

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW DELHI**

**Proceedings of the 68th Annual Meeting of the General Body
held on Monday, the 31st October, 2022**

The 68th Annual Meeting of the General Body of the Institute was held on Monday, the 31st October, 2022 at 4.00 p.m. through physical as well as virtual/online mode. Shri Jagdeep Dhankhar, Hon'ble Vice President of India and President of IIPA presided over the inaugural part of the AGM and Dr. Jitendra Singh, Hon'ble Minister, DoPT and Chairman, IIPA Executive Council was the Guest of Honour. Shri Surendra Nath Tripathi, Director General IIPA presided over the second part of the AGM.

The meeting was attended by 141 members of the Institute against the minimum quorum of 50 members. List of members who attended the meeting is annexed.

With the permission of the Presiding Officer, the proceedings of the 68th Annual Meeting of the General Body for the year 2021-22 commenced.

Item No.1: Condolence Resolution to mourn the demise of Members.

SHRI AMITABH RANJAN: Hon'ble Vice-President of India and President, IIPA, Shri Jagdeep Dhankhar Ji, Hon'ble Union Minister and Chairman, IIPA Executive Council, Dr. Jitendra Singh Ji, Director General IIPA, Shri Surendra Nath Tripathi Ji, Secretary to Hon'ble Vice President of India, Shri Sunil Kumar Gupta Ji, other officers, respected members, all the awardees, faculty members and officers of IIPA. *Namaskar* and a warm welcome.

“This 68th Annual Meeting of the General Body being held on 31st October, 2022, today, deeply mourns the demise of the members of IIPA who have expired since the last AGM and conveys its sincere condolences to the members of the bereaved families. Many of them had distinguished careers and brought laurels to IIPA and to themselves.”

We may observe a minute silence to pay homage to the departed souls.

List of Life Members expired

S.No.	Name of Members	Life Member No.
1.	Dr. A.S. Ukhalkar	4826
2.	Dr. Subhash Chandra Som	8825
3.	Prof. P.N. Abrol	7917
4.	Prof. Mahesh Chander Sharma	9757
5.	Prof. Raizada K. Vashisht	5235
6.	Mr. Raj Kumar Gupta	9133
7.	Mr. H.B. Khajuria	2029
8.	Dr. K.D. Kanodia	1943
9.	Prof. R.K. Tiwari (Appleby Awardee)	826
10.	Mr. A.C. Chaturvedi	5912
11.	Smt. Santosh Mangotra	8584
12.	Dr. P.R. Dubhashi (Appleby Awardee)	1867
13.	Mr. Suryya Ray	6068
14.	Mr. G. Dakshinamurthy	8466

15.	Mr. Yogendra Tripathi	844
16.	Dr. Ravindra Sharma	292
17.	Dr. Mauli Chadra Singh	404
18.	Mr. Suresh Chandra Sogani	622
19.	Mr. K.N. Bhargava	1426
20.	Mr. D.D. Narula	3293
21.	Dr. Tej K. Jain	3711
22.	Dr. Rajendra Prasad Joshi	3786
23.	Mr. Mangal Bihari	5391
24.	Dr. P.D. Sharma	5556
25.	Mr. V.B.L. Mathur	5680
26.	Dr. Saroj Bala Chopra	5914
27.	Mr. Vinod Jain	6284
28.	Mrs. Indira Mayaram	8637
29.	Prof. L.S. Rathore	2766
30.	Mr. N. Jayaraman	3733
31.	Dr. Hari Mohan Mathur	2972
32.	Mr. Ram Prakash Ahuja	1166
33.	Mr. N. Srinivas	7249

(A MINUTE SILENCE WAS OBSERVED)

SHRI AMITABH RANJAN: Now, I take this opportunity to request the Hon'ble Minister to welcome the Hon'ble Vice-President of India with the traditional IIPA *Angavastra* and a *Memento*.

(HON'BLE VICE-PRESIDENT OF INDIA, SHRI JAGDEEP DHANKHAR WAS WELCOMED WITH ANGAVASTRA AND A MEMENTO)

SHRI AMITABH RANJAN: Now I request the Director General, IIPA to welcome the Hon'ble Minister with the *Angavastra*.

(HON'BLE MINISTER, DR. JITENDRA SINGH WAS WELCOMED WITH ANGAVASTRA)

SHRI AMITABH RANJAN: Now I would like to invite the Director-General, IIPA to deliver the Welcome Address.

Item No.2: Welcome Address and Brief Report on Agenda Items by Director General, IIPA.

SHRI SURENDRA NATH TRIPATHI, DIRECTOR GENERAL, IIPA: Most respected Hon'ble Vice President of India, Hon'ble Union Minister, Dr. Jitendra Singh Ji, respected Members of the Executive Council, my Faculty colleagues, respected Members of the Indian Institute of Public Administration, ladies and gentlemen. *Namaste*, good afternoon, *Sat Shri Akal*, *Vanakkam* and a warm welcome to the 68th Annual Meeting of the General Body of the Indian Institute of Public Administration - your IIPA.

Today is a historic day for my IIPA as the Hon'ble Vice President of India and President, IIPA is present amongst us all. On this pious occasion of the birth anniversary of

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Sardar Vallabhbhai Patel, I welcome him on behalf of all of you, the IIPA fraternity, including Members who have joined us online.

This is the first ever visit of the Hon'ble Vice President to IIPA and I thank him from the bottom of my heart for this benign gesture.

Respected Members, I also welcome the Hon'ble Union Minister and Chairman, IIPA Executive Council, Dr. Jitendra Singh Ji who has made it a point to be present today despite his extremely busy schedule and almost canceling his Kevadiya visit. I welcome all the Members of IIPA and congratulate the Awardees for accepting the honour in all sincerity.

Ladies and gentlemen, some highlights of financial year 2021-22 detailed in our Annual Report, now available on website, are here for your kind consideration.

Your IIPA conducted 102 multi-disciplinary training programmes, 54 per cent more than 66 held in FY 2020-21 for Indian as well as 213 foreign Government officers under ITEC and 12,303 officials, 47 per cent more from 8,353 of the previous year. We earned a revenue of Rs.6.11 crore, which is whopping 233 per cent more than the Rs.1.83 crore just earned in the previous year. IIPA's total income of 37.94 crore is also 14 per cent more than the previous year's income. We got a grant-in-aid of Rs.28.37 crore, which is 1.22 per cent more than the previous ever highest of Rs.28 crore, under the dynamic leadership of our Hon'ble Minister. Internal income of IIPA was also Rs.9.57 crore, 89 per cent more than Rs.5.04 crore in just previous year. IIPA's total expenditure of Rs.36.96 crore is also 14.96 per cent more than the previous best of Rs.33.02 crore. Pay and Allowances of Rs.12.04 crore is only higher by 9.95 per cent. That speaks about our managing more with less. But pension expenditure of Rs.7.88 crore is higher by 12.57 per cent from the previous year. Enrolment of new members, including serving and retired civil servants after opening of membership, is a positive sign for IIPA.

Ladies and gentlemen, for online training programmes, IIPA quickly transformed itself to adopt the digital tools and techniques for online training as well as prepare digital training modules and courses for iGOT programmes of Govt. of India. IIPA completed 16 research projects and on 68th Foundation Day celebration, we organised our first ever Dr. Rajendra Prasad Annual Memorial Lecture on March, 29, 2022, and the then Hon'ble Vice-President of India and President, IIPA, Shri M.Venkaiah Naidu Garu was the Chief Guest and the first Keynote Speaker. A book *Sardar Patel: A Builder of Aspirational India*, edited by me and my worthy colleague, Dr. Saket Behari was also released on that occasion.

Friends, a National Seminar on Atmanirbhar Bharat, a series of Memorial Lectures, was also organized in December, 2021 and more than 50 Papers were presented in five technical sessions. I am honoured in sharing with you that IIPA started the first ever webinar series with Regional and Local branches and we had 21 such programmes on issues like Atal Mission for Rejuvenation, Atal Pension Yojana, Beti Bachao Beti Pado, Pradhan Mantri Jeevan Jyoti Beema Yojana, Pradhan Mantri Garib Kalyan Yojana and host of other programmes, including the National Education Policy. IIPA organised a Workshop on National Programme for Civil Services Capacity Building in collaboration with Capacity Building Commission of India. So, that was the highlight.

Sir, the faculty of IIPA conducted the Framework of Roles, Activities and Competencies (FRAC) for all the teaching and non-teaching staff of IIPA and the report has

been uploaded on our website. The 47th APPPA programme commenced on 1st July and was inaugurated by the Hon'ble Minister who is also present here today. The highlight of the 47th APPPA programme was that for the first time the three chiefs of Army, Navy and Air Force spoke to our participants. This year, IIPA is offering International Programme on India's Global Leadership, Project Management, Data Analytics, Risk Management, Financial Management, office management and host of other issues, and you will be happy to know that over 70 countries have shown their willingness to join this ITEC programme of IIPA. This year, the IIPA is also offering Customised Programme on various Facets of Government for the top level bureaucrats of countries like Kyrgyzstan, Philippines, Nigeria, Tanzania and Brunei, among others.

On the knowledge dissemination, Sir, our library is the best on public administration in India. Respected members, the Indian Institute of Public Administration conveys its gratitude to DoPT and over 37 Ministries, departments and organizations of Central government, States and Union Territories of J&K and Ladakh, including the Hon'ble High Court of Allahabad and to all other agencies for their support for the training, research, workshops and seminars and many other such activities.

The agenda items placed today include the Confirmation of Proceedings of the 67th Annual Meeting of General Body held on 1st November, 2021, approval of Annual Report of 2021-22, approval of the Balance Sheet and Annual Accounts for 2021-22, appointment of M/s GSA & Associates as Auditors for the year 2022-23 and I request the Members to peruse and approve the same and share their considered views, as and when the opportunity arises.

I place on record my gratitude and appreciation for the constant guidance and support provided by the Hon'ble Vice-President of India and President, IIPA and his office, the Hon'ble Union Minister and Chairman of IIPA Executive Council, and all IIPA Members for making all this happen.

I also extend my sincere thanks to all the Office Bearers of the Regional and Local Branches, Faculty members, Officers and Staff of the Institute for their sincere efforts in making it happen, what looks like a journey just begun.

Ladies and gentlemen, माननीय प्रधानमंत्री जी का आह्वान है आजादी का यह अमृतकाल विकास की अभूतपूर्व गति का है, कठिन लक्ष्यों को हासिल करने का है, यह अमृतकाल सरदार साहब के सपनों के भारत के नवनिर्माण का है। Governance is all about सत्यमबध, धर्माचार – speak truth, follow what is right. और अन्त में मैं यही कहूंगा: यही समय है, सही समय है, भारत का अनमोल समय है। Thanks for your kind attention. धन्यवाद, नमस्कार, जय हिन्द।

SHRI AMITABH RANJAN: Thank you so much, Sir, for your inspiring address and giving a brief overview of IIPA's activities during the year 2021-22.

