

Home (1917) Department.
Education

Ordinary SERIES.

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[Despatch Abstract.]

Advisory Board of the Department of Industries.

Recording papers relating to the formation of an _____ in
this Presidency.

Resoln No XXVI

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(1) 813-12-21

NOTES CONNECTED WITH RESOLUTION ON MATTERS OF
GENERAL PUBLIC INTEREST.

[For the meeting of the 2nd April 1917.]

[SUBJECT.—*Advisory boards for consultation by the Industrial and
Co-operative departments.*]

The Hon'ble Mr. K. R. V. KRISHNA RAO PANTULU :—

XXIX. This Council recommends to His Excellency the Governor in Council that an advisory board consisting of Indians and Europeans interested in the industrial development in this Presidency be appointed to advise and co-operate with the Industrial and Co-operative Departments and to suggest the general lines of action to be pursued by those departments for a successful attainment of the results aimed at.

REVENUE DEPARTMENT.

The resolution above relates mainly to the Industrial Department, and as such, it is understood that Home (Education) will take charge of the resolution.

2. On the question of the organization of non-credit co-operative societies for the preservation and development of weaving and other minor industries of the country which have suffered seriously on account of foreign competition, the committee on co-operation have remarked as follows in paragraph 10 of their report :—

"We would only point out that attempts to reorganize village industries on a more profitable basis should not be undertaken sporadically or fortuitously. To avoid mistakes which may well plunge small craftsmen into still deeper difficulties than now, it is very necessary that a systematic enquiry should be made by Government or some other agency into the economic conditions of any industry that may be taken up, and the organizer should have grasped the details and difficulties of the business and have a practicable scheme to propose before asking the people to accept it". In this Presidency there is only one co-operative society which is concerned with industry, viz., the Big Conjeeveram Urban Weavers' Union, Limited,

(K) Vide marginal remark of paragraph 8 of notes, page 4 of notes to G.O. 545, 26th February 1915.

(H) Paragraph 35 of report in G.O. 71, 10th January 1917.

made very little success in starting productive societies for industrial development.

As regards the difficulties in the way of starting societies for weavers who constitute

(K) Page 5 of notes to G.O. 545, 26th February 1915.

by far the most prominent industrial community here, Sir John Atkinson in his note, dated 31st January 1914, observed as follows :—"There are special difficulties in the case of weavers, their want of education, thriftlessness, intemperate habits, and the fact that they are almost everywhere in the hands of master weavers, who are also called sowcars, and who make large profits from their employés and would therefore use every possible device to prevent the emancipation of the working weavers."

3. The Fourth Madras Provincial Co-operative Conference held in January 1916, passed a resolution recommending the appointment of a special staff for making the necessary preliminary enquiries in the various districts of the Presidency with a view to the organization of special cottage industries on a co-operative basis in suitable localities. Thereupon it was suggested by the Revenue Department that the

p. 12 of Cf.
in p. 818
17.2.17

Removed
by the Rev. Dept.

7.18.80 818 17-17
 (II) Director of Industries might, with advantage, undertake the preliminary enquiry contemplated in the resolution of the Conference. But the Director in his u.o. remarks, dated 10th March 1917, stated:—"I fear that I cannot lay claim to any special knowledge of the cottage industries of the Presidency. Seeing that a department has been in existence for twelve years, it is a surprising statement to make. But it is true. Whatever information may exist in the records of my department, it does not exist in a readily available form, and I am just setting to work to collect in a systematized way what information I have with the idea of making a regular industrial survey of cottage industries. But it will be a long job." He therefore concluded that the initiative of making the preliminary enquiry should not be placed entirely on his shoulders but that "the initiative should come from three agencies (1) the Registrar of Co-operative Societies, (2) the Department of Industries and (3) private persons, all working in concert." Accordingly in G.O. No. 818, Revenue, dated 17th March 1917, the Director of Industries has been requested to report, in consultation with the Registrar of Co-operative Societies, what procedure he would recommend for promoting the extension of co-operative methods among the industrial communities with which he is in touch.

4. With the above information the file may, it is submitted, be transferred to

F.J.R.—21-3-17. the Home (Education) Department with the request that the case may be circulated to Honourable Member (Revenue) also.

R.S.—20-3-17.

T.S.R.—21-3-17.

F. J. RICHARDS—21-3-17.

HOME (EDUCATION) DEPARTMENT.

At the meeting of the Legislative Council held on the 24th November 1914 the Hon'ble Mr. K. Chidambaramatha Mudaliyar moved a resolution urging the constitution at an early date of an advisory board of qualified persons, not less than one-half of whom should be non-official Indians, to co-operate with the Director of Industries in promoting the improvement of existing industries and the introduction of new industries. Attention is solicited to the

notes written in connection with that resolution. His Excellency the Governor stated in the Council that an advisory

board was unnecessary at a time of crisis. His Excellency added that if the time should come when the Government thought that a permanent board was necessary, they would consider it again.

2. In February 1916 Mr. Tressler suggested the formation of an advisory board

(I) Pages 1 to 5 of G.O. 905, Home (Education), 25th August 1916. for the Industries Department. No action was considered necessary on this and the papers were recorded in G.O. No. 905,

(I) Home (Education), dated the 25th August 1916. At the meeting of the Legislative Council held in November last the Hon'ble Mr. K. R. V. Krishna Rao (the mover of the present resolution) asked a question whether the Government would appoint a standing committee of advisers with regard to the development of industries in this

(J) Page 4 of G.O. 1346, 12th December 1916. Presidency. The Government replied that they had "no such intention at present."

3. The resolution now brought forward apparently contemplates the appointment of a permanent board to advise and co-operate with the Industrial and Co-operative departments. So far as the former department is concerned the necessity for such a board does not appear to have been felt. The department consults non-officials when their advice is needed and will be useful. Committees are appointed whenever necessary, e.g., the Glass Committee and the Committee convened by the Hon'ble Mr. Couchman to consider the question of encouraging art industries. Perhaps

Mr. Innes may be requested to offer his remarks on the suggestion made in the resolution. It may be noted in this connection that the question of the advisability of instituting Provincial boards of industries or advisory committees to include non-official members is to be considered by the Indian Industrial Commission.

(L) Paragraph 13, page 3 of G.O. 845, 7th August 1916.

4. The resolution so far as it relates to the formation of an advisory board for the Co-operative Department is one for consideration in the Revenue Department.

S.K.—19-3-17.

N.K.—20-3-17.

Mr. Innes u.o.

E. A. HARVEY—20-3-17.

OFFICE OF THE DIRECTOR OF INDUSTRIES.

Personally I am in favour of a board provided that it is (1) a merely advisory body and (2) a real industrial board, the members of which are carefully selected with reference to business and industrial experience. A board which would merely indulge in vague talk and theories would be worse than useless. A really strong board however, selected on the lines suggested above, would, I think, be useful and would strengthen not only the Director's hand but also confidence in the department. It would meet ordinarily only once a year in April or May to discuss (1) the work of the past year and (2) the programme for the next. But it might be summoned to consider particular subjects and should have the power of co-opting members who could give useful advice on that subject, and the Director would always have the right to consult the members on any particular subject either as a body or individually.

2. Had such a body existed and had it been consulted before the recent glass experiments were begun in earnest, that fiasco would never have occurred. And a board would help me now in considering various problems connected with the Leather Trades school, in advising me how best to sell my pencils, and in advising me on such questions as distribution of dyes (if we get them out from home), the resuscitation of various industries which are suffering severely from the war, e.g., the Masulipatam palampore industry, and the rehabilitation of industries which owing to a demand for a cheap and nasty article are now being degraded, e.g., the Ellore carpet industry. It must be remembered that the Director of Industries has about the most difficult job in the Presidency. The Director (I don't care who he is whether Engineer, Civilian or business man) needs advice and guidance at every turn. At present the Chamber of Commerce and individual business men are very good about giving it. But I should like to have a number of business men whom I would be able to consult as a matter of right.

3. However, at present, I do not want to press the matter. I want to see my way a little clearer before I make definite proposals for the reorganization of the department. Government policy hitherto has been against a standing board, and the obvious line of reply to the proposed resolution is that the Government, while they recognize that there is much to be said for the board, think it better to await the recommendations of the Holland Commission before they take any action in the direction indicated.

C. A. INNES—22-3-17.

HOME (EDUCATION) DEPARTMENT.

Submitted.

2. The Revenue Department note on the resolution has been added to this file—pages 1 and 2 supra.

3. Orders are solicited as to whether the resolution should be discussed in the Executive Council and who will be in charge of it.

S.K.—23-3-17.

N.K.—24-3-17.

I think the course suggested by Mr. Innes in his paragraph 3 is the best to adopt; it is inadvisable to make any radical changes in the constitution of the department before the recommendations of the commission are known; commercial opinion probably also requires careful sounding and cultivating; without the support of leading merchants and industrialists the proposed board would probably be infructuous and its formation might even prove to be harmful; the minds of such gentlemen probably require to become habituated to the idea before practical steps are taken.

