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MADRAS RECORD OFFICE

GOVERNMENT OF MADRAS

Revenue DEPARTMENT

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Dated	6. 2 .	1874. 196

Not to be folded or roughly handled

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*Proceedings of the Madras Government, Revenue Department,
6th February 1874.*

No. 41. Read the following Proceedings of the Board of Revenue, dated 12th December 1873, No. 2,572 A:—

Read the following letter from H. E. SULLIVAN, Esq., Acting Collector of South Arcot, to H. E. STOKES, Esq., Acting Secretary to the Board of Revenue, dated Cuddalore, 9th October 1873, No. 381 :—

In compliance with the instructions conveyed in the Board's Proceedings, marginally noted, I called upon the Deputy-Collector on the 24th June and 4th and 9th August last, to furnish a report explanatory of the deficiency in the manufacture of salt in this district. He has submitted

June 20th, No. 869.
July 7th, No. 4,163.
August 2nd, No. 1,477.

it in the form of a Memorandum, which I have now the honour to transmit, for the information of the Board of Revenue.

2. From it I gather that Mr. Freer attributes the deficiency to two causes; an unfavourable season, and a defective system of manufacture.

3. In regard to the season, I am inclined to think that so far as Merkanam and Kondadu are concerned, the explanation must be accepted. The heavy and unseasonable fall of rain in the early part of February by filling the backwater with fresh water must sensibly have retarded operations, and have prevented the harvesting of the first crop of salt until a later period of the season than usual. With this exception, however, I do not think it can be shewn that the season was otherwise than favourable, and had the dittum been fixed earlier, and means afforded to the ryots to commence operations at the beginning of the year, I am of opinion that the deficiency would not have been so great. There was no rain registered in the district from the 23rd December to the 2nd February, but as the engagements with the ryots were not made till the middle of January, all this favourable weather was lost. From the 7th February to the end of March, no rain was registered; in April the average rain-fall for the district was barely 2.34 inches, in May barely 1.83 inches, in June 1.35, and in July 1.69. This can hardly be considered a very unfavourable season, nor did the ryots regard it as such. They say that their resources were so crippled by the reverses of last year that they could not commence work without an advance for which application was made in January, but which the Deputy-Collector refused to entertain—(Vide petition marked A. and endorsement enclosed) and that not getting it till three months after, signing their Muchilkas materially retarded the manufacture. In paragraph 3 of his memorandum, the Deputy-Collector states that at the end of March, "witnessing the unsatisfactory state of affairs" he recommended an advance, and imputes the delay which occurred in procuring sanction for it to this office. He makes no mention of having rejected an application for an advance two months previously, nor is it explained why having done this in January it became necessary to recommend it in March. In regard to the delay in this Office, I was absent on leave from the 6th March to the 21st of April, and Mr. Lister who was acting for me, appears to have kept the application for my disposal. It was brought to my notice a few days after I resumed charge, and was at once forwarded to the Board. Returning to the question of the weather, I do not think that with the exception of Merkanam and Kondadu the failure can be attributed to this cause. A full out-turn has been obtained in these districts to the north and south of this, and at places in the immediate vicinity of the sites of manufacture in South Arcot where failure has occurred. It is impossible that the weather could have been unfavourable to the manufacture in South Arcot, and favourable to it in the contiguous districts of Tanjore and Chingleput. We must look elsewhere for the causes of failure. As regards the defective system of manufacture, I know so little of the subject, never having had any thing to do with salt till two years ago, that I hardly like to offer an opinion in face of that expressed by a person of such scientific attainments as Mr. Freer. The system of agriculture in this country has been pronounced defective, and like every thing else it is doubtless susceptible of improvement, but notwithstanding its defects, the ryots have for centuries managed to raise crops sufficient for home consumption and for a large export trade. The same reasoning may, I think, be applied to the manufacture of salt. Admitting that the system is defective, it is a fact that till very recently these ignorant salt ryots have contrived to make as much salt as was necessary to meet the requirements of the monopoly, and in some

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places of an admittedly superior quality. I cannot, therefore, see how the failure can be attributed to a system which has answered very well for years, and which still meets all practical requirements in the adjacent districts of Chingleput and Tanjore.

4. With the exception of Chunampat and Nakravandangudi, I think I have visited all the Salt works in the district during the year, and, except at Merkanam where I had not an opportunity, I personally questioned the ryots as to the causes of the deficient crop. They were unanimous in attributing it to the interference of the Deputy-Collector, in the mode of manufacture. Of the nature of that interference the Board will be able to judge, by referring to the enclosed takeeds (marked B) issued by Mr. Freer to the Salt Superintendent at Gundalam in which he prescribes the size and shape of the reservoirs and gives strict instructions as to the number of days to be occupied in the process and the strength of the brine to be used. In January, he ordered that quarter of each pan should be set apart as a reservoir, and again in July he directed that one-third of each pan should be used for the purpose. In June, he ordered that no brine of less density than 25° should be let into the salt bed, adding, "if any Assistant Superintendent fail to conform to these instructions he will be punished," and again in July, when it had been practically demonstrated that the brine would not attain that density in the condenser, he ordered that brine of 18° density might be used. In fact Mr. Freer with a singularly imperfect knowledge of the subject has rashly attempted to put Dr. Ratton's theory into practice throughout the extensive salt works of this district, and the result has been a very serious loss both to Government and the manufacturers. For thus exceeding his authority, I cannot find any excuse for the Deputy-Collector. He was furnished with a copy of the Board's Proceedings, dated 5th April 1873, No. 534, and had he given attention to paragraph 12, he would have seen that the Board considered the reduction of the theory to practice, a subject beset with considerable difficulties and that "it would be hopeless to attempt radical changes in the present system" until the advantages of the new one had been demonstrated by experience. The part which the Board proposed to assign to Mr. Freer was the supervision of an experiment on a limited scale to be carried out in communication with Dr. Ratton, and the extensive action he has taken and which has resulted so disastrously, was certainly never contemplated. He has rushed in where Dr. Ratton feared to tread, that officer having stated that he was "not at liberty to advise or direct any change in the method of salt manufacture without the previous sanction of the Board of Revenue." Had Mr. Freer's unauthorized interference resulted in the production of a superior kind of salt, it would have been a point in his favour, but I do not think that even this can be urged in his behalf. I do not know what the nature of the samples sent to the Board may be, as the Deputy-Collector has taken the somewhat unusual course of forwarding them direct instead of through this office, but in order to show that the quality of the salt produced this year is nothing out of the way, I have forwarded by banghy one picked sample of Merkanam salt and one selected at random from the heaps, and in view to comparison, "picked" and "ordinary" samples of the salt manufactured this year at Adrampatam, in Tanjore, furnished to me by the Collector of that district. I do not pretend to be much of a judge, but I think the Board will agree with me that Tanjore "ordinary" is superior both as regards size of crystals and purity to Merkanam "ordinary," whilst Merkanam "picked" though affording larger crystals is far inferior in regard to purity when compared with Tanjore "picked."

