



PRAYAAS

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Editorial

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Dear Colleagues,

Here we are, with the first quarter issue of PRAYAAS, an issue with a special fervour — an account of the “Bihar Love affair” of Shri Saran Singh, the sole surviving Bihar cadre officer of 1948 batch of IAS. The flavour of this “affair” has to be special, as Shri Saran Singh took the Civil Service Exams. in July, 1947 at Lahore where, as he recalls, “he used to leave ... college campus every morning for the exam. centre in downtown Lahore, not “sure of ... safe return!” And the article of Shri P.S. Appu on “inclusive growth”, will continue its provoking search for action as answer. Japan's catadrophic experience and lesson from this feature-timely-on the pages of this issue. Other articles with their wide range of subjects and refreshing treatment thereof promise increasingly richer materials in future.

(Arvind Kumar Chaudhary)

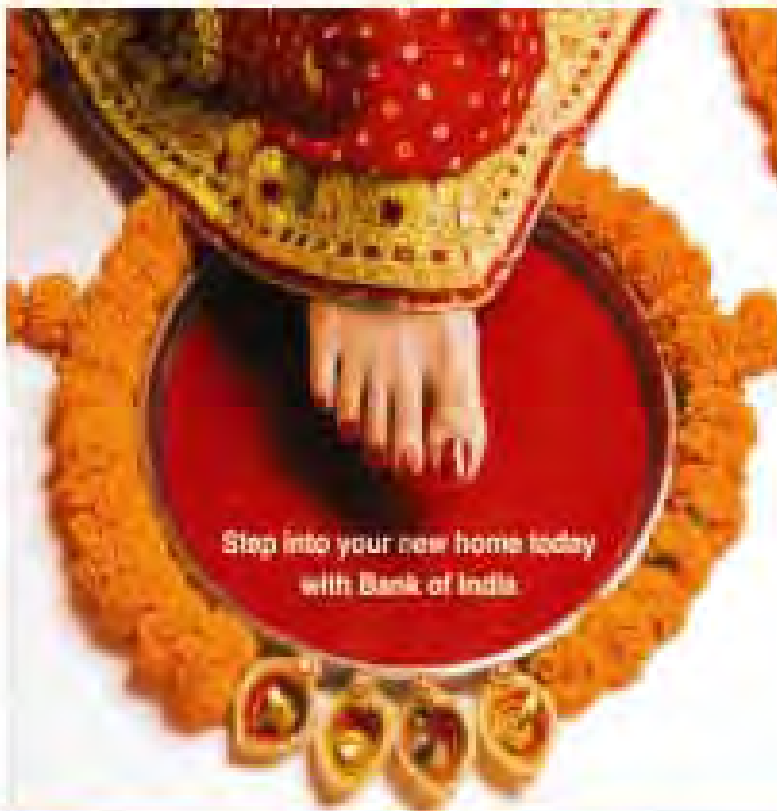
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Sher-Shah-Suri's Tomb

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MY BIHAR LOVE - AFFAIR

- Saran Singh

(I had the pleasant fortune of calling upon our most esteemed senior Sri Saran Singh on 7th of August'10 at his Kolkata residence. I realized that I had been depriving myself of most valuable moments by not creating opportunities to meet with a personality like him, so adorable and affectionate. It was a real experience to spend some quality time with him in a drawing room reminding one that one is close to the famous Botanical Garden of Kolkata. And it was so fulfilling an experience when Sri Singh was gracious enough to respond to the suggestion for an interactive session. As desired by him a questionnaire was made available to him. Here is his account of what he lyrically calls "my Bihar love affair". For those of us, familiar with the calligraphic marvel of his writings this letter dated 22-11-2010, running into six hand written pages has the same beautiful strength of his calligraphy as, for example, the letter dated 12th April, 1958 has. This letter is still with the addressee, Sri J. C. Jetli on whom I had called the other day and who has been gracious enough to hand over its photocopy to me. The materials in the four boxes have been placed by me. — SNS)

Saran Singh

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Date : 22-11-2010

(Personal, For Limited Circulation)

My Dear Sachidanandji,

Thank you for your letter dated 16th Nov. & The comprehensive questionnaire you have devised to elicit information on my Bihar love-affair! Permit me, however, to make a narrative – rather than splintered — report or, indeed 'REMINISCENCES', for whatever it is worth.

2. Sadly, at this point of time, I am the sole survivor of the FIRST BATCH OF IAS in Bihar! I appeared in the Competitive EXAM. (held by Federal Public

Service ComN.) at Lahore, in July 1947. I used to leave my college campus every morning for the exam. Centre in down town Lahore, not sure of my safe return! Having

finished with SIX PAPERS (and finding my hostel deserted) I left Lahore by train for DehraDun – only to land up in Delhi in Dec. 1947 when it became too chilly.

"It needs hardly to be emphasized that an efficient, disciplined and contended civil service assured to its prospects as a result of diligent and honest work, is a sine-qua non of sound administration under democratic regime even more than under an authoritarian rule, The service must be above party and we should ensure that political considerations, either in its recruitment or in its discipline and control, are reduced to the minimum if not eliminated altogether."

(Sardar Patel's Observations in the Constitution Assembly — Quoted in the Tenth Report of Second ARC Nov.'08)

3. The First batch received training at Metcalfe

House, old Delhi – from 30 March to mid Dec. 1948. Midway, I learned about FOUR of us being “allotted” to Bihar — then reputed to be among the BEST ADMINISTRATED 'PROVINCES'.

4. Most of 1949 at Bhagalpur was a “voyage of discovery’. I felt totally at home, a bachelor – ensconced at STATION CLUB — learning 'the ropes' of magisterial duties! Judiciary was separated only in 1952, well after

The district of Saran, which is the westernmost district of the Tirhut Division, is situated between 25°39' and 36°39' north latitude and between 83°54' and 85°12' east longitude. It contains an area of 2,678 square miles and a population, according to the census of 1951, of 31,55,144 persons. ...

... General Cunningham was at one time of opinion that it was derived from the Sanskrit work Sarana, meaning an asylum or refuge, and connected it with a legend of Buddha overcoming and converting certain evil demons who lived on human flesh. “The demons,” he says, “embraced Buddhism, or as it was expressed by the ancient Buddhists, sought the refuge or asylum of the three Precious Ones, i.e., of the Buddhist triad, Buddha, Dharam and Sangha”....

Another and more plausible derivation which has been suggested is that the name is a corruption of Sarangaranya or the deer forest. According to local legend in prehistoric times a holy recluse, named Rishi Sringi, had his hermitage at Singahi, a few miles east of Chapra, in the midst of a dense forest full of deer. A third suggestion which has been put forward is that Saran is a corruption of Sakra-aranya, i.e., the forest of Sakra or Indra, which formerly covered the country ... District Gazetteer of Saran

PROMULGATION OF THE CONSTITUTION OF INDIA on 26 Jan. 1950. That is when I was SDO Gopalganj, Dist. Saran.

5. If I recall correctly, the gentle Dr. Rajendra Prasad (then chairman, Constituent Assembly), ahead of assuming the mantle of FIRST RASHTRAPATI OF INDIA, visited

ZIRADEI, his childhood home, by a Dokata that landed at HATHWA'S World War II landing ground. He left in time for being sworn in on 26 Jan. 1950.

6. Since administration in 1950 was 'Regulatory', awaiting the era of community development, Gopalganj was a thrilling experience: touring on horse-back, holding camp court under canvas for on-the-spot settlement of cases, I had judicial powers as I class magistrate. It was in awe of the majesty of law when I awarded 18 MONTHS RI to an accused, later upheld by sessions court at Chapra! Yet my mind was restive, lest I had been excessively harsh.
7. Many people had never seen a SIKH; The Turban (ਸੁਰੇਟਾ) earned me both respect and curiosity. English sola hat had been the common sight until 1947. An explosive situation, over TAZIA flag being too obtrusive at Muharram in Kochoikot(?), compelled me to 'harangue' the mob into submission — from an elephant back! For this IMPROMPTU act, I received [to my surprise] a telegraphic commendation from Ram Sinhasan Pande, Secretary, POLITICAL (SPECIAL) DEPT.
8. In 1951 I was transferred as SDO Buxar, and travelled through neighbouring UP's Ballia, with a young wife in tow (that too from Calcutta) to join my duties. I lived in a Bungalow, INSIDE BUXAR FORT, on the right bank of River Ganga. It was pure enchantment. Except that Buxar was more complex and challenging. I bought WW II jeep for tours and, in 1952, not only TOOK DIRECT CHARGE OF ALL ZAMINDARIS in the wake of Land Reform Legislation, but also held The FIRST GENERAL ELECTION under republican

constitution. February 1952 was a dizzy & dusty month, stretching each day into endless dust – begrimed forays in rural – and riverine diara–areas. Election parties moved after one poll, to another BOOTH, mostly on carts or foot.

9. Counting of votes was watched by crowds beyond imagination. The ASSEMBLY and PARLIAMENT election was complex, but peaceful. One, 'Sardar' Harihar Singh was prominent among elected MLAs and Komal Singh of Dumraon (whose Zamindari RECORDS were taken over by me) became MP, partly on 'sympathy' votes as a RAJPUT(?) whose father had died 'young', but also because PARTY SYSTEM had not evolved.

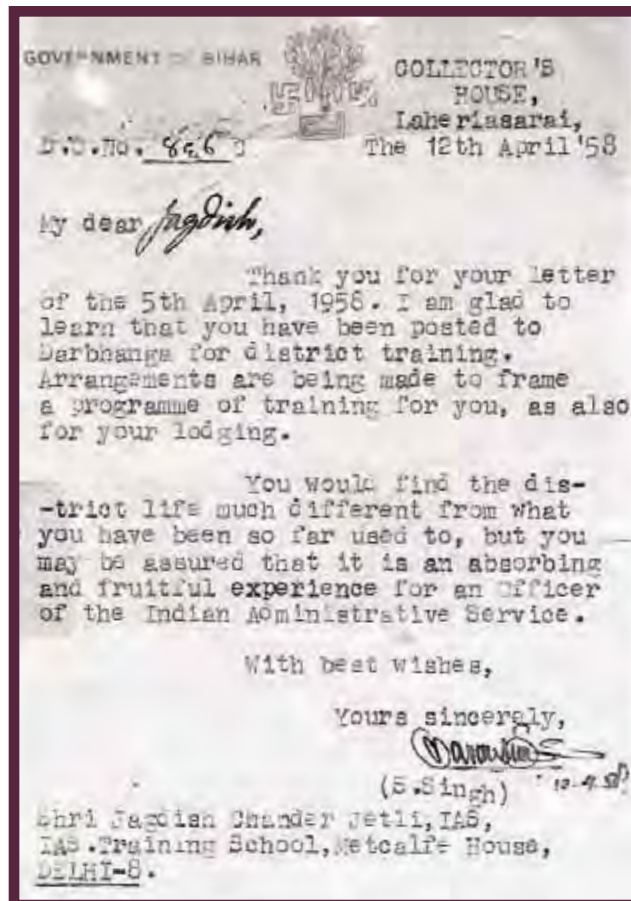
10. After a TWO-YEAR stay in picturesque Buxar I was moved to Patna, as UNDER-SECRETARY, EDUCATION, with J. C. Mathur, ICS as SECRETARY and an academician as DPI. However, this one-year stint was a 'transition' to being made Deputy Commissioner, Dhanbad in mid-1954, the first SENIOR SCALE post.

11. The First Five Year Plan had been launched in 1952, main emphasis being on rural development. Blocks, mostly coincidental with

THANAS, became UNITS, and villages as micro-units. I experienced the surge and the dynamics of this change during my three-year stay in Dhanbad (1954-57) administration gradually moved into the DEVELOPMENT MODE, and CLOSER to what is now called the GRASS-ROOT LEVEL. I not only enjoyed this new phase because of its REALISM AND PROXIMITY TO RURAL FOLKS, but also found it enormously satisfying. Formulating irrigation schemes and working with PANCHAYATS gradually turned into a passionate involvement, despite INITIAL hurdles and social barriers.