E. A. HARVEY—24-3-17.

I agree with Mr. Harvey. I incline to the view that a permanent advisory board—I presume that the Additional Member wants a permanent board—would be more a handicap than a help. The advantages which Mr. Innes proposes from such a board could be had from special boards constituted for special purposes. A permanent board is apt to get stereotyped, and even with the free exercise of co-option—as suggested by Mr. Innes—I fear that it would be wanting in elasticity. The advantages of a special board are that we convene it only when there is a recognized need, that the members come there with perfectly open minds in regard to general questions of industrial policy and with undoubted knowledge of the particular industrial subject about which they are called upon to advise. But this question, whether we should go in for a permanent board or should prefer special boards of a temporary character, need not trouble us just now. The fact remains that the whole industrial problem is in the melting pot. We have had in recent years a lot of trouble in the Department of Industries. There is no reason why we should add to that trouble just now by constituting a permanent board for advising the head of the department. We may well take our stand on the point mentioned by Mr. Harvey that we prefer to await the report of the Holland Commission before making any substantial change of policy in the management of the department. So far in regard to the Department of Industries.

2. In regard to the Co-operative department, the Hon'ble Sir Alexander Cardew will note. Assuming that my Honourable Colleague has no objection to my offering my remarks on the subject of a permanent board for the Co-operative department, I would earnestly deprecate the constitution of such a board. I know personally most of the men who will get on such a board if one were constituted. They would, if given a *permanent and authoritative* status like that, make the position of the Registrar difficult. Many of them are doing useful work now because they have got no control over general policy. To give them such control would in all probability divert them from the useful work that they are now doing and put them in a position of enunciating generalities for the benefit of the unfortunate Registrar.

P. R. [AJAGOPALA ACHARIYAR]—25-3-17.

I agree with my Honourable Colleague on both aspects of the matter.

As to the co-operative side of the question we have only just got rid of one board and we certainly don't want another in its place. Co-operation lends itself more than most subjects to vague talk and cloudy benevolence, and we want the leading co-operators to work and not to talk.

On the industries side, I should say that Mr. Innes would soon regret it if he were tied on to a board. He admits that the business community are very good in giving him advice and he at present is free to seek it where he likes. If he had a permanent board, he couldn't do that and would have to go to his board. How would that be an improvement?

A. G. C. [ARDEW]—25-3-17.

For orders as to the resolution.

E. A. H.—26-3-17.

It is for His Excellency to decide whether Honourable Member (Revenue) or I should oppose it. The point will no doubt be settled at the Executive Council meeting.

P. R. [AJAGOPALA ACHARIYAR]—26-3-17.

Extract from the Proceedings of an Adjourned Meeting of the Council of the Governor of Fort St. George assembled for the purpose of making Laws and Regulations under the provisions of the Act of Parliament, 5 & 6 Geo. V, Ch. 61.

• The Council re-assembled at the Council Chamber, Fort St. George, at 11 a.m. on Wednesday, the 4th day of April 1917.

RESOLUTION RE ADVISORY BOARDS FOR CONSULTATION BY THE INDUSTRIAL AND CO-OPERATIVE DEPARTMENTS.

The Hon'ble Mr. K. R. V. KRISHNA RAO:—“The resolution which I have the honour to move runs as follows:—

‘XXVI. This Council recommends to His Excellency the Governor in Council that an advisory board consisting of Indians and Europeans interested in the industrial development in this Presidency be appointed to advise and co-operate with the industrial and co-operative departments and to suggest the general lines of action to be pursued by those departments for a successful attainment of the results aimed at.’

“My Lord, my object in asking for the appointment of an advisory board to help the development of industries and to give advice to the Director of Industries and also to the officers connected with the co-operative department is mainly to enable the industrial department to do its work more systematically and to facilitate industrial development which is its main object as well as to make the co-operative societies develop cottage industries in this Presidency. This advisory board will be composed of persons who have a practical interest in business and who have a practical knowledge in trade and commerce, so that the Director will have the right to consult the board in matters connected with industrial development and this board will also be in a position to offer advice to the co-operative department as to the way and the manner in which co-operative societies may help the development of cottage industries in this Presidency. For this purpose, an advisory board of Indians and Europeans, interested in the industrial development of this Presidency, may be appointed to co-operate with and advise the Director of Industries. At the Industrial Conference held at Ootacamund in September 1908, in one of the resolutions passed, an advisory board was recommended to be established, and that advisory board was mainly advised for the purpose of giving advice to the Government and the Director of Industries, in what manner and what ways they could undertake industrial experiments and engage themselves in industrial undertakings in this Presidency. The Government, in passing their order No. 2894, Revenue, dated 17th October 1908, upon the recommendations of that conference, approved of the proposal to constitute such an advisory board and suggested that a fixed standing advisory board might not be advisable under the circumstances which then existed. But whatever that may be, whether the board is formed once for all for a long term of years or for a short time,—for one year or for three years,—an advisory board seems to be necessary in order to co-operate with and give advice to the Director of Industries with regard to industrial development, and the measures that should be and can be pursued towards developing industries in this Presidency.

“The Director of Industries, Mr. Innes, in the course of the evidence which he gave before the Industrial Commission when that Commission visited Madras lately, stated as follows: ‘I am inclined to think that a purely advisory board of industries would be useful. It should consist mainly of representatives of business firms. As it is, the Chamber of Commerce and business men generally are very good about advising the Director. But it would be useful to have a number of business men whom the Director would have the right to consult.’

“Before the same Commission, Sir Clement Simpson stated as follows in the course of his evidence: ‘I think there should be a board of industries with executive powers. The board should have a full-time and permanent Director and should be generally on the lines of a Port Trust’ and so forth.

“Here he suggests that there should be a board with executive powers. My resolution does not want that the board should be appointed with any executive

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powers. I want only an advisory board with executive powers to help and co-operate with the Director of Industries, which the Director himself seems to think necessary and advisable. Again Sir Clement Simpson in the course of his cross-examination by the President said: 'At present, merchants, if they made any proposals to Government, got blank refusals, without reason or explanation. If a board of industries were established, there might be a compromise between the merchants and the Government. There might be a sub-committee for dealing with smaller industries and these might be located in such places as Madura, Calicut, Berhampur and Vizagapatam.' He was quite satisfied with the men trained in the Victoria Technical Institute in Bombay.

"He says that if an advisory board is formed with auxiliary committees and branches in important places such as Berhampur, Vizagapatam, Calicut and other places in the Presidency, it would greatly help merchants and also industrial enterprises and industrial development in this Presidency. My Lord, it appears that the Director of Industries has been in the habit of consulting some of these business men at times, with regard to industrial development; but whom the Director of Industries consults and whom he does not consult nobody knows. That information is not available to the public. Besides, whether the Director of Industries consults largely European merchants or European and Indian merchants is not also known to the public. I, therefore, recommend in this resolution that the advisory board or the advisory committee which the Director of Industries will have the right to consult and which will have opportunities of placing their views before the Director of Industries will be such as will consist of business men and men of experience and men interested in industries—both Europeans and Indians. My object is this: that this board should consist of both Indian and European merchants, so that the interests of all communities may be represented, and the knowledge and experience of industries in the mufassal which the Indian merchants and the Indian industrialists have may also be placed before the Director of Industries.

"My Lord, with regard to co-operative societies, in the report of the Committee on Co-operation in India, that is, Mr. Mackinnon's Committee, in the tenth paragraph dealing with non-agricultural societies, it is stated as follows:—

'10. Dealing first with non-agricultural societies, we find that successful attempts have been made to arrange for the purchase of yarn and silk for weavers, cane for basket-workers, timber for carpenters, and implements (sometimes of improved pattern) for several industries. The production and sale of cotton and silk cloth, durries, and furniture have been undertaken. Building societies have been organised. The purchase and sale of most sorts of common necessities is being carried on at various co-operative stores. Of these non-agricultural societies the most prominent and the most promising are those formed for the benefit of weavers. Their object is to purchase wholesale raw material, yarn and silk, to help weavers to buy improved looms and other implements, and to organise the direct sale of manufactured cloth to consumers. This type of society is in our opinion worthy of support, both because weavers are a numerous and poor class, whose earnings have in recent years been seriously diminished by the competition of the mills, and also because any method by which the cottage industries of the country can be preserved would deserve a prolonged trial. We would only point out that attempts to reorganize village industries on a more profitable basis should not be undertaken sporadically or fortuitously. To avoid mistakes, which may well plunge small craftsmen into still deeper difficulties than now, it is very necessary that a systematic enquiry should be made by Government or some other agency into the economic conditions of any industry that may be taken up and the organizer should have grasped the details and difficulties of the business and have a practicable scheme to propose before asking the people to accept it.'

"It is the last paragraph that I should like particularly to refer to. They say that in helping the furtherance of cottage industries sporadic and fortuitous attempts should not be made, but the whole thing should be investigated and gone into either by the Government or some other agency. By the formation of an advisory board of this kind, this board will serve the purpose of going into the actual conditions of cottage industries and would be in a position to place before the co-operative department their views regarding the way in which the co-operative movement can help the cottage industries. Again, my Lord, in the same report, in a subsequent

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paragraph dealing with non-agricultural societies, it is pointed out that in regard to matters connected with the development of cottage industries and the application of co-operative principles to the development of such industries careful investigation will have to be made and persons who are actually acquainted with the conditions of the locality must be consulted and their views ascertained. A board of the kind I suggest in this resolution will, in course of time, be able to act as an advisory board, capable of giving wholesome advice to the officers connected with the co-operative movement in what ways they can help the cottage industries; and if an advisory board is formed, in the course of a few months or years auxiliary committees may be formed, as suggested in his evidence before the Industrial Commission by Sir Clement Simpson, in all the commercial and industrial centres in this Presidency, and such auxiliary committees will be able to understand the conditions of the industries in those localities and give advice through the advisory board to the Director of Industries with regard to the methods that can be advantageously followed towards industrial development. With this aspect in view, I recommend that a board, purely advisory in its character, may be formed, consisting of both European and Indian merchants, who have business experience and also experience of the existing industries.