5. It would be unprofitable to follow Mr. Freer paragraph by paragraph through his somewhat prolix report, and I will only briefly note one or two points. In paragraph 12 of his Memorandum on Killay, Mr. Freer says, "I fancy the manufacture would have gone on more satisfactorily under my control, had the Collector's order, No. 1 of the 26th May 1873, not been issued direct to the Superintendents of Gundalam and Killay without reference to me. It tended only to increase the opposition between the manufacturers, and the Assistant Superintendent, the latter declaring that the salt was not fit to be scraped, and the former protesting that the time allowed by the Collector, viz., four or five days were passed, and the salt, whatever it was should be scraped. Much harm was done by such disputes in Gundalam, backed I have no doubt by the Superintendent of the Division." Towards the end of May the ryots came to me in a body and represented that they had been great losers the preceding year, and that unless the Deputy-Collector was restrained

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from interfering with the mode of manufacture, there would be a still greater loss this year both to the Government and themselves. They especially appealed against the order prohibiting them from scraping under a week or more. The weather was at that time very variable, and the delay of even a day or two was likely to make a vast difference in their chances of saving the salt. I could not find that the Deputy-Collector had any authority for interfering with the mode of manufacture, his duties being limited to the rejection of salt, which did not come up to a certain standard. I found that the result of this interference was that up to that time only 4,156 maunds of a middling quality had been scraped, and that if something was not done at once, there would be a very serious deficiency in the outturn even if the ryots did not throw up the manufacture altogether. I therefore told the ryots that if they would guarantee to produce good salt, they would be allowed to scrape in four or five days which was about the time they said was necessary, but that they must distinctly understand that all impure and imperfectly formed salt would be certainly rejected, and that before it was taken into store, I should come and inspect it myself. They said they desired nothing better, and as time was of consequence, and Mr. Freer was absent from Cuddalore, I issued the following order to the Killay and Gundalam Superintendents, sending Mr. Freer a copy:—

“Owing to the uncertain state of the weather, ryots may be permitted to scrape salt within four or five days after the brine is let into the pans from the reservoirs, but the ryots must be made to understand that no salt mixed with mud or other impurities will be received.”

In acknowledging the copy of the order on the 29th May, Mr. Freer characterizes it as “a fearful check to the progress which has already been made since the season of 1871” but notwithstanding 72,798 maunds of very fair salt were got in in the two Divisions after it was issued, and there were no more complaints from the ryots. There is not the slightest doubt, that if I had not interfered when I did, the deficiency would have been very much greater.

6. I would here ask the attention of the Board to paragraph 4 of Mr. Freer's report on Gundalam. He there states that there was nothing in his order to prevent the ryots scraping in less than a week if the salt was fit, and that it merely directs the Superintendents “to allow time even if it should take a week for the formation of good fair crystals.” This is a mistrans-

Marked C.

lation, as the Board will see on referring to the vernacular takeed. The proper rendering of the phrase is “no scraping should be allowed under one week even if one week is not required,” and in paragraph 3 of his letter to me, dated 29th May, No. 75, above quoted, Mr. Freer writes, “the brine thus let into the Salt pans will take at least seven days to crystallize.” The Deputy-Collector has been betrayed into a little inaccuracy here.

7. I do not think that Mr. Freer's administration of the Salt Department has been marked with much success since he took charge of it in Fasli 1280. The figures below give the outturn of salt in the district for the three faslies previous, as compared with the outturn of the last three faslies. They are taken from the Jammabundy Reports, and show the quantity brought to account between the 1st July and 30th June in each year.

Faslies.	Maunds.	Faslies.	Maunds.
1277	3,62,150	1280	4,11,241
1278	4,59,505	1281	3,83,731
1279	4,77,526	1282	16,815
	12,99,181		8,11,787
Average...	4,33,060	Average...	2,70,595

The first set of figures show a progressive increase and the second set a progressive and very marked decrease. This must, I think, in a great measure be attributed to defective administration on the part of the present Deputy-Collector. I regret to have to record such an opinion, but I can come to no other conclusion, and in the interests of the State, I think it would be expedient to transfer him, if not to another Department, at least to some other Salt District. Although Mr. Freer has given me a good deal of trouble and annoyance, and has on more than one occasion behaved in an insubordinate manner towards me, I can have no personal motive in making this recommendation, as I shall be relieved of the charge of this district early in next

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year, I do it entirely on public grounds. Whilst giving him credit for a certain amount of zeal, I find him wanting in other attributes essential to the making of a good administrative officer. He has an overweening opinion of his own abilities which has led him into the disastrous failure under report, and which makes him impatient of check or control; his treatment of his subordinates is harsh, and to call it by a mild term, injudicious; and his want of tact and his ill-advised interference with the system of manufacture have so set the ryots against him that they pray to be delivered from him. As an instance of the manner in which he treats his subordinates, I would ask the attention of the Board to Mr. Freer's memorandum on the Gundalam Division where the epithets "lying" "idiot" "ignorant" and "lazy" are freely bestowed on Superintendent and Assistant Superintendent. If in a report intended for the Board's perusal Mr. Freer can so far forget himself, I leave it to be inferred what sort of treatment his subordinates have to put up with on the works: Madhava Rao, late Superintendent of Gundalam, has been the object of Mr. Freer's persecution ever since I came to the district. In July last year, Mr. Freer sent me a report filling no less than forty pages, summing up the evidence in a series of charges which he had brought against this officer, and recommending that he should be suspended and degraded. I had not at that time ever seen Madhava Rao, but on going into the case I found the charges brought against him so entirely unsupported that I had no alternative but to dismiss them as groundless. A copy of my Proceedings* passed on Mr.

* Dated 18th July 1873, No. 612, marked D.
Freer's report is enclosed, and the Board will observe that I had then to remark on the intemperate language used by him with reference to his subordinate. The report itself will be forwarded if desired. I have since then had several opportunities of becoming acquainted with Madhava Rao. I found him to be a quiet, intelligent man, well acquainted with his work, and able to afford information on all points connected therewith. He had suffered so much in the Salt Department that he begged hard to be removed, and an opportunity recently occurring, I transferred him to another appointment. Mr. Freer will not let him be at peace even now, and since his transfer has sent in numerous complaints of the most frivolous nature against him with reference to sins of omission and commission which are imputed to Madhava Rao whilst he was in the Salt Department.