12. This process of 'OFFICE TO FIELD — TO GRASS-ROOTS' called for a new mindset at all levels of administration. After my stint as DM Darbhanga in 1958, I joined as Joint Secretary, Education, promoted to Secretary

a year later. The period of 1950's and early 1960's witnessed SPECTACULAR and all round progress in BIHAR thanks to the extraordinary LEADERSHIP at TOP: The legendary Dr. SRI KRISHNA SINHA as CM and MR. L. P. SINGH as chief secretary. Their RAPPORT — and TOTAL DEDICATION TO EXCELLENCE IN ADMINISTRATION-CATAPULTED BIHAR TO THE HIGHEST LEVEL. The British expert Dean Paul Appleby, in a succinct report, graded Bihar as the BEST ADMINISTERED



STATE OF THE INDIAN UNION. (Scanning Letter)
This quality was visible both VERTICALLY, among the SERVICES, and HORIZONTALLY in field services. Corruption was virtually unknown—even in PWD and works at field level. The Gandhi, Nehru, Rajen Babu charisma was WORKING. The passing away of Dr. Sri Krishna Sinha, and transfer of Mr. L. P. Singh as Home Secretary Gol, proved to be a WATERSHED in Bihar administration. It also revealed the validity of the external principle that nations' destiny is often determined by JUXTAPOSITION OF PERSONS & TIMES.

13. Not long afterwards, in 1963, to be precise, I was called away to Delhi as commissioner for enquiries under the newly constituted VIGILANCE COMMISSION, with an ex-Judge as single member. It provided me with a 'window to view the seamy side' of the sprawling governing machine across the country! Sri Lal Bahadur Shastri was 'my' MINISTER.

14. Delhi was daunting, with a sprawling, soul-less bureaucracy. Then, the great Nehru passed away. Shastri became P.M. But not long afterwards he too died—at TASHKENT, of all places!

15. While my colleague, Binod Bihari Srivastava (now ded) took charge as commissioner, Chotanagapur Division, I too moved from Home (vigilance) to KRISHI BHAVAN as Joint Secretary (Agriculture), with C.

The small programme that was started by the Rockefeller Foundation in collaboration with the Mexican Government in 1943 to try to help Mexico solve its food problem has done wonders around the world. Dr. Swaminathan had seen some of the short wheats in an international nursery that was set by the US Department of Agriculture for evaluating yield in different parts of the world and after seeing these he said that may be these will help. He invited me to India in 1963. He was the decisive person in getting this whole process moving. Many others, thousands of scientists, extension workers, Government officials including Minister of Agriculture, Shri C. Subramaniam and Prime Minister, Indira Gandhi, Agriculture Secretary, Mr. B. Sivaraman, played a decisive role, the impact of which has been very encouraging.”

—Norman Borlaug, Mexican Agriculture Scientist, recipient of Nobel Prize

Subramaniam as Union Minister. Then P.M. Mrs. Gandhi switched him over to FINANCE MINISTRY. I had the rare honour to serve as JS under the great leader, Babu Jagjivan Ram. This was the time when 'agricultural revolution' was ushered in by scientists like Swaminathan and geneticists of Punjab Agri. University who evolved 'wonder wheat' and high yielding variety of RICE. A quantum jump in FOOD PRODUCTION DURING 1966-70 forever drove away the spectre of STARVATION from India. Being a small part of GREEN REVOLUTION (1966-71) was a hugely gratifying experience for me. When I finished my term of 'CENTRAL DEPUTATION' in 1971 I REVERTED to my HOME STATE OF BIHAR, and was — LOGICALLY — posted as Bihar's Agriculture Production Commissioner.

16. My experience of Union agriculture ministry proved to be an asset. Bihar's riverine areas,

both North and South of THE GANGA have always been the state's food basket. Now high yielding varieties of rice and wheat brought a sea change, inspite of the regressive BATAI-DARI SYSTEM. Our experts helped me formulate a World Bank (IBRD) project for development of agri-markets which was operationalized

in December 1971. However, shortly afterwards, I was moved to BOARD OF REVENUE as SOLE MEMBER, which enabled me

to invigorate LAND REFORMS — upto a degree, conferring security of tenure on recorded share croppers.

17. This ERA was the beginning of MULTI-PARTY COALITIONS. The administrative fabric often showed signs of strain. 1972 (?) election brought back Congress TO POWER and Mr. Abdul Ghafoor became chief minister. But I have no clear recollection, except that the Jai Prakash Narayan Movement brought to the fore the POWER OF YOUTH — still mostly urban-based.

18. In 1974 I took over as chief secretary, succeeding PKJ Menon (1941-war service – Seniority) I remember reminding the then CM about the hoary 'SENIORITY RULE' in services, because my appointment meant supersession of half-a-dozen 'WAR SERVICE' IAS officers! The CM (and cabinet) over-ruled my objection! But Govt. of India came to my (and THEIR) rescue. Mr. K. Abraham was appointed Lt. Gov. of Nagaland; NP Mathur went to Mizoram, some others found similar DEPUTATIONS — out of Bihar.

19. But as Chief Secretary, every conceivable crisis confronted me: Mrs. Gandhi imposed EMERGENCY across the length & breadth of India. Students' agitation fizzled even as the legendary J.P. was put on dialysis! By a freak coincidence the Ganga and the Sone rivers had simultaneous flooding that spilt over their right banks, inundating most of the town from Gandhi Maidan to Danapur, including the two Secretariats and most bungalows, except Raj Bhavan. I had to requisition army boats and central assistance. It took a week for the flood to subside, but the towns people realized they were NOT immune to natural calamities!

20. I had barely emerged from the crisis when C.M. Jagannath Misra's elder brother (and Mr. G.'s right-hand man) Lalit Narayan Misra — then union railway minister — suffered fatal injuries in a bomb-blast at SAMASTIPUR while addressing a political meeting. Much against my advice, that he be rushed to PMCH at Patna, the railway hospitals at Samastipur (and? Danapur) proved inadequate — and he died, casting a gloom on Bihar. Such are the vagaries of nature affecting fortunes of men! The bomb-blast pointed to ANAND MARGI GOONS.

21. Eventually, I returned to the Centre in Nov. 1976, first as Secretary to Gol, Ministry of Steel, and later, as Secretary department of Social Welfare — the latter during JANATA PARTY regime — that had gained support of Babu Jagjivan Ram.

22. I had an exceedingly satisfactory stint as Secretary, and played host when G.o.I. honoured Mother Teresa after she was awarded in the NOBEL PEACE PRIZE.

23. After retirement in Sept. 1981, I was recalled to serve as ADVISER TO GOVERNOR OF ASSAM from Feb. 1982 upto March, 1983 and had the satisfaction of “installing” an elected government at Guwahati, under MR. HITESHWAR SAIKIA.

Calcutta has been my home ever since.



(Saran Singh, I.A.S. (Retd.), Former Secretary to Govt. of India & Chief Secretary, Bihar Ex. Adviser to Governor of Assam]

THE ROAD TO INCLUSIVE GROWTH

- P. S. Appu

Why the provision of a good school education is the key first step.

The twin goals of Indian economic planning have been rapid all-round economic growth and equitable sharing of the fruits of development. The country has made significant progress in realising the first objective. But the second goal has remained elusive. After six decades of planned economic development, the disparities have widened and some three-quarters of the population are mired in poverty. The world financial crisis offers an opportunity to make a course correction and advance towards inclusive growth.

It is generally agreed that the Keynesian prescription of stepping up public spending for the management of aggregate demand is the most potent weapon to fight a recession. The Indian government has already initiated action on the right lines by enhancing outlay on infrastructure, particularly on highways, power and other public works, the NREGA, supply of foodgrains to the poor at subsidised rates and so on. But more needs to be done. Here are some specific suggestions to help the disadvantaged by giving them access to quality school education.

The main reasons for India's failure to achieve inclusive growth and distributive justice are the failure of land reform, the wrecking of the well-designed community development programme

that aimed at the all-round development of the village, the lack of success in providing adequate employment opportunities at living wages to a rising population, the neglect of school education and the absence of special measures designed to help children of the poor to get a good school education.

Crux of the problem

The significant weakness of the Indian economy is the continued dependence of some 60 per cent of the workforce on low-productivity agriculture and allied occupations for employment and living. The efforts made since Independence have led to only a small decline in the percentage of the population dependent on agriculture. In that period, the share of agriculture in the gross domestic product declined by more than one half, resulting in great distress. Even if we achieve an annual growth of 10 per cent or 12 per cent in industry, there will be no substantial decrease in the dependence on agriculture.

Furthermore, it is high time we took note of the tectonic shift that has taken place in the nature of industrial employment. In the early stages of industrialisation, rural workers could migrate to the cities and seek employment in the textile mills of Bombay, Ahmedabad or Coimbatore, or the Tata Iron and Steel mill at Jamshedpur, for instance. That is no longer possible. The doors of modern industry will open only to those with good schooling and the relevant skills. This is equally

true of the service sector which has grown fast in recent years. With the onset of the IT revolution it has become obligatory for new entrants to acquire even higher levels of skills. Hence it is a matter of urgency to provide adequate facilities for quality school education and impart relevant skills to the disadvantaged.

The policymakers who introduced reservation for the disadvantaged in institutions such as the Indian Institutes of Technology and the Indian Institutes of Management without ever bothering to give them access to high-quality school education put the cart before the horse. What the politicians really did was to invite the disadvantaged to a veritable Barmicide's feast! Only the so-called creamy layer benefit from reservation. The most effective affirmative action in the field of education would have been to provide adequate facilities for quality school education to children of the weaker sections.

In any purposeful programme to achieve inclusive growth, the pride of place should go to education, particularly quality school education. In this context, the Prime Minister's announcement about opening 6,000 Navodaya-type schools is welcome. Prime Minister Rajiv Gandhi took a laudable initiative by opening the Navodaya schools. Unfortunately those schools ended up catering to the elite. What is now needed is to reserve 50 per cent seats in existing and future Navodaya schools for children of the disadvantaged. This simple, inexpensive step will be a boon to the poor.

Expand and modernise facilities

Apart from opening schools, the working of

existing government schools should be improved as a matter of priority. Some six decades ago, government schools were among the best institutions in the country. But today most of them are in bad shape. While there are numerous expensive private schools to cater to the needs of the affluent, the poor mostly depend on government schools.

Hence the need to improve the functioning of government schools without losing more time. There is also a need to expand and modernise teacher-training facilities. In order to attract better talent, it is necessary to improve the emoluments of teachers. A society that compensates clerks in government offices and banks more liberally than teachers cannot expect the talented to opt for teaching.

Opening of schools and improving the functioning of government schools will not automatically confer great benefits on the poor. Special steps are needed to enable students to make use of the facilities. The greatest handicap that poor children face is that at home they do not have an ambience conducive to the pursuit of studies. This drawback can be overcome to a large extent if they are lodged in hostels equipped with good tutors to guide them.

A new initiative

The establishment of schools and the improvement of government schools will take time. The provision of quality school education to children of the poor is crucial and we cannot afford to wait. A practical solution is to reserve seats in existing good schools and provide hostel accommodation and special tuition. It should be

possible to reserve at least 10 per cent of seats in each class in all Central schools, Sainik schools and good government schools. Additionally, good private schools, including those run by Christian missionaries and others, should be persuaded to join the endeavour. The government should, of course, give the institution ample grants to cover capital and recurring expenditure. Each student should be given a scholarship sufficient to meet all legitimate expenses. Public schools such as the Doon School, the Rishi Valley School and so on, good missionary schools like St. Columba's and Jesus and Mary in Delhi, and others like the Delhi Public School, should become a part of this.

There should be a caveat added here. Great care should be taken in selecting the schools. There is the danger of unsuitable institutions trying to gatecrash to avail themselves of the generous financial assistance. Recent years have witnessed a mushrooming of so-called English medium schools of poor quality started for commercial reasons. Such schools should be left out. In each State, a small committee consisting of knowledgeable persons of integrity should be set up to select the schools. If serious efforts are made it should be possible to admit at least one lakh poor students in good schools over the next few years. If successfully implemented, this may turn out to be the most effective affirmative action attempted so far.

Though we have succeeded in modernising the economy and the country has registered remarkable industrial and agricultural growth, we have failed to ensure that a fair share of the growth accrues to the poor. The present

recession is an opportunity to reverse the trend and implement programmes aimed to achieve inclusive growth. Investment in school education should be stepped up in order to help the poor get quality schooling. The other areas that cry out for attention and enhanced allocations are an enlarged and revamped NREGA, public health and medical care, a reorganised public distribution system targeting the poor and augmented housing facilities for the poor, both urban and rural. There is also a dire need to revamp the delivery mechanism, making it more efficient and accountable.

All these measures will necessitate a substantial additional outlay pushing the fiscal deficit a little above the projected 6.8 per cent. Considering that these steps are needed to make a course correction and ensure inclusive growth, the risk is a justified one to take. A polity that incurs colossal wasteful expenditure on a bloated government machinery, some avoidable subsidies, the supply of free electricity to prosperous farmers, distribution of free colour television sets, the installation of statues of megalomaniac politicians and so on should not grudge a large outlay on projects targeted to benefit the weaker sections. If an amendment to the Fiscal Responsibility and Budget Management Act 2003 becomes necessary, the Government of India should amend it without hesitation.