Ladies and gentlemen, present here with us today is Hon'ble Union Minister and Chairman, IIPA Executive Council, Dr. Jitendra Singh Ji who needs no introduction. He is the longest serving DoPT Minister, as also he is holding so many portfolios like Minister of State (Independent Charge) in Prime Minister's Office, Department of Atomic Energy, Space, Ministry of Earth Sciences, Department of Science and Technology and all others. Despite his hectic schedule on Sardar Patel's birth anniversary today, he has made it a point to be with us here. Now, I take pride in inviting the Hon'ble Minister to deliver the Special Address for the benefit of the whole IIPA fraternity.

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Item No. 3: Address by Dr. Jitendra Singh, Hon'ble Minister of State, DoPT and Chairman, IIPA Executive Council.

DR. JITENDRA SINGH: Thank you, Amitabh Ji for your kind introduction. Some of the aspects and introduction do not require to be introduced. But he has done so and I hope it passes off. Anyway, thank you very much.

Hon'ble Vice-President of India, Shri Jagdeep Dhankhar Ji, Director General, Shri S.N. Tripathi, our esteemed Members and representatives from different chapters and different States, members of the Faculty, ladies and gentlemen. At the outset, I have to formally welcome the Hon'ble Vice President of India. This is his very first visit to this institution, of which he also happens to be the President. यह हमारे लिए बड़े गर्व की बात है और मुझे लगता है कि आने वाले समय में हम इसके लाभार्थी भी रहेंगे कि जिस प्रकार का उनका अनुभव है, उनका अध्ययन है। he is a man of letters, a learned person, a legal luminary and, I am sure, he is the kind of personality that IIPA always looked forward to. As has been mentioned by the Director-General just now, today also happens to be the birth anniversary of Sardar Patel and we have tried to cultivate this tradition of holding the Annual General Body Meeting on this day, also because Sardar Saheb is remembered as one of the architects, some of them call him as the founding father, of the Indian civil services. Therefore, I think it was befitting and I am glad and grateful that the Hon'ble Vice President has spared his valuable time.

IIPA, as we all know, and I just wish to submit before the Hon'ble Vice President, is one of the earliest Government institutions after Independence. It came into being somewhere in the early 1950s when Dr. Rajendra Prasad was the Rashtrapati, after whose name they have now started a lecture very recently, as was mentioned by the D.G. I believe, the concept or the visualization of the founding fathers would have been to raise this as a seat of interactive academics among the civil servants, among the members of the society. I cannot say how far it has traveled or covered that journey of achieving that objective but nevertheless, in the last few years, we have earnestly tried to live up to that avowed objective which we think IIPA must have been established for. I came in to this Institute rather, more or less, incidentally because I happen to be the Minister in DoPT, not by my merit or intellect, as many of you are qualifying to be in this room. Shri T.N. Chaturvedi passed away, who was very dear to all of us. He was possibly the longest living civil servant in his time and he was also very fond of me. He was not keeping well for the last 7-8 months before he passed away. He was virtually in and out of the ventilator. But we thought he would be the Chairman as long he is there amongst us, and after he finally left for heavenly abode, there was no option but somebody to take over and I was asked to step into his giant shoes, which is not easy actually to occupy. So, in my humble way, whatever I could actually understand, I think I suggested to Director General and I am glad that he was very supportive. The first thing we did was that we opened up the membership of IIPA. Before this, only retired civil servants used to be its members. So, the first thought that struck me was that what we were heading for was the retired officers club, and then, as I said a few moments ago, if he founding fathers had envisaged it as a seat of learning and academic resource pool for working civil servants as well as the aspiring civil servants, why not try to give it that kind of format, and I am glad that the youngest member that we have enrolled is just 26 year. That was happening, I think, last week only, a new IAS pass-out, and the oldest they also enrolled last year was 78 year. We have opened it up so that we will have a good mix, a vibrant mix of old and young so that the new ideas come in, supported by the experience of the elders and also because we do not want that some of the IIPA branches should close down because of the age barrier, as I was told by one of the friends from Odisha that if we carry on like this, most of the members are approaching 90, what will be the future like, they do not know




because the age bar was limited to beyond 60. So, now it is an open academic pool with all the stakeholder on board.

Secondly, in the last two-three years, we have also tried to give it a wider integration. It was, more or less, functioning in silos not for any fault of the DG or the members over here but because the other organs of the Government were not aware of the utility or the mandate that IIPA had, or what IIPA could be actually of utility to them. So, we have actually integrated it with all the sister organizations within the Ministry of Personnel which include the Department of Personnel & Training, the Department of Administrative Reforms & Public Grievances and LBSNAA, Mussoorie, and then also integrated it in a wider form in the Government with the Capacity Building Commission and other Ministries so that this also actually becomes a nodal point or a torch-bearer of what the Hon'ble Prime Minister keeps talking about, the whole of Government concept. So, if that whole of the Government concept has to come, I think this is the best institute which could develop it, cultivate it and also propagate it to others.

Third, the role of this institution has been widened in the last one or two years. Earlier on, it was mostly confined to the training of working civil servants etc., now, from this year, we have tried to expose the new pass-outs from Mussoorie to this institution, just as the Prime Minister started the concept of Assistant Secretaries. Before they go to their respective State cadres, they spend three months in the Central Government so that they have a feel of what is happening in the Central Government. They also have an idea of the flagship programmes of the Central Government and they also, in the process, cultivate mentors over here and, at the same time, it gives them some kind of a leveling also because straightaway from Mussoorie if you go and become SDM and you are treated like a *Maharaja*, then somewhere you find it difficult to adjust. So, they go through this grill, they walk through the corridor. So, I said, if we are doing that, why not also give them some time here, and I am glad that DG arranged for that too.

Similarly, we have started also now the orientation courses for the public representatives, the elected representatives, or PRIs, as they are popularly known, because governance is no longer a domain only of the civil servants. The manner in which the citizen participation is happening, I think they also ought to know equally well, otherwise the bulk stops only at the protocol that *कुसी पहले Collector की लगाई या DC/Chairman की, और उसी में 3-4 साल गुजर जाते हैं।* So, we have very honestly tried to engage with them and tell them that there is a mandate for you, a role for you, an opportunity for you to go beyond that, and that also we have started in the last two months.

Then, the lateral entry officers, which has been given a lot of impetus by the Hon'ble Prime Minister, they are also getting exposure in training over here.

So, as I said, we have sought to develop this as a research pool and I was telling the D.G. that my vision is that one day the services of this research hub of academics, more so of the public administration, would be also sought by the private sector because now in DoPT, we are engaging with some of the private institutes of management, private institutes of public administration, why not the other way round? Maybe, we did not prepare ourselves for that. The takers are there but we were not ready. So, we are in the process of looking forward to that kind of role as well.

As was being mentioned by the D.G., in the last eight or 8½ years, under the Hon'ble Prime Minister Shri Narendra Modi Ji, there have been a series of governance reforms and, therefore we have to live up to that also. For example, soon after this Government came in on the 26th day of May, 2014, in the month of September, the attestation process was stopped, we introduced self-attestation and gave a huge relief to the youth, sending out a message that look, this is a Government which can trust the youth of this country. Then, from January 1, 2016, the tradition of conducting interviews for Group 'C' posts was abolished so that it could be more of a level playing field. And very recently, as was being mentioned by the DG, we have iGOT, we have Mission Karmayogi so that it becomes a continuous process of learning. If we want to actually avail of these reforms in a holistic manner, I think IIPA will have to play a very crucial role. Now, what is Mission Karmayogi? Mission Karmayogi is a process which prepares every officer for every new assignment. Earlier on, what happened was that an administrator will start to impose the writ of administration or the writ of his authority, and rightly so. So, when he becomes a Health Secretary, he learns to write a prescription better than a doctor - Kshatriya ji is an old-timer and he understands all these things. Next day he is posted as Agriculture Secretary and he has to pose as if he knows more of farming than the farmer. But this Mission Karmayogi will actually give him the confidence of having known that. It is a continuous learning process through an App. You do not have to waste time and it will prepare you when you get empanelled and you change. So, all these reforms which are quite revolutionary also have happened only in the last 7-8 years. It occurred to me that IIPA could get integrated in these reforms because if we have to carry them to the last mile delivery, it has to be there.

Moreover, I am also glad that we have tried to bring out IIPA out of the small shell and engage in many of the collaborative activities. For example, we had a very successful स्वच्छ सागर सुरक्षित सागर अभियान हमारा रहा, जिसका प्रधानमंत्री ने 'मन की बात' में भी उल्लेख किया, उसके द्वाीट भी उनके माध्यम से आए, the longest and the largest beach cleaning campaign in the world. which lasted 75 days. And it was so successful that by the time we came to the last concluding day where we thought we would collect 1500 tonnes of plastic and show the world this is what can be done, we found that the plastic was hardly that had already been cleaned up. So, the campaign was led by the masses as a mass campaign and I am glad, IIPA was a very close coordinator in that, along with the Ministry of Earth Sciences, and now currently they are engaged in the Special Swachhta Abhiyan 2.0, which is running from 2nd of October to 31st of October. They are working in close coordination with the nodal Ministry which happens to be the Administrative Reforms and Public Grievances because it could not have been otherwise because there are two sister agencies under the same Ministry, but they were not getting engaged to the extent they could have. Now they are fully collaborating and I am glad that in the first three weeks, they have already earned as much as Rs.232 crore for the Government exchequer by selling off all the scrap

Of course, the recent activities include the Dr. Rajendra Prasad International Memorial Lecture. They have carved two new halls, including the one in which we are sitting. This has also happened in the last one year. And all this happened in spite of the Covid-19 pandemic. They did not complain of the shortage of labour or the shortage of manpower but they went ahead. They are now coming out with a capsule for competitive exams and, I am glad, they are engaged in the exercise of conducting interviews with the elder officers, with the youngsters, the aspirants, to give them a more holistic opportunity because it is not meant only to train those who are already trained because many of the trainees who come, from the service, they come here to spend some time in Delhi for whatever reason, that बच्चे यहां पढते हैं, बच्चे का एडमिशन करना है, but an aspirants would have some other reasons as

well. Maybe, his requirement would be more, his commitment would be more. So, we are trying to have a larger role and now at my suggestion only, the DG has put across this proposal that every chapter would engage in membership drive because we do not have the kind of number of members that we should have. So, taking a cue from what we do in our organization, we start membership drive. I am sure, 75 is not much of a number. You are also open to engage outside the civil services, those who you think could be of utility or adding value to your institution.

Last but not the least, they are also involved in the preparing of Vision Document, 2047. So, we have collaborated IIPA with the Capacity Building Commission, with the ARPG to come out with a holistic approach because I told them that Vision Document cannot be left to a few persons. As Mark Twain once said, 'Economics is too serious a subject to be left to economists alone, so, if you leave economics to the economists, he will do the hell of it. And as Francis Bacon once said, the greatest harm to literature is done by the teachers of literature. So, I say, let all the stakeholders come together because when we talk of Vision, 2047, we tend to look at it through the prism of 2022, which is not so. If you look 25 years back, you had a courier service which is no longer there. It was new at that time. You had those cassettes which are no longer there. So, everything which was new way back in 1997 is outdated and forgotten. So, we have to have scientific indices prepared. For this, we are collaborating on a very larger scale and I believe, IIPA would act as a nodal agency to bring all those stakeholders together.