8. That by his interference with the manufacturing process which has been followed for years in this district, the Deputy-Collector has aroused a spirit of opposition among the Salt ryots which has mainly contributed to the failure, is a matter of notoriety. It is attested by their complaints to me, by the number of pans left waste, by the deficient outturn in every division, and by the accompanying petition† forwarded to Government in May last by Somasoondra Moodely and nine other ryots of Merkanam attributing the loss sustained by themselves and Government to his mismanagement and ignorance, and praying for his transfer. That they should bitterly complain is no wonder, for what is merely a loss of Revenue to Government is to many of them utter ruin. My decided opinion is that if Mr. Freer is allowed to remain, very few ryots will care to undertake the manufacture next year.

9. The cost to Government of this experiment may be thus briefly stated:—

Dittam quantity of salt for the season of 1873, Indian Maunds	rs.
6,18,000 at Rupees 2 per maund	12,36,000
<i>Deduct.</i>	
Total quantity manufactured to date Maunds 2,15,243, at	
Rupees 2 per maund	4,40,486
<i>Add.</i>	
Loss...	8,05,514

Cost of packing, freight, shipping, and landing charges, and	
value of wastage on 60,651 maunds procured from Madras...	28,679
Total loss to Government...	8,34,193

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10. I have in conclusion to state that, the condition of the works throughout the district (I except Chunamput and Nakravandangudi not having inspected them) is in no way creditable to the officer in executive charge of the Salt Department. The Deputy-Collector has sent in numerous complaints against the Police for not repressing salt thefts, but an inspection of the works in company with the Superintendent of Police showed that the fault lay with the Revenue Department, and that so long as the pans and platforms are left in their present unprotected state, not double the existing strength of Police guard could prevent pilfering. Not an attempt has been made to protect pans or platforms with moat or fence or palisade, whilst the Police watch huts are built on the platform level, in a corner, so that a Constable cannot command a view of more than two or, at the most, three heaps, instead of being constructed on a raised mound in the centre of each platform, as directed in Standing Order No. 200. This order, as well as No. 212, seems to have been entirely lost sight of. The platforms present a most disreputable appearance. No attempt has been made to give them an uniform slope or to turf them, and the consequence is that all the sides are guttered and cracked, and with the exception of Gundalam, the approaches to the platforms are so badly maintained that at the time of my inspection it was with the greatest difficulty a bandy could be brought to the foot of the platform for loading. It was because I called Mr. Freer's attention to this defect in April or May last at Merkanam that he thought fit to answer me in the insubordinate manner which has already been reported. There is not the slightest excuse for the Salt works in this district being in the slovenly, unprotected condition in which I found them. The sums annually sanctioned for Petty Construction and Repair are ample to meet all requirements, and they ought to be models of neatness and order.

11. As Madhava Rao, the late Superintendent at Gundalam, has been made the subject of a violent attack in the Deputy-Collector's reports, I thought it only fair that he should have an opportunity of defending himself, and I accordingly append a translation* of the explanation submitted by him.

* Marked F.

12. By an Official Memorandum from the Board's office, dated 23rd ultimo, No. 1,487, but which only came to hand a few days ago, I was directed to notice the points raised in Dr. Ratton's letter on Merkanam in this report. I have been very hard worked of late, and have not yet had time to look carefully into the matter, so with the Board's permission, I will shortly report on the subject in a separate letter.

ENCLOSURE No. 1.—Explanatory Memorandum of Deputy-Collector Mr. Freer.

ENCLOSURE No. 2 A.—Petition from Somasoondra Moodely, a Salt ryot.

ENCLOSURE No. 3 B.—Takeeds issued by Mr. Freer.

ENCLOSURE No. 4 C.—Vernacular Takeed issued by Mr. Freer.

ENCLOSURE No. 5 D.—Copy of Collector's Proceedings, dated 18th July 1872, No. 612.

ENCLOSURE No. 6 E.—Petition No. 1,197 of 1873, from Somasoondra Moodely and others.

ENCLOSURE No. 7 F.—Translation of Madhava Rao, late Salt Superintendent at Gundalam.

ENCLOSURE No. 8.—Sample of salt.

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that following three good years in succession, the dittam of 1871 were reduced from 7,35,200 in 1870 to 5,10,000, and the outturn was just short of 4,00,000, being a larger proportion than in the previous year; and the seasons of 1872 and 1873 having been bad at the principal place of production, the decrease is explained. In his estimate of the loss caused to Government in 1873, Mr. Sullivan has made no allowance for the very large proportion of the whole which occurred at Merkanam, and which was due to causes beyond the Deputy-Collector's control; and as to the bad condition of the Salt works, the Board fear that the Collector's description is by no means peculiar to South Arcot. The enormous expense of moats and such like measures of protection for the pans has caused them to be neglected; and to fix responsibility on Mr. Freer, it must be shown more conclusively that the works have deteriorated during his tenure of office.

7. The Board now come to those matters in which it seems to them shown by evidence which cannot be gainsaid that the Deputy-Collector is deserving of serious blame.

8. The season of 1872 had been a most disastrous one and the outturn and receipts of the ryots were next to nothing. In these circumstances the Deputy-Collector ought to have known that the ryots' resources must have been seriously crippled and the stocks being very low he ought not to have taken upon himself the whole responsibility as he seems to have done of summarily rejecting their application in January for an advance of money to enable them to commence manufacture. The application was eventually forwarded by him in March, but was delayed by the Acting Collector Mr. Lister for six weeks, by which time half the season has been lost. In the circumstances, this delay by Mr. Lister was very reprehensible. If he felt himself unable to form an opinion upon it he should have submitted a matter of such importance for decision by higher authority.

9. Mr. Sullivan rightly blames the Deputy-Collector for his highly injudicious endeavours to force a new system of manufacture on the people. His own orders clearly show that he, in a way not only altogether unauthorized but expressly prohibited by the Board, tried to introduce a system supposed to be in accordance with Dr. Ratton's theories. The season of 1873, had begun badly and matters became worse as it advanced, so that the Collector had to apply for salt from Madras; but Mr. Freer nevertheless continued to press his supposed improvements on the ryots and in no way relaxed his severe rules as to the quality of the salt. It seems never to have occurred to him that a salt famine which was impending in the district was a matter of supreme importance, that it meant a loss of lakhs of rupees to the State, and half ruin to the Salt ryots; and a little consideration should have shown him that it would be better to sacrifice his unauthorized experiments, and relax his requirements as to quality than to be left without salt.