From: The Hindu, Dated 15-09-2009

(P.S. Appu (1951) is a former Chief Secretary of Bihar and a former Central Land Reforms Commissioner. He is also a recipient of Padam Bhushan Award)

LEARNING FROM JAPAN

- Anil K. Sinha

It was a dark Friday on 11th March 2011 when Japan - a world leader in disaster preparedness and management was seen helpless in the hands of nature and found no answers to its fury. I was in my office when the disaster happened and I was informed by a colleague about the catastrophe. Immediately thereafter I got on to the net and was totally awestruck and stunned by the videos showing horrendous play of sheer brute force of nature decimating and devastating whatever came its way. As the tragedy unfolded over the weekend it became obvious that one was perhaps watching one of the worst combinations of disasters, complicated ultimately by the looming nuclear threat. All my prayers, sympathies and condolences go to all of our friends and former colleagues, as I have known many of them, in this hour of terrible natural disaster, many times larger and stronger than Kobe earthquake.

A tsunami had struck north-east coast Japan near the city of Sendai, Following a powerful earthquake of magnitude 8.9 on Richter scale (approximately 1400 times stronger than the Great Hanshin- Awazi earthquake which had hit Kobe on 17th January 1995). The epicenter of the earthquake was 380 km northeast of Tokyo nearer Sendai city in Pacific Ocean. Minutes after the earthquake, there was an extremely destructive tsunami with waves of up to 10 meters and traveling at jet speed of nearly 800 kmph causing great devastation and destruction on its way. As per current estimates available over 10 thousand people are feared killed due to earthquake and tsunami and may more missing

and unaccounted. Radiation from affected nuclear reactors at Fukushima also added to the gravity and complexity of the situation in Japan.

Japan happens to be the only nation to have suffered the worst in human history when atom bombs were dropped on the cities of Hiroshima and Nagasaki during Second World War. But it also goes to its credit that within a couple of decades it recovered from nearly total devastation and could become world's third largest economy by 2010. The latest is also perhaps the worst complex disaster faced by any country in the history of natural disasters.

It may be interesting and relevant to recall here that thirty years ago loss of lives in developing and developed countries in the wake of natural calamities was more or less of the same level. But with years of dedicated and focused work in all segments of the society, today the loss of human life due to a large earthquake in Japan has been reduced and minimized drastically, while it has enhanced many fold in many developing countries like ours. There is urgent need for us to learn from the 'culture of preparedness and response' combined with resilience that Japan has developed to disasters and how efficiently it is bouncing back to normalcy. A disaster of this magnitude and impact would have taken decades to recover from, for any developing country and most of the countries in Asian region including India. Japan has long and continued history of disasters and especially earthquakes and has accordingly developed its resilience and preparedness through both structural and non-

structural measures. This disaster was also unique as it brought multiple disasters and each being more disastrous than other. Present and future impacts of disasters are still not certain despite best efforts from Japanese authorities.

Though exact estimation of losses and deaths are yet to come, from all accounts Japan looks to have much better control over the situation than many other countries and this was visible right through the beginning of the impact. There are some good practices and lessons that emerge from earthquake and tsunami. All stakeholders were prompt in carrying out their designated responsibilities which resulted in fast and efficient rescue and response to the situation. National and local authorities were prompt in responding to the catastrophe. Media, other agencies and even community seemed to know their duties and responsibilities and were seen doing exactly that instead of creating any panic or chaos.

There are two most important issues to be looked into in the context of structural measures to mitigate tsunami disasters in India. We should review land use rules in coastal areas and their effective implementation. Another important issue to be considered is to strengthen tsunami Early Warning System and relate it to the communities living in coastal areas through public awareness and education as to how to respond in an organized manner in different situations. Japan could save thousands of lives and damage to important establishments through their effective early warning system.

And interesting **an** important observation is on the role of media during this disaster. With extensive network of closed circuit televisions (CCTVs) Japan already has extensive video coverage of the whole incident which is available

to the government and all others. This shows their preparedness which would not only capture such events but could be helpful in ensuring control over other 'mischievous acts'. If we look from disasters angle, such extensive coverage would help in correct assessment of losses and damages of both lives and properties and can help in conducting rescue and relief operations as well. Their usefulness in long term recovery process too is unquestionable.

We have not seen any hype or sensation being created by any Japanese media. They have been highly responsible and committed to their jobs observing highest of professional and ethical norms. It was very interesting and inspiring to see in one of the early videos of NHK, their national TV, an employee trying to type and dispatch last bit of information relating to the disaster even while his colleagues were already ducking under the tables to save themselves from the impact of earthquake. A similar and measured response would be expected from all media agencies in all countries including India.

People of Japan have also shown extra ordinary courage in facing this unprecedented calamity. They are disciplined, calm and aware of their roles and measures to be taken in such situation. From whatever information and visuals available, neither did they 'freeze' nor got into any 'panic or over reaction', as most people in many of the countries would do in such circumstances. They rather knew about what best can be done in such a situation. They knew what to do and most importantly how to do. And this comes not instantly but has to be cultivated as a culture with decades of hard work in the form of recurrent training programs combined with regular mock drills and rehearsals. We, as a community, need

to learn from such examples and do our best to face such a situation.

Given the focal role of schools in our society it provides an ideal setting and environment to develop and cultivate the 'culture of preparedness' and that is what will exactly lay the foundation of reducing risks leading to a resilient and safe society. It is important to combine theoretical knowledge with practical awareness – skills with exercises, training, rehearsals and drills on a regular basis in a campaign mode will sow the seeds of a society which is better prepared and is able to bounce back quickly. Structural safety of school buildings, no doubt, is another important aspect which is required to be enforced.

Techno-legal regime by way of enforcement of national building codes and building by-laws are crucial part of preparedness for structural safety of built environment which is mushrooming all around. Wherever possible retrofitting of old unsafe structures will have to be undertaken to being with for life line buildings like schools, hospitals, police stations etc. Public education and awareness will go a long way by way of breaking the dangerous nexus between the builders, bureaucracy and political elements which puts the lives of millions at grave risk.

Mr. Atsushi Koresawa, *Executive Director of a the Asian Disaster Reduction Center, Kobe, Japan and a close friend of mine in a mail last week observed as below:*

“Last week's earthquake and the subsequent tsunami have reminded us once again that our society is still vulnerable to the fury of nature. While the earthquake was predicted to occur around that region, the scale was

well beyond our preparedness. This resulted in human casualties that have reached record levels. Search and rescue teams are saving survivors even today. Thousands of people are still missing and many others are waiting for aid and emergency supplies. Our priority is getting to those survivors, providing for them and recovering the bodies.

Recovery and rebuilding will start shortly. It will take many years. It is important for Japan to maintain its strength and solidarity while making steady progress. Although the catastrophe has had a large impact on our society, Japanese people remain calm and cooperative. I think this is exactly what we need at this challenging time – a trust in our society's resilience.”

The above mentioned excerpts of Mr. Koresawa not only underline that the impact of this disaster was beyond their preparedness but also highlights the confidence of the nation in its people, in their strength and ability to recover from such a disaster. We would know more about extent of damages and how Japan in coping with that but from whatever information available, we have a lot to learn from their experience and be prepared for eventualities in future.

Given our close ties and long relations with Japan let us pray and wish them all strength, forbearance and fortitude to cope with most complex disaster of extraordinary proportions in human history.

***[Anil K Sinha, IAS (Rtd.)
Vice-Chairman, Bihar State Disaster
Management Authority, Patna (BSDMA)]***

भारत कला भवन – एक परिचय

– श्रीमती स्वस्ति चौधरी



एक व्यक्ति सीमित साधनों के माध्यम से कैसे एक विराट संस्था का निर्माण कर सकता है, भारत कला भवन संग्रहालय इसका एक ज्वलंत उदाहरण है। कई स्थानों पर भटकता हुआ अब यह पिछले साठ वर्षों से काशी हिन्दू विश्वविद्यालय का एक विभाग है। इस संग्रह के कुछ विशिष्ट उदाहरणों की चर्चा करने से पहले हम यहाँ उसके संक्षिप्त इतिहास पर एक दृष्टि डालें।

प्रायः 1910 ई0 में काशी के साहित्यकार नवयुवकों की एक छोटी सी मंडली थी इसके तीन प्रमुख सदस्य थे—महाकवि जयशंकर प्रसाद, भारतेन्दु हरिश्चन्द्र के भतीजे और अनेक दृष्टियों से प्रेरणा स्रोत बाबू बृजचन्द्र और मेरे दादा जी पद्म विभूषण स्व० राय कृष्ण दास, जो इसकी धुरी थे। इन लोगों के दिन का अधिकांश भाग साथ-साथ बीतता और नित्य नयी-नयी योजनाएँ बनायी जाती। उक्त तीनों किशोर देश प्रेम और स्वाभिमान से भरे-भरे ही नहीं थे बल्कि इनका उत्साह छलकता हुआ सा था, सभी योजनाएँ पूरी हो जायँ बल्कि एक क्षण में पूरी हो जायँ। प्रायः 1910 के लिखे हुए दो पन्ने बहुत हाल तक उपलब्ध थे परन्तु अब नहीं दिखलाई पड़ते। सौभाग्यवश मेरे दादा जी ने इनका सारांश अपनी अप्रकाशित रचना 'प्रसाद की याद' में दे रखी है इनमें भारत कला भवन का बीज रूप भी है जो 'विचित्र वस्तु भंडार' के नाम से उल्लिखित है। अन्य विषयों में आई.सी.एस. परीक्षा के अभ्यर्थियों को छात्रवृत्ति ले लेकर स्त्री शिक्षा हिन्दी में बृहद् ग्रन्थ प्रकाशन आदि

कई बिन्दु हैं। यह 'विचित्र वस्तु भंडार' अब सामान्य रूप से प्रचलित शब्द अजायब (विचित्र वस्तु) + घर का अनुवाद प्रतीत होता है। दादा जी के पास वंशानुगत कलाकृतियों का संग्रह था, वह जिस समाज से थे वह उत्तर मुगल संस्कृति का वाहक था। चारों ओर कलाकृतियाँ ही कलाकृतियाँ थी। सौभाग्यवश प्रायः 1909 में सुप्रसिद्ध अवनीन्द्र नाथ टैगोर से उनका परिचय हो गया, पिता-पुत्र जैसा सम्बन्ध हो गया कि वे अवनी बाबू के निकटतम व्यक्तियों में से हो गए थे। अगले ही वर्ष उनका घनिष्ठ परिचय आचार्य कुमारस्वामी से हो गया यह सम्बन्ध न सिर्फ आजीवन बना रहा बल्कि समय के साथ और गाढ़ा होता गया।

दादा जी के उक्त आलेख से ज्ञात होता है कि प्रायः 1919 में (तब वे मसूरी में स्वास्थ्य लाभ कर रहे थे) उनके मन में एक संस्कृति संस्था बनाने का विचार आया जिसका नाम बाद में भारत कला परिषद् दिया गया। भारत कला भवन उसका एक विभाग था। इसके लिए उन्हें उक्त दोनों आचार्यों का हार्दिक अभिनन्दन मिला। काशी लौटकर जब उन्होंने अपनी मित्र-मंडली में इसकी चर्चा की तो अधिकांश ने सोचा कि यह उनकी एक रईसी मौज है जैसे नित्य नयी उपजती है और विलीन हो जाती है। उन्होंने यह संस्था खोली जिसने अगले वर्ष सोसाइटी ऐक्ट के अन्दर रजिस्ट्रेशन करा लिया। अगले वर्ष 01 जनवरी, 1920 में इस संस्था ने रूप ले लिया। दादा जी के आग्रह से विश्व कवि रवीन्द्र नाथ ठाकुर इसके अध्यक्ष हुए और चित्राचार्य अवनीन्द्र नाथ ठाकुर इसके उपाध्यक्ष। संग्रहालय के अतिरिक्त इसमें चित्रकला विभाग और संगीत कला विभाग भी थे जिसमें विद्यार्थियों को इन विषयों की शिक्षा दी जाती थी पर शिक्षण विभाग कुछ ही वर्षों में बन्द करने पड़े क्योंकि विद्यार्थी नहीं मिले। संग्रह कार्य चलता रहा फिर यह संग्रह एक स्थान से दूसरे स्थान पर यात्रा करता हुआ 1930 में स्थानीय काशी नागरी प्रचारिणी सभा में स्थानान्तरित हुआ और वहाँ 20 वर्षों