"My Lord, it is also necessary to have such a board in order that the persons who are acquainted with the causes of failure of certain industries may be able to enlighten the Director of Industries or the Government with regard to the actual causes which contributed to the failure of any particular industry or any kind of industries. With regard to freights and so many other things which contribute either to the success or the failure of an industry, business people who have actual experience of the locality and the conditions prevailing therein will be better able to bring home to the mind of the Director of Industries and the Government the actual difficulties under which those industries labour and the remedies that may be applied to make those industries successful. It is necessary to understand whether an industry can be made successful or not. There is no use of allowing efforts in a misdirected channel to be wasted; and so the actual condition of things will have to be understood, and this advisory board will enable both the Government and the Director of Industries to know the actual condition of things and the causes of the failure or the success of any enterprise in industrial matters.

"Again, my Lord, from the latest telegram published in newspapers, it would appear that a board has been formed in London for instituting an enquiry into the raw materials available and that board will of course do a great deal to encourage the export of raw materials chiefly from India. Our anxiety is to utilize the raw material for the manufacture of finished articles as far as possible in the country itself; and whether it can profitably be done in the country itself or not is what one is concerned with. The Government should make a systematic and serious attempt in the direction of making a proper use of these raw materials and seeing how far industries can be fostered in India and raw materials made use of in the country as far as possible, and this advisory board will be in a position to collect all facts and collate all information and place them before the Director of Industries and also disseminate among the people at large and all the industrial and commercial people in this Presidency the knowledge accumulated in the department of industries under the guidance of the Director of Industries. With this object I have brought forward this resolution and I hope it will commend itself to the acceptance of the Council."

The Hon'ble Rao Bahadur K. SURYANARAYANAMURTHI NAYUDU:—"I beg to second this resolution moved by my Hon'ble friend Mr. Krishna Rao. After all that was said by him it is not necessary for me to say much. I just wish to mention one or two points in support of the resolution. I am aware that the Government and the Director of Industries have been appointing special committees now and then to consider some industrial subjects such as the glass committee, which was recently appointed to report whether it was desirable to continue the experiments that were conducted here for the manufacture of glass. I was a member of that committee. The fact of my being interested in commerce and industry has prompted me to second this resolution.

"I have to point out that if the committee be a temporary one the members would certainly devote their attention for the time being for a few days; whereas if

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it is a permanent body, for one or two years, they will take more interest in matters connected with industries and the co-operative movement. In the formation of such committees or advisory boards, as mentioned by the Hon'ble Mr. Krishna Rao, it is highly desirable to have as members business men, both Europeans and Indians, so that the opinions of the board may be representative. Further, European members would have the knowledge and the information as to the conditions of other countries and practical business-like methods, while the Indian members can represent the wants and wishes of the people and the present condition of local industries and the requirements, especially of cottage industries. It may be remarked that it is not always possible to find many Indians with the knowledge of particular industries. I admit that. But to remedy that, specialists, either Europeans or Indians, may be temporarily appointed as additional members to give expert advice. A Reuter's telegram of the 2nd instant says that an advisory board was considered necessary even in an advanced country like England. It seems, therefore, to be quite necessary to have such a board in India which is really backward in industrial enterprises. The request made in this resolution is a modest one, as the mover has already explained it. As to the functions of the board, he has given a general outline of the work to be done in co-operation with the Director of Industries. It will not interfere with his administrative capacities. With these words I beg to second the resolution.

The Hon'ble Diwan Bahadur P. RAJAGOPALA ACHARIYAR:—"Your Excellency I have some difficulty in dealing with this resolution, because the speeches which have been made in support of it are not in exact or complete accord with the wording of the resolution. Taking the resolution as it is, I understand that what is proposed is an advisory board, permanent or reasonably permanent in character, and presumably a strong one, so as to comprise Indians and Europeans, acquainted with industrial conditions, to advise the two departments, co-operative and industries departments. So far as the co-operative department is concerned, I am pretty clear that a board like this could do no good. The board is to suggest the general lines of action to be pursued by the two departments. The lines of action on which the co-operative department should proceed are, I think, pretty well understood. The principles of co-operation are, I think, well understood in this Presidency, where the movement has been in existence for over thirteen years. There are a series of Government orders on the subject and resolutions passed at conferences. Further we have had, some time ago, a committee on co-operation, which went all over India and gave us a report. I do not think that any useful purpose will be served by saddling the department with a board, even an advisory board. I fear that a board like that will be more a handicap than a help to the Registrar of Co-operative Societies. Persons whose advice he has to take are pretty well known; people who take any interest in co-operation are well known in the Presidency; they are members of societies and honorary workers; they run central or district provincial banks, which are all worked on certain definite lines. I hardly think that the creation of a central advisory body such as that proposed by the Honourable Member would really help forward the co-operative movement in its industrial sphere.

"What apparently is troubling the Honourable Member is that, while we have such a large number of credit societies, we have so few industrial co-operative societies, such societies for weavers and similar societies. I quite see that. But is it certain that the lack of development in that direction is due to the absence of a board? Is it rather not due to the fact that the kind of people whom we have to approach in this matter have very much less of the co-operative spirit? It is very difficult to get them to act together. Take the question of weavers, with whom I had a great deal to do at one time. I found that the great difficulty about the weavers was want of education, their thriftlessness, their intemperate habits, and so on. I do not think that any number of boards could cure all these evils. A board could offer no suggestions in a matter like that. I would therefore earnestly advise the Council against this idea of allowing a board to have anything to do with the co-operative department. That department has, on the whole, made good progress; it has worked on natural lines. It is inevitable that, in a department like that, certain kinds of co-operative activity must be found easier than others, and therefore what we call credit societies have sprung up. In regard to other societies probably they will come in time; but at the same time I do not think forcing the pace will do any good, so

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far as co-operative societies are concerned. If we start industrial co-operative societies for which the people concerned are not really fit, the chances are that they would break down after a time. I am pretty certain of that. I am rather in a position to speak with some authority on this subject. I may also mention that, though my knowledge of the co-operative movement is somewhat antiquated, I have had the opportunity of discussing the subject with the officers who have more recently held the office of Registrar, and they would rather work without the board that you propose to give them. The requisite information is already in their possession, they know the weak points of the system, so far as industries are concerned, and they do not think that a board such as the one proposed by the Honourable Member will do any real good.

"In regard to the industries department I am sorry I am not in a position to speak with equal certainty. For reasons which it is needless to recapitulate here and which are known to most of you, this department has had a somewhat fluctuating career; it has had its vicissitudes. The Honourable Member has quoted from the report of the Industrial Committee of 1908 and from the order of the Madras Government thereon. This Council is no doubt aware that the policy laid down by that order of the Madras Government could not be carried out on account of the action of the Secretary of State. We have had several orders about this department, and on the whole I am free to confess that the condition of the Industries Department is one for which the Government are quite as sorry as Honourable members are. But the point we have to consider in regard to that department is whether, in its present condition, a board such as that proposed, could do any good. The Honourable Member who seconded the resolution has pointed out that there have been instances in which the Director has availed himself of temporary help by seeking the advice of the people who knew about particular subjects. I know that, as a matter of fact, the Director of Industries is expected, in dealing with industrial questions which come up to him, to keep himself in touch with these people who know about particular industries and acquaint himself with their points of view. Whoever it may be that is appointed Director of Industries, he must be a man who cannot know all industries; he is bound to be so, for the industrial field is very large and the major portion of it is what one does not know. So the head of the department is expected to be in touch with merchants and business men acquainted with industries and that is what the Director of Industries has been doing. In addition to that, whenever the Government found, in regard to a particular experiment conducted by the department, that the action taken had led to a state of affairs which required careful investigation and consideration by an expert committee, they appointed a committee and put men on it who knew about the subject. One such committee to which the Hon'ble Mr. Suryanarayanamurti Nayudu has referred is the committee about glass manufacture.

"Now the point for consideration is: should we continue that elastic system or should we stereotype a board, create a permanent board consisting of a large number of people and tell them to deal with all industrial questions from tomorrow? I would ask Honourable Members to consider whether a general order like that may not lead to developments which we do not quite bargain for. A permanent board like that, consisting of a large number of people with a sort of roving commission to go into the whole field of industry, is apt to become stereotyped and there is the danger that we may have doctrines enunciated which might possibly be not practicable to be carried out. What you would probably say is that they will only advise, that the members are only an advisory board. But when we have a committee which continuously gives advice and that advice is not listened to, if the committee feels sore that its advice is not listened to, there is apt, after a time, to be irritation consequent upon that state of affairs and we may have resolutions brought forward to the effect that, if the advisory board gave a piece of advice for three years in succession, that advice shall be acted upon. I do not think that we should do anything rigid. I speak at this length and in a somewhat halting way, because personally I would have no objection to agree to the idea, provided it is put in a form such as will not handicap the work of the department. If the thing is put in the form of a temporary board, to be tried for a short time, and to consist of a small number of men and to deal with the one department of industries, leaving the co-operative societies alone, I would raise no strong objection, but in the form in which it is put,

10

RESOLUTION RE ADVISORY BOARDS FOR CONSULTATION BY THE
INDUSTRIAL AND CO-OPERATIVE DEPARTMENTS.