10. Mr. Freer has received high testimonials and is evidently a man of energy and intelligence, though wanting in discretion. In this instance he has allowed his zeal to get the better of his judgment, and after what has taken place, the Board think that it will be better for the public interest and for Mr. Freer's future credit, that he should be transferred to another district. They resolve to submit the papers with this expression of their opinion for the orders of Government.

No. 42.

ORDER THEREON, 6th February 1874, No. 164.

Separate Revenue, No. 3.

Salt.

Mr. FREER will be informed that the Government consider his proceedings highly censurable; his administration of the Salt in the South Arcot District has been extremely injudicious,

and the insubordinate temper and tone of his correspondence have been noted with much displeasure. He is warned that, unless the present Collector is able to report more favourably of him, his services will be dispensed with.

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In this letter the Collector of South Arcot furnishes the report called for by the Board, and a Memorandum by the Deputy-Collector Mr. Freer, on the subject of the causes of the failure of Salt manufacture in the South Arcot District which rendered it necessary to send considerable quantities of salt from Ennore and Covelong to prevent an entire failure of the salt supply.

2. The Collector while admitting that as regards the division of Merkanam and Kondadu the unfavourable character of the season just closed must be accepted as the explanation of the failure, contends that as regards the district on the whole, the season cannot be considered to have been exceptionally bad. He considers that the chief cause is maladministration by the Deputy-Collector. He states that at Merkanam much time was lost owing to the refusal of Mr. Freer to entertain the ryots' application for advances until March; that the ryots of the southern divisions unanimously attribute the failure to the interference of Mr. Freer in the manufacture; that this interference was in view to premature and unauthorized introduction of Dr. Ratton's system with which however he was but imperfectly acquainted; that his attempts have been unsuccessful even in improving the quality of the salt; that his interference has aroused a spirit of opposition among the ryots which has mainly contributed to the failure; that his administration has resulted in a progressive decrease of the outturn; that he is wanting in tact, harsh to his subordinates and impatient of control by his superiors; that the Salt works owing to his neglect, are unprotected and in disrepair; and that the loss to Government consequent on his mismanagement is to be estimated at Rupees 8,34,193.

3. Mr. Freer's memorandum is a rambling and inconsequent document, in which he freely lavishes blame and abuse (highly unbecoming in a document intended for perusal by his superiors) on his subordinates, but which contains as far as the Board can see but little on which to ground a defence against the heavy charges brought against him by the Collector. He seems however not to have had an opportunity of seeing what the Collector has written.

The outturn of salt since 1862 for the three divisions now in existence is shown in the margin. The figures are compiled from the Salt Accounts Current. It will be noticed that extraordinary fluctuations are apparent in the outturn at Merkanam. In special reports on that division now before the Board and to be separately disposed of, these are sufficiently accounted for, by the fact that the brine supply is derived from a backwater which receives enormous fresh water drainage for which there is not sufficient discharge; and consequently that not only are the pans liable to flood, but unseasonable rains render the water unfit for use for

	Merkanam.	Gundalam.	Killay.
	IN. MDS.	IN. MDS.	IN. MDS.
1862	546,674	23,968	10,788
1863	26,874	20,888	10,589
1864	720,309	64,181	31,565
1865	108,613	59,924	30,351
1866	329,420	81,822	43,819
1867	286,036	68,281	33,140
1868	295,570	85,677	36,705
1869	394,770	98,007	36,678
1870	444,519	50,312	23,551
1871	303,781	68,185	25,094
1872	45	16,446	6,145
1873	224,866	119,271	13,684
Average...	302,789	62,664	25,176

long periods. The difficulties which have been experienced during the past years have been caused by the complete failure of manufacture in the disastrous season of 1872, and intensified by an outturn in 1873 which owing to similar unseasonable rains has been considerably below the average. A failure like that of 1872 occurred also in 1863, when only 26,874 maunds were produced.

5. The divisions of Gundalam and Killay are very inferior and of little importance compared with Merkanam. They also suffered much in 1872, Gundalam however produced more in the season of 1873 than in any year in the last twelve. Mr. Sullivan says that but for his personal interference, the deficiency at these stations would have been greater; but it is certain that the outturn at Gundalam would have been in any case, much above the average.

6. The Board on considering these figures cannot concur with the Collector in thinking that the progressive decrease in the outturn of the district from 1870 to 1872 contrasted with the progressive increase in the previous three years proves mal-administration by the Deputy-Collector. Such fluctuations are shown to be at least not unprecedented. The Board observe

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2. The Governor in Council resolves to request the Board of Revenue to instruct Mr. Garstin to give the Salt Department a particular degree of his personal supervision and control. He should furnish half-yearly reports to the Board, whose recommendation for Mr. Freer's transfer would have been at once adopted, were it not for the hardship which such an arrangement would probably entail on the officer transferred to South Arcot for the misfeasance of another. If, however, it should appear that Mr. Freer has so completely estranged the ryots that the manufacture of salt will suffer in consequence, he must be placed "out of employ" until some other suitable place can be found for him.

(True Extract.)

(Signed) D. F. CARMICHAEL,
Secretary to Government.

To the Board of Revenue.

Ed. F. R. Bantleman.

Fuller C. W. 8/10/74

Govt. of 1874

REVENUE.

THE BOARD OF REVENUE

Date February 6th

Recd.

Encl.

G. O., 6th February 1874, No. 161.

FEBRUARY.

No. 41-42.

Salt manufacturing in South Africa. -- Passing orders on Board's Proceedings regarding the failure of -- and the conduct of Mr. Price, Deputy Collector of the Salt Department.



PROCEEDINGS THE OF BOARD OF REVENUE, dated 12th December 1873.

Read the following letter from H. E. SULLIVAN, Esq., Acting Collector of South Arcot, to H. E. STOKES, Esq., Acting Secretary to the Board of Revenue, dated Cuddalore, 9th October 1873, No. 381 :—

In compliance with the instructions conveyed in the Board's Proceedings, marginally noted,*

June 20th, No. 869.
July 7th, No. 4,163.
August 2nd, No. 1,477.

I called upon the Deputy-Collector on the 24th June and 4th and 9th August last, to furnish a report explanatory of the deficiency in the manufacture of salt in this district. He has submitted

it in the form of a Memorandum, which I have now the honour to transmit, for the information of the Board of Revenue.

2. From it I gather that Mr. Freer attributes the deficiency to two causes; an unfavourable season, and a defective system of manufacture.