रहकर काशी विश्वविद्यालय में।

भारत कला भवन, भारतीय कला के विशिष्टतम संग्रहालयों में से एक है और भारतीय कला के अन्तर्राष्ट्रीय उदाहरणों के संग्रह के रूप में विश्व स्तर पर अभिनन्दनीय है। प्रायः एक व्यक्ति अकेले इतना विशाल और उत्कृष्ट संग्रह, वह भी अत्यन्त सीमित साधनों के द्वारा कर सकता है इसका अन्यतम उदाहरण है।

इस संग्रह का सबसे प्रमुख चित्र विभाग है जिसमें प्रायः 8—10 हजार चित्र हैं इसके अन्तर्गत यद्यपि सभी शैलियों के चित्र हैं परन्तु इसका राजस्थानी और पहाड़ी शैलियों का अद्भुत संग्रह संसार प्रसिद्ध हैं। इसके उदाहरण देशी विदेशी प्रकाशनों में गौरवपूर्ण स्थान प्राप्त करते आए हैं। इसका संग्रह विशेष रूप से आचार्य कुमारस्वामी ने प्रारम्भ किया था फिर भी प्रायः 1920—25 में वह भी बन्द हो गया था। इसके बाद छिटपुट संग्रह हो रहे थे। दादा जी ने इसके संग्रह को एक नई गति दी और देश—विदेश में इसकी होड़ चल पड़ी यहाँ तक कि प्रायः 1930 में जिस श्रेणी के चित्रों का दाम 10—15 रू० प्रति चित्र था वह अब खोजे नहीं मिलते और अन्तर्राष्ट्रीय स्तर पर 5—5, 10—10 लाख के हो गए। दूसरे शब्दों में जो चित्र भारतीय संग्रहों में बच गए वे हमारी राष्ट्रीय सम्पत्ति हैं अन्यथा या तो विदेश चले गए या नष्ट हो गए। इस दृष्टि से संख्या और विशिष्टता दोनों ही दृष्टि से प्रथम स्थान तो राष्ट्रीय संग्रहालय, नई दिल्ली का है तो द्वितीय स्थान भारत कला भवन संग्रह का है। परन्तु ध्यान देने योग्य है कि एक के पीछे अपार धन राशि और राजकीय शक्ति थी दूसरी ओर प्रायः एक सम्भ्रान्त नागरिक का प्रयत्न। पर कला भवन के पास एक बहुत बड़ी शक्ति थी वह थी दादा जी की कला के प्रति संवेदनशीलता और परख। ऐसे कई उदाहरण हैं जिसमें राष्ट्रीय संग्रहालय के 'एक्सपर्ट' चूक गए, उन्होंने कलाकृति को अस्वीकार कर दिया, दादाजी का बार—बार समझाना व्यर्थ गया पर लाभ में कला भवन रहा। बाद में सभी ने उसे स्वीकार किया। ऐसे अनेक रोचक वृत्तान्त हैं। राष्ट्रीय संग्रहालय की क्रय समिति के सामने बड़े आकार की पोर्सलीन की एक बड़ी तश्तरी विक्रय के लिए आई जिसे 'तश्त' कहते हैं। यह मुगल सम्राट शाहजहाँ के व्यक्तिगत उपयोग की सामग्री थी। बार—बार घिसने के

कारण इस पर अंकित पुष्प सज्जा धूमिल पड़ गई थी परन्तु पिछली ओर इसके गोड़े (स्टैन्ड) पर सुलिपि के बादशाह का नाम आदि दिया था। लोगों ने इसे जाली समझा, दादाजी की बात न सुनी गई तब उन्होंने समिति की अनुमति के आधार पर उसे कला भवन के लिए प्राप्त कर लिया फिर उसे वैज्ञानिकों से जंचवाया तो दादाजी की बात पक्की निकली क्योंकि उक्त लेख पर चीनी



मिट्टी का वही लेप चढ़ा था जो समूचे तश्त पर था।

यों तो कला भवन संग्रह में जहाँगीर के व्यक्तिगत उपयोग के तीन प्यालें हैं पर एक का विशेष ऐतिहासिक महत्व है। वस्तुतः यह बादशाह के पूर्वज और तैमूरलंग के पौत्र उलुग बेग का प्याला था। जहाँगीर ने उस पर अपना नाम भी खुदवा दिया। इसी प्रकार का एक प्याला उसकी आत्मकथा तुजुक—ए—जहाँगीरी में उल्लिखित है। (यह स्पेन के किसी संग्रहालय में बताया जाता है) इसे भी तथाकथित विद्वानों ने ना पास कर दिया था क्योंकि इस पर उत्कीर्ण लेख पर चाँदी के तार की रेखाएँ टूटी—फूटी थी। किसी अज्ञानी ने छेड़—छाड़ की थी दादाजी की बात न सुनी गयी तब उन्होंने उसे कला भवन के लिए प्राप्त कर लिया क्योंकि उस अज्ञानी ने कोनों पर बचे लेख को छोड़ दिया था जो जहाँगीर कालीन शैली के हैं।

भारत कला भवन के विशाल भंडार के केवल एक चित्र का वर्णन किया जा रहा है यह मेवाड़ शैली का आरंभिक 18वीं शती का चित्र है, कृष्णलीला चित्रमाला के अन्तर्गत विषय है दावानल पान। दावानल के भयानक ताप से मानों सारा वातावरण तप कर पीला हो गया है, वनस्पति के नाम पर इधर—उधर घास के गुच्छे हैं। एक ओर इस राक्षसी आग

सैं धिरे हुए गाय—बछड़े सहमे सहमे से हैं उनके निकट घबराए हुए गोप—गोपियाँ हैं। स्वयं दावानल की आकृति एक अजगर के सामान है जिसके शरीर से कटीली लपटें निकल रहीं हैं। साथ—साथ दहकती हुई अग्नि की भी अभिव्यक्ति शुद्ध सोने के आलेखन से हुई है। मुख्य आकृति के रूप में दूर से आते हुए किशोर कृष्ण की आकृति हाथ उठाए हुए वे अभयदान दे रहे हैं। फिर आगे बढ़कर एक ओर दाहिने पैर से दावानल रूपी इस भयंकर जन्तु को कुचल रहे हैं और दूसरी ओर मानो उसे पीते जा रहे हैं। अर्थात् दृश्य की भयंकरता उससे उपजे त्रास और दैवी कृपा द्वारा रक्षित बृज के गोपाल एवं गायें इन तीनों मनोदशाओं को भिन्न—भिन्न परिस्थितियों आकृतियों और

एक साथ अभिव्यक्ति की गई है। गोवर्धन पर्वत के भार से उनका शरीर थोड़ा लचक गया है यह आगे चलकर समस्त मूर्तियों में परम्परागत रूप से दिखाया जाता है पर यहाँ उसका प्रयोगात्मक स्वरूप मिलता है उनके शरीर पर मलमली धोती की चुन्नटें सुन्दरता से उकेरी गयी हैं। उनके भरे हुए चेहरे पर सन्तुष्टि की एक मुस्कान है और आँखें प्रसन्नता का भाव लिए अधखुली हैं। यह विश्व प्रसिद्ध वृहदाकार मूर्ति है।

भारत कला भवन संग्रह की एक विश्व प्रसिद्ध मूर्ति कुछ अर्थों में बेजोड़ है। इसका ठीक—ठीक प्रयोजन स्पष्ट नहीं है परन्तु यह शान्ति स्तूप के तोरणों पर और कुषाण मथुरा शैली के स्तम्भों पर प्रायः मिलती है प्रस्तुत मूर्ति भी



इस संग्रह में इस श्रेणी के शताधिक चित्र हैं।

रंगों से भरे आवेगपूर्ण रूप में प्रकट किया गया है।

भारत कला भवन का मूर्ति विभाग आकार में बहुत बड़ा नहीं है कि उसकी तुलना बड़े संग्रहालयों से की जा सके परन्तु प्रस्तर मूर्तियों में कुछ ऐसे अनोखे रत्न हैं जो संसार में बेजोड़ हैं। उदाहरण के लिए कृष्ण गोवर्धनधारी की मूर्ति है जो प्रारम्भिक गुप्तकाल की मानी जाती है और जिसके बहुत ही कम उदाहरण प्राप्त हैं। इसमें बाल कृष्ण का विराट रूप अर्थात् दो भिन्न और विपरीत व्यक्तियों की

कुषाणकालीन (लगभग दूसरी सदी ईस्वी) है पर (फ्री स्टैन्डिंग) स्वतंत्र अर्थात् चारों ओर से उकेरी हुई है इसमें एक प्रसन्नवदना युवती प्रसाधन मंजूषा (शृंगार पिटक) उठाए हुए हैं और दूसरे हाथ में करवा (गेडुआ, शृंगारक) लिए जा रही है। आचार्य स्टैला क्रैमरिश के शब्दों में पूरी आकृति 'सबड्यूड नैचरलिज्म' रूप में प्रस्तुत की गयी है। अर्थात् स्वाभाविकतावाद में स्वच्छन्दता नहीं है बल्कि परम्परावादी तत्व भी सम्मिलित हैं। इस आकृति की जान



युवती का अलहड़पन है जो सम्पूर्ण आकृति में दिखाई देता है। हाथ में ली हुई पिटारी का ढक्कन हल्का सा खुल गया है उसमें रखी गयी मालाएँ बाहर छलक सी गई हैं उसकी मुस्कान चेहरे पर फैलती हुई आँखों के कोने तक फैली हुई हैं।

उत्तर प्रदेश के एटा जिले से प्राप्त एक मूर्ति पर शिव विवाह का दृश्य अंकित है। यह प्रतिहार शैली (प्रायः दसवीं सदी) की है। मुख्य आकृतियों को बड़ा करके दिखाया गया है शेष गौण रूप से उपस्थित हैं। शिव पार्वती सप्तपदी के फेरे लगा रहे हैं। सहसा भगवान शिव को सौन्दर्य की प्रतिमा नववधू पार्वती का मुख देखने की इच्छा होती है वे सहसा घूम जाते हैं जिससे उनके सारे शरीर में आकर्षक भंगिमा फैल जाती है जिसका अंकन बारीकी से किया गया है। शिव-पार्वती के वस्त्रों के नाखूनी किनारे चलने के कारण हल्के हल्के उलट जाते हैं। सबसे अद्भुत अंकन पार्वती माता का है जो इस अप्रत्याशित परन्तु शृंगारिक घटना से सहसा ठिठक जाती है और उनके

होठों पर एक सरस मुस्कान फैल जाती हैं जिसके प्रतिक्रियास्वरूप शिव भी मुस्कुरा उठते हैं जो धीरोदात्त स्वरूप का प्रदर्शन करते हैं।

इनके अतिरिक्त भारत कला भवन संग्रह में अनेक मूर्तियों के साथ-साथ मृणमूर्तियों (टेराकोटा) का भी विशाल संग्रह है।

यहाँ रत्न आभूषण विभाग की प्रदर्शनी स्ट्रॉग रूम में लगाई गई है जो निर्धारित समय पर ही दर्शकों को दिखायी जाती हैं। मुगल राजपूत काल के कई उत्कृष्ट उदाहरण हैं। प्राचीन काल का एक सोने के पत्र पर उभरी हुई आकृतियों वाला एक फलक है इसके वास्तविक प्रयोग को लेकर अनेक सुझाव हैं पर कोई निश्चित निष्कर्ष नहीं प्रतीत होता। यह रिपोजे शैली में प्रस्तुत की गयी हैं जो संभवतः किसी काठ या पत्थर के टुकड़े पर जमाई गई थी इस प्रकार पूजनीय भी हो सकती हैं। कहा जाता है कि पटना नगर के (वर्तमान) किला हाउस क्षेत्र से प्राप्त हुई थी जो उस काल में ईस्ट इन्डिया कम्पनी शैली की इमारत थी। इसमें बेहद महीन कारीगरी द्वारा कलाकार ने इसे पीछे से पीट पीट कर वर्तमान रूप दिया। इस पर पंखदार नवयुवक और नवयुवती दिखाए गए हैं।

दूसरी आकृति पुखराज (क्रिस्टल) की बनी बच्चों के गले में धारण करनेवाली कटुली (जंतर) है जिसके दोनों छोर पर बाघ के नख बने हैं और बीच में एक स्त्रीमूर्ति (संभवतः मातृका) की आकृति है जो शुंगकाल (प्रायः 200 ई0पू0) की है। संसार भर में इसके जोड़ की तीन-चार आकृतियाँ ही प्राप्त हैं। यह बच्चों को कुदृष्टि से रक्षा करती थी।