(Mr. Rajagopala Achariyar ; Mr. Yaqub Hasan.) [4TH APRIL 1917.]

I feel that a board such as the one contemplated by the Honourable Member who has moved the resolution is likely to do more harm than good. For that reason I would oppose the resolution."

The Hon'ble Mr. Yaqub Hasan:—"I am very much disappointed at the attitude which the Government have adopted in this matter. I thought that the subject of industries was pre-eminently one in which the co-operation of the people and the Government would prove very beneficial. On that account, the Government, I thought, would rather welcome than reject the offer of co-operation on the part of non-officials. The Hon'ble Mr. Rajagopala Achariyar has told us that the department would be handicapped than otherwise by the advice the members of the advisory board might be able to place at its disposal, and that the advice might be unwelcome to the department. I do not know why it should be so. He has, at the same time, said that the Director of Industries now and then seeks the advice of those who are actually engaged in industrial concerns. Why should the same advice be unwelcome when it is offered to him unsought? There is a good deal of difference between the advice of an individual and that of a corporate body. The Director may or may not act upon the advice which he himself has voluntarily taken from some people engaged in business, whereas the same advice would be better respected if given by a corporate body who have discussed the matter with him freely and arrived at certain conclusions after much deliberation. Surely such advice would be more useful than if that advice is sought from individuals in a haphazard manner by the Director of Industries. It cannot be said that the department is so well organized that it is above all advice. As far as I know, the Director of Industries is generally an Indian Civil Service man. By education, by training, and by opportunities of acquiring knowledge and experience, I.C.S. men are, no doubt, highly efficient beings. In their own sphere of life, they are very useful, but when you place them in a position, where a different kind of knowledge, experience and capacity is required, it is too much to expect that they would give as good an account of themselves as they do when they are in their own element. I have great regard for the gentleman who presides over this department at present; and I have nothing but admiration for the excellent way in which he is managing it. But I cannot help thinking that a person who has had a practical training in a business concern and has had first-hand knowledge of all those things that help the building up of industries would be more suitable to be at the head of that department. The uncertainty of the tenure of office and probability of early transfer do not encourage a minute study of the problems that face the department. There are no doubt some experts also in the department, but, at present, as the irony of fate would have it, these gentlemen are employed on work of which they do not possess expert knowledge. Such being the case, the Department of Industries is particularly in need of all the expert advice that could be had from outside the department.

"I am aware that there are very few Indians who, at present, are in a position to help the department very much, but, at the same time, it has to be remembered that the board cannot but be a small one and we can easily find a few persons who will be really useful on such a board. It is also proposed to have a few Europeans on the board. The country is very much indebted to European merchants who have been the pioneers of industry in this country. Most of our manufacturing industries owe their inception to Europeans. Indian merchants at Bombay and Calcutta have followed the lead of Europeans with the result that they have themselves become masters of industries of whom any country would rightly be proud. It is regrettable that, in this Presidency, where the English were the first to land and which has been the longest under British rule, there should have been so little enterprise on the part of Europeans and still less on the part of Indians. I am sure, however, that many of the European merchants connected with leading firms in Madras and in the mufassals will readily place their knowledge and organising power at the disposal of the advisory board and co-operate with Indians in promoting the industrial interests of the country. When such material is available among both Indians and Europeans, I think it would be sheer obstinacy on the part of Government to refuse to take advantage of it. The reply of the Hon'ble Mr. Rajagopala Achariyar appeared to me to be merely a stereotyped one, so much so that at times I felt doubtful whether he was not thinking of municipal or district board organizations than of commercial enterprise and industrial concerns. I wish that the Hon'ble Mr. Couchman who had been the head of the

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RESOLUTION RE ADVISORY BOARDS FOR CONSULTATION BY THE
INDUSTRIAL AND CO-OPERATIVE DEPARTMENTS.

[4TH APRIL 1917.] (Mr. Yaqub Hasan ; Mr. Gordon Fraser.)

Industries Department for some time had also enlightened us as to the difficulties that prevented the Government from accepting the co-operation of non-officials, or from accepting this resolution. The Hon'ble Mr. Rajagopala Achariyar said that it was difficult to understand how this advisory board could help the development of industries. He quoted the case of weavers as an instance and he said that they were so unintelligent and so ignorant that they could be hardly said to be in a position to give any help to the Department of Industries. In that respect, India is not the only country where such conditions exist. Operatives and labourers actually engaged in industries are nowhere in the world in a position to give advice in such matters. All their knowledge is limited to the performance of certain industrial operations and no more. It is not the advice of such people that is offered to the Government. It is the advice of intelligent leaders of the people who are actually concerned in the promotion of industries. The Government are as much anxious to promote industries as Indians are. If co-operation could be brought about between the two, it is sure to be of benefit to the country. I beg the Government will see their way to accept the resolution which was, after all, based on the suggestion of the Director of Industries himself as given by him before the Industrial Commission. He said he would welcome an advisory board; the Director of Industries is, I suppose, in a better position to know what is wanted in his department and I would like the Government to be guided by that advice and accept this resolution."

The Hon'ble Mr. Gordon Fraser:—"In the first place I would like to dissociate myself from the remarks made by the Hon'ble Mr. Yaqub Hasan, as I personally consider that the reply made by the Honourable Member is most sympathetic in its strain. As regards the resolution itself, I sympathise with the object that the Honourable mover has in view. But I am afraid that, as the resolution stands, I cannot see my way to support it. It is not stated in the resolution whether this advisory board is to be permanent or temporary. If it is to be a permanent board, a board consisting of a large number of persons, it would be more a hindrance than a help in this respect, and we might well await the report of the Sir Thomas Holland Industrial Commission, which we will have sooner or later. If it is a temporary board, I am very much in favour of the Director of Industries associating himself with business men to consider any special subjects that might come up from time to time; and I am quite sure that business men and those interested in the welfare of the industries of Southern India will be pleased to give their services to the Director of Industries and render him any assistance that they can in the matter. As regards the Department of Industries, the previous speakers have referred to—what shall I say—the lack of success of the department in the past. It has, taken all round, a poor record to show. But I think one of the principal causes for this is the lack of continuity in policy owing to different officers having been appointed one after another. There has been a frequent change in the personnel; and I think the proper plan would be to appoint an Indian Civilian of the rank of first-grade Collector, with a permanent deputy. If you take an Indian Civilian, he will sooner or later be removed, and there should be a permanent deputy to secure that continuity of office which is necessary if the department is to be a success.

"In the Hon'ble Mr. Rajagopala Achariyar's remarks he practically invited amendments to this resolution. I think he sympathised with the resolution, but he could not accept the wording of it. I should like to propose therefore an amendment to the resolution, reading as follows:—

"That this Council recommends to His Excellency the Governor in Council that a small advisory board consisting of two Indians and two Europeans interested in the industrial development of this Presidency be appointed by the Government for a term of twelve months, as an experimental measure to co-operate with the Department of Industries and advise regarding questions of policy."

"These gentlemen would constitute a small committee; and I feel quite sure that their advice would be of appreciable and material help to the Director of Industries himself. They need not consider all the industries or the various industries that come up before the Director of Industries. They can appoint sub-committees to

RESOLUTIONS RE ADVISORY BOARDS FOR CONSULTATION BY THE INDUSTRIAL AND CO-OPERATIVE DEPARTMENTS.

(Mr. Gordon Fraser; Mr. Ranga Achariyar; Mr. Barber; [4TH APRIL 1917.
Mr. K. R. V. Krishna Rao; Mr. Rajagopala Achariyar.]

consider the possibility of any new industries that are proposed. I should like to know if the Honourable mover will accept my amendment."

The Hon'ble Mr. T. RANGA ACHARIYAR:—"Why not have more members?"

The Hon'ble Mr. GORDON FRASER:—"In my amendment I originally thought of providing for one Indian member and one European member, but it struck me that to appoint one member for each community would be throwing too great a responsibility on their shoulders and therefore I have since altered my amendment by providing for two Indians and two Europeans. I prefer not to increase the number; otherwise it would make the committee too unwieldy. The Director of Industries will get more assistance from a smaller body than a bigger body. If the Honourable mover will accept my amendment and if, after twelve months' trial, the experiment is found to be a success, I think he has got in the thin end of the wedge, and he will have no difficulty in persuading the Government to appoint a permanent advisory board."

The Hon'ble Mr. E. F. BARBER:—"I second the amendment."

The Hon'ble Mr. K. R. V. KRISHNA RAO:—"I have no objection to accept the amendment. I did not specifically mention in the resolution that there should be a permanent board and that it should be a very large or an unwieldy one. I gave the discretion to Government. I only asked for an advisory board. In the course of my remarks I referred to the Government Order, which referred to the advisability of having a standing advisory board. I accept the amendment."

The Hon'ble Diwan Bahadur P. RAJAGOPALA ACHARIYAR:—"I accept it on behalf of the Government."

R. A. GRAHAM,

Acting Secretary to Govt., L. & M. (Legislative) Dept.

Home (Education) Department.

(This extract was received from the Legislative Department only on the 14th instant)

Please see extract from Council proceedings on pages 5 to 12 supra. The resolution in its modified form (page 11 supra) was accepted by the Government. The question of constituting an advisory board as an experimental measure for the Department of Industries may now be considered. The Board is to consist of two Indians and two Europeans. The selection may perhaps be made from the undermentioned gentlemen resident in Madras:--

Europeans.