3. In regard to the season, I am inclined to think that so far as Merkanam and Kondadu are concerned, the explanation must be accepted. The heavy and unseasonable fall of rain in the early part of February by filling the backwater with fresh water must sensibly have retarded operations, and have prevented the harvesting of the first crop of salt until a later period of the season than usual. With this exception, however, I do not think it can be shewn that the season was otherwise than favourable, and had the ditto been fixed earlier, and means afforded to the ryots to commence operations at the beginning of the year, I am of opinion that the deficiency would not have been so great. There was no rain registered in the district from the 23rd December to the 2nd February, but as the engagements with the ryots were not made till the middle of January, all this favourable weather was lost. From the 7th February to the end of March, no rain was registered; in April the average rain-fall for the district was barely 2.34 inches, in May barely 1.83 inches, in June 1.35, and in July 1.69. This can hardly be considered a very unfavourable season, nor did the ryots regard it as such. They say that their resources were so crippled by the reverses of last year that they could not commence work without an advance for which application was made in January, but which the Deputy-Collector refused to entertain—(Vide petition marked A. and endorsement enclosed) and that not getting it till three months after, signing their Muchilkas materially retarded the manufacture. In paragraph 3 of his memorandum, the Deputy-Collector states that at the end of March, "witnessing the unsatisfactory state of affairs" he recommended an advance, and imputes the delay which occurred in procuring sanction for it to this office. He makes no mention of having rejected an application for an advance two months previously, nor is it explained why having done this in January it became necessary to recommend it in March. In regard to the delay in this Office, I was absent on leave from the 6th March to the 21st of April, and Mr. Lister who was acting for me, appears to have kept the application for my disposal. It was brought to my notice a few days after I resumed charge, and was at once forwarded to the Board. Returning to the question of the weather, I do not think that with the exception of Merkanam and Kondadu the failure can be attributed to this cause. A full out-turn has been obtained in these districts to the north and south of this, and at places in the immediate vicinity of the sites of manufacture in South Arcot where failure has occurred. It is impossible that the weather could have been unfavourable to the manufacture in South Arcot, and favourable to it in the contiguous districts of Tanjore and Chingleput. We must look elsewhere for the causes of failure. As regards the defective system of manufacture, I know so little of the subject, never having had any thing to do with salt till two years ago, that I hardly like to offer an opinion in face of that expressed by a person of such scientific attainments as Mr. Freer. The system of agriculture in this country has been pronounced defective, and like every thing else it is doubtless susceptible of improvement, but notwithstanding its defects, the ryots have for centuries managed to raise crops sufficient for home consumption and for a large export trade.

The same reasoning may, I think, be applied to the manufacture of salt. Admitting that the system is defective, it is a fact that till very recently these ignorant salt ryots have contrived to make as much salt as was necessary to meet the requirements of the monopoly, and in some places of an admittedly superior quality. I cannot, therefore, see how the failure can be attributed to a system which has answered very well for years, and which still meets all practical requirements in the adjacent districts of Chingleput and Tanjore.

4. With the exception of Chunamput and Nakravandangudi, I think I have visited all the Salt works in the district during the year, and, except at Merkanam where I had not an opportunity, I personally questioned the ryots as to the causes of the deficient crop. They were unanimous in attributing it to the interference of the Deputy-Collector, in the mode of manufacture. Of the nature of that interference the Board will be able to judge, by referring to the enclosed takeeds (marked B) issued by Mr. Freer to the Salt Superintendent at Gundalam in which he prescribes the size and shape of the reservoirs and gives strict instructions as to the number of days to be occupied in the process and the strength of the brine to be used. In January, he ordered that quarter of each pan should be set apart as a reservoir, and again in July he directed that one-third of each pan should be used for the purpose. In June, he ordered that no brine of less density than 25° should be let into the salt bed, adding, "if any Assistant Superintendent fail to conform to these instructions he will be punished," and again in July, when it had been practically demonstrated that the brine would not attain that density in the condenser, he ordered that brine of 18° density might be used. In fact Mr. Freer with a singularly imperfect knowledge of the subject has rashly attempted to put Dr. Ratton's theory into practice throughout the extensive salt works of this district, and the result has been a very serious loss both to Government and the manufacturers. For thus exceeding his authority, I cannot find any excuse for the Deputy-Collector. He was furnished with a copy of the Board's Proceedings, dated 5th April 1873, No. 534, and had he given attention to paragraph 12, he would have seen that the Board considered the reduction of the theory to practice, a subject beset with considerable difficulties and that "it would be hopeless to attempt radical changes in the present system" until the advantages of the new one had been demonstrated by experience. The part which the Board proposed to assign to Mr. Freer was the supervision of an experiment on a limited scale to be carried out in communication with Dr. Ratton, and the extensive action he has taken and which has resulted so disastrously, was certainly never contemplated. He has rushed in where Dr. Ratton feared to tread, that officer having stated that he was "not at liberty to advise or direct any change in the method of salt manufacture without the previous sanction of the Board of Revenue." Had Mr. Freer's unauthorized interference resulted in the production of a superior kind of salt, it would have been a point in his favour, but I do not think that even this can be urged in his behalf. I do not know what the nature of the samples sent to the Board may be, as the Deputy-Collector has taken the somewhat unusual course of forwarding them direct instead of through this office, but in order to show that the quality of the salt produced this year is nothing out of the way, I have forwarded by banghy one picked sample of Merkanam salt and one selected at random from the heaps, and in view to comparison, "picked" and "ordinary" samples of the salt manufactured this year at Adrampatam, in Tanjore, furnished to me by the Collector of that district. I do not pretend to be much of a judge, but I think the Board will agree with me that Tanjore "ordinary" is superior both as regards size of crystals and purity to Merkanam "ordinary," whilst Merkanam "picked" though affording larger crystals is far inferior in regard to purity when compared with Tanjore "picked."

5. It would be unprofitable to follow Mr. Freer paragraph by paragraph through his somewhat prolix report, and I will only briefly notice one or two points. In paragraph 12 of his Memorandum on Killay, Mr. Freer says, "I fancy the manufacture would have gone on more satisfactorily under my control, had the Collector's order, No. 1 of the 26th May 1873, not been issued direct to the Superintendents of Gundalam and Killay without reference to me. It tended only to increase the opposition between the manufacturers, and the Assistant Superintendent, the latter

declaring that the salt was not fit to be scraped, and the former protesting that the time allowed by the Collector, viz., four or five days were passed, and the salt, whatever it was should be scraped. Much harm was done by such disputes in Gundalam, backed I have no doubt by the Superintendent of the Division." Towards the end of May the ryots came to me in a body and represented that they had been great losers the preceding year, and that unless the Deputy-Collector was restrained from interfering with the mode of manufacture, there would be a still greater loss this year both to the Government and themselves. They especially appealed against the order prohibiting them from scraping under a week or more. The weather was at that time very variable, and the delay of even a day or two was likely to make a vast difference in their chances of saving the salt. I could not find that the Deputy-Collector had any authority for interfering with the mode of manufacture, his duties being limited to the rejection of salt, which did not come up to a certain standard. I found that the result of this interference was that up to that time only 4,156 maunds of a middling quality had been scraped, and that if something was not done at once, there would be a very serious deficiency in the outturn even if the ryots did not throw up the manufacture altogether. I therefore told the ryots that if they would guarantee to produce good salt, they would be allowed to scrape in four or five days which was about the time they said was necessary, but that they must distinctly understand that all impure and imperfectly formed salt would be certainly rejected, and that before it was taken into store, I should come and inspect it myself. They said they desired nothing better, and as time was of consequence, and Mr. Freer was absent from Cuddalore, I issued the following order to the Killay and Gundalam Superintendents, sending Mr. Freer a copy:—