इस संग्रह में प्रस्तुत गुलाबी मीने का पान रखने का डिब्बा है जो उन्नीसवीं सदी के उत्तरार्द्ध का है। गुलाबी मीना केवल बनारस में बनता था और उसकी मांग समस्त उत्तर भारत में थी। यह डिब्बा बीकानेर के राजकुल से निकला था, ऐसी परम्परा है। इसके ढक्कन पर सद्यः खिले गुलाब का हाशिया है, चारों ओर अत्यन्त सुन्दर पक्षी बने हैं। इनके पंख और पूँछ तथा गुलाब के फूलों में पत्तियों के मोड़ बड़ी चारुता से चित्रित हैं।

मुगल वंश के साथ-साथ यशब (जेड) पत्थर की आकृतियों का प्रचलन हुआ यद्यपि उत्तर मुगलकालीन

(प्रायः 17वीं 18वीं सदी) के उदाहरण सामान्य रूप से मिला करते हैं परन्तु 17वीं सदी के दुर्लभ हैं। इनके अधिकांश संग्रह विदेशों में है। भारतवर्ष में कला भवन के अतिरिक्त बहुत सीमित संख्या में उपलब्ध है। कला भवन में इस श्रेणी की दो-तीन तलवार की मूठे हैं। एक में तोता बना है अन्य विशिष्टताओं के अलावा यह एक छोटे से दाने या बीजों को चोंच में दबाए है। इतना ही नहीं, उसकी जीभ को तोतों के समान ही खुरदरी बनाया गया है। दूसरी मूठ में तराश कर बनाई हुई नील गाय की आकृति है। उसने अपने ओठों को कसकर दबा रखा है नथुने फड़क रहे हैं जिससे वह खतरे को दूर से सूँघ ले; कान उठे हैं कि आवाज पकड़ ले।

भारत कला भवन के सिक्के विभाग में हजार से अधिक नमूने संग्रहीत हैं इनमें मुगलकालीन चाँदी और ताँबों के सिक्कों का संग्रह विशिष्ट है। इतना ही नहीं प्रत्येक बादशाह के प्रत्येक वर्ष, महीने और टकसाल के क्रमबद्ध उदाहरण हैं। सोने के सिक्को में गुप्तकालीन संग्रहों के प्रायः सभी उदाहरण हैं, केवल चन्द्रगुप्त द्वितीय के 'चक्र विक्रम' प्रकार को छोड़कर। एकाध ऐसे भी उदाहरण हैं जो अन्यत्र कहीं भी नहीं है। थोड़े मुगलकालीन सोने के सिक्के भी हैं परन्तु सबसे महत्वपूर्ण सम्राट अकबर की 'राम सीय' प्रकार की अठन्नी है जिसपर नागरी में तुलसीदास का प्रिय शब्द 'रामसीय' लिखा है इसके आधार पर इसकी सही पहचान हो पाई। चन्द्रगुप्त प्रथम का भी एक अनोखा सिक्का है।

भारत कला भवन का वस्त्र विभाग भी दर्शनीय है। इसमें जहाँगीर और शाहजहाँ काल के कश्मीरी दोशालें हैं। इनकी पहचान इनपर बने पुष्पित बूटों के आधार पर भी होती है जो पीढ़ी दर पीढ़ी रुचि परिवर्तन के साथ बदलते जा रहे थे। इनका मिलान मुगलों के स्थापत्यों पर बने बेल बूटों से की जाती है। इस प्रकार इनका काल निर्धारण हो पाता है। 17वीं शती के उदाहरण गिने चुने ही प्राप्त हुए हैं। इसके बाद 19वीं सदी के प्रारंभ तक इन कश्मीरी शालों की एक शृंखला सी बना जाती है।

अन्य विधाओं में बनारस, गुजरात आदि के जरी के काम, गुजरात का पटोला, बंगाल का मलमल, बालूचर, पंजाब

की फूलकारियाँ, चंबा के चित्रित रूमाल, लखनऊ के चिकन आदि के अनेक अत्यन्त विशिष्ट उदाहरण यहां संग्रहीत हैं जो आज के कारीगरों को ही नहीं शोधकर्त्ताओं के लिए भी अत्यन्त महत्वपूर्ण सामग्री है। इनके अतिरिक्त सिले वस्त्रों में भी बहुत सी ऐसी विधियाँ—जो अब मृत हो चुकी हैं—के भी उदाहरण हैं जैसे—केसर के रंग से चित्रित एक साड़ी आदि।

इनके अतिरिक्त अनेक महत्वपूर्ण विभाग हैं जैसे— काशी विभाग, संगीत विभाग, मृन्मूर्ति विभाग, अस्त्र शस्त्र विभाग, अलंकृत बर्तनों के विभाग आदि। परन्तु सबसे प्रमुख रोरिक विभाग है। रूसी अभिजात्य वर्ग के निकोलस रोरिक ने हिमालय में अपना जीवन व्यतीत किया, वे शांतिवादी थे और धर्म के अनुयायी। यद्यपि उन्होंने अनेक चित्र बनाए जिनमें उक्त संदेशों को मुखरित किया परन्तु ये चित्र अत्यंत दुर्लभ हैं। कला भवन के अतिरिक्त अपने देश की किसी सार्वजनिक संग्रहालय में संभवतः उपलब्ध नहीं है।

यहां एक साहित्य विभाग भी है जिसमें हिन्दी के दुर्लभ प्रकाशनों के अतिरिक्त अनेक स्वनामधन्य लेखकों की पाण्डुलिपियाँ भी सुरक्षित हैं उदाहरण के लिए सुप्रसिद्ध 'शतरंज के खिलाड़ी' और 'उसने कहा था' की पाण्डुलिपियाँ भी हैं। लगभग चार—पाँच सौ पत्र हैं।

अंत में एक विशिष्ट वीथी (गैलरी) का उल्लेख आवश्यक है यह महामना मदन मोहन मालवीय जी को समर्पित है जिसमें उनके जीवनोपयोगी वस्तुओं, फोटोग्राफ और हस्तलेख आदि प्रदर्शित हैं।

संभवतः भारत कला भवन के संग्रह में एक लाख दस हजार या उससे भी अधिक सामग्रियाँ हैं। एक साधारण व्यक्ति ने असाधारण संग्रह कैसे निर्माण किया यह आश्चर्य प्रेरणा और गौरव की ही बात है। हम उस दिव्य आत्मा के प्रति इन शब्दों द्वारा श्रद्धाँजलि व्यक्त करते हैं।

[श्रीमती स्वस्ति चौधरी, श्री अशोक कुमार चौधरी, भा.प्र.से. (1972) की पत्नी हैं : वे जे0डी0 विमेंस कॉलेज इतिहास विभाग में व्याख्याता हैं।]

THE SAGA OF PARVATIAMMA FAMILY

- Anil Kumar Upadhyay

Parvatiamma and her family we inherited as a part of 5, President's Estate, when it was allotted to me in early 1990 as Director in the President's Secretariat. The sprawling bungalow at the corner of Willingdon Crescent (now Mother Teresa Crescent) near RML Hospital roundabout had an equally sprawling outhouse comprising of six living units, four of which were occupied by Parvatiamma and her family. On the first day they dutifully lined up before my wife and as per the standard protocol of Delhi Government quarters, asked her politely whether we could let them stay or would have them leave. Since we had no domestic help of our own and my predecessor Neelkanthan had given strong recommendation, we had no particular reason to ask them to vacate. And then started a long association with a most amazing family embodying the best of human spirit, perseverance and generosity.

Parvatiamma was clearly the Queen Bee of her family. She had four children, five in fact – but the eldest, Rani was already married. The four that came to us were the sons Shanmugam, Murthy and daughters Mani and Vijji. Mani and Vijji, 12 and 10 were about my daughters' age and became their playmates. The boys, who were elder, were in class nine-ten. They did not seem to have it in them to go beyond school. But they, especially Murthy had something else which was much more valuable in life as I later discovered. Parvatiamma also had a sort of husband, Venkatesh, who was not up to much good – beyond fathering the five children there was not much evidence of his role in bringing up the family.

My coming to Delhi from Patna was a routine matter of central deputation. Parvatiamma's journey on the other hand from a remote tribal hamlet in Tamil Nadu to Delhi a few years back, her struggling here and there and then landing at 5, President's Estate was a story of struggles and drama of epic proportions.

Successive droughts in her village had brought the family to the brink of starvation. She decided one day to pack her family and her meagre possessions and boarded GT Express to Delhi – she had heard of some distant cousin from a nearby village who had migrated to Delhi and was getting on with life as a domestic help. On landing at New Delhi railway station, how could Parvatiamma, not knowing a word other than Tamil with five children from age 3 to 13 years in tow, manage to reach her cousin is one of the enduring mysteries about the family. The cousin fixed her with an Under Secretary's household in Minto Road multi-storeyed apartment, the low end of babu housing. By dint of her hard work she progressed to a Deputy Secretary house and then met Neelkanthan on South Indian network and landed at 5, President's Estate. By the side she had also got a part time job with a Canara Bank branch, courtesy a kind-hearted South Indian manager, to serve tea and water to the manager and the bank's customers. Subsequently, she had her husband also engaged in the same branch on part time basis.

On our first Deewali in the house, Parvatiamma stood at the door smiling with a box of sweets and

a gift hamper in her hand which she wanted to give us. We were taken aback. She assured us she had not paid for it, it was a gift from the bank. But surely she had a family of her own and a big one at that. She said she had got two sets from the bank, one for herself and another for her *aadmi*—what would she do with two of these. Her insistence and sincerity was stronger than our protest. Thereafter, every Deewali or New Year or any festival, Parvatiamma would be there with goodies and sweets, because she had got two sets from the bank and she could do with one and, therefore, the other she had to give to us. Very rarely one comes across giving away with such large heartedness.

During our stay in the house Parvatiamma was able to find a very worthy match for Mani. The boy was a junior engineer in the Railways. Sometime after the marriage Parvatiamma came up to me for a small help whether I could put in a word to someone in the Railways for allotting him a quarter on priority. Not too long ago I had a rather unflattering experience with the Railway Board. On a relatively relaxed day I had gone over to the Railway Board planning to take a stroll down the corridors to see if I could find some old SCRA friends. To my surprise they did not allow any other ID than the Railway Board's. The Haryana security did not care that I was coming from the office of the supreme authority in the country, the President of India, on whose pleasure he held his job. He wanted me to get an entry pass made at the reception, which was impossible as I was on an exploratory trip and secondly, there was complete bedlam and chaos at the reception from hundreds of people seeking entry – all were train reservation seekers in the HQ quota with some connection to some Railway Board staff. With this experience fresh in my mind I told

Parvatiamma I would get back to her within a week after I had done some research to locate some contact. Within a few days I called her to take down the detail when she told me her work was already done, she had already met the Minister of State for Railways who was from Tamil Nadu. But I was still disbelieving, how could she get past the security. Well, the security was indeed nasty to her, she gave back in full measure, how dare they stop her from meeting her MP. She went upstairs. There too the security tried to act difficult and the same drama followed. Hearing the commotion the MoS sent for her. He asked his staff to prepare her application on which he wrote something on the margin, and now the allotment order was issued. I told her, henceforth I would seek her help for any work in the Railways such as reservations etc.

After schooling Shanmugam did some odd jobs, Murthy learned driving and was employed to drive a private car on a pittance which is the norm in the unorganised sector.

I reverted to Patna in 2005. Parvatiamma family kept in touch with us. One day Murthy gave us the good news that he had bought the rickety ambassador he was driving from the owner, and therefore, next time when I visited Delhi I could call him for local travels. On one of my Delhi visits Murthy asked me if it was an official visit. On my saying yes, he fished out a printed receipt on behalf of Karuna Transport Company. Karuna was the name of his wife, and he had set up this partnership firm in her name. On occasions when my wife accompanied me to Delhi, Parvatiamma would come along in Murthy's car with *idlis*, *vadas* in a hotcase – South Indian snacks she cooked were easily the best we had anywhere.

On every subsequent visit I found Murthy's business had grown some more. He would have bought a new Indica or a new Esteem if a corporate client required this car on long term lease. He himself drove the old ambassador, but he employed a number of drivers. He had unrestricted entry to any VIP parking lot, as his car bore MP parking label. This MP Sahib who had engaged him would be mostly out of Delhi, he would be in Delhi only during the sessions. Murthy's business seemed to grow horizontally too. When he drove, his mobile phone never ceased to ring. It would not be only about car rental – the conversation could be on tissue culture, partnership deed, flat, meetings, appointments, income tax return etc. He was into what he called liaison business – fixing appointments of industrialists and businessmen, Indian or foreign, visiting Delhi with MPs and others. His other businesses were 'direct selling' such as Amway and, real estate, travel agencies etc. He had reached a level where every month a good amount of money would come to him automatically.