With these few words, I took some time because I thought this is an opportunity for me also to place before the Hon'ble Vice President of India and the President of IIPA about all that is happening in the empire presided over by him. Thank you, Sir.

SHRI AMITABH RANJAN: Ladies and gentlemen, we all know that the Hon'ble Union Minister, Dr. Jitendra Singh Ji is a wonderful orator. However, today has been the best, whatever I have listened so far. He has covered a range of issues like membership of IIPA to integration of IIPA within the Government, स्वच्छ सागर सुरक्षित सागर, स्वच्छता अभियान, DARPG, DoPT and all other things which need to be highlighted. Thank you very much, Sir, for such an inspiring and wonderful address.

Now, it is time for the award ceremony.

Item No. 4: Conferring of 'Paul H. Appleby Award 2022'

SHRI AMITABH RANJAN: The first award of the evening is Paul H. Appleby Award, the most prestigious award of IIPA which is instituted for distinguished members who have rendered excellent service in the field of public administration or to the services of the Institute. The first award has gone to Shri V. Balasubramanian. I invite Shri V. Balasubramanian to come to the dais and receive the award. He is an IAS 1965 Batch officer and Ex. Addl. Chief Secretary, Govt. of Karnataka.

I request the Hon'ble Vice President and the Hon'ble Minister to confer the award on him.

(THE AWARD WAS CONFERRED ON SHRI V. BALASUBRAMANIAN)

SHRI AMITABH RANJAN: Now I request Dr. Arun Kumar Rath to come to the dais and receive the award. Dr. Rath is an IAS 1973 Batch officer and Ex. Secretary HRD, Govt. of India.

I request the Hon'ble Vice-President and the Hon'ble Union Minister to confer the award on him.

(THE AWARD WAS CONFERRED ON DR. ARUN KUMAR RATH)

SHRI AMITABH RANJAN: Now I would like to invite Prof. D. Ravindra Prasad to the dais and receive the award. Prof. Prasad is a Former Professor of Public Administration, Osmania University.

I request the Hon'ble Vice-President and President IIPA, and the Hon'ble Minister to confer the award on him.

(THE AWARD WAS CONFERRED ON PROF. (DR.) D. RAVINDRA PRASAD)

Item No.5: Dr. Rajendra Prasad Award for Academic Excellence for 2022.

SHRI AMITABH RANJAN: Ladies and gentlemen, Dr. Rajendra Prasad, the first President of India was very instrumental in establishment of IIPA. In his memory, IIPA has instituted Dr. Rajendra Prasad Award for Academic Excellence which is presented to a Member of IIPA for his or her academic excellence in the field of Public Administration and Governance. The inaugural award this year has gone to Prof. (Dr.) Ramesh Kumar Arora. I take this opportunity to invite Prof. Arora to the dais and receive the award. Prof. Arora is Chairman, Management Development Academy, Ex. Professor of Public Administration, University of Rajasthan, Ex. Dean, Faculty of Social Sciences, University of Rajasthan and Ex. Professor of Public Administration, HCM Rajasthan State Institute of Public Administration.

I request the Hon'ble Vice-President and the Hon'ble Minister to confer the award on him.

(THE AWARD WAS CONFERRED ON PROF. (DR.) RAMESH KUMAR ARORA)

SHRI SURENDRA NATH TRIPATHI: May I request the three recipients of Paul H. Appleby Award to please come across on the dais for a group photograph.

Item No.6: Shri T.N.Chaturvedi Award for the best Article in IJPA for the year 2021-22

SHRI AMITABH RANJAN: Next award of the evening is Shri T.N. Chaturvedi Award for the best Article in Indian Journal of Public Administration, our flagship journal. The award has gone to Dr. Shamim Noor and Dr. Saharin Priya Shaoun of University of Chittagong, Bangladesh for their article "*Online Education and Community Participation in Bangladesh: Challenges and Opportunities to Ensure Inclusive Learning during Covid 19 School Closure*".

The authors could not come to receive the award physically as Dr. Shamim Noor is busy in some research work at Bangkok and Dr. Saharin Priya Shaoun is busy with her exams

at Chittagong. So, the award will be sent to the Consulate Office of Indian High Commission at Chittagong, Bangladesh. But they have joined online for this ceremony.

Item No.7: Shri T.N. Chaturvedi Memorial Certificate of Appreciation.

SHRI AMITABH RANJAN: Next award is Shri T.N. Chaturvedi Memorial Certificate of Appreciation for an IIPA faculty for completing the most number of research studies during the year 2021-22. The award has gone to Dr. Surabhi Pandey, Assistant Professor of IT and e-Governance, IIPA. I invite Dr. Surabhi Pandey to the dais to receive the award which carries a cash award of Rs.5,000.

I request the Hon'ble Vice President and the Hon'ble Minister to present the certificate and the cheque to Dr. Surabhi Pandey.

(THE AWARD WAS CONFERRED ON DR. SURABHI PANDEY)

Item No.8: Dr. U.C. Agarwal Memorial Certificate of Appreciation.

SHRI AMITABH RANJAN: Next award is Dr. U.C. Agarwal Memorial Certificate of Appreciation for an IIPA employee for authoring the most number of articles during the year 2021-22. The award has gone jointly to Dr. Neetu Jain, Associate Professor of Behavioural Science and faculty in-charge, Dr. Ambedkar Chair, and Dr. Shyamli Singh, Assistant Professor of Environment Management and Climate Change. I request Dr. Neetu Jain and Dr. Shyamli Singh to come o the dais to receive the certificate and the cash award of Rs.2,500 each.

I request the Hon'ble Vice-President and the Hon'ble Minister to present the certificates and the cheques.

(THE AWARD WAS CONFERRED ON DR. NEETU JAIN AND DR. SHYAMLI SINGH)

Item No.9: Award to IIPA Regional and Local Branches for best performance.

SHRI AMITABH RANJAN: Now it is time to announce the award for the best performing Branches of IIPA. The award for the best branch of 2021-22 has gone to IIPA Karnataka Regional Branch. The Chairman of the Branch could not come to receive the award physically but has joined online. The award will be sent to the Branch shortly.

The second best performing branch award has gone to Tamil Nadu Regional Branch. Again, the Chairman could not come to join the event here. The award will be sent to the Branch shortly. But he has joined online.

The third best performing branch award has gone to the Jammu and Kashmir Regional Branch. I invite Shri B.R. Sharma, Chairman of the Branch and former Chairman, Staff Selection Commission to the dais to receive the award.

I request Dr. Ashok Bhan also to join on the dais as he is the Patron of the Jammu & Kashmir Regional Branch. He is also the former DGP of Jammu and Kashmir.

I also invite Prof. Alka Sharma, the Secretary of the Branch to come on the dais and join them.

(THE AWARD WAS RECEIVED BY SHRI B.R. SHARMA, DR. ASHOK BHAN AND PROF. ALKA SHARMA)

Item No.10(a): Award of Prizes to the Winners of the Annual Essay Competition, 2022

SHRI AMITABH RANJAN: Each year IIPA organizes an essay competition and annual decision making teaching case study competition and the awards are presented in the AGM. This year no entry in the essay competition was considered worthy for the first prize.

The second prize carrying a certificate and cash prize of Rs.7,000 has been awarded to Mrs. Raman Sharma for her essay in Hindi on “Evolving Role of Women in Leadership and Society”. I request Mrs. Sharma to come to the dais to receive the award.

I request the Hon’ble Vice President and the Hon’ble Minister to present the certificate and the cheque.

(THE AWARD WAS RECEIVED BY MRS. RAMAN SHARMA)

SHRI AMITABH RANJAN: The third prize carrying a certificate and cash prize of Rs.5,000 has been awarded to Ms. Iha Rashmi Verma for her essay in English on “Evolving Role of Women in Leadership and Society”. I invite Ms. Verma to the dais to receive the award.

I request Hon’ble Vice-President and Hon’ble Minister to present the certificate and the cheque.

(THE AWARD WAS RECEIVED BY MS. IHA RASHMI VERMA)

Item No.10(b): Award of Prize to the Winner of Annual Case Study Competition, 2022.

SHRI AMITABH RANJAN: This year the second prize carrying a certificate and a cash prize of Rs.6,000 has been awarded to Dr. Shiv Prakash Katiyar for his Case Study on the topic “Digital India – A Case Study of Pradhan Mantri Gramin Digital Saksharta Abhiyan (PMDISHA)”.

I request the Hon’ble Vice-President and the Hon’ble Minister to confer the award on him.

(THE AWARD WAS RECEIVED BY DR. SHIV PRAKASH KATIYAR)

Item No.11: Release of Publications

SHRI AMITABH RANJAN: Ladies and gentlemen, with this, we have come to the end of the award ceremony. Now it is time for release of publications.

I request the Hon’ble Vice President to release the publications by pressing the remote button.





The following publications were released by the Hon'ble Vice President of India:

1. Indian Journal of Public Administration (Special Issue) – M.P. Singh
2. *Lok Prashshasan* (Special Issue) – S.N. Mishra & Saket Bihari
3. Nagarlok - S.N. Tripathi & Kusum Lata
4. IIPA Digest – S.N. Tripathi, Amitabh Ranjan & Meghna Chukkath
5. Bihar Journal of Public Administration - R.K. Verma (Bihar Regional Branch)
6. *Prashak Prashashika* – K.K. Sethi (M.P. & Chhattisgarh Regional Branch)
7. The Civil Services in India- New Perspectives – Arun K. Rath & Jugal Kishore Mishra (Odisha Regional Branch)
8. Indian Prime Minister's Nehru to Modi – Shashi Bhushan Kumar
9. *Sardar Patel : Vyaktitva, Vichaar aivam Nirmaan (Hindi)* – Janak Singh Meena
10. Sustainable Agriculture – N. Rangaramanujam
11. Acquisition of Additional Skill among student under the University of Kerala during Covid-19 Lockdown period – G. Radhakrishna Kurup, S Ajitha & Ronai Thomas

SHRI AMITABH RANJAN: Ladies and gentlemen, it is the time we all have been waiting for to listen to the Hon'ble Vice President of India and President, IIPA.

Son of a farmer and belonging to a humble background, the Hon'ble Vice President is a grass-root leader. Originally a lawyer, the Hon'ble Vice President has been in public life for over three decades. He was the Governor of West Bengal before taking oath as the 14th Vice President of India. The Hon'ble Vice President is a captivating orator and connects so easily with the masses as with the classes. I take immense pride in requesting the Hon'ble Vice President to deliver his Presidential Address.

Item No. 12: Address by the Hon'ble Vice President of India and President, IIPA.

HON'BLE VICE PRESIDENT OF INDIA, SHRI JAGDEEP DHANKHAR: My greetings to everyone present here and in connect online.

Dr. Jitendra Singh, Hon'ble Union Minister and worthy Chairman IIPA, we heard him, a man of enormous talent and commitment. After hearing him, I could get an idea of the activities this important organization is engaged in. His discourse indicates he has all the qualities to be an excellent lawyer and he would have made one. But his hands, as I am told and I am aware, are full. Congratulations to him that in a short period in this position, he has been able to catalyse the big change. We have to take it forward on incremental trajectory. Shri Surendra Nath Tripathi, Director General, IIPA, is a man who has to carry everything on his shoulders, under the guidance of the Chairman and everyone present here. My congratulations to the awardees. I have had the occasion to briefly interact with them and know their profile. Each of them brings on the table huge experience right from 1965 batch IAS officer to 1973, to academicians and to young brilliant minds who made contributions academically and otherwise.