"Owing to the uncertain state of the weather, ryots may be permitted to scrape salt within four or five days after the brine is let into the pans from the reservoirs, but the ryots must be made to understand that no salt mixed with mud or other impurities will be received."

In acknowledging the copy of the order on the 29th May, Mr. Freer characterizes it as "a fearful check to the progress which has already been made since the season of 1871" but notwithstanding 72,798 maunds of very fair salt were got in in the two Divisions after it was issued, and there were no more complaints from the ryots. There is not the slightest doubt, that if I had not interfered when I did, the deficiency would have been very much greater.

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7. I do not think that Mr. Freer's administration of the Salt Department has been marked with much success since he took charge of it in Fasli 1280. The figures below give the outturn of salt in the district for the three faslies previous, as compared with the outturn of the last three faslies. They are taken from the Jammabundy Reports, and show the quantity brought to account between the 1st July and 30th June in each year.

Faslies.	Maunds.	Faslies.	Maunds.
1277	3,62,150	1280	4,11,241
1278	4,59,505	1281	3,83,731
1279	4,77,526	1282	16,815
	12,99,181		8,11,787
Average...	4,33,060	Average...	2,70,595

The same reasoning may, I think, be applied to the manufacture of salt. Admitting that the system is defective, it is a fact that till very recently these ignorant salt ryots have contrived to make as much salt as was necessary to meet the requirements of the monopoly, and in some places of an admittedly superior quality. I cannot, therefore, see how the failure can be attributed to a system which has answered very well for years, and which still meets all practical requirements in the adjacent districts of Chingleput and Tanjore.

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The first set of figures show a progressive increase and the second set a progressive and very marked decrease. This must, I think, in a great measure be attributed to defective administration on the part of the present Deputy-Collector. I regret to have to record such an opinion, but I can come to no other conclusion, and in the interests of the State, I think it would be expedient to transfer him, if not to another Department, at least to some other Salt District. Although Mr. Freer has given me a good deal of trouble and annoyance, and has on more than one occasion behaved in an insubordinate manner towards me, I can have no personal motive in making this recommendation, as I shall be relieved of the charge of this district early in next year, I do it entirely on public grounds. Whilst giving him credit for a certain amount of zeal, I find him wanting in other attributes essential to the making of a good administrative officer. He has an overweening opinion of his own abilities which has led him into the disastrous failure under report, and which makes him impatient of check or control; his treatment of his subordinates is harsh, and to call it by a mild term, injudicious; and his want of tact and his ill-advised interference with the system of manufacture have so set the ryots against him that they pray to be delivered from him. As an instance of the manner in which he treats his subordinates, I would ask the attention of the Board to Mr. Freer's memorandum on the Gundalam Division where the epithets "lying" "idiot" "ignorant" and "lazy" are freely bestowed on Superintendent and Assistant Superintendent. If in a report intended for the Board's perusal Mr. Freer can so far forget himself, I leave it to be inferred what sort of treatment his subordinates have to put up with on the works: Madhava Rao, late Superintendent of Gundalam, has been the object of Mr. Freer's persecution ever since I came to the district. In July last year, Mr. Freer sent me a report filling no less than forty pages, summing up the evidence in a series of charges which he had brought against this officer, and recommending that he should be suspended and degraded. I had not at that time ever seen Madhava Rao, but on going into the case I found the charges brought against him so entirely unsupported that I had no alternative but to dismiss them as groundless. A copy of my Proceedings* passed on Mr.

* Dated 18th July 1872, No. 612, marked D.

Freer's report is enclosed, and the Board will observe that I had then to remark on the intemperate language used by him with reference to his subordinate. The report itself will be forwarded if desired. I have since then had several opportunities of becoming acquainted with Madhava Rao. I found him to be a quiet, intelligent man, well acquainted with his work, and able to afford information on all points connected therewith. He had suffered so much in the Salt Department that he begged hard to be removed, and an opportunity recently occurring, I transferred him to another appointment. Mr. Freer will not let him be at peace even now, and since his transfer has sent in numerous complaints of the most frivolous nature against him with reference to sins of omission and commission which are imputed to Madhava Rao whilst he was in the Salt Department.

8. That by his interference with the manufacturing process which has been followed for years in this district, the Deputy-Collector has aroused a spirit of opposition among the Salt ryots which has mainly contributed to the failure, is a matter of notoriety. It is attested by their complaints to me, by the number of pans left waste, by the deficient outturn in every division, and by the accompanying petition† forwarded to Government in May last by Somasoondra

† Marked E.

Moodely and nine other ryots of Merkanam attributing the loss sustained by themselves and Government to his mismanagement and ignorance, and praying for his transfer. That they should bitterly complain is no wonder, for what is merely a loss of Revenue to Government is to many of them utter ruin. My decided opinion is that if Mr. Freer is allowed to remain, very few ryots will care to undertake the manufacture next year.

9. The cost to Government of this experiment may be thus briefly stated :—

RS.
Dittam quantity of salt for the season of 1873, Indian Maunds
6,18,000 at Rupees 2, per maunds 12,36,000

Deduct.

Total quantity manufactured to date Maunds 2,15,243, at
Rupees 2, per maund 4,40,486

Loss... 8,05,514

Add.