I came back to Delhi in 2004, and our contact was renewed. When I was in the Ministry of Defense, Murthy asked me if I could recommend to him the name of a good DRDO scientist. I knew there was nothing in the world he could not do, but even from Murthy this was a bit thick and I could not see a connection why he needed this information. He explained he was associated with a Kolkata-based NGO which every year honoured a distinguished person as 'Jewel of India'. The award comprised a citation and Rs. 5 lakhs in cash. The previous year they had awarded Dr Kasturirangan and the President was the Chief Guest. They would again like to reward a scientist.

MoD being a huge ocean I did not know anyone in DRDO as it was way off my domain of work. But some middle level DRDO scientists were regulars at the same tennis courts I went to in RK Puram, Sector-13. I asked Dr. Reddy for info, who was obviously incredulous at the story, but mentioned that as a scientist Dr Pillai, who was in-charge of BrahMos project, was highly regarded even though he was not the top man in DRDO. I dutifully passed on the info to Murthy. He made a formal request to Dr Pillai who obtained the required permission to receive the award. In parallel, Murthy also approached the President's Secretariat for his consent to do the honour of handing over the award. President Kalam with his DRDO background very graciously accepted the invitation.

Murthy met me after some time. Out of curiosity I asked him how the award function went. He was somewhat downcast, some technical hitch had occurred. West Bengal government had sent a vague report that they were not aware of the antecedents of that NGO. Murthy asked me whether I could talk to someone in West Bengal Government. I could not off-hand think of anyone high enough in West Bengal I could talk to. But frankly this being a sensitive matter I did not want to get into it. I gave him a gratuitous advice that the President's programme would always have some uncertainty; why did he not try a lesser dignitary instead such as Governor. Seeing my reluctance, Murthy did not press further, but his body language conveyed, "Don't you worry, now I would do something about it myself".

One day at the tennis court, when I had forgotten about this episode, my DRDO friend excitedly told me that indeed Dr Pillai had received the award at the hands of President Kalam in

Kolkata. We could not help being amazed at this incredible chain of events in which a casual conversation between two persons at the tennis courts, quite unknown to Dr Pillai, led to a substantial cash award to him. Dr Pillai obviously till today is not aware how this happy incident in his life came about. Murthy told me he was finally able to resolve the issue with the West Bengal government who sent a clear NOC for the President's visit.

With Parvatamma family you never cease to get surprises. In my current assignment as Secretary, Department of Youth Affairs, Govt of India, I along with my wife went on my first visit to Rajiv Gandhi National Institute of Youth Development at Sriperumbudur near Chennai in December 2009. RGNIYD, an autonomous organisation under the Department, which is now a deemed university, was set up in the memory of late PM Rajiv Gandhi at the site of his martyrdom. A young sari-clad lady chirpily came to us, *uncleji, auntieji, aapne pehchana?* We recognised her instantly; the fact that we were seeing her after 17 years had not dimmed our memory – she was Parvatamma's youngest daughter, Vijji. Of all the places in the world what was she doing there? She explained she was working as a steno in the RGNIYD. Now she was happily married with two children. She knew about our programme, but she wanted to give us a surprise; therefore, she had not called us. Her employment was on contract basis. Therefore, there was always some element of uncertainty. But in true Parvatamma family tradition, she had already made herself indispensable. Leveraging her schooling in Delhi, she was doubling up as Hindi translator. I generally had a sceptical view of Rajbhasha Vibhag, but for the first time I thanked them for doing something useful.

Murthy's turn-over is now about to cross a crore rupees, which does not put him in big league. His direct business may be lean, but his main strength lies in his delivering a single-window, turn-key solution to your any requirement in a networking mode. For example, if you are organising an international conference, you can safely bank upon him to provide you all services from transportation, signage, backdrops, printing to venue etc. His elder brother Shanmugam helps him in his business.

Parvatamma and Venkatesh's bank jobs have since been regularised. They would retire with handsome benefits in 2011. They have constructed a house on the outskirts of Rohini. Venkatesh's drinking and getting physically violent has greatly reduced, aware as he is that now the children are grown up to come to the support of their mother.

If I had told you in the beginning that this was a story which had a remote tribal village in Tamil Nadu, drought, starvation, GT Express, maid servant, her school dropout son, President's Estate, IAS officer, DRDO scientist, tennis court, Project Director, supersonic cruise missile BrahMos, Karuna Transport Company, NGO, West Bengal government and the President of India, you would have rightly thought this was some crazy fiction. As a matter of fact, no fiction can be stranger than the true story of Parvatamma and her family.

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भारतीय प्रबंधन संस्थान उत्कृष्टता के केन्द्र

— व्यास मिश्र

पूरे विश्व के आर्थिक परिदृश्य पर अगर नजर दौड़ाई जाय तो विकसित एवं विकासशील दोनों प्रकार की अर्थ व्यवस्थाओं के सुचारु प्रबंधन के लिए पेशेवर प्रबंधकों की जरूरत नजर आती है। वह समय बीत गया जब प्रोप्राइटरशीप के आधार पर व्यवसाय का संचालन होता था। “प्रोप्राइटरशीप” में वंशवाद की परंपरा के आधार पर मालिक-प्रबंधक व्यवसाय का संचालन किया करते थे। यूरोप में औद्योगिक क्रांति के बाद छोटे-छोटे व्यवसायों, खास कर मैनूफैक्चरिंग के क्षेत्र में, की जगह बड़ी एवं शक्तिशाली कम्पनियों अस्तित्व में आयी हैं। इन कम्पनियों के प्रबंधन में मालिकों की बजाय पेशेवर प्रबंधन तंत्र की महत्वपूर्ण भूमिका है एवं सर्वोच्च निर्णयकारी संस्था के रूप में निदेशक मंडल का गठन किया जाता है। औद्योगिक क्रांति के समय से टेम्स नदी में बहुत पानी बह चुका है। अब परम शक्तिशाली बहुराष्ट्रीय कम्पनियाँ आ गयी हैं। बहुराष्ट्रीय कम्पनियाँ केवल मैनूफैक्चरिंग के क्षेत्र में ही नहीं अपितु सेवाओं एवं कन्सल्टेन्सी के क्षेत्र में भी काम कर रही हैं। द्वितीय विश्व युद्ध के बाद पूरी दुनिया में उदारवाद की लहर पैदा हुई तथा सार्वजनिक क्षेत्र के उद्योग निजी हाथों में दिये जाने लगे। ब्रिटेन में जहाँ सार्वजनिक क्षेत्र के उद्योगों का गौरवपूर्ण इतिहास रहा था वहाँ पर निजीकरण की आँधी प्रधान मंत्री थेचर ने शुरु की। खास कर सोवियत रूस के पतन के बाद यह प्रभाव पूरब से पश्चिम तक चहुँ ओर फैलने लगा।

भारत में भी 90 दशक के बाद नई आर्थिक नीति अस्तित्व में आयी। फलतः निजी पूँजी निवेश द्रुत गति से बढ़ने लगा तथा जो क्षेत्र निजी पूँजी के लिए वर्जित थे वे भी खुलने लगे। 21वीं शताब्दी के शुरुआत से तो सार्वजनिक क्षेत्र के उद्योगों को भी निजी हाथों में सौंपने की नीति पर तेजी से काम होने लगा है। इस बदलते परिप्रेक्ष्य में ज्यादा आवश्यक हो गया है कि अर्थव्यवस्था के विभिन्न क्षेत्रों को पेशेवर तरीकों एवं कुशलता के साथ चलाया जाय। खास कर व्यवसाय एवं उद्योगों को पेशेवर तरीकों एवं दक्षता के साथ चलाया जाना, उनके विकास ही नहीं अपितु अस्तित्व बचाने

के लिए भी आवश्यक हो गया है। भूमंडलीकरण के कारण राष्ट्र-राज्य की सीमाएँ धुँधली पड़ने लगी हैं। पूरा विश्व ग्लोबल गाँव के रूप में कार्यांतरित होने लगा है। प्रतिस्पर्धा के इस दौर में अर्थव्यवस्था का प्रबंधन बहुत मायने रखता है। अगर पेशेवर तरीकों एवं कुशलता के साथ प्रबंधन नहीं किया जाएगा, तो प्रतिस्पर्धा की आँधी में कौन बचेगा, कौन उड़ जाएगा, यह कहना कठिन है।

देश जब आजाद हुआ तो हमारे राष्ट्रीय नेताओं ने कदाचित्त वर्तमान परिदृश्य को भांप लिया था। उन्हें लगने लगा था कि आजाद देश के पुनर्निर्माण के लिए पेशेवर प्रबंधकों की आवश्यकता है। ऐसे पेशेवर प्रबंधक, जो प्रबंधन की सर्वश्रेष्ठ पद्धतियों से वाकिफ हों तथा परिस्थितियों के अनुकूल अर्थव्यवस्था का प्रबंधन कर सकते हों। परन्तु पेशेवर प्रबंधक मात्र विचार से पैदा नहीं हो सकते। उसके लिए कोशिश करनी पड़ती है। इसी कोशिश के क्रम में भारतीय प्रबंधन संस्थान कलकत्ता की स्थापना हुई। उसके बाद अहमदाबाद, बंगलौर, लखनऊ, कोजीकोड होते हुए यह शृंखला इंदौर, शिलोंग, राँची, रोहतक तथा रायपुर तक आ पहुँची है। इन संस्थानों का मूल उद्देश्य यह है कि अत्यंत मेधावी एवं श्रेष्ठ छात्रों का चयन कर उन्हें प्रबंधन के सर्वश्रेष्ठ तकनीकों में प्रशिक्षित कर के प्रबंधकों की विशाल जमात खड़ी की जाय ताकि भारतीय अर्थव्यवस्था के विभिन्न सेक्टरों के विकास एवं प्रगति का मार्ग प्रशस्त हो सके। भारतीय प्रबंधन संस्थानों की स्थापना का मूल उद्देश्य देश में अर्थव्यवस्था के संचालनार्थ प्रबंधकीय क्षमता-सृजन, प्रबंधन के क्षेत्र में अनुसंधान एवं उद्योगों को परामर्श देना है। भारतीय प्रबंधन संस्थानों को देश के सर्वश्रेष्ठ प्रबंधन संस्थान का दर्जा प्राप्त है तथा उनकी तुलना दुनिया के सर्वश्रेष्ठ बिजनेस स्कूलों से की जा सकती है। इन संस्थानों से उत्तीर्ण प्रबंधक अर्थ व्यवस्था के विभिन्न क्षेत्रों में देश एवं विदेशों में काम कर रहे हैं तथा उनके काम की सर्वत्र प्रशंसा होती है। प्रबंधन संस्थानों को उत्कृष्टता के केन्द्र के रूप में भारत सरकार ने विकसित किया है तथा इनमें प्रवेश पा जाना ही सफलता की गारंटी मानी जाती है।

इन संस्थानों में प्रवेश कठिन है इसका अंदाजा इसी तथ्य से लगाया जा सकता है कि इन संस्थानों में प्रवेश के लिए होने वाली परीक्षा जिसे कैट के नाम से जाना जाता है, काफी कठिन होती है। जितने छात्र कैट की परीक्षा में बैठते हैं उसमें से बामुश्किल 1 प्रतिशत छात्र ही सफल हो पाते हैं। परीक्षा में सफल छात्रों में से व्यक्तित्व की परीक्षा तथा समूह विमर्श की पद्धति के अनुसार संस्थानों में प्रवेश हेतु अंतिम चयन किया जाता है। भारतीय प्रबंधन संस्थान कलकत्ता की स्थापना के बाद से ही विभिन्न राज्यों में ऐसे संस्थानों की स्थापना के लिए मांग उठती रही है। यही कारण रहा कि 1961 में पहले भारतीय प्रबंधन संस्थान कलकत्ता की स्थापना हुई एवं उसी वर्ष अहमदाबाद में भी संस्थान खोला गया। भारतीय प्रबंधन संस्थान कलकत्ता एम0आई0टी0 के स्लोन स्कूल ऑफ मैनेजमेंट, फोर्ड फाउण्डेशन एवं भारतीय उद्योग जगत के सहयोग से भारत सरकार द्वारा स्थापित किया गया। इस संस्थान ने विश्व के अन्य महत्वपूर्ण संस्थानों के साथ छात्रों का विनिमय कार्यक्रम स्थापित किया है। उसके फलस्वरूप यहाँ के छात्र यूरोप और अमेरिका के महत्वपूर्ण संस्थानों में अल्पावधि प्रशिक्षण के लिए जाते हैं।