I am fully alive to the situation that everyone present in this hall is not only an individual but is an epicenter for change and your presence means a lot to us. I take this as a great occasion because it is for the first time I am donning this hat. And this, I can tell you, is

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not easy because those who judge us and those who have expectations from us, their demands are huge, reasonable and rational. We are living in very tough times and in these tough times, what we have seen is that our *Bharat* is on the rise as never before and our rise is inexplicable. Our achievements are for dimension and staggering that will baffle anyone who has any idea of proportion. Can we find a parallel in the world where more than 800 million people have been fed during Covid, now for over two years? I am sure, it is not an easy task. And all this has been effected in a very seamless manner, with ease and with quality cereals and pulses, I had the occasion to see it myself at firsthand as Governor, State of West Bengal. This, in a global context, is an achievement which must make every Indian proud. And how about our vaccination? If we take both the doses plus booster, we will go to more than 2.5 billion, and this we have achieved. Now the challenge to administration is that while everyone in the country was acting in public interest, prosecuting with passion and mission, some voices were raised and those voices indicted as if everything was wrong. Can we allow such optics to occupy public space? How can we sustain a mindset, how can we countenance a spectacle like this that we do not even relish our achievements? And that is a challenge to all of us if our collective achievements, accomplishments and wisdom are challenged on irrational grounds by microscopic community inspired by an agenda that surely does not have interest of Bharat or public at heart. Therefore, an institution like this has to play a critical role and that critical role has to impart a directional approach to every thinking mind that when we are on the rise, when we are close to realizing our age-old civilization, ethos, what we never dreamt of is well within our reach, we must learn to work for it, not against it. For last few years, the country has seen changes which it could never think of. I recall the days when more than three decades ago I was a Member of Parliament. Every Member of Parliament then had 50 gas connections in a year and that was a power in the palm of a Member of Parliament. Look, what has happened now! Dr. Saheb will tell us. I can make a mistake but around 200 million such gas connections were given to needy households free. Do not look at the statistics; they will baffle anyone with interest in economics and administration. But look at the impact on those 20 crore households where women were made to weep not because of emotion but because of compulsion that was accorded. We have come a long way. No longer it is being counted how many villages are electrified households. India has shown the path how we can take recourse to alternative source of energy. Go to any village, rural area, and you will find solar energy being harnessed. A big change. Infrastructure growth is of a very high level. It is for the first time we are witnessing a scene, a wholesome scene, emergence of an echo system that allows every Indian to exploit his or her potential to the fullest talent and that will turn out to be a game changer, as it is turning out presently also. In this entire situation, and I will be frank with people who are more knowledgeable than I am, bureaucracy which is a very important vital, unavoidable, inalienable component of governance, has to play a big change. Dr. Jitendra Singh has indicated the big changes, including the lateral introductions, getting the experts on board. I think an institution like IIPA, with the kind of talent and experience it has, must catalyze the big change. I have been exposed to bureaucratic behaviour and, therefore, I can say that our bureaucracy must always be alive that it has to believe in what has been indicated by our visionary Prime Minister, that is, 'Minimum Government, Maximum Governance'. This is not a slogan; this is the need of the hour. As Governor, State of West Bengal, I had the privilege to head a group of ten Governors where we were required to impart recommendations on ease of doing business and governance. We got able assistance from NITI Aayog, and I was the one who, with the assistance of people around, more knowledgeable and experienced than I am, gave a thumb rule, let us cut down the steps. For any work that is required to be done and if five steps are needed, all avoidable steps need to be cut down, come what may, because that is the only method whereby we can give relief to

our people, we can enhance transparency and accountability and this can be done primarily when bureaucracy takes the lead, takes the initiative, is innovative, is impactful and highly productive.

Our Prime Minister indicated something which is in our age-old ethos and which has to be translated into reality by one and all. A large number of people have fallen in line and that is the philosophy, *sabka saath* – look at the words used, look at the momentum it can generate – *सबका विकास, सबका विश्वास, सबका प्रयास*। It encapsulates the entire wisdom of the framers of our Indian Constitution. It puts with clarity the Preamble of the Indian Constitution. Every action of the Central Government by way of series of steps is translating this philosophy into action. We could never imagine that there will be a scenario where they will be no long queues to pay your electricity bills, water bills, telephone bills or any bill for any utility as a matter of fact because of the digital revolution we have had. And all this has happened because we have to be alive to the change. I was extremely touched by the discourse of Dr. Saheb when he indicated that when we have a Vision of 2047, we have to think ahead. There were so many things which were of use, which are no longer in vogue. I can add Dr. Saheb, there was a time - Dr. Arora will bear me out, a very talented man from Rajasthan, my home State - no marriage in a village was complete earlier unless you gave in the dowry a VCR. It is not there on the scene. A VCR or a VCD is required no longer. We had video libraries. Where have they gone? We celebrated the great telecom revolution because of the telephone booths. They have vanished forever. Therefore, during this most critical period from the point of view of Vision in our history, *Amritkal*, a foundation has to be laid where we will be in 2047. As a matter of fact, if we listen to our visionary Prime Minister, in 2047, India has to be the world leader. It has to be the world leader given its rich human resource. There were skeptics who thought Indian economy will not progress; only a few months back India had the distinction of being the 5th largest economy in the world, overtaking our former colonial rulers. I can assure you, it is a matter of time; by the turn of the decade, we will be the third largest. Which country in the world can claim to be democratic at every stage and is still on the rise? I am pained on occasions when people try to look into statistics without comparing the contemporary scenario in the world. Judged on any parameter, on any element of governance, in the most difficult times the globe is facing at the moment, our country is most comfortable, and that is on account of transparent, accountable, committed, directional governance we are benefited with at the moment. But a qualitative edge to this can be given and must be given by the bureaucracy. I would expect the steel frame members of the premier service, they may be positioned in any State, irrespective of political governance, adherence to rule of law, adherence to Constitution or, for that matter, adherence to the 1968 rules is not optional, it is mandate of law. In all situations, they are required to scrupulously discharge their obligations wholly in accordance with rules. I am making a particular reference to an amendment for the reason that enormously talented people informed with governance are present here. Rule 3A was brought in by way of an amendment in 1968 rules with a purpose. Surely, we cannot countenance a situation where respect for that rule is only in breach. Through this platform, I will appeal to every bureaucrat in the country that while India is on the rise like a plateau and when all elements of societal growth are on the increase and their contribution is very significant but their contribution has to be at peak, we perform best and in the service of nation when we play, as they say, with the straight bat and on front foot. I am sure, IIPA as an institution will play a critical role and will make alive this aspect to every bureaucrat who is functioning. I can assure you, in every district, the position of the District Magistrate is very critical. He has a big role to play. Nothing can go wrong in any part of the State if District Magistrates in that area believe in rule of law, are committed to the conduct regime applicable to them. To utilize the potential

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of bureaucrats, effective and efficient capacity building of officials from top to bottom, I am told by Dr. Saheb who knows more about it, is already afoot. Government's Mission Karmayogi is very innovative. It will have far-reaching wholesome consequences. It will contribute to inclusive growth because it makes available a platform where talent utilization takes place in a seamless manner and that is bound to happen.

I would not take much time but also reflect that while all efforts have been made to generate an ecosystem of accountability and transparency and this has been done very successfully. Yet, we have to be extremely vigilant and there can be no condoning of corruption by an individual or an institution. No one can be given the position to be higher than the lower. The long arm of law cannot be kept away from anyone. Therefore, pernicious tendency of systemic corruption has to be rooted out by a collaborative effort of the people at large, the civil society and the bureaucracy.

I would end by saying, we can never keep a wholesome thought to ourselves. That is injustice to oneself and others. There are lot many issues on which intelligentsia and powerful minds observe silence. Their silence is very painful to many, including me. We expect every intelligent person, every thinking mind to speak out his or her mind because observance of silence is contributing to these pernicious tendencies. It was remarked by someone very rightly, 'If the silent majority chooses to observe silence for too long, it is bound to be silenced'. India constitutes a sublime majority of good people. They must not yield space to a small segment that for reasons which cannot be rationalized and a premise that is factually untenable, to be spoilsport in our great accomplishments as someone associated with this IIPA, with the kind of leadership Dr. Jitendra Singh will provide and is providing, I have no hope that those who think otherwise can ever succeed. Success is written on the wall. I will be in a position to contribute as a foot soldier in whatever manner I can, indicating that next time when we have our AGM, we will be in a position to traverse our achievements in all facets.

Lastly, concluding, this day is an important day in my life. I started my day at 7 A.M. today where I was in the august company of the Hon'ble President of the country, the first ever tribal leader to be in Rashtrapati Bhawan. She was there saluting the Sardar and I was by her side along with the Union Home Minister, a person, Sardar, who unified this nation and has left his indelible imprint that we must always work for the nation, come what may.

Thank you so much Dr. Saheb for giving me this opportunity and sharing my thoughts with those who have potential, capacity, will, direction and intent to take it forward in larger interest of society and the nation. Thank you so much.

SHRI AMITABH RANJAN: Thank you so much, Sir, for such an inspiring, motivational, wonderful and mesmerizing address where you dwelt upon a range of issues like the steel frame bureaucracy, need for change and need for IIPA to play a critical role in changing the mindset of the bureaucracy and catalyse the big change. Sir, we assure you that we are doing our best in the field of capacity building. In fact, the genesis of IIPA lies in changing the colonial mindset of the post-Independence civil services. With these motives, the IIPA was established in 1954 and we are committed to this cause.

You told about the roles of District Magistrates, how these roles are critical and how there should not be any laxity on their part. In fact, we are not only doing the capacity building programmes for Central Government but also for State Governments, and now on

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district level also we are developing the district good governance index for the State of Uttar Pradesh under the aegis of Department of Administrative Reforms and Public Grievances (DARPG) and we will continue this trend in future also, and when, as you told, you will come to the next AGM, we will provide you all the achievements of this year, 2022-23, on that day also, Sir.

Now it is time for formal word of thanks and to do the honours, I invite Shri Swadheen Kshatriya, former Chief Secretary of Maharashtra and Chairman, IIPA Maharashtra Regional Branch.

Item No.13: Word of Thanks

SHRI SWADHEEN KSHATRIYA: I stand here to propose a vote of thanks.

Respected Hon'ble Shri Jagdeep Dhankhar Ji, Vice President of India and President of IIPA, respected Dr. Jitendra Singh Ji, Hon'ble Union Minister and Chairman of IIPA Executive Council, Shri S.N. Tripathi, Director General of IIPA, Shri Amitabh Ranjan, Registrar of IIPA and all dignitaries present here, Awardees and Members. Firstly I would like to express our sincere thanks to the Hon'ble Vice President for having spared his valuable time and enlightening us with the superb oration. Sir, your speech has touched every aspect of public administration and governance. Sir, on behalf of the whole IIPA, I express sincere thanks and gratitude to you for having taken time out of your busy schedule and motivating us and guiding us.