Cost of packing, freight, shipping, and landing charges, and
value of wastage on 60,651 maunds procured from Madras... 28,679

Total loss to Government... 8,34,193

10. I have in conclusion to state that, the condition of the works throughout the district (I except Chunamput and Nakravandangudi not having inspected them) is in no way creditable to the officer in executive charge of the Salt Department. The Deputy-Collector has sent in numerous complaints against the Police for not repressing salt thefts, but an inspection of the works in company with the Superintendent of Police showed that the fault lay with the Revenue Department, and that so long as the pans and platforms are left in their present unprotected state, not double the existing strength of Police guard could prevent pilfering. Not an attempt has been made to protect pans or platforms with moat or fence or palisade, whilst the Police watch huts are built on the platform level, in a corner, so that a Constable cannot command a view of more than two or, at the most, three heaps, instead of being constructed on a raised mound in the centre of each platform, as directed in Standing Order No. 200. This order, as well as No. 212, seems to have been entirely lost sight of. The platforms present a most disreputable appearance. No attempt has been made to give them an uniform slope or to turf them, and the consequence is that all the sides are guttered and cracked, and with the exception of Gundalam, the approaches to the platforms are so badly maintained that at the time of my inspection it was with the greatest difficulty a bandy could be brought to the foot of the platform for loading. It was because I called Mr. Freer's attention to this defect in April or May last at Merkanam that he thought fit to answer me in the insubordinate manner which has already been reported. There is not the slightest excuse for the Salt works in this district being in the slovenly, unprotected condition in which I found them. The sums annually sanctioned for Petty Construction and Repair are ample to meet all requirements, and they ought to be models of neatness and order.

11. As Madhava Rao, the late Superintendent at Gundalam, has been made the subject of a violent attack in the Deputy-Collector's reports, I thought it only fair that he should have on opportunity of defending himself, and I accordingly append a translation* of the explanation submitted by him,

* Marked F.

12. By an Official Memorandum from the Board's office, dated 23rd ultimo, No. 1,487, but which only came to hand a few days ago, I was directed to notice the points raised in Dr. Ratton's letter on Merkanam in this report. I have been very hard worked of late, and have not yet had time to look carefully into the matter, so with the Board's permission, I will shortly report on the subject in a separate letter.

ENCLOSURE No. 1.—Explanatory Memorandum of Deputy-Collector Mr. Freer.

ENCLOSURE No. 2 A.—Petition from Somasoondra Moodely, a Salt ryot.

ENCLOSURE No. 3 B.—Takeeds issued by Mr. Freer.

ENCLOSURE No. 4 C.—Vernacular Takeed issued by Mr. Freer.

ENCLOSURE No. 5 D.—Copy of Collector's Proceedings, dated 18th July 1872, No. 612.

ENCLOSURE No. 6 E.—Petition No. 1,197 of 1873, from Somasoondra Moodely and others.

ENCLOSURE No. 7 F.—Translation of Madhava Rao, late Salt Superintendent at Gundalam.

ENCLOSURE No. 8.—Sample of salt.

In this letter the Collector of South Arcot furnishes the report called for by the Board, and a Memorandum by the Deputy-Collector Mr. Freer, on the subject of the causes of the failure of Salt manufacture in the South Arcot District which rendered it necessary to send considerable quantities of salt from Ennore and Covelong to prevent an entire failure of the salt supply.

2. The Collector while admitting that as regards the division of Merkanam and Kondadu the unfavourable character of the season just closed must be accepted as the explanation of the failure, contends that as regards the district on the whole, the season cannot be considered to have been exceptionally bad. He considers that the chief cause is maladministration by the Deputy-Collector. He states that at Merkanam much time was lost owing to the refusal of Mr. Freer to entertain the ryots' application for advances until March; that the ryots of the southern divisions unanimously attribute the failure to the interference of Mr. Freer in the manufacture; that this interference was in view to premature and unauthorized introduction of Dr. Ratton's system with which however he was but imperfectly acquainted; that his attempts have been unsuccessful even in improving the quality of the salt; that his interference has aroused a spirit of opposition among the ryots which has mainly contributed to the failure; that his administration has resulted in a progressive decrease of the outturn; that he is wanting in tact, harsh to his subordinates and impatient of control by his superiors; that the Salt works owing to his neglect, are unprotected and in disrepair; and the loss to Government consequent on his mismanagement is to be estimated at Rupees 8,34,193.

3. Mr. Freer's memorandum is a rambling and inconsequent document, in which he freely lavishes blame and abuse (highly unbecoming in a document intended for perusal by his superiors) on his subordinates, but which contains as far as the Board can see but little on which to ground a defence against the heavy charges brought against him by the Collector. He seems however not to have had an opportunity of seeing what the Collector has written.

	Merkanam.	Gundalam.	Killay.
	IN. MDS.	IN. MDS.	IN. MDS.
1862	546,674	23,968	10,783
1863	26,874	20,888	10,589
1864	720,309	64,181	31,565
1865	108,613	59,924	30,351
1866	329,420	81,822	43,819
1867	238,036	68,231	33,140
1868	295,570	85,677	36,705
1869	394,770	93,007	36,678
1870	444,510	50,312	23,551
1871	303,781	68,185	25,094
1872	45	18,446	6,145
1873	224,866	119,271	13,684
Average...	302,789	62,664	25,176

The outturn of salt since 1862 for the three divisions now in existence is shown in the margin. The figures are compiled from the Salt Accounts Current. It will be noticed that extraordinary fluctuations are apparent in the outturn at Merkanam. In special reports on that division now before the Board and to be separately disposed of, these are sufficiently accounted for, by the fact that the brine supply is derived from a backwater which receives enormous fresh water drainage for which there is not sufficient discharge; and consequently that not only are the pans liable to flood, but unreasonable rains render the water unfit for use for

long periods. The difficulties which have been experienced during the past years have been caused by the complete failure of manufacture in the disastrous season of 1872, and intensified

9/10/74
by an outturn in 1873 which owing to similar unseasonable rains has been considerably below the average. A failure like that of 1872 occurred also in 1863, when only 26,874 maunds were produced.

5. The divisions of Gundalam and Killay are very inferior and of little importance compared with Merkanam. They also suffered much in 1872, Gundalam however produced more in the season of 1873 than in any year in the last twelve. Mr. Sullivan says that but for his personal interference, the deficiency at these stations would have been greater; but it is certain that the outturn at Gundalam would have been in any case, much above the average.

6. The Board on considering these figures cannot concur with the Collector in thinking that the progressive decrease in the outturn of the district from 1870 to 1872 contrasted with the progressive increase in the previous three years proves mal-administration by the Deputy-Collector. Such fluctuations are shown to be at least not unprecedented. The Board observe that following three good years in succession, the dittam of 1871 were reduced from 7,35,200 in 1870 to 5,10,000, and the outturn was just short of 4,00,000, being a larger proportion than in the previous year; and the seasons of 1872 and 1873 having been bad at the principal place of production, the decrease is explained. In his estimate of the loss caused to Government in 1873, Mr. Sullivan has made no allowance for the very large proportion of the whole which occurred at Merkanam, and which was due to causes beyond the Deputy-Collector's control; and as to the bad condition of the Salt works, the Board fear that the Collector's description is by no means peculiar to South Arcot. The enormous expense of moats and such like measures of protection for the pans has caused them to be neglected; and to fix responsibility on Mr. Freer, it must be shown more conclusively that the works have deteriorated during his tenure of office.