भारतीय प्रबंधन संस्थान अहमदाबाद की स्थापना में सुप्रसिद्ध वैज्ञानिक विक्रम सारा भाई तथा गुजरात के गण्यमान उद्योग घरानों ने महत्वपूर्ण भूमिका निभायी थी। भारत सरकार ने इसकी स्थापना गुजरात राज्य सरकार तथा भारतीय उद्योग जगत के साथ मिल कर किया था। शुरुआती दौर में इस संस्थान को हारवर्ड बिजनेस स्कूल का भी सहयोग प्राप्त हुआ था। वर्तमान में इस प्रबंधन संस्थान को देश का सर्वोत्तम प्रबंधन संस्थान होने का गौरव प्राप्त है। इस संस्थान का ध्येय है : अध्ययन, शोध, प्रशिक्षण, संस्था निर्माण एवं परामर्श के माध्यम से भारतीय प्रबंधन को पेशेवर बनाना। संस्थान द्वारा चलाये जा रहे कार्यक्रमों को यूरोपियन क्वालिटी इम्प्रुवमेंट पद्धति से मान्यता प्राप्त है। इस प्रकार यह संस्थान उन चुने हुए संस्थान में एक है जिसे ऐसा सम्मान प्राप्त है। उद्योग के साथ-साथ यह संस्थान भारतीय अर्थव्यवस्था के अन्य क्षेत्रों यथा कृषि, शिक्षा, स्वास्थ्य, परिवहन, जन संख्या नियंत्रण, ऊर्जा एवं लोक प्रशासन में भी पेशेवर प्रबंधन का प्रशिक्षण देता है। सुप्रसिद्ध पत्रिका इकोनोमिस्ट के अनुसार इसे दुनिया के कठिनतम प्रबंधन

संस्थानों में शुमार किया जाता है, जहाँ एक सीट के लिए 500 छात्र आवेदन देते हैं। इस संस्थान ने दुनिया के सुप्रसिद्ध प्रबंधन संस्थानों के साथ छात्र अल्प अवधि में प्रशिक्षण प्राप्त करते हैं।

भारतीय प्रबंधन संस्थान, कलकत्ता और अहमदाबाद के तरह ही भारतीय प्रबंधन संस्थान बैंगलोर, लखनऊ, कोजीकोड की आपनी विशेषता है। यह भी प्रबंधन के क्षेत्र में उत्कृष्टता के द्वीप के रूप में उभरे हैं। हाल के वर्षों में इंदौर, शिलांग, राँची, रोहतक, रायपुर में भारतीय प्रबंधन संस्थान स्थापित किए गए हैं, जो नए संस्थान हैं। ये पुराने से सीख रहे हैं। परंतु ये सभी उसी परम्परा के वाहक हैं जो परम्परा भारतीय प्रबंधन संस्थान कलकत्ता एवं अहमदाबाद से निकली है।

चूँकि इन संस्थानों से उत्तीर्ण होकर निकलने वाले छात्रों को मोटी तनखाह पर देश एवं विदेश में नौकरियाँ मिल जाती हैं अतएव ये संस्थान अपने छात्रों से मोटी फीस वसूलते हैं। हालांकि बैंक, इन संस्थानों में प्रवेश लेने वाले छात्रों को ऋण देने के लिए तैयार बैठे हैं अतएव मोटी फीस के कारण किसी छात्र को कोई कठिनाई नहीं होती है।

भारतीय प्रबंधन संस्थान चाहे जिस मकसद से स्थापित किए गए हों इतना तो तय है कि यहाँ से पढ़े-लिखे छात्रों की दुनिया बिल्कुल निराली होती है। वे कुलीन दुनिया में रहते हैं जो देश के आम आदमी के लिए अनजानी दुनिया है। उनके सोचने का तरीका एवं दर्शन जनसामान्य से अलग होते हैं। पेशेवर प्रबंधन का अर्थ यह कदाचित नहीं है कि प्रबंधक मात्र उद्योग मालिकों के लाभ के लिए ही काम करें यह भी आवश्यक है कि वह सामाजिक उत्तरदायित्व के लिए भी उतनी ही तन्मयता के साथ काम करे। यह आशा की जा सकती है कि प्रबंधन संस्थान अपने छात्रों में सामाजिक उत्तरदायित्व की भावना पैदा करने की दिशा में भी काम कर सकें।

[श्री व्यास मिश्र, भा.प्र.से. (1982) प्रधान सचिव, श्रम संसाधन विभाग, बिहार सरकार]

ENVIRONMENTALLY SENSITIVE BUDGET : AN HONEST INITIATIVE

- Meera Mishra

A couple of days back, I participated in a workshop on gender budget, organized for elected representatives from gram panchayats. Owing to my sensitivity to environmental issues and out of plain curiosity, I asked a Mukhiya or head of a panchayat, if he takes any special measures to ensure protection of environment in his area. My question seemed slightly awkward to him causing some discomfort. However after pondering over the question, the answer that Mukhiyaji came up with was completely justified. He mentioned that the protection of the environment is the domain of the Ministry of forest and environment and not his responsibility. He further added that the government neither provides any funds to panchayats to be channelized towards environmental protection, nor imparts any special training to panchayats in this regard. In fact Mukhiyaji came to know about gender budget for the first time at the workshop we both were attending.

Even though the Mukhiyaji was elected for the third time from his panchayat, and had an image of a clean and honest man, and highly aware, environment was a relatively obscure area for him. He knew that every panchayat should have a school, every house in the village should have a toilet, there should be hand pumps for clean drinking water, every villager should get opportunities of gainful employment etc. However, even to such an aware man, it was not clear as to how he could provide his support in ensuring environmental protection. Neither had

he heard any politician discuss environment as a part of election agenda, nor was he briefed of any government scheme in this regard by any block officer. But yes, being someone who had already seen 60 springs of his life, Mukhiyaji did feel the pain upon witnessing the degradation of the river flowing close to his village, and of the ponds, streams and innumerable orchards located in and around the small village he grew up. He intensely wanted to see the water level of river Ganges to be the same as that he had seen as a little boy. He wanted to see the water as clean and pure as old times and was ready to make any effort on his part as deemed necessary to achieve it.

My discussion with Mukhiya ji made it clear that masses are completely unaware of the negative impact that mundane activities have on the environment. While those who are a little aware consider protection of the environment a government responsibility and blame the agencies for having failed in this regard. And even those who are extremely aware consider environment protection as an area outside their domain of influence. They think they are too small a force to achieve any monumental result by supporting the cause of environment. This group primarily organizes workshops on environmental issues, publishes academic journals and presents them in prestigious conferences and workshops and occasionally figures in the media through participation in small demonstrations et al. Environmental issues get media attention but fail to win a solid ground.

Government views environmental issues as 'global' and not 'local'. And given that, this subject remains stuck between developed and developing nations. It is true that the developed nations in their quest towards industrialization and capitalistic greed exploited natural resources to the hilt and taught the rest of the world an easy way out to mint more and more money. Thus the developed nations owe maximum responsibility in contributing to atmospheric changes, environmental instability and worsening face of the earth. These nations however do appear concerned about environment as is evident from all the conferences held in Kyoto, Copenhagen et al. Though despite the concern shown, the policies formulated in the major world forums smells primarily of 'business'. If all the nations really wanted to make an honest effort, they would have abstained from pointing fingers at each other and had united in their efforts to formulate a solid plan to counter all threats to the environment. Each nation would have honestly evaluated and quantified the exact role played by them in causing harm to the environment. As an exercise to build in transparency, each nation would have intimated the other nations about all the short term and long term policy measures implemented by the former. These nations would either make an environmentally sensitive budget or at least critically evaluate the environmental sensitivity of their existing national budgets. If a gender sensitive budget paves a path of development for one half of the population, an environmentally sensitive budget would ensure greater protection and care of the environment. Along with the national budgets, every government department should also critically evaluate the environmental sensitivity of their

departmental budgets. This exercise would not only make it easy to identify government policies which are adverse to environment but also locate those policies which benefit the environment and hence deserve to be encouraged further. The selection of environmentally beneficial policies will pave way for selection of more such policies and thereby creation of an entire system from the top to bottom within the framework of governmental machinery.

If a little amount is kept aside in each budget for protection of environment, the adage of "each drop makes an ocean" will be proved true! For example, if every school makes a provision in its budget to install different dustbins for organic and inorganic garbage, sets aside a couple of periods in a week to spread environmental awareness among children and spends some amount on posters and other materials to be used in such classes, and also develops its premises as "green campus", the children will become increasingly sensitive about issues pertaining to environment right in their formative years. Similarly, if the Mukhiya or the head of a village panchayat keeps environment protection in his mind while making the budget, the entire village will become more aware and sensitive about such issues. Much can be done to ensure environment protection in different government policies and programmes and making provisions for the same in budgets across all levels. Consider 'MGNREGA' for example, renovation of dry wells and ponds in the villages along with construction of roads would ensure rising underground water levels. Also if cutting of ten trees is deemed necessary for building roads then planting ten similar trees should also be made mandatory once the construction work is over. In order to achieve

these results, special training programmes should be conducted and awareness should be generated among the villagers by the government. Once people become aware, they will be able to critically evaluate the local budgets from the perspective of environment protection.

The usage of polythene bags has aggravated environmental pollution and has also given birth to numerous other problems affecting the drainage systems across all towns and cities. It is also responsible in a big way, for causing water logging resulting in floods and epidemics and other disasters. Even though many states have banned the usage of plastic bags, it will be a dream to imagine their complete eradication in the absence of viable alternatives. If budgets make provisions to increase the production of bags made from jute or other natural resources, and companies manufacturing polythene bags are made illegal or banned, then within a few years polythene will cease to exist and not cause any harm to the environment.

Today we all are experiencing global warming in the form of changing weather conditions and increasing natural disasters. The blind race to mint more and more money is slowly destroying the bio diversity, evolved over millions of years. Regions with energy conserves are becoming limited. The fertility and quality of the soil is increasingly getting lost under the piles of poisonous garbage being disposed carelessly here and there. A producer is guided solely by profit, while a consumer is devoid of choices and viable options. If all this goes on without a break for the next 50 years, earth is bound to turn into a hell. It's imperative for the world community to

wake up at this point of time. The developed nations, which are most responsible for degradation of the environment, should invest in areas promoting sustainable development. The developing nations should in their turn avoid treading the similar path of development, which has been responsible for spoiling the face of the earth. The evaluation of GDP should not be restricted to "how much a nation earned", it should also be analyzed in terms of "how were the earnings generated". Imposing financial penalty on entities engaged in environmental pollution will not suffice in getting rid of the problem at hand. If a rich nation or a rich corporation or a rich person is assured of greater profits after paying a small fraction of earnings as a penalty for pollution, the problem of environmental degradation will continue to persist. Only if we look for environmental friendly alternatives within the ambit of sustainable development and at the same time condemn any activity which causes harm to the environment, will any effort made in the direction of ensuring protection of the environment yield positive results. With the aid of an environmentally sensitive budget, we surely can develop solid machinery and take an honest initiative in the direction of protecting the environment around us!

*[Dr. Meera Mishra,
is the wife of Sri Vyas Mishra, I.A.S. (1982)
Principal Secretary to Govt. of Bihar,
Dept. of Labour, also holding
additional Charge as Principal Secretary,
Disaster Management; she is a senior
Journalist and is a regular contributor on
critical social issues. She is also a
successful story writer.]*

A SALUTE TO OUR RURAL WOMEN

- Paromita Saha



Every other day we hear of seminars on w o m e n empowerment. Women's day is celebrated every year on 7th March. Doctors, engineers, lawyers, teachers, entrepreneurs, fashion-designers steal the show with pomp and fanfare

narrating their success stories. I am going to narrate a story of the art of survival of an ordinary Indian woman. Naina Devi, who is over eighty years, has three sons, two daughters and seventeen grand children. Her eldest son is a government teacher who lives about two miles away from her village in UP. Her other two sons live in other states in India. She manages her household with the help of a grand daughter whose father passed away. This is how she runs her household—she has eight goats, two cows and a stray dog who guards her and the meager wealth she possesses. She has no bed or khatia. She sits at the door of her hut and that is her throne. She not only sits there but also sleeps there. She cannot walk even with the help of a stick as she developed some spine problem. She has to drag herself forward and backward by

scrapping her buttocks. Her grit to control her possessions, her goat, cows and her hut keeps her going. She also lends money to villagers at 20 per cent interest. When people cross her house she



knows by their footsteps who it is and is able to draw them inside to collect her dues.

Naina Devi is blind of one eye and her other eye is affected due to a bad cataract operation. She is left with only one half

open eye to see the world around her. She loves green vegetables but has no access to it. It is luxury for her to have vegetables. She lives on the milk which she keeps for herself after selling the rest. Out of cow dung she slaps few cow-dung cakes which she uses as fuel in her open oven.