We are very grateful to the Hon'ble Union Minister and Chairman, IIPA, Dr. Jitendra Singh Ji, who has made it a point to attend this meeting despite his hectic schedule on account of birth anniversary of Sardar Patel. The Hon'ble Minister has always guided IIPA in the past and I am sure that he will take IIPA to new heights with his vision. The Hon'ble Minister has been instrumental in putting IIPA in the greater scheme of capacity building plans of the Government of India in Mission Karmayogi and other programmes. Sir, kindly accept our sincere thanks and gratitude for honouring IIPA with your presence today.

I also thank the dignitaries who have received the Paul H. Appleby Award and Dr. Rajendra Prasad Award and other awardees.

I extend my sincere thanks to Shri S.N. Tripathi, Director General of IIPA who has steered the Institute all along the critical Covid time and, I am sure that IIPA will scale new heights under his able guidance.

I thank all the esteemed members of the IIPA who have come to attend the meeting physically as well as joined online from different places of India to participate in this meeting.

My sincere thanks are also for the faculty and officers and staff of the IIPA who have worked so hard to make this event successful. Congratulations to the entire team. Thank you very much. *Jai Hind.*

SHRI AMITABH RANJAN: Ladies and gentlemen, please rise for the National Anthem.

(NATIONAL ANTHEM)

SHRI AMITABH RANJAN: Kindly remain seated and enjoy your refreshment which will be served on your table itself immediately. AGM will continue in a short while.

(DEPARTURE OF THE HON'BLE VICE-PRESIDENT OF INDIA)

(THE HON'BLE MINISTER DoPT ALSO DEPARTS)

SHRI SURENDRA NATH TRIPATHI, DIRECTOR GENERAL, IIPA: Hon'ble Members, we shall now take up the remaining items of the agenda.

Item No.14: Confirmation of the Report of Proceedings of the Annual General Body Meeting held on 1st November, 2021.

Item No.15: Consideration of the Annual Report for 2021-22.

Item No.16: Consideration of the Balance Sheet and the Audited Accounts for 2021-22.

ItemNo.17: Appointment of Auditors for 2022-23 and fixing their remuneration.

The first item is "Confirmation of the report of proceedings of the Annual General Body Meeting held on 1st November, 2021. Some Members have given their names to share their ideas on these items, and the names I am going to invite are as follows:

1. Dr. Ashok Bhan
2. Shri R.R. Dhanapall
3. Shri B.R. Sharma
4. Dr. A.V.N. Reddy
5. Dr. Pradeep Londhe
6. Dr. R.K. Verma
7. Dr. N. Rangaramanujam
8. Prof. Alka Sharma
9. Dr. Meenakshi Hooja
10. Shri P.L. Banga

So, we will listen to these fellows. If any other person wants to say something, he can always say.

Dr. Bhan, you can come, Sir, and share your ideas.

DR. ASHOK BHAN: Shri S.N. Tripathi, Director General, IIPA, Amitabh Ranjan Saheb, Registrar of IIPA, Members of the Executive Council, Members of IIPA, Faculty of IIPA, ladies and gentlemen.

It is a privilege to be a part of the AGM of IIPA. For senior members like me, it is an annual pilgrimage and homecoming every year. The presence of the Hon'ble Vice President and the Hon'ble Minister makes it very special for all of us.

It gives lot of satisfaction that IIPA is seen taking positive strides and we see a qualitative change in capacity building initiatives, research and evaluation work as well as publications coming out of the Institute.




Ladies and gentlemen, IIPA has once again started looking like a hub and nodal agency for upgradation of skills of the public servants. As the Hon'ble Vice President said, we have to catalyse a big change and, ladies and gentlemen, the agenda for the big change has already been set by the Hon'ble Minister and the Director General Shri Tripathi. Let me again use the words of the Hon'ble Vice-President that we have to make the bureaucracy perform on the front foot with a straight bat. It is a very significant statement that the Hon'ble Vice-President made – 'with the front foot and a straight bat'. I would like to compliment the Chairman, Dr. Jitendra Singh Ji and the Director General, Shri Tripathi and the Faculty for all the good work that they are doing and I wish them good luck. I have nothing much to add except that **I propose that the proceedings of the last AGM held on 1st November, 2021 be kindly confirmed.** *Jai Hind*

DR. R.R. DHANAPALL: Good evening for everybody. Today is a very great day for IIPA. We have got a very good news and assurance and guarantee from our President and Hon'ble Vice President of India, and also the Hon'ble Minister, the Chairman of the Executive Council. It has given us lot of hopes, and not only hopes, ideas and project to implement through the IIPA. This has happened only through our able administrator, our D.G and Registrar and Faculty members and our Members of IIPA. So, today is rally a proud day for the IIPA, to be elevated like anything. For the past 30 years, I have been in the area of public administration and **I propose that the Annual Report be adopted by this august body.** Thank you, Sir.

SHRI SURENDRA NATH TRIPATHI: May I request Shri B.R. Sharma to come and speak. Let me also welcome him being the next Member of the E.C.

SHRI B.R. SHARMA: Shri Tripathi, Director General of the IIPA, Shri Amitabh Ranjan Ji, Registrar of the IIPA, worthy members of the IIPA and ladies and gentlemen. Let me first and foremost thank Shri Tripathi Ji for giving me this opportunity for saying a few words. The motto right on the lecture stand says it all. So, we have seen the IIPA living up to the motto with civil service after a very long time. Although when we entered the civil service, we did read it but now actually putting in ground, I see the hard work and the meticulous planning behind all the hard work, paving the results or coming to fruition. My entire thanks for Shri Tripathi Ji and to the entire faculty of the IIPA for actualizing the motto of the civil service.

We had the good fortune of listening to very motivating and exhilarating oration from the Hon'ble Vice President who is also the President of IIPA, and the Hon'ble Minister, Dr. Jitendra Singh Ji who happens to be the Chairman of the E.C. of the IIPA. They have laid down the roadmap for the IIPA. They have set down the targets and the milestones and they have also held out the threat that they will be held accountable when we meet next time. Probably, I think, that is a mission and that should be the target for all of us.

We had a very fruitful discussion during the morning session. We discussed a number of new projects we have taken up and the most exciting one is the one on the district governance which I think if we read it together with what the Hon'ble Vice-President and the Hon'ble Minister had to say in this AGM and probably I think if we can do it, that, I think, will be the biggest attempt for all of us and the biggest contribution of the IIPA and the Regional and Local Branches for actually implementing the mandate.

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With this, I congratulate the IIPA, especially Shri Tripathi, for conducting this AGM very nicely. **I second the proposal that the Annual Report of 2021-22 be accepted and adopted by the house today.** Thank you very much, Sir.

DR. MEENAKSHI HOOJA: D.G. Shri Tripathi Ji, Registrar Shri Amitabh Ranjan Ji, Members of the IIPA family, as I would like to put it. Thank you for this opportunity to say a few words.

First of all, I congratulate the D.G. and his entire team and all of us members who are active in this institution which started long back in the 1950s and has sustained itself, as has been mentioned, and is continuing to grow, as we have seen it. We became members long back when we became lecturers. We became member at a very young age as a life member. If this trend continues, if young people are brought in and elders also come, that will increase the strength of the Branches. In the morning we discussed this. One of my suggestions is that we can have two categories of membership. If people are taken for initial five years and then they can become Life Members, I think this will increase the membership as well as the prestige and the impact of IIPA and have a more pan Indian presence with the Regional and the Local Branches. IIPA, of course, under your leadership and earlier, played a yeoman's role in public administration.

Two issues I would like to mention. One is that there is a need to further academics' and public administrators' interaction through institutional methods. I would say with my experience that there is a kind of boundary wall that exists. Although seminars and interactions do take place but there is need for more interaction and we are very happy that UGC is introducing this system of professors in practice.

Another issue that is very wide is that there was a time when the senior civil servants in the beginning – 50's, early 60's – you could not imagine that they could do anything wrong, let alone do anything corrupt. They were all above board. But now things are changing and we need to look into it, though many agencies are doing these studies. We have books like how the IAS has failed the country or how the country has failed the IAS, and there are Chief Secretaries, higher level Secretaries, so many cases against senior officers. So, it is a bit worrying. There is no question that the officers are very bright as of now. They undergo lot of competition, far more than they ever did. But this trend is worrying. I keep reflecting on it, but I would like some kind of more studies on the subject. Like we have to become the world leader and we have to have an agenda for 2047, so, we should also have a corruption-*mukt* Bharat or something like that. It is a catchy slogan but the reality is very important. If you are starting Mission Karmayogi, then this feeling must go down the line and then perhaps our image will improve further.

Once again, I thank Shri Tripathi Ji for giving me this opportunity and thank all of you for a patient hearing, and I also endorse the Report. Thank you.

DR. A.V.N. REDDY: Thank you, Sir, and good evening to all. Respected Director General, Shri S.N. Tripathi Ji, Registrar, Shri Amitabh Ranjan Ji, dear fellow members, my teacher, today's Paul H. Appleby Awardee, Prof. D. Ravindra Prasad Garu – he is here – and one and all. First, I have to appreciate the team of IIPA under the dynamic leadership of the Director General and other officers. Even in pandemic situations, wonderful work has been done by the IIPA and also we stand in a better position in comparison to whatever activities were done earlier. So, it is a major identification as, being a member of the IIPA, I have been observing




for 28 years. Such situation arose in the entire world. I am glad to see how IIPA, Delhi have performed their functions and stand in a better position, particularly with regard to finances and other activities also. So, there is no disturbance in the regular activities. Not only that, these have improved more and more. IIPA taking advantage of technology and also of this particular situation to has taken up more and more activities in the IIPA headquarters and also guiding the branches to cope up with the same strength as the headquarters has done. The academic faculty, the tremendous efforts in continuously working in research areas and developing new ideas and innovations, will help the public policy makers, particularly the Government of India. **I propose that the Annual Accounts and Balance Sheet for 2021-22 be accepted and adopted by the house today.** Thank you, Sir, for giving me this opportunity.

DR. PRADEEP LONDHE: Hon'ble Director General of the Institute, eminent members of our IIPA central branch and from all over the country, our Hon'ble Swadheen Kshatriya, Chairman, Maharashtra Regional Branch. In fact, this is the day I am very much delighted. I appreciate the result-oriented activities, the result orientation, that all of us are receiving from the training centre, from the academic hub of the Indian Institute of Public administration, Delhi and all over the country, the Regional and the Local Branches respectively, the training courses and various workshops which are organized every year. The accounts, the academics and the absoluteness and the details of the audit which are submitted in this current year of 2021-22 are accepted on my personal behalf as a Life Member since last 27 years, and I hope the house will also accept these.

I would certainly add to it that the absolute communication from the office of the Registrar and the IIPA for various activities which are through IIPA is also very clear and appealing.

There are so many other people who are going to share their thoughts and who would definitely be participating in the coming days. We also have the article presentations tomorrow. So, with these few words, I once again thank the authority, the Chairman and the office of IIPA. Thank you very much.

DIRECTOR GENERAL: If anyone wants to speak, he can give his name to my colleague. He will be there collecting it. You need not come to the dais, we will collect it from you. If anybody wants to speak, kindly give your name. Next is Dr. R.K. Verma.