7. The Board now come to those matters in which it seems to them shown by evidence which cannot be gainsaid that the Deputy-Collector is deserving of serious blame.

8. The season of 1872 had been a most disastrous one and the outturn and receipts of the ryots were next to nothing. In the circumstances the Deputy-Collector ought to have known that the ryots' resources must have been seriously crippled and the stocks being very low he ought not to have taken upon himself the whole responsibility as he seems to have done of summarily rejecting their application in January for an advance of money to enable them to commence manufacture. The application was eventually forwarded by him in March, but was delayed by the Acting Collector Mr. Lister for six weeks, by which time half the season has been lost. In the circumstances, this delay by Mr. Lister was very reprehensible. If he felt himself unable to form an opinion upon it he should have submitted a matter of such importance for decision by higher authority.

9. Mr. Sullivan rightly blames the Deputy-Collector for his highly injudicious endeavours to force a new system of manufacture on the people. His own orders clearly show that he, in a way not only altogether unauthorized but expressly prohibited by the Board, tried to introduce a system supposed to be in accordance with Dr. Rattray's theories. The season of 1873, had begun badly and matters became worse as it advanced, so that the Collector had to apply for salt from Madras; but Mr. Freer nevertheless continued to press his supposed improvements on the ryots and in no way relaxed his severe rules as to the quality of the salt. It seems never to have occurred to him that a salt famine which was impending in the district was a matter of supreme importance, that it meant a loss of lakhs of rupees to the State, and half ruin to the Salt ryots; and a little consideration should have shown him that it would be better to sacrifice his unauthorized experiments, and relax his requirements as to quality than to be left without salt.

10. Mr. Freer has received high testimonials and is evidently a man of energy and intelligence, though wanting in discretion. In this instance he has allowed his zeal to get the better of his judgment, and after what has taken place, the Board think that it will be better for the public

interest and for Mr. Freer's future credit, that he should be transferred to another district. They resolve to submit the papers with this expression of their opinion for the orders of Government.

(A true Copy and Extract.)

Acting Sub-Secretary.

To the Secretary to Government, Revenue Department,

with seven original enclosures to be returned.

the Acting Collector of South Arcot.

*Mr. Fullerton writes
 One year ago last July
 there were some trouble
 some, disagreeable business
 and I begged me to get
 him transferred - I did in
 one or two years but for an
 exchange, but it was not
 me.
 I fear Mr. Fullerton has
 not got along with him
 in some, but has been
 so on, regarding things,
 for the long - I have
 Mr. Parson, on his return
 to South Arcot, will many
 to get more good out of
 him - If he has, however,
 pronounced him unworthy
 of the post, it will be his
 time, I believe, to retire
 Mr. Freer to the 18th Sept.
 when he was engaged with the
 grade of 18th Sept. 1871.*

Ed. G. A. Turton.

1873.

BOARD of REVENUE,
MADRAS.

PROCEEDINGS, 12TH DECEMBER 1873, No. 2,572.

Dec 21/74

Encl.

Received

Dec 21/74

DECEMBER.
No. 2,572.

Salt Manufacture—in South Arcot District.
 Reports from Collector as to cause of failure
 of — during past season, submitted for orders of
 Government with remarks. Opinion expressed
 that Salt Department, Deputy-Collector Mr.
 Freer, should be transferred to another district.

S.C. 10/64 - 6 Feb 74

41.

12th Jan 74 R.S. 74/74

REVENUE DEPARTMENT.

No. 69

From

Pres. Board of Revenue

Dated

12 December 1873.

FOR ORDERS.

No 2572 A

Mr. Fear should, I think,
be severely censured
and informed that
if Mr. Foster does not
give a good character
of him his services will
be dispensed with. No

I should be instructed
to give the full debt
a good deal of her trust
in position & can best to
be put half yearly to
the Board - whose
can be done for the
Greeks to be forced
not added simply as

account of the ^{11/24} and that
which had ^{also} arrange
ments ~~the~~ out and on ^{the} train
to be ~~transfer~~ from a
House are transferred
for the benefit of them - of
how can the ~~house~~ house
completely estranged the
Voyage that the ~~un~~unexpected
will be then be must be
placed "out of employment" ^{under}

More than

FOR ORDERS.

his little place

Can be found

for lesson

I do not
 agree with Mr. Blair - Mr. Blair
 cannot be held responsible for the
 Salt famine - He has failed to
 meet it promptly - He has been
 a poor servant of Mr. more especially
 in the Salt Dept. of Kellogg has had
 great experience - Coming after Mr. Blair
 tax administration he would have had
 much to contend with under most
 adverse circumstances. Broke him a
 pretty true with severe warning
 W. J.

I agree I ~~will~~ want the F. Rd to be as good as
both the judicial administration, & ~~involvement~~
the F. Rd & the C. Rd.

By Col. W. F. Fries
+ the failure of salt
manufacture in S. Carolina

69/75



Sep. Revenue - Salt

No 164

13/10

Read Progs. Bd. Rev. No 2572A

d/12-12-73.

No. of Revenue 35/2

Mr. Freen will be informed that he
 Govt consider his proceedings highly
 censurable; his administration of
 the Salt in the South Arcot district
 has been extremely injudicious, and
 his unbecomingly temper & tone
 of his correspondence ~~has been~~ have been
 noted with much displeasure. He is
 warned that unless the present Coler
 is able to report more favourably of
 him, his services will be dispensed
 with. The G. Inf. resolves to request the
 Bd. of Rev. to instruct Mr. Gaustin
 to give the Salt Dept. a particular degree
 of personal supervision & control. He
 should furnish half yearly reports to the
 Bd., whose recommendation for Mr.
 Freen's transfer we have been abonce
 adopted, were it not for the hardship
 which such an arrangement would ~~be~~
 probably entail on the officer transferred
 to South Arcot for ~~another~~ the misfeasance
 of another. If, however, it should appear
 that Mr. Freen has so completely changed
 he says that the manufacture of Salt will
 suffer in consequence, he must be placed
 "out of employ" until some other suitable
 place can be found for him.

Para 2.

1/2 to Mr. G. Rev.
Rev. 9 Feb 74

6. February 174

D-5/2

41-42.

G.O.-

on Bds Props 12/14/73

No 2572 A

Mr. Freeman Dr. C. W.

Em 1

Lesbon

List from order
2

165

Prw

~~165~~

6-2-1874

125

TND
SI

334

2/2

Revised on 7-6-71 PR

Not to be folded or roughly handled