, forgive me for taking two minutes time—about the Supply Department. It would be completely wrong on my part to say that any department is corrupt. There are corrupt individuals somewhere here and there. I do not think I have ever expressed that the Supply Department is corrupt. Well, I might have felt that the department wanted a lot of reorganisation, a certain amount of mechanisation, a certain amount of shedding. That is probably true. I do not think I said that any department is corrupt much less any department over which I am presiding and I know nothing actually about the details. I cannot make a generalisation. So far as the overlapping is concerned, some overlapping is inevitable in the way in which the Ministries have been organised. I think, the Ministries will be reorganised some time, but even then some overlapping will come because humanly we are not perfect. We only learn by trial and error. But, I think, it is a goal that we have to strive for.

Mr. Speaker: The question is.....

Shri Joachim Alva rose—

Mr. Speaker: No more questions.

Shri Joachim Alva: On a point of order, Sir.

Mr. Speaker: Point of Order?

Shri Joachim Alva: Perhaps I have not raised a point of order in this House for the last 15 years. This is the point of order that I want to raise now. I do not wish to emulate my honourable friend Mr. Hem Barua. But this is my point of order. On the last occasion, during the debate on the External Affairs Ministerial Demands, I had referred to Dr. Girja Mukerjee as a very competent Press Attache who was also author of German books and said that he should not have been

allowed to go out of the External Affairs Ministry. You, Sir, interrupted me saying that no servant of the Government, no officer of the Ministry, should be referred to by name. I bowed down to your ruling. Now—I do not want to deprive Mr. Rao, Secretary of the Defence Ministry of any tribute paid to him by the hon. Minister—today Mr. Rao's name has been mentioned. I had once in the past referred to the very distinguished services of Mr. S. Dutt, now secretary to the President, and, I think, your distinguished predecessor ruled that I could not name him. Now, Sir, I want you, once for all, to lay down a rule as to whether officers of the Government can be referred by name or not. If high-ranking officers can be referred by name, I want to know why not the persons like Tungaram the electrician or any ordinary man in the street, who renders good services to the country cannot be referred by name. I beg of you to give a ruling on this.

Mr. Speaker: The rule is very clear. No officers are referred to by name, either appreciated or deprecated, individually. But now to tell him why some time ago, some months or a year ago I had interrupted him at some time—I do not remember the circumstances; I do not remember the environment and I forget altogether what the case was—I have no answer just at this moment. Then, casually he referred that he got assistance from an officer. There was no harm in that. If he had gone further, probably I might have interrupted him as well. I am sure the Ministers have some privilege in that respect. Otherwise, if any Member is mentioned or any individual is mentioned, certainly I do interrupt and I did the right thing when I interrupted the hon. Member at that moment.

Shri Joachim Alva: Sir, the rule is not clear.

**Mr. Speaker:** The rule is clear. There is no ambiguity about it.

**Shri Joachim Alva:** We are small fry. (*Interruptions*)

**Mr. Speaker:** Small fry do not do like that. It is admitted on all hands—he must have no doubts—that he is not a small fry but a big fish.

**Mr. Speaker:** The question is:

“That the respective sums not exceeding the amounts shown in the fourth column of the order paper, be granted to the President, to complete sums necessary to defray the charges that will come in course of payment during the year ending the 31st day of March, 1964, in respect of the heads of demands entered in the second column thereof against Demands Nos. 11, 12, 13 and 116 relating to the Ministry of Economic and Defence Coordination.

*The motion was adopted.*

*The motions for Demands for Grants which were adopted by the Lok Sabha are reproduced below.—Ed.*

**DEMAND No. 11—MINISTRY OF ECONOMIC AND DEFENCE CO-ORDINATION**

“That a sum not exceeding Rs. 15,41,000 be granted to the President to complete the sum necessary to defray the charges which will come in course of payment during the year ending the 31st day of March, 1964, in respect of ‘Ministry of Economic and Defence Co-ordination’.”

**DEMAND No. 12—SUPPLIES AND DISPOSALS**

“That a sum not exceeding Rs. 2,94,81,000 be granted to the President to complete the sum necessary to defray the charges which will come in course of payment during the year ending the 31st day of March, 1964, in

respect of ‘Supplies and Disposals’.”

**DEMAND No. 13—OTHER REVENUE EXPENDITURE OF THE MINISTRY OF ECONOMIC AND DEFENCE CO-ORDINATION**

“That a sum not exceeding Rs. 52,15,000 be granted to the President to complete the sum necessary to defray the charges which will come in course of payment during the year ending the 31st day of March, 1964, in respect of ‘Other Revenue Expenditure of the Ministry of Economic and Defence Co-ordination’.”

**DEMAND No. 116—CAPITAL OUTLAY OF THE MINISTRY OF ECONOMIC AND DEFENCE CO-ORDINATION**

“That a sum not exceeding Rs. 92,000 be granted to the President to complete the sum necessary to defray the charges which will come in course of payment during the year ending the 31st day of March, 1964, in respect of ‘Capital Outlay of the Ministry of Economic and Defence Co-ordination’.”

15.44 hrs.

**DEPARTMENT OF PARLIAMENTARY AFFAIRS**

**Mr. Speaker:** The House will now take up discussion and voting on Demand No. 108 relating to the Department of Parliamentary Affairs.

**DEMAND No. 108—DEPARTMENT OF PARLIAMENTARY AFFAIRS**

**Mr. Speaker:** Motion moved:

“That a sum not exceeding Rs. 2,90,000 be granted to the President to complete the sum necessary to defray the charges which