DR. R.K. VERMA: Hon'ble Director General, Shri Tripathi Ji, Registrar, Shri Amitabh Ranjan Ji, Deputy Registrar, Shri Mithun Barua, and Hon'ble luminaries of IIPA and fellow members. I have been a regular attendee of IIPA AGM for the last 15 years continuously. But this time I found myself in a new environment and ambience. So, it looks like that IIPA has been changed. Similarly, like Prime Minister calls 'New India', now I see that it is 'New IIPA' under the leadership of a person not only having a good vision but also having a very attractive personality. In Bhojpuri, we say '*kanchan kaya, manoram chehra*'.

Two-three things I must present as a member of IIPA. One, we have seen in the last three-four years that IIPA does not remain isolated as a research and evaluation institution. Rather, it has become active in public domain. Out from academic and whatever it may be, now people have come to recognize the Indian Institute of Public administration, as an institution of India and of high order. Many innovative steps have been taken in the last three years for making IIPA more vibrant. What we experienced in last two years is that the IIPA

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headquarters have kept all the Regional and Local Branches active and harnessed. Last year, every Branch had been given a task to discuss a flagship programme of the Government of India and by virtue of being the second in alphabetical order, I was given the 'Heritage Augmentation Programme'.

The arrangement also is best. I do not have words to express. Earlier I have been attending the AGM and people were talking of hostel, food, accommodation, this problem, that problem, membership, election and things like that. All these were wastage of time. But now we have come to a stage that everybody wants to contribute to the venture of IIPA for making India new.

I propose that M/s GSA & Associates be appointed as auditors of IIPA for the year 2022-23 on a fee of Rs.1,30,000 plus GST and I hope everybody approves it. Thank you.

With these words, I express my gratitude to the IIPA headquarters for recognizing the hard work and contributions of Bihar Regional Branch with an open heart. Thank you, Sir.

DR. ASHOK BHAN: Director General Sir, I would suggest that we should first get these Reports adopted one by one before moving further.

DIRECTOR GENERAL: As proposed by Hon'ble Member, may I propose that the Report of Proceedings of the Annual General Body Meeting held on 1st November, 2021 circulated to the members may be hereby confirmed.

SEVERAL MEMBERS: Confirmed.

DIRECTOR GENERAL: Thank you. I propose that the Annual Report for 2021-22 may be confirmed.

SEVERAL MEMBERS: Confirmed.

DIRECTOR GENERAL: The Balance Sheet and the Audited Accounts for 2021-22 be taken as confirmed.

SEVERAL MEMBERS: Confirmed.

DIRECTOR GENERAL: Appointment of M/s GSA & Associates as auditors for 2022-23, as proposed by Dr. R.K. Verma may be approved.

SEVERAL MEMBERS: Approved.

DIRECTOR GENERAL: There being no other business to discuss, I will invite all the members to give their valuable ideas and suggestions on how to make IIPA better. As Dr. Verma was telling, I also had the privilege of attending one of the AGMs where even Registrar was expected to serve tea to a person. He got very angry and said, what the hell, the Registrar is not giving me tea. I know this is not the job of Registrar nor mine, nor our Hon'ble Members expect us to serve them tea or water. You are as respected as any member on the dais is and your right stops where my right begins. It is very clear that this is a member-driven institution but this is rule and role-driven institution. This is an institution

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where we have to set a higher behaviour excellence which will be a model for the rest of India and not become a *panchyati ghar*. Even *panchayats* are now better managed. I have seen many *panchayats* in Odisha which are role model for many. In fact, the *panchayat* from where the Hon'ble President of India comes, I had chance to visit Rairangpur in Mayurbhanj district, and I found how tribals keep their houses clean. Not a spot is there even in their verandah. That is how they keep everything clear.

Friends, in IIPA, we are trying to do everything that is possible to make it happen. I know all of you want to speak, but I will like to give this chance to Mr. Banga first before others speak.

Time for everybody is one minute because there are many more speakers.

SHRI P.L. BANGA: I wish to bring to your kind notice that you are supposed to see the Auditor's report. Whatever observations they have given, you have to reply to them in the report itself, which has not been done. So, my submission is that for future you must kindly take note of all the observations by the Auditors and give your reply. This is on page 127. He has given so many suggestions also which have not been looked into, regarding figures' heads, regarding bank accounts, regarding grants-in-aid. So, this may kindly be seen.

Secondly, my submission is, you have spent a lot on this Annual Report but it has not been sent to the members. Kindly do send it. What is the purpose of getting it printed and not sending it to the members? I have got it just now by hand. So, kindly take note of it.

You have shown 'rent receivable' as Rs.4.24 crore. Why are you not recovering it? Steps should be taken seriously. Whatever objections are raised in the Auditor's Report, should be given.

Next, I have seen that a huge amount is lying in savings bank account in UCO Bank, running into crores of rupees. So, better you keep it in short-term deposit. It may be available only for a week or it may be available for 15 days but do not keep the money to be used by the bankers. Crores of rupees of our money they are using without interest or at low interest.

I have been given these 22 memoranda for changes in the rules. I just want to know from which date these are applicable. Please let me know.

Whatever notices are received by you under rule 36(2) or rule 19, kindly take notice of them. You just keep them and do not reply whether you have received them or not. At least that courtesy should be shown that you have received the notice. I can only request you to do that.

Further, I will request you to give the breakup of administrative expenses of Rs.51,69,000. This break up should be given to me.

Moreover, you have shown payments to the faculties as remuneration and wages. You have shown remuneration paid to faculties but you have not shown the remuneration paid to DG, He is CEO. His remuneration should have been highlighted that he has been paid so much. Whether it is less or it is more, at least we should know. It is shown everywhere in the corporate sector.




Lastly, I would like to request you that the suggestions which have been given by the Auditor should be looked into. He has said that the unmoved balances should be reviewed at the earliest.

DIRECTOR GENERAL: Sir, you need not read. We have read it and we will comply it and we will comply it to the Auditors and not to the members. We will give a comprehensive reply to the member.

SHRI P.L. BANGA: No, reply has to be given to the members.

DIRECTOR GENERAL: If there is a written issue, Sir.

SHRI P.L. BANGA: It has been reported to you, Sir.

DIRECTOR GENERAL: Please carry on. Your time is over almost.

SHRI P.L. BANGA: That is all, Sir. These are some of the submissions which I have to make and hope you will take them into account.

DIRECTOR GENERAL: Thank you, Sir. You are a senior member. We will take note of all your suggestions.

Friends, all of you would like to know how J&K Branch is winning the award. This way or that way, they are getting the award. My I request Dr. Alka Sharma to share her experience and comments on the issues so far raised.

Thank you, Mr. Banga. But you are Mr. Lal or Mr. Banga or Mr. P. Banga, Sir? We get letters from 3-4 addresses. But sometimes they write Lal, sometimes Lall.

SHRI P.L. BANGA: I write P. L. Banga.

DIRECTOR GENERAL: We will get it checked up, Sir. We take note of it. You are a senior member. Go ahead, Madam.

DR. ALKA SHARMA: Thank you, Sir. It is indeed my privilege to stand here and represent IIPA, J&K Regional Branch and would like to thank the Director-General Sir and the Registrar Sir for giving me also this opportunity, besides my Patron and Chairman coming over here and sharing their opinion.

We have been working hard with regard to whatever has been going on at the national level at IIPA, New Delhi. We have been trying to follow that very sincerely in our Branch in Jammu and Kashmir. Although the directions are coming from here but my Patron and Chairman are pretty particular about that we follow the directions in a very meticulous manner. So, the diligence that is flowing in our Branch from top to bottom, that is probably one of the reasons why we have been able to perform. But, Sir, I would like to place on record that yes, the Branch is doing its bit but the kind of support we are getting at the national level from IIPA, New Delhi in the form of faculty, in the form of programmes or whatever initiatives you are undertaking, the kind of participation we have been getting from your office, that has been a key mark for our Branch.

One slight suggestion which I would like to place on record is that ours is a young Union Territory, since 2019. So, it is just three years and the Government of Jammu and Kashmir has been undertaking a lot of initiatives where IIPA happens to be a very active partner. We would like to request the Director General Sir, and the Registrar Sir that if there is any activity which the IIPA, New Delhi is taking up with the J&K Government, please put us also in the loop. It would also help us to build our resources better. Chairman Sir has told in the morning also that we are now working very sincerely on the research agendas of the region and I am sure that by next year we will be able to showcase the research acumen also of the Branch in a very effective manner.

Congratulations to all the award winners. I would like to place on record our sincere congratulations on behalf of IIPA J&K Regional Branch to all the Paul H. Appleby Award winners and to all other awards won by the IIPA faculty and other winners. Thank you very much, Sir.

DIRECTOR GENERAL: May I request Dr. N. Rangaramnujam to give his suggestions. He is the youngest man. He has just celebrated 92 years.

DR. N. RANGARAMANUJAM: Good afternoon to everybody. I am very pleasantly privileged to give blessings for all of you, just as our Director General has said, I appear to be the oldest. That is all. There is no achievement. Just having become old is not an achievement.

Of course, I have been attending almost all the AGMs for the past 15 years and I am very happy that now a thinking has come that IIPA should be involved more and more in the general public work. Whenever I go and talk with our other friends there, they used to mockingly say 'Indian Institute of Pensioners' Association', which I did not relish. Not that I do not want to be called as a pensioner, nobody wants to come here and join. Now, as the Hon'ble Minister was telling, they have admitted the youngest member, a newly recruited bureaucrat. The latest admission is of 26 years only. That is very nice. In fact, that has to be taken up at all levels in the whole of the country. Wherever bureaucrats were being trained earlier, they were stationing in IIPA for a few days. It was having a very good impact in the field because whenever they come, when they go and talk to them, they will be very receptive. That is one thing,

I feel the Regional Branches can be mandated to have a conference of all the Local Branches for having small discussions and decide about some small activities. From there we can build up a lot of work. So, that is my humble suggestion.

My special congratulations to all the awardees and thank you very much for giving me an opportunity.

DR. N.N. MISRA: Most esteemed Director General of this esteemed organization and the learned delegates from Kashmir to Kanyakumari. "*Mo Jibana Pacche Narke Padithau Jagata udhara heu*", by poet Bhima Bhoi and it was rightly quoted by Hon'ble Madam Droupadi Murmu while she was taking oath of the Presidency. We tried hard and started a Kendriya Vidyalaya at Rairangpur. I also salute Sir for his commendable work. I had visited Rairangpur myself and I know the truth.




At the outset, I second whatever proposals are given over here. Secondly, I am Dr. Nagendra Nath Misra, a retired Principal and stationed at Cuttack in Odisha. I wish, under the patronage of Sir and the Hon'ble Chairman, Dr. Arun Rath, that the vibrancy of Cuttack Local Branch will come out. I had tried hard through the Odisha Speaker for Bharat Ratna Award for Shri T.N. Chaturvedi Ji and, Sir, from this forum, if Sir also writes a letter to the Ministry of Home affairs and the Personnel Department, I think a stalwart like Shri T.N. Chaturvedi who was the Governor of Karnataka - Karnataka also has won an award today - such a luminary in the galaxy of public administration will take recognition. I am a proud product of the Ravenshaw University, Cuttack. The Vice-Chancellor, the other day, was talking highly of our Hon'ble D.G. Sir. That only I wanted to convey in the morning. There was some misunderstanding. I am a product of Sainik School and Ravenshaw University and a gold medalist from BHU. I have no ill-will against anyone. I always salute your dictum.