- (1) G.A. Chambers, Esq., The Chrome Leather Co.
- (2) Sir C.B. Simpson, Kt., Messrs. Binny and Co.
- (3) The Hon'ble Mr. G. Frazer, Chairman, Chamber of Commerce, and Managing Director, Messrs. Best and Co.
- (4) F.E.L. Worke, Esq., Messrs. Walker and Co.
- (5) Beardsell, Esq.
- (6) E.J. Hawkins, Esq., General Manager, The Indian Aluminium Co.

Indians.

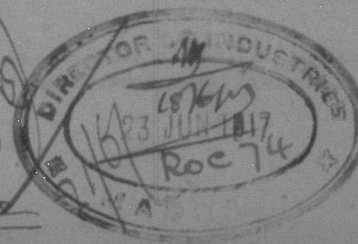
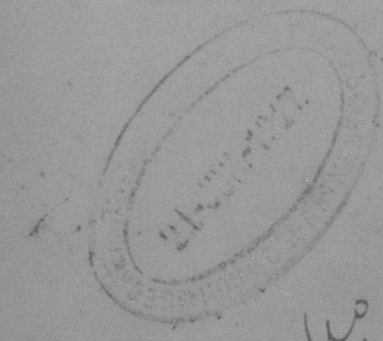
- (7) M.R.Ry. Rao Bahadur P. Tyagaraya Chetti Garu, President, Southern India Chamber of Commerce.
- (8) M.R.Ry. Rao Sahib C. Ramanujam Chetti Garu.
- (9) Abdul Kuddus Badsha Sahib, Khan Bahadur.
- (10) The Hon'ble Mr. Yakub Hasan Sahib Bahadur.
- (11) Haji Ismail Sait, Khan Bahadur, The English Warehouse.

The file may, it is submitted, be referred u.o. to Mr. Innes for remarks.

2. As regards the functions of the Board, attention is solicited to paragraph 1 of Mr.

Innes' note on page 3 ante. He may be asked whether he has any fresh suggestions to make on the subject.

(For a list of industrial concerns in the Presidency, please see pages 1504-1548 of the Lawrence Anglo-Hindustani)



ed. 14082
2/6.

20.6.17

NOTES.

Page 14

9

Rec 74

I am afraid I have delayed this file, but I ^{been} have keeping it back with the object of consulting the Hon'ble Mr. Gordon Fraser. I have not been able to do so however as he has not yet come back from Ooty. I have however consulted Sir Bernard Hunter.

2. As regards Europeans, I should ~~like~~ like

Sir Clement Simpson
and
Sir Bernard Hunter.

But I do n't think it fair to ask Sir B. Hunter to serve. He is full up with work and worry. That being so, I would ~~ask~~ ask the Hon'ble Mr. Gordon Fraser if he would be willing to serve. He has so much on his hands already that I doubt if he will ^{en} consent.

Next in order I would place Mr. Beardsell. He represents ^{to} trade rather than industries. But he is a business man and moreover has wider views and interests than most business men. Other possible selections are Mr. Buchanan, the head of Messrs. Parry and Co., Mr. Chambers of the Chrome Leather Co. and Mr. Hawkins of the Indian Aluminium Co. Or we might leave it to the Chamber of Commerce to nominate two members.

3. The Indian Members are a difficulty. Sir B. Hunter was frankly cynical, and strongly advised that we should leave it to the South Indian Chamber to nominate two representatives. Otherwise he said there would be trouble, while in any case he did not think that the Indian members would be able to give

much useful advice! The only name he suggested was that of Mr. Jaffer Mohammad Sait, Chairman of the South Indian Industrials. I do n't know the gentleman, but his firm the Directors of which are all Indians controls many industrial concerns, and I think that the selection is a good one. But it would be popular for Mr. Jaffer Mohammad Sait referred to belong to the South Indian Chamber and is a member of the Madras Chamber. But I don't think it matters whether it is popular or not. Mr. Gordon Fraser is in favour of Mr. Theagaraya Chetti being on the Board. He is President of the South Indian Chamber and being a perpetual critic of the Department, Mr. G. Fraser thinks it advisable to ~~place~~^{put} him into a position of responsibility. He is mainly a theorist, and in the industries line has been no more successful than the Department. But I agree with Mr. Fraser. Other possible selections are Mr. Suriyanarayana Murthi of Messrs. Innes and Co. Cocanada. He would be a useful member in himself, but I do not advocate his appointment as he lives in Cocanada. Mr. K. Suriyanarayana Rao is a rice mill owner and is in touch with the Department. Mr. Ramanujam Chetti is a merchant and also Sheriff of Madras. Either of them would probably do.

4. Unless as Sir B. Hunter suggests the two Chambers are asked to nominate each two representatives, I think that the following might be asked to

serve.

The Hon'ble Mr. Gordon Fraser.

Sir Clement Simpson.

Rao Bahadur P. Theagaraya Chetti.

Mr. Jaffer Muhammad Sait.

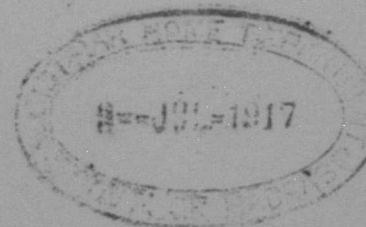
5. I presume that the Government Order will make it clear that the Board is purely consultative and advisory, and that it will be left to the Board to settle its own methods of procedure. The Board may also be given power to coopt members for special purposes.

6. I attach by the way a copy of a letter sent by Sir C.B. Simpson to Sir T.H. Holland. I think Sir Clement's ideas are very sound, and following them out we could have a very useful Board as below:-

The Chemist	-	Dr. Simonsen.
The Engineer	-	Mr. Pears or Sir F. Spring.
The Businessman	-	Sir C.B. Simpson.
The Banker	-	Sir B. Hunter.

But we are of course bound by the Resolution.

Home (Education) Department,
U.O.



82

17
2
Extract of letter to Sir Thomas Holland dated 27-11-17
by Sir C.B. Simpson.

You asked me yesterday to explain why I recommended
a Committee or Trust to assist a Director of Industries.

I have tried to put myself in the place of such a
Director and find that it would in effect be the position
I occupy in relation to the Buckingham and Carnatic Mills.

When in doubt or difficulty about a proposition
I find the best course is to consult a committee selected
from the officers of the Mills. I put my trouble before
them stating all sides as I see them, and await their
report. They have never let me down. Some of the cases
dealt with approaching the question in hand were:-

- i. Increase of power. To decide whether we should
employ steam, oil or gas.
- ii. In what cases we could employ electricity with
advantage.
- iii. Whether we could make our own sulphuric acid,
sulphate of iron etc.
- iv. Whether we should go in for cotton cloth print-
ing.

As to the composition of the ~~Ext~~ Committees, I
have four classes to choose from:-

1. Chemists.
2. Engineers.
3. Textile technical men.
4. Accountants, store keepers and Warehouse
packing masters.

I select the 3 men I consider best and give leave
to add to their number, so that they can choose any one
else they think may be useful.

I would like to leave this point for a minute, and
say that I have watched, entirely as an outsider and with
no inner knowledge, the three Departments in Madras that
are working at Industries in one form or another :-

1. Director of Agriculture.
2. Director of Industries.
3. Director of Fisheries.

No. 1 and 3 are both assisted by capable Technical assistants, the Directors have also consistently sought advice from the industrial community and have met, so far as I am aware, with no opposition.

It does not appear to me that the Director of Industries has had suitable assistance, nor has he, in the same way, sought the co-operation of Industrial men. In consequence, it seems to me he has had small success and has encountered a good deal more hostility than he might otherwise have done.

To return to the first ~~of~~ part of this letter - Were I in the place of the Director of Industries I should like to have at my side:-

1. A first class Chemist.
2. A first class Engineer.
3. A good Industrial business man.
4. A good Banker or Accountant.

Now it seems to me that Government for years to come would not pay the salaries that such men would require for permanent appointment in addition to technical men for special work, but ^{that} they could get competent advice for a comparatively small cost, say Rs. 30/- per meeting, which is about what the Madras Port Trust pays for fortnightly meeting.

No one believes more than I do in letting one man run a show when he knows how to do it, but teams are sometimes useful. In this Industrial development question, it means groping about, feeling your way and investigating many diverse subjects. Above all things, it is essential and desirable to carry along with you the sympathies and have at your disposal the experience of those already interested in industry, and this is best done by inviting their co-operation, advice and assistance; I am quite sure that Industrial men, if properly approached, would be only too glad to assist. A fee is desirable, not as an inducement but as a recognition of

1988

-3-
19

114

services rendered.

A Board would make for continuity of Policy.
Directors change and need furlough:

If the Policy of Pioneer Factories is to be proceeded with it must be followed up for a period of years, mistakes losses and failures are inevitable and I can conceive nothing more unnerving and disheartening to a Director who may start off with a number of failures than that the whole weight of responsibility for failures should fall on his shoulders.

*It has first to select the best person
Perhaps it might avoid a loss
If the two shareholders were permitted to
that but we are more concerned in
getting men into whom the bank can
he can work best with. If this be done
he for problems claimed in pay he
will be able to do so.*

Home Education Dept

Submitted for orders on the suggestions contained
in paras 4 & 5 of Mr. Jones' note on page
15 & 16 page

37.17.