No stranger is allowed to cross her door without being confronted by her loyal dog called Bholu. If Naina Devi gives her nod then only Bholu stops barking and the visitor is allowed to step in. It is sheer miracle of nature that

this old lady is able to lead her life on her own terms. She is queen and lord master of her world. I salute her and also many more such women in rural India who are left alone after the death of their husbands and children who have gone out to lead their lives.

[Smt. Paromita Saha is the wife of Sri K. C. Saha, I.A.S. (1975) Development Commissioner, Bihar]

व्यक्तित्व

– विनीता खंडेलवाल

जिंदगी के टेढ़े मेढ़े रास्तों में,
कई बार ठहर कर,
कई बार ठिठक कर,
हमने देखा
हँसते और कसमसाते
कुछ
सज्जनों और दुर्जनों को

एक साथ, एक जगह!
दोनों अपने अपने संसार को
अपने-अपने हिसाब से
तौलते, तोड़ते और मरोड़ते!
गर्व से अट्टहास लगाते
तो कहीं अपने आप में खोए,
दोनों एक साथ,
एक जगह!

कुछ जो उनमें सज्जन थे
थे कुछ समर्पित
अपने कर्तव्यों और जिम्मेदारियों को,
शायद कुछ निश्छल भी
जो पसंद नहीं कर पाए,
दुनिया की लाग लपेट
बेमतलब की दिखावटी बातें
और, नकाबों से ढके चेहरों को
शायद कुछ भीरु भी
जो अपनी पहचान बनाने की
कसमसाहट को,
मूर्त रूप नहीं दे पाए
या शायद,
आत्म प्रवंचना के तीर,
वे नहीं चला पाए ।

उनका अपना संसार था
कुछ और सज्जनों का

अपने तक सीमित
कुछ हँसते कुछ मुस्कराते,
वे चुप से खड़े थे॥

कुछ जो उनमें दुर्जन थे,
वे बड़े गर्व से
अट्टहास लगाते
अपने आपको, बाकी सभी से,
श्रेष्ठ साबित करते
शायद, अट्टहासों के पीछे
छुपे थे,
परत दर परत नकाब,
कुटिल चालें और
चमचागिरी की अनोखी दास्तान
शायद, वो बड़े निडर थे
साम, दाम, दंड, भेद
यह मंत्र उन्होंने,
समय रहते सीख लिया होगा,
किसी को कुचलना,
तो, किसी को सहारा बनाना,
उनका प्रिय शगल होगा
शायद अपने सिद्ध मंत्र के अनुरूप
वे अपने आपको ढाल चुके होंगे।
बड़े ही गर्व से,
अट्टहास लगाते
वे दुर्जन
सज्जनता को नीचा दिखाते से,
अठखेलियाँ कर रहे थे
हँस रहे थे

[श्रीमती विनीता खंडेलवाल, श्री आर० के०
खंडेलवाल, भा.प्र.से. (1989), सचिव, बिहार राज्य
मानवाधिकार आयोग की पत्नी हैं।]

- Dr. C. Ashokvardhan

— डॉ० सी० अशोकवर्द्धन

*Some time your eyes must've
welled up
sinking agonies within.*

कभी तो तुम्हारी आँखें नम हुई होंगी
वेदना को
अन्दर डुबोती।

*An evening stroll
must've taken you to a lake
to show to you your face,
giving a lie to you
going without a sketch of yourself.*

कभी तो कोई शाम
तुम्हें किसी झील तक ले गयी होगी
ताकि तुम्हें तुम्हारा अकृश दिखा सके
और वह मिथ्या भी
कि तुम्हारी कोई तस्वीर नहीं बनी।

*Some time you would be in a fix
carrying on with a chosen space
for yourself
or merge the same
in an expanse
where too a wave sequestrates
with your name on its puffed up breast.*

कभी तो एक अन्तर्द्वन्द्व
खुद तक सिमटी रहने का
या फिर किसी विस्तार में तिरोहित होने का-
पर वहाँ भी तो कोई लहर
अपने सीने पर तुम्हारा नाम लिए
अलग पहचान बना लेगी ही।

*[Dr. C. Ashokvardhan, Principal
Secretary, Revenue and Land Reform
Department, Govt. of Bihar.]*

*[डॉ० सी० अशोकवर्द्धन, प्रधान सचिव,
राजस्व एवं भूमि सुधार विभाग, बिहार सरकार]*

A STEP MORE

सिर्फ एक कदम

- Dr. C. Ashokvardhan

- डॉ० सी० अशोकवर्द्धन

*You may've to crack
your shells yourself,
to fetch that golden hue
Spread upon the grass.*

*Some airs anon
to play with your tresses
as you open up
and blush
to a teasing dawn.*

*In a bridal make, the earth
would be waiting
for the night
to receive star dust
strewn on an all black
apron.*

*A world of make-believe
so far
will come out in the real
if only you took a step more
beyond the outlines
of the original vow.*

अभी खोल तोड़कर
तुम्हें खुद ही बाहर निकलना है
ताकि
हरी दूब पर पसरी सुनहरी रौशनी
से रू-ब-रू हो सको।

इठलाती भोर के आगे
संकोच की लालिमा में लिपटा
तुम्हारा अनावरण-
तुम्हारे गेसुओं से खेलती
अनाम हवाएँ।

परिणीता-वेश में सजी धरती
को रात का इन्तजार होगा
जब उसके स्याह आंचल पर
तारों की धूल जमेगी।

कल्पनाओं की दुनिया
सच में अंगड़ाई लेगी
बशर्ते अपनी पहली कसम
में खिंची
रेखाओं के परे
तुम सिर्फ एक कदम उठा लो।

*[Dr. C. Ashokvardhan, Principal
Secretary, Revenue and Land Reform
Department, Govt. of Bihar.]*

*[डॉ० सी० अशोकवर्द्धन, प्रधान सचिव,
राजस्व एवं भूमि सुधार विभाग, बिहार सरकार]*

WAVES & RIPPELS

Sri Phool Singh, 77

Advisor,
Bihar State Planning Board, Patna.

Md. Ashique Ibrahim, 78

Additional Member,
Board of Revenue.

Sri Shubhkirti Mazumdar, 78

Principal Secretary,
Forest & Environment Department,
Additional Charge: *Principal Secretary,
Mining Department, Bihar.*

Sri Afzal Amanullah, 79

Principal Secretary,
Water Resource Department, Bihar.
Additional Charge : *Principal Secretary to
Governor, Bihar.*

Sri S. K. Negi, 81

Principal Secretary,
Cooperative Department, Government of Bihar.

Sri Girish Shankar, 82

Principal Secretary,
Science and Technology Department,
Government of Bihar.

Sri Amitabh Verma, 82

Additional Member,
Board of Revenue,
Government of Bihar

Sri Ravi Kant, 84

Principal Secretary,
Cabinet Secretariat Department,
Government of Bihar.
Additional Charge: *Member Secretary,
State Advisory Committee or Board.*

Sri Ajay V. Nayak, 84

Principal Secretary,
Energy Department,
Government of Bihar.

Sri Shashi Shekhar Sharma, 85

Principal Secretary,
Urban Development & Housing Department,
Government of Bihar.

Sri Sanjeev Kumar Sinha, 86

Project Director,
Bihar State AIDS Control Society,
Patna.

Sri K. P. Ramaiah, 86

Commissioner,
Patna Division.

Sri S. Shiva Kumar, 87

Secretary,
HRD Department, Bihar.

Sri Rajesh Bhushan, 87

Secretary,
Information & Public Relation Department,
Additional Charge: *Incharge State Project
Director, Bihar Education Project Council*
Additional Charge: *State Project Director,
Bihar Secondary Education Council, Patna.*

Sri Sudhir Kumar, 88

Secretary,
Animal Husbandry & Fisheries Department,
Government of Bihar.

Sri Deepak Prasad, 89

Secretary,
Small Water Resource Department,
Government of Bihar.

Smt. Ansuli Arya, 89

Managing Director,
BIADA, Patna.

Additional Charge: *Managing Director, Bihar State Infrastructure Development Authority.*

Sri Rajit Punhani, 91

Additional Charge : *Managing Director, Beverage Corporation, Patna.*

Sri Uday Singh Kumawat, 93

Secretary,
Transport Department, Bihar

Additional Charge: *Administrator, Bihar State Road Transport Corporation, Patna and I.G. Registration, Excise Commissioner, Bihar.*

Smt. N. Vijaya Lakshmi, 95

Secretary,
Social Welfare Department, Bihar.

Additional Charge : *Director, ICDS, Managing Director, WDC and Secretary, Bihar State Child Right Conservation Commission.*

Sri B. Rajender, 95

Secretary,
Rural Works Department,
Government of Bihar.

Sri Suresh Prasad Singh, 95

Registrar,
Cooperative Societies, Bihar.

Sri Dayashankar Pandey, 95

Commissioner,
Bhagalpur Division.

Sri Govind Narayan Akhouri, 95

Commissioner,
Darbhanga Division.

Sri Indrasen Singh, 95

Commissioner, Saran Division.

Sri Jaymangal Singh, 96

District Magistrate,
Sheohar.

Sri Hridaya Narayan Jha, 96

District Magistrate,
Lakhisarai.

Sri Ashish Kumar, 96

District Magistrate-cum-Collector,
Arwal.

Sri Minhaaz Alam, 96

District Magistrate-cum-Collector,
Madhepura.

Sri Anand Kishor, 96

Special Secretary,
Revenue & Land Reforms Department,
Government of Bihar.

Sri Rahul Singh, 96

State Transport Commissioner
Additional Charge: *Special Secretary, Human Resource Development Department.*

Sri Vipin Kumar, 96

Chairman,
Bihar State Bridge Construction
Corporation Limited, Patna
Additional Charge: *Managing Director, COMFED, Patna.*

Sri Deouttam Verma, 96

Special Secretary,
Health Department, Bihar.

Sri Jitendra Kumar Sinha, 96

Special Secretary,
C.M. Secretariat, Bihar.

Sri Pankaj Kumar, 97

Special Secretary,
Bihar Agriculture Department.

Sri Santosh Kumar Mall, 97

District Magistrate-cum-Collector,
Muzaffarpur.

Sri Sanjay Kumar Singh, 97

District Magistrate-cum-Collector,
Patna.

Sri Narmdeshwar Lal, 98

District Magistrate, Bhagalpur.

Sri Vinay Kumar, 99

District Magistrate,
Saran (Chapra).

Sri Devraj Dev, 99

District Magistrate,
Saharsa.

Sri Prem Singh Meena, 2000

District Magistrate,
Vaishali (Hajipur).

Sri Abhijeet Sinha, 2000

District Magistrate,
West Champaran (Motihari).

Sri Mayank Warwade, 01

Managing Director,
Bihar State Based Infrastructure Development
Corporation, Patna.

Sri Sridhar Chiruvolu, 01

District Magistrate,
West Champaran (Betiah).

Sri Pankaj Kumar Pal, 02

District Magistrate,
Gopalganj.

Ms. Bandana Preyashi, 03

District Magistrate,
Gaya.

Sri Asangba Chuba Ao, 03

District Magistrate,
Kaimur (Bhabhua).

Sri Birendra Prasad Yadav, 04

Director,
Tourism, Bihar.

Additional Charge: Joint Secretary,
Tourism.

Smt. Palka Sahni, 04

District Magistrate,
Khagaria.

Sri R. Lakshmanan, 04

District Magistrate,
Darbhanga.

Sri Kundan Kumar, 04

District Magistrate,
Samastipur.

Sri Divesh Sehara, 05

Chief Executive Officer-cum-Commissioner,
Patna Municipal Corporation.

Additional Charge: Managing Director,
Bihar State Water Board.

Sri Manish Kumar, 05

District Magistrate,
Jamui.

Sri Kuldeep Narayan, 05

District Magistrate,
Munger.

Sri Balamurugan D., 05

District Magistrate,
Jehanabad.



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“The world outside Champaran was not known to them (the peasants). And yet they received me as though we had been age long friends. It is no exaggeration, but the literal truth, to say that in this meeting with the peasants I was face to face with God, Ahimsa and Truth.

When I come to examine my title to this realization, I find nothing but my love for the people. And this in turn is nothing but an expression of my unshakable faith in Ahimsa.

That day in Champaran (18th April 1917) was an unforgettable event in my life and a red-letter day for the peasants and for me.

According to the law, I was to be on my trial, but truly speaking Government was to be on its trial. The Commissioner only succeeded in trapping Government in the net which he had spread for me.”

From “ An Autobiography or The Story of my experiments with truth” by M. K. Gandhi