Another thing is regarding the hostel facilities, these are excellent but I have a suggestion to make. For two days, the AGM and the Conference, one day coming earlier and another one day after that. So, four days. I was in NCC, an NCC Sergeant at BHU, Varanasi, There is a saying: "An Army marches on its stomach". If the hon. Secretary (Food) of the Government of India, Ministry of Food and Civil Supplies is opted as an ex-officio member, I think no Secretary will not provide food because very few members are coming and many have also become aged now.

Regarding the membership, I am happy that even the Hon'ble Minister, the esteemed Chairman of IIPA, also highlighted that it is doing well and I am sure, with more membership, Sir also will get more funds and many things he can plan out.

I was listening throughout this morning. It was excellent. Hats off to you, Sir, because in the Covid times also you were working, both you and your team with Registrar, Shri Amitabh Ranjan. So, this must be kept on record. I wish, the tribute and honour for Late Shri T.N. Chaturvedi, will be taken up. There will be no difficulty.

For young scholars, say, M. Phil or Ph.D scholars who are coming, and even retired persons like me, some more facilities, if possible, Sir, can be provided because now you are also earning more revenue because of your good management and all those things.

*Where the mind is without fear and the head is held high,
into that heaven of freedom, My Father, let my country awake.*

This is an institute of excellence and I am sure, under the dynamic leadership of the team who are sitting over here with all patience from morning till evening, it will rise and become an example not only in Asia but in the whole world. Thank you, *Jai Hind*.

DR. C. MUTHURAJA: Good evening to all. Respected D.G. and respected Registrar, it is a great day in IIPA's life. I think for two and a half decades, I am with IIPA family and now I am enjoying the new highway, new digital way, new governance way in IIPA headquarters. Big salute and big thanks to IIPA D.G. and Registrar and its powerful team.

As a member of IIPA, I have a few requests. One, the IIPA publications, at least a few publications, must be translated in regional languages or in mother tongues because very recently our Hon'ble Prime Minister requested all the Government Ministries to look after the

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work on regional languages or the mother tongues. I hope, IIPA will do it for regional interests.

DIRECTOR GENERAL: Let me clarify at the outset that IIPA has no such proposal and IIPA will not do it. We are obliged to do it in English and Hindi and these two we will continue to do till next time. But any branch, if they want to convert any of our literature in any of their local languages, we will give them full right to do it. We will not charge any royalty for that.

DR. C. MUTHURAJA: Thank you for acceptance. Sir, Madurai Local Branch will do the work in Tamil, with your permission, in future.

The second request is reaching the unreached. Our Hon'ble Vice President Ji and Hon'ble Minister Ji rightly said, the demographic divided of the young blood, the young energy, must be in IIPA. So, if possible, we will have a programme, we will have an event with all youngsters, particularly in schools and colleges, in technical institutions, higher education institutions, with IIPA focus. That will help us to reach crores and crores of young minds in India. We will try to chalk out a programme or an event or a course. This is the second request.

The third request is, I think everything is in social media. Even the World Bank is in social media. I request the technical team of IIPA, along with DG and the Registrar, if you open Instagram, if you open Facebook, if you open any social media, the IIPA work must be prioritised. That is the work we have to do because IIPA is doing wonderful quality, inclusive and benchmarking exercises. That must be spread all over the world, not only through members, even though non-members. So, social media work must be done.

The next point is, IIPA headquarters, particularly, if possible, DG and Registrar must visit all the branches at least once in a year, if not more. You can have a technical team of two or three members, visiting all the branches in order to spread sustained quality IIPA services across the nation. I think that will help us to reach all the regions, in all the places of India.

Lastly, big thanks, big salute but the work must be translated to the entire world and IIPA must emerge as a global governance institution in future or at least in the coming years. Thank you.

SHRI K. BASKARAN: Good evening to all. I just record a few points about the recent past of IIPA. During the first two and a half years of Covid pandemic, the constitution of the IIPA has drastically changed. The Executive Council of IIPA was shrunk to less than half of the erstwhile E.C. IIPA being a registered society under the Societies Act, has at present, no elected member of the society to the E.C. or to the Governing Council of IIPA, though a few members of E.C. from Regional Branches are only nominated on rotational basis. In any country, if a President elected is found to be indulged in malpractices during the Presidential election, then it is judicious to oust that elected President. But beyond that if you use the President's post itself, then confusion will exist. Some time back similar situation existed in IIPA regarding the then 20 E.C. members. I hope, in future democracy and judicious access will exist in IIPA. Thank you, Sir.

श्री आर. एस. शुक्ला: आदरणीय महानिदेशक महोदय और हमारे निबंधक महोदय, अमिताभ रंजन साहब, हमारे हरिजन सेवक संघ के अध्यक्ष एस. के. सान्याल साहब और साथी पदाधिकारी जो यहां पर आए हैं, उन सबका अभिवादन है और सभी




को प्रणाम करता हूँ। हमें थोड़ा दुख हो रहा है। एक मूमेंट ऐसा आ गया है कि हम कुछ बोलना नहीं चाहते थे, लेकिन फिर भी हम यह कहना चाहते हैं कि हमारे एक साथी पी. एल. बांगा साहब हैं, उनसे हमारा पूरे वर्ष इंटरैक्शन रहता है। वे काफी कुछ लिखते रहते हैं और तमाम सूचनायें यहां से नहीं जाती हैं। हम यह रिक्वैस्ट सबसे करेंगे, आपसे, महानिदेशक महोदय से कि उनको सूचनायें भेजी जाएं।

DIRECTOR GENERAL: I assure you, we will reply to every member for every query, whatever is received in proper format.

श्री आर. एस. शुक्ला: दूसरा, यह मंथन काफी रात भर होता रहा कि बीस मेंबरस हटाये गये हैं। जो चुनाव का डेमोक्रेटिक सिस्टम था, उसको फिर से लागू किया जाए। एक लोकतांत्रिक पद्धति थी कि सभी सदस्य बीस एग्जीक्यूटिव मेंबरस को चुनते थे। उसको किस तरह से किया गया है या आगे किया जा सकता है, इस पर विचार करने की आवश्यकता है।

तीसरा, महानिदेशक महोदय से हमारी कई बार वार्ता हुई है और हमने रामराज्य के बारे में कुछ रखा है कि इसको गुड-गवर्नेंस के लिए आगे बढ़ाया जाए। तमाम जो स्टडीज़ हैं, तमाम अनुभव हैं, तमाम कंजेशंस हैं उसके बारे में, ये सब किए जाएं, ब्रांचेज में भी और अपने इस कार्यालय में। इस पर विचार करते हुए आप सबको धन्यवाद और त्रिपाठी जी से अनुरोध, नमस्कार।

SHRI RAJESH SHARMA: Thank you very much, Hon'ble Director General Sir and Registrar Sir on the dais and the Hon'ble members of the IIPA. A very prestigious institution. Because I am a new member here in your family and in my family, so I thought I must express my views also on this occasion.

I being a very new member of this prestigious institution, I will just pass on my compliments and thanks to all the selectors who could select my name to be a part of this institution. Since suggestions were going on, I thought I will also give two suggestions only because I have to be very brief. My first suggestion is, because the traditional ways of administration are changing, these are changing not at the public place or in the administration but in our lives also and at our homes also. So, these traditional ways of changing administration must be looked upon. One thing which actually pinches me and many other public servants also is the culture of yesmanship. Maybe, I will sound awkward but that is the fact and the bitter truth which all of us are going through. So, how do we come out of this menace, IIPA must work on this in case it feels. This is one.

The second suggestion is that we are suffering from a major disease in the society, which is the mental health these days. Are we doing enough in the society and in the administration to take care of this menace so that the leaders of tomorrow are prepared right today? So, that is another suggestion and I, in my domain, am working on this to a large extent beyond my spheres of the official duties. If needed, I can volunteer my duties to IIPA on this. Thank you very much, Sir.

DR. KHWAJA SHAHID: Thank you, D.G. Sir. Let me say that I have come to IIPA after a long time and pardon my ignorance if I say something which I have missed.

I am a retired Director, ISTM. I retired in 2011 when Shri Baswan was here, and I used to come here and participate in many activities of the IIPA as Director, ISTM and later on as a member also. Sir, let me congratulate you for such a peaceful conduct of AGM. I have seen many AGMs and I have seen lot of noise and lot of shouting and lot of





disagreement and lot of disputes in AGM, but today I am really happy and proud that IIPA's AGM has been conducted in such a peaceful manner.

Just one suggestion, Sir, after this complimentary note that during Covid and otherwise, I received on my e-mail, Newsletter from IIPA but not information about many programmes. Not only that, programmes are also not covered on digital platforms. So, if your programmes like lectures etc. are covered on Facebook or on other such digital platform, we can attend them at our own residences as we do attend in many other cases. Like you had this Dr. Rajendra Prasad Lecture. We could have attended it at home, Sir. Like that, many such programmes we can attend at home if you put them on Facebook or other such medium. So, kindly consider this. With this small suggestion, I take your permission. Thank you very much.

DR. M.B. VERMA: Thanks a lot our Director General Saheb, Shri Tripathi Ji and our Registrar, Shri Amitabh Ranjan Ji for giving me an opportunity to speak for one minute to air my views and opinions.

I have enjoyed and I was enlightened also in your Institution but I have to make some suggestions. In fact, I have completed a research project sponsored by UGC on Panchayati Raj Institutions. So, I came to know here that this institute, IIPA, is going to impart training to the panchayati raj institutions' members also because they are also part of the governance or something like that. So, I was wondering whether the members could be involved or collaborated in the process of training both ways. I would like to be a participant as well as a resource person as the topic or the case may be. But I would suggest that members should be closely involved in the process of refresher course or training and so on and so forth.

My next and the last point is that I am not aware about your syllabus and courses and what you impart in your refresher courses and training programmes. In my mind, there are fourth generation technologies. All of us are aware of that. We may not be experts, but we know about the implications of the 4th generation technologies, like artificial intelligence, advance materials, robotics, mind-computer interface and so on and so forth. These fourth generation technologies are very very relevant and important. So, everybody should know the basic implications of these technologies and whether we are taking lead in those areas. So, we should be aware of that. Like, China is doing very well in green technology. So, if we are preparing for the Vision 2047, we must be aware of the latest technologies. That will be helpful, and not only helpful, that is essential, in fact, for economy as well as in our defence preparations. So, the syllabus should be remodeled keeping in view the environment technology and all those things so that we may be able to fulfill our dream of 2047 when we are supposed to be the third largest economy and a great world power as our President said in the first session. Thanks a lot for this opportunity given to me.