4/7/17

S.

4/7/17

We have first to select the 4 gentlemen.
Perhaps it might avoid criticism
if the two chambers were permitted to
elect; but we are more concerned in
getting men with whom Mr. Jones considers
he can work best with. If this he agrees to,
the four gentlemen named in page 16
will be appointed to ~~discharge~~ discharge officially.

Alternative nominations are unnecessary
unless any of the gentlemen written to decline.

4/7/17

AM (continued)

I agree to the
four names mentioned
in para 4 of Mr. Jones' note
at page 16. They may be
asked if they are willing
to serve. The points mentioned
by Mr. Jones in para 5 of

Box 25
Cue 57.17
Ref 6.7.17

his note shall go into the J.O. Please circulate to H.E. before proceeding further.

-7-JUL-1917

-6-JUL-1917

Box 42
circ 7/7
Mtd 23-7-17

Submitted
M
6/7/17

H.E.

After consultation with Mr. Rajagopala Chari
I agreed to make some personal enquiries
in this matter, which satisfy me that the
Committee should be approved as proposed at
A on p. 16. of these notes: and further that
the Committee should have power to add to their
number one or more experts from time to time
for any special purpose: and that this
should be stated in the order appointing
the Committee, which Order will further clearly
state, as the Director of Industries suggests,
that the Committee is purely consultative and
advisory.

P.
19.7.17.

23-JUL-1917

Draft O.O.s.

M
23/7/17

NOTES.

Page 1

A draft do. is submitted
approval. It is presumed that
SK issues will be the Chairman of K

23.7.17.



24/7/17

L.

E.A.H.

25.7.17

Issue.

27/7/17

Home (Education) Department

D.O. No. 1408 A-3827.7.17

Dear

At the meeting of the Madras Legislative Council held on the 4th April last the Government accepted a resolution moved by the Hon'ble Mr. K.R.V. Krishna Rao which, as ~~amended~~ ^{terms} amended, was in the following ~~form~~:-

"That this Council recommends to H.E. the Governor in Council that a small advisory board consisting of two Indians and two Europeans interested in the industrial development of this Presidency be appointed by the Government for a term of 12 months, as an experimental measure, to co-operate with the department of Industries and advise regarding questions of policy".

The Government accordingly ^(now) propose to constitute a small Board which will consist of the undermentioned gentlemen ~~besides yourself:-~~

- ~~Mr.~~ C.A. Innes ^{by sec} Officer in charge of the Department of Industries (Chairman).
- (/) The Hon'ble Mr. Gordon Fraser
- (/) Sir Clement Simpson, Kt.,
- (/) M.R. Py. Rao Bahadur P. Tyagaraya Chetti Garu.
- (/) Jaffer Muhammad Sait Sahib

The Board will be purely consultative and advisory and will have power to add to their number one or more experts from time to time for any special purposes.

2. I am to enquire whether you would be willing to serve on the Board and give the Department of Industries benefit of your advice and assistance.

1/2 Dear Sir
3/4 Dear Tyagaraya Chetti

P. H. J. G.

*The name of the gentleman to whom the fair copy is addressed should be omitted here.

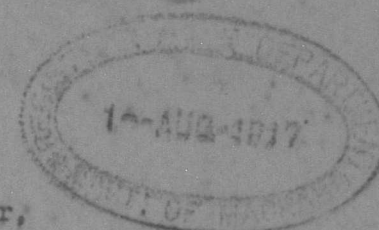
To
The Hon'ble Mr. Gordon Fraser.
Sir Clement Simpson, Kt.,
M.R. Py. Rao Bahadur P. Tyagaraya Chetti Garu.
Jaffer Muhammad Sait Sahib.

25.7.17
14

27/7/17

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MADRAS.

24
19
MADRAS. 30th July 1917



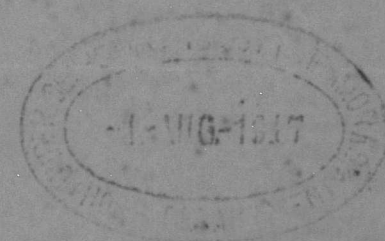
Educl. A
2555
Resd 1. 507

Dear Sir,

I have to acknowledge receipt of your D. O. No.

p. 23 before

1408 A.3 of the 27th July 1917 and to thank you for the
opportunity of serving on the proposed Board of Industries,
but request that I may be excused.



Yours faithfully,

Ch. Srinivasan

The Secretary,

Home (Educational) Dept)

OOTACAMUND.

25

20

Edwards
2554
Regd 2807

No. 428/362

Telephone No. 72.
P. O. Box 101.



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Telegraphic Address:
INDUSTRIAL" MADRAS.

Madras 13th July 1917

M. R. Ry,

M. Ramachandra Row Garu,

Home (Education) Department,

Government of Madras, Ootacamund

Sir,

p. 23 *supra*

In reply to your D/O letter No. 1408 A-3 dated the 27th instant, which I received this morning, I have the honour to say that I will be glad to serve on the Advisory Board which Government has decided to appoint in connection with the Department of Industries.

I have the honour to be,

Sir,

Your most obedient servant,



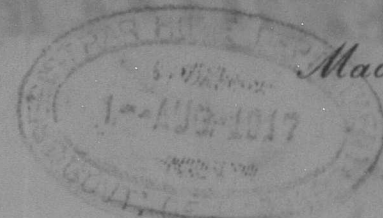
M. Mohamed Ali

26
2)

BEST & CO., LD.

POST BOX NO. 63.

WHEN REPLYING PLEASE QUOTE
REFERENCE NO.



Madras, JULY. 31st. 1917

The Secretary to the Government,
Home (Education) Department,
OOTACAMUND.

*Edw. H.
2568
Recd 287*

Dear Sir,

7.23 am I have the honor to acknowledge receipt of your letter
D.O.No.1408.A-3. dated 27th. instant, and in reply to same I shall
have much pleasure in serving on the Advisory Board referred to
therein, to co-operate with the Department of Industries in the
Industrial development of this Presidency.

Yours sincerely,

London & Co.

L. H.

82

26(a)

22

Home (Eden.)

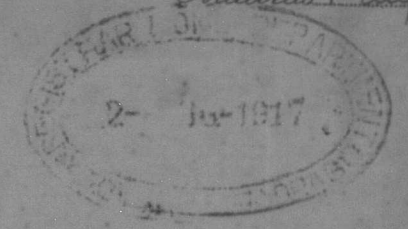
Ch. 2569 A

3. 8. 17

P. THEAGARAYA CHETTY

TONDIARPET

Madras 1st August 1917



Dear Sir,

p. 23 kept

With reference to D.O. No. 1408-A3 dated 27.7.17 constituting a Small Board for helping the Department of Industries I am glad to inform you that I will most willingly serve in the Committee and give as much help as I possibly can.

Yours sincerely

P. Theagaraya Chetty

The Secretary to the Government of Madras
Home Department
Cottaram

26 27

29

18/4



St. Margaret's,
Ootacamund,

Encl A
2560
Rajmangal

1st August 1917.

Dear Richards,

I enclose a D.O. from Sir Clement Simpson on the subject of the Advisory Board connected with the Director of Industries. Will you please submit it to the Hon'ble Member in charge of that branch when the file next goes to him for orders?

Yours sincerely,

A. J. Cardew

F. J. Richards, Esq., I.C.S.,

Deputy Secretary to Government,

Stonehouse Hill.

BRUNY & Co., LD.
INCORPORATED IN ENGLAND.
MADRAS.

27 28
24
MADRAS. 30th July 1917

My dear Cardew,

p 23 *supra*
I have received a D.O. No. 1408 A.3 inviting me to join the proposed Board of Industries.

2 As I have more than once discussed this question of a Board with you perhaps I should explain to you my reasons for declining.

3 In the first place it appears to me that the Board is to have no powers, whilst its responsibility will be exactly in such measure as the Director of Industry for the time may accord to it. Advice can be got from any of the nominees at any time without a Board.

4 In the second place the Board should not in my opinion be entirely composed of business men. One industrial merchant and one banker or accountant should suffice; as two members have to be Indians these two nominations would probably have to go to them; the other two should be a commercial chemist like S. Jackson or N. Rhodes at the Mills, and an Engineer such as Coats of the Corporation.

I feel that no good results will be obtained on any other lines and I also feel that a Board is absolutely essential to secure continuity and to make adequate investigations of the problems that will come up, problems that no single individual can adequately tackle.

28/29
25

BINNY & CO., LD.
INCORPORATED IN ENGLAND.
MADRAS.

-2-

This department is not going to follow the paths that others have trod, but will have to probe and search for footholds to start off with and it should not be dependent on technical advisers on the permanent staff anxious to justify its existence.

Yours sincerely,



The Hon'ble

Sir Alexander Cardew K.C.S.I.

OOTACAMUND.

Home (Ed) V.O. 28

With the report that as
Am. Dr. Alexander Carder's
instructions may be com-
plied with



Home (Ed) Dept.

Please see Sir Clement Simpson's
letters on pages 24 and 25-29 ^{supra}.
He is unable to accept the
membership of the proposed
advisory Board for the reasons
explained in his letter of the
30th ultimus. ~~He is unable to~~ He
has suggested a revised consti-
tution of the Board. His ideas
are fully explained in his letter
to Sir Thomas Holland, dated the
27th January last, copy of ^{which}
which was already forwarded
by Mr. Innes. The Govt have,
after a perusal of the above
letter, decided to constitute a
Board in accordance with
the terms of the Resolution accepted

pages 28-29 ^{supra}

pages 17 to 19 ^{supra}

p. 11 ^{supra}

28

page 25 + 26 ante

He has yus to

sur.

C.H.

p. 26 (a) ante

3.8.17

by them in the Legislative Council meeting. The Honble Mr Gordon Fraser + Jaffer Muhammad Sait Sahib have agreed to serve on the proposed Board and a reply is still due from Mr. R. R. Rao Bahadur P. Tyagaraya Chetti gam. It appears rather late to effect a material modification in the constitution of the Board. Perhaps in place of Sir Clement Simpson Mr. S. Jackson, the chemist, may be invited to serve on the Board. Other alternative names will be found in para 2 of Mr. Innes' note on page 14 ante.

2. The Board can consult an expert engineer when necessary.

SK
2.8.17.

W.M.

For now. A minute is required for Mr. Clement Simpson. I should be inclined to suggest Mr. Beadell who takes great interest in the Dept.

C.H.
3.8.17

I am not quite sure if Sir Clement Simpson has quite realised what

we hope to do.

We have already got an industrial merchant on the Board.

I have also made it clear in my D.O. that experts may be co-opted.

So these objections are met.

Objection is taken to the want of powers + to the practical dependence of the Board on the Director. Without however giving an official assurance, I may however add with a Director like Mr. Innes the Board will have no occasion to complain of being neglected. On the other hand the objection to grant powers by a G.O. is very grave in the case of a pioneer dept where we have no experience.

I understand in such a Board like this Sir Clement Simpson is likely to be the most useful.

I would suggest if HM3 or HM1 can write to him explaining the situation to persuade him to accept the seat. He will always be open to him to resign, if he considers his seat unfavourable.

My
4/8/17

HM (Industries)

Box 8
Cue 6-8-17
Ref. 9-8-17

Pls send this file up
to Mr. Innes and
say that the Govt.
will be glad to have
him again.

En 1408 a-4
9.87



[Handwritten signature]

Mr. Innes (u.o.) 11/8/17



Sir Clement Simpson's proposals go beyond the terms of the resolution accepted by Government. As the Hon'ble Mr. Gordon Fraser's speeches in the debate show, the resolution contemplates merely an Advisory Board. What Sir C. Simpson wants is not merely an Advisory Board but a Board of Industries, a Board, that is, which will share the Director's responsibilities, undertake the investigation of problems, and presumably have the right of initiating schemes.

NOTES.

30

2. Now whatever may be said for or against this proposal, one thing is clear. Obviously it is a proposal conceived in relation to the existing state of affairs. As things are at present, the Director's position is no doubt open to Sir Clement Simpson's criticisms. The Director is isolated; barring a mechanical engineer and a dyeing expert, he has no technically trained men at his command; and measures to secure not only continuity of policy but also the adequate investigation of such problems as are likely to come up - and also I would add the opening up of newlines of work - are no doubt desirable. But there is every reason to hope that this state of affairs will not last very long. From what I know of the general trend of the proposals which the Indian Industrial Commission is likely to put forward, I am pretty certain that the Commission will endeavour to remedy the very weaknesses which Sir Clement points out, not only by creating and co-ordinating a service of Directors and Deputy Directors in every province of India but also by organizing as far as possible the chemical knowledge available in the country. It is impossible to say whether there will be any place for a Board of Industries in the Commission's scheme, and obviously, until we know what that scheme is, it would be unwise to commit ourselves to a really responsible Board.

3. As a matter of fact even Sir Clement would

NOTES.

admit, I think, that his proposed Board is only a ^d pis aller. Obviously the ideal to aim is a ^d department so organized and equipped as to be able to undertake the investigation itself of any ordinary problem that comes up. Given such a ^d department, then I think that it would be a good thing to have a Committee of business men to whom the Director could say 'Here is a scheme'. What do you as business men think of it? It is the business point of view we want in my opinion from the Board, not technical advice. The business man looks at every proposition from one point of view only. He asks 'will it pay'? And after all, that is the point of view one wants in considering whether it is worth while to start a new industry.

4. As a matter of fact, it is of course chimerical to suppose that it will ever be possible to create either a Department or a Board of Industries which will be able of itself to tackle every problem that comes up. It will always be necessary to call in outside assistance for particular problems. For instance, I will take two concrete problems which I am now considering, and I will examine how far the Board organized on Sir Clement's lines would be useful in giving me technical advice on the two problems. Moreover, for purposes of argument, I will eliminate the Indian Members and will assume that the Board consists as below:-

NOTES.

Page 36.

32

The business man	-	Sir Clement Simpson.
The Banker	-	Sir Bernard Hunter.
The Chemist	-	Dr. Simonsen. <i>ec</i>
The Engineer	-	Sir F. Spring or Col. Mitchell.

Every one will admit, I think, that the above is about the **strongest** Board that could be constituted in Madras.

5. Now Mr. Chatterton is very anxious that I should set to work in earnest to consider the question of the manufacture of drugs, disinfectants and certain kinds of essential oils in Madras. His idea is that the Medical Stores Department should be organized so as to produce drugs and disinfectants during the war on a commercial scale, with the idea later on of establishing a separate factory run by the Department of Industries. Now of what use would the above Board be in investigating the above problem? There can only be one answer and that is 'very little'. On the other hand, supposing that a committee consisting of Col. Hayward, Mr. Stuart and myself and perhaps Col. Miller and one or two other chemists, investigated the problem and worked out a scheme, or supposing the Chemical Industries Committee and myself worked out a scheme, then I think that it would be extremely useful if I could go to Sir Clement Simpson, Mr. Gordon Fraser and one or two other business men — men who all their lives have been accustomed to consider business propositions and to decide whether

NOTES.

37

they are likely to pay or not - and say 'Here's a scheme - how does it strike you'?

6. Again there is, I am told, a very great demand in India now for roller skins, chamois leather and pickers, and Mr. Chatterton suggests that the Leather Trade School should be utilized for the purpose of meeting in part this demand. Mr. Guthrie and Mr. Kurupp are going into the question. Here again the Board constituted as above could not give me any useful advice, but when my proposals are ready, I should certainly like to know how a committee of business men would view the project.

7. I do not accept Sir Clement's arguments in para 3 of his letter. It is of course true that I can consult the Board as much or as little as I like. But since Government have decided to give me an Advisory Board, it will be up to me to make use of that Board. As the notes show, I have always been in favour of a Board, and I have no intention of insulting the Board by not consulting it. It is of course true that I can get advice from the nominees whether they are constituted a Board or not. But advice from a business man in his private capacity differs entirely from advice from a number of business men constituted into a Board. The former is unofficial, confidential and irresponsible. The latter is formal, public and connotes responsibility on the part of the Board. If I take the Board's advice,

p. 28 supra.

and things go wrong, the Board shares my responsibility. It is true that I need not follow the Board's advice, but if I don't, my blood is on my head. Moreover, in getting sanction for any scheme which the Board had condemned, it would be up to me to state the Board's objections and prove my case against the Board.

Industries

8. AS I have already remarked, the Department is in a transition stage. The stage has lasted ever since the department was first constituted, but it is to be hoped that, as the result of the labours of the Commission, the department will shortly take a final definite shape. When it does, there may or may not be scope for a Board on the lines proposed by Sir Clement. The Board proposed by the Hon'ble Mr. Gordon Fraser is purely temporary and experimental, and personally I would prefer, for the short period that remains before the Commission's report is received, a purely consultative and Advisory Board of business men. The fact is that I have a good deal more work than I can well do. I have the department to run and this includes the Pencil Factory, the Leather Trade School, the Government Trades School and industrial education generally. I have the Exhibition on my hands. I am a Controller of Munitions. I have already 35,000 yds. a month of coir screening to arrange for. I have just had a large order (50 tons) for coir string,

and very probably I shall get orders for coir matting. I am Chairman of two Priority Committees. And Mr. Chatterton on behalf of the Munitions Board has asked me to investigate

(1) the question of making roller skins, chamois leather and possibly also pickers on a large scale at the Leather Trade School:

(2) the question of drugs, disinfectants and essential oils:

(3) Army blankets; and

(4) Canvas water bags.

At every turn I want the advice of business men, and it is useful to me to have a number of business men whom I have a right to consult and whose advice carries weight and responsibility. But it might be embarrassing if I had to justify my existence periodically to a Board of Industries and were required to work to a programme settled and approved by that Board.

8. In the circumstances I consider that Government should adhere to a Board constituted on the lines contemplated in these notes and leave for future decision the question whether an Advisory Board of business men, or a Board of Industries should be established.

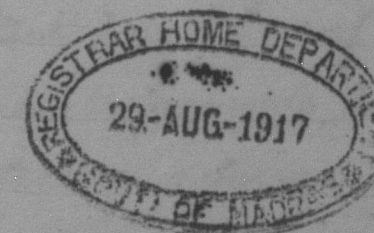
9. I have shown this note to Sir Clement Simpson and the Hon'ble Mr. Gordon Fraser. The former adheres to the opinions expressed in his letter to

J. A. D.
31/10/17

the Hon'ble Sir Alexander Cardew. He says that those opinions are the results of 9 years thought and that he won't have anything to do with a Board constituted as proposed in the notes. The Hon'ble Mr. Gordon Fraser on the other hand agrees with me. 10. The only doubt I have is caused by Mr. Ramachandra Row's D.O. No. 2593 A-1, dated 22nd instant, regarding the development of the department. If the Government propose to start ahead with the development of the department without waiting for the report of the Commission, the question will have to be examined by something very like a Board of Industries. It would be beyond the scope of a merely Advisory Board of business men. 11. Mr. Beardsell may be invited to take Sir Clement's place.

Home (Education) Department.

U.O.



We have wanted to get out of our hands
constituting the Board.

C.A. 6
30.8.17

Submitted that, as was done in the case of the other members, Mr. Beardall may also be consulted formally. A draft D.O. is submitted below for approval.

2. With reference to para 10 of Mr. Jones' note, it does not appear that ^{it is necessary to constitute a} ~~any special action~~ ^{Special Board of Industries} ~~is required~~ at present. The proposed Board has power to add to their number one or more experts and, ^{with the help of this Board, Mr. Jones may draw a} ~~has no need of a special board~~ suitable scheme for the development of industries in the Presidency.

SK
30/8/17

SK
30/8/17

1.
Draft D.O. for approval.

Ch. 4
30/8/17

Re para 10. The D.O. is not intended to start any lines of work but simply to elicit possible lines of development & secure a forecast of expenditure in connection with an examination into a progressive policy in the immediate future.

2. I recommend that Mr. Beardall be invited to serve on the Board under the conditions already

NOTES.

Settled

38

my 30/8/17

HM (Quorn)

H. E.

I solicit His Excellency's perusal of the note which Mr. Innes has recorded at pages 33 to 40 ante. I agree with the view expressed by Mr. Innes in para 8 of his note--page 39 ante. With reference to para 10 of his note--page 40 ante--I think it would be a mistake to force the pace in this department. I would await the report of the Industries Commission before committing the Government to any big changes in the constitution or working of the department. The draft d.o. to Mr. Beardsell may be approved.

2. If His Excellency agrees with me and approves the draft d.o, will the Secretary please circulate the file, after issue of the -- letter to Mr. Beardsell, to the Hon'ble Sir Alexander Cardew for perusal?

31/8/17

Box 11
Circ 30-8-17
Held 1-11-17

39
GOVERNMENT HOUSE,

Madras,

30th October 1917

My dear Rajagopalachariar,

Would you kindly refer to your d.o. of the
2nd September 1917 to His Excellency regarding the Advisory Board
for the Department of Industries.

His Excellency has now had an opportunity
of discussing the question with Mr. Innes. In his opinion it is
hopeless to attempt to alter Sir Clement Simpson's attitude. Two
considerations however have since supervened which must seriously
retard further industrial progress for the present, first the
increasing difficulty of getting men and materials of many kinds,
and secondly the munitions work which has been thrown upon Mr.
Innes and his department. This makes the appointment of an Advisory
Board less urgent and, if appointed now, there would be nothing for
such a Board to do. On the other hand there is the pledge of the
Government involved by the acceptance of the proposal made in the
Legislative Council for the appointment of such a Board. All things
considered the best course now would in His Excellency's opinion be
an announcement on the part of the Government that, in view of the
circumstances mentioned above, the appointment of an Advisory Board
is for the present postponed.

I am to ask you kindly to let me know whether
you consider the course proposed by His Excellency would be the best
under the circumstances.

Yours sincerely,

The Hon'ble

Diwan Bahadur P. Rajagopalachariar A.M., C.I.E.,

Egmore, Madras.

NOTES.

X^o

With reference to P.S.G.'s d.o. at page 43 ante I have no objection to the appointment of an advisory board being postponed, provided a Press Communique is issued stating clearly the reasons which have induced the Government to postpone action in the matter, so that the impression may not be created that the Government wish to go back on the pledge they have already given in the Legislative Council to create an advisory board.

[Signature]
31/10/17

I agree: and entirely understand & share W. Rajappalachari's attitude.
wv. the Secretary draft?

P.
31.10.17.



Urgent : the file has to go to HM also.
my 11/17

~~Draft sub 445~~

[Signature]

S. L.

a clean draft please

11/11/17

Box 6
Aug 3-11-17
Date 7-11-17

Rept. 11-8 (a)-160

NOTES.

Page 45

clean copy submitted

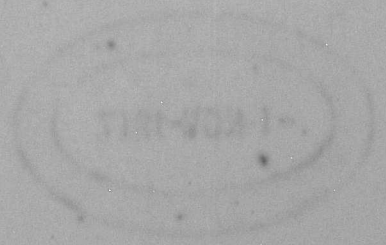
Submitted for orders

3/11/17

HM (Harris)

HM 1

HE McQueen



My dear Moir,

Before we commit ourselves finally to the issue of a Press Communique, I propose, if His Excellency has no objection, to speak to the Hon'ble Mr. Fraser and Mr. Theagaroya Chettiar. It was Mr. Fraser who moved the amended resolution on the subject, which we accepted, and it would be well to carry him with us in our decision to postpone action on the resolution. Mr. Theagaroya Chettiar is the President of the South Indian Chamber of Commerce and his acceptance of the line we are taking would be an advantage. My conversation with both the gentlemen would be quite unofficial.

Yours sincerely,

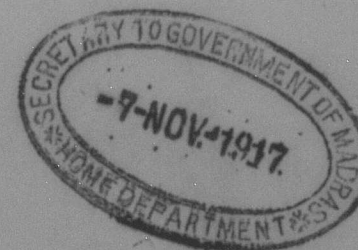
J. M. A. C.
6th November 1917.

By all means. I agree.

P.
6.11.17.

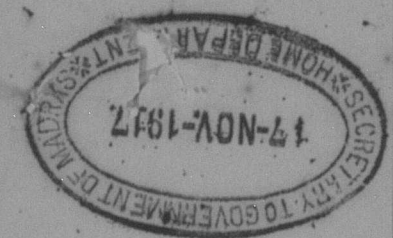
Submitted to HM
Mr 7/11/17

HM (31).



NOTES.

I have consulted the Hon'ble Mr. Gordon Fraser and Mr. Thyagaroya Chettiar. They both agree in the view that the appointment of the Advisory Board should be put off. The Press Communique, as revised, may issue.



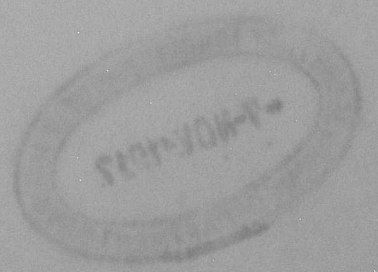
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20 NOV 1917



Handwritten notes: 1/11/17, 1/11/17, 1/11/17

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Press

Please print
this show proof
tomorrow.

8th

29/11/17



PRESS COMMUNIQUE. 44 21.11.17

At the meeting of the Madras Legislative Council held on the 4th April 1917 the Govt. accepted a resolution recommending the appointment of a small Advisory Board, consisting of two Indians and two Europeans interested in the industrial development of the Presidency, as an experimental measure for a period of 12 months, to co-operate with the Department of Industries and advise regarding questions of policy. Since then two factors have operated to retard ~~the~~ further industrial progress, ~~the Province~~ first the increasing difficulty of getting men and materials ~~for the development of industries~~ and secondly the heavy work thrown on the Department of Industries and on the ~~officer~~ officer in charge of it by the creation of the Indian Munitions Board. The appointment of an Advisory Board has ~~consequently~~ become less urgent and the present is not the best opportunity for such a ~~board~~ board to show practical work. In view of the circumstances mentioned above, the appointment of an Advisory Board is for the present postponed. On the earliest occurrence of conditions favouring the successful working of a ~~board~~ board Government hope to appoint ~~it~~ ~~to~~ cooperate with the Department of Industries.

[Handwritten signature and initials]

3/11/17

GOVERNMENT OF MADRAS
HOME (EDUCATION) DEPARTMENT

PRESS COMMUNIQUÉ.

Fort St. George, dated the 21st November 1917.

At the meeting of the Madras Legislative Council held on the 4th April 1917 the Government accepted a resolution recommending the appointment of a small Advisory Board, consisting of two Indians and two Europeans interested in the industrial development of the Presidency, as an experimental measure for a period of twelve months, to co-operate with the Department of Industries and to advise regarding questions of policy. Since then two factors have operated to retard further industrial progress—first the increasing difficulty of getting men and materials for the development of industries, and secondly the heavy work thrown on the Department of Industries and on the officer in charge of it by the creation of the Indian Munitions Board. The appointment of an Advisory Board has become less urgent and the present is not the best opportunity for such a board to show practical work. In view of the circumstances mentioned above, the appointment of an Advisory Board is for the present postponed. On the earliest occurrence of conditions favouring the successful working of such a board, the Government hope to appoint it for co-operating with the Department of Industries.

R. RAMACHANDRA RAO,
Secretary to Government.

The Press Communique
above has issued. These
papers may be

Recorded
27.11.17

806
ms 1506 27.11.17

8K
26/11/17
26/11/17

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R. RAMACHANDRA RAO,
Secretary to Government.

56

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Secretary to Government.

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R. RAMACHANDRA RAO,
Secretary to Government.

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R. RAMACHANDRA RAO,
Secretary to Government.

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R. RAMACHANDRA RAO,
Secretary to Government.

5
9

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R. RAMACHANDRA RAO,
Secretary to Government.

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