DR. M.K. PANDEY: Hon'ble Director General, Hon'ble Registrar and my esteemed members of this esteemed institution. I have to make two pointed suggestions. One is the outreach. All the business schools are having programmes on public policies these days, MBA in Public Policy, even in the U.S. or Singapore, including IIMs and all. Our institution being on the public policy and specialized, how we can collaborate with these business schools, that is one area to be looked at. I belong to that particular business class and dealing with them. They are having a very keen interest but they are not getting all this expertise, and this institution being one of the institutions having lot of reservoir of knowledge, lot of expertise, so that collaborative approach is required and that is in the interest of the institution

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as well as that is the requirement of the market. So, that is one outreach. Also digital presence of IIPA, that outreach is required. So much training material, so many PowerPoint presentations, reports and so many expert reports, are available to us. Theses should not be kept only in our manual library. My humble suggestion to the Director-General is, let these materials be made available to all. We are into digital era and that must be available to all and all should get the benefit. Public administration should not be confined only to the bureaucrats or the administrators or the academicians; public in general should also get benefited out of this.

So, these are the two pointed suggestions – digital presence and collaboration. With this, I thank you very much.

PROF. GANDHIJI RAI: मैं गांधी जी राय, आरा, बिहार से हूँ। मैं लाइफ मेंबर 2850, इससे आप अनुमान लगा सकते हैं। डायस पर उपस्थित हमारे डायरेक्टर जनरल साहब, संस्थान के रजिस्ट्रार महोदय, अमिताभ रंजन जी और यहां उपस्थित सभी हमारे सदस्यगण। हम तो बहुत खुश हुए कि हमसे भी सीनियर आदमी 93 वर्ष के यहां पर उपस्थित हैं और पूरे हेल्दी हैं। हम 81 ईयर्स के हैं। कहने की जरूरत इसलिए पड़ी कि एक कवि हैं भीखन, उन्होंने बुजुर्गों के बारे में लिखा है कि बुजुर्ग क्या होता है? " नैन हू नीर बहे तन खीना और केस भयो दूधबानी - आंख से आंसू गिर रहे हैं और शरीर जो है - नैन हू नीर बहे तन खीना - शरीर जीर्णशीर्ण हो गया है - केश भयो दूधबानी - बाल जो है, वह दूध के जैसे उजले हो गए हैं - रूंधा कंठ सबक नहीं उचरे, अब क्या करे प्राणी। बहुत कुछ बोलने की इच्छा हो रही है, बहुत कुछ कहने का मन कर रहा है, लेकिन कंठ से आवाज निकल नहीं रही है। हे प्राणी, बुजुर्गों की यही स्थिति है। मुझे आना पड़ा। बेसिकली हम ऑथर हैं पॉलिटिकल साइंस के, भारती भवन से। राजनीति शास्त्र की मेरी पुस्तकें इंटरमीडियट से एमए तक चलती हैं। 1983 में नॉन एलाइंड समिट के समय में जब मिसेज इंदिरा गांधी देश की प्रधान मंत्री थी, तो दिल्ली में मेरी किताब को उन्होंने रिलीज किया था, " नॉन-एलाइंड डिप्लोमैसी ऑफ मिसेज इंदिरा गांधी"। मुझे यह सब कहने की जरूरत नहीं है। हमारे माननीय रजिस्ट्रार साहब से हम बोले कि हम बुजुर्गों पर एक पुस्तक लिखें। हम चाहते हैं कि उपराष्ट्रपति महोदय को भेंटस्वरूप दें। यह सब कहने की जरूरत नहीं है, बहुत बढ़िया से, बहुत सुंदर ढंग से यह संस्थान जो है, प्रगति पथ पर है, दिनों-दिन इसका विकास हो रहा है। जिस भवन में हम लोग यहां पर उपस्थित हैं, बहुत सुंदर ऑडिटोरियम भी तैयार हो रहा है। तेजस्वी पदाधिकारियों के नेतृत्व में यह और आगे बढ़ेगा, मुझे पूर्ण विश्वास है। कवि भीखन की जो बात हमने कही कि रूंधा कंठ शब्द नहीं उचरे, अब क्या करे प्राणी? मुझे कुछ कहना भी है, हम बहुत पुराने मेंबर हैं। जैसे कि हॉस्टल है, मेंबर्स के लिए कोई आकर्षण का केंद्र होता है दिल्ली आने का कि चलिए हम लाइफ मेंबर हैं, वहां हॉस्टल में हम ठहरेंगे, लेकिन ऐसा भी अनुभव है कि जाने पर कहा जाता है कि जगह नहीं है। ठीक है, जरूरी है। लेकिन हमारे जैसे सीनियर सिटीजन बहुत अधिक भीड़ नहीं लगाने। हॉस्टल का जो स्तर है, खाने का जो स्तर है, सवरे मार्निंग वॉक करने की इच्छा होती थी, लेकिन जो हमारे पार्टनर थे, पूर्व प्रतिकुलपति Pro-Vice-Chancellor, Madan Mistri, तो बोले कि चाय आ जाने दीजिए, चाय पीकर हम लोग चलेंगे। चाय का हम इंतजार ही कर रहे हैं, लेकिन चाय नहीं आई। यह सब पहले होता था। हम बहुत ही विनम्र निवेदन करेंगे, पदाधिकारीगण का ध्यान आकर्षित करेंगे कि यह सब नहीं होना चाहिए।

दूसरी बात, कहने में शर्म भी मुझे लगती है, नहीं कहनी चाहिए थी। जब आए तो रूम नंबर 6 में हम चले गए। ठीक है 6 फीट 4 इंच के हम हैं, 81 ईयर्स हैं, सब कुछ ठीक है। लेकिन कल शाम को रिसेप्शन पर जो महिला हैं, वे बोलीं कि आप दूसरे रूम में चले जाइए। हम बोले कि हमारे बिहार से शशि भूषण आ रहे हैं, उनको हमारे रूम में कर दीजिए। वो बोली कि वो दूसरे रूम में हैं, आप दूसरे रूम में चले जाइए। हम क्या करें? नैन हू नीर बहे तन खीना, रूंधा कंठ शब्द नहीं उचरो। अब क्या करें प्राणी? हम कुछ बोलना चाहते हैं, बोलने की इच्छा भी है, लेकिन बोल नहीं सकते। इसलिए मैं आपसे निवेदन करना चाहूंगा कि जिस संस्थान की स्थापना प्रथम राष्ट्रपति डॉ. राजेन्द्र प्रसाद की देन है, उस संस्थान के हम लोग लाइफ मेंबर हैं। इसलिए हम उपस्थित डायरेक्टर जनरल साहब से कहते हैं, आप की पर्सनलिटी देखिए, बिहार की पर्सनलिटी है, अमिताभ रंजन की पर्सनलिटी देखिए, प्रेजेंस ऑफ माइंड क्या है, उनका oration कैसा है? सब कुछ ठीक है। इसलिए मैं निवेदन करना चाहूंगा कि हॉस्टल की दयनीय स्थिति को, मेस की दयनीय स्थिति को और जो सीनियर सिटीजंस हैं, वे क्या चाहते हैं, इस ओर आप ध्यान दें। वे दिल्ली आते हैं घूमने के लिए, थोड़ा चल रहे हैं वहां, जहां के हम आजीवन सदस्य हैं, थोड़ा बहुत ख्याल करने की

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जरूरत है बाकी सब कुछ ठीक है। यहां आने के लिए आप लोगों के प्रति हम अपना आभार व्यक्त करते हैं। जयहिंद, जयभारता

DIRECTOR GENERAL: Anyone else who wants to speak? Don't say that we have not given chance to everyone.

PROF. M. SURENDER KUMAR: Respected Director General of IIPA and the Registrar Ji. This is my first meeting to attend. I am a new member inducted as Life Member. It is my privilege to be here and I have some observation on administration. So, I would like to present certain opinions and ideas with regard to the Indian administration.

I am facing certain problems. I am practicing at A.P. High Court and Telangana High Court and also at Supreme Court. I approached one of the Collectors in Telangana and he asked me, is it police administration? So, I want a clarification on whether Indian administration is inclusive of police administration or not? That is an important point because police people say that that public administration is concerned with revenue administration. We cannot book a case against these people. In this context, I want to bring to the notice of the Hon'ble Director-General that these days we are finding cyber crimes rampant in the entire world.

MR. SANKAR KUMAR SANYAL: *Namaskar.* First of all, I congratulate the able and dynamic Director General Dr. S.N. Tripathi. In spite of all odds during the Covid 19, he has done a lot of development work and online and offline activities of IIPA. It is really praiseworthy. When we all were in our houses, IIPA was not sitting idle; they have done a lot.

We have some suggestions from West Bengal. The Annual Report and the Audit Report of the Branch and the report of prelude conference was sent to IIPA, New Delhi in due time but we did not receive any acknowledgement from your side through e-mail or by post. I hope, we expect some acceptance or acknowledgement of these. We sent the change of the office address of our branch. That has not been approved till date. We sent new membership applications and I also personally handed them over to the Hon'ble Director General. Though he assured us that he will do it, I hope in a short period we expect that membership should be given.

Local Branches should be given the opportunity to be represented in the Executive Council by rotation. Our election process is already not in operation but we should give representation to different branches. Faculty members connected with the Local Branches should visit the respective branches at least once in a year.

The Director General, IIPA should write to the District Magistrates of different districts for accommodation to be given for IIPA Local Branch offices. Previously there was some letter from the IIPA headquarters and after that, the District Magistrate approved and the Writers Building in Kolkata also approved that thing.

The decision of the Executive Council that only Chairmen of the Regional and Local Branches will attend the meeting of the Regional and Local Branches should be changed because there will be no representation of the Branch if the Chairman cannot attend the meeting due to his ill health or some important engagement. So, in the absence of the Chairman, one authorized representative of the Local Branch should be allowed.

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The Theme Paper of the Annual Conference should be sent to the respective branches at least two months before the Annual Conference of the IIPA.

Thank you, DirectorGeneral, Registrar and the distinguished members of the IIPA.
Namaskar.

Concluding Remarks by Director General, IIPA

DIRECTOR GENERAL: Good afternoon friends. Let me compliment the Hon'ble Members who gave their suggestions. We have taken note of all their valuable suggestions and we will work on each one of them. Each one of you is very valuable to IIPA and we take all your suggestions very seriously. That is why you might have seen it that though we have not discussed what was the Action Taken Report but the same has been circulated to each one of you. If still somebody feels that the compliance is less than adequate, he can always write and we will give the reply which is possible under the sun, within the rules permissible.

Let me also thank each one of you for confirming the Proceedings of the Annual General Body Meeting, considering the Annual Report for 2021-22, considering the Balance Sheet and Auditors Report for 2021-22 and agreeing to appointment of Auditors for next financial year along with their remuneration.

Some of you have given very valuable suggestions, one of them being that we should think differently. The time has changed. We cannot remain static. IIPA, with its due approval of competent authority, have already changed its Memorandum of Association. Kindly learn to live with it. We have no intention to make any amendment whatsoever on any ground. Certain things have been very clearly understood. What we together can do for administration is the idea that we will discuss not what the IIPA should do for each member. This is not a *sarai* or a member's loitering place where anyone can come and stay for as long as he could. We are an academic institution. Of course, we do consider whenever somebody comes with very specific illness or some other reason, and we have certainly considered it. You will be happy to know that when you are training 12,000 people, there is tremendous pressure on the hostel. I do not think any member will say that you cancel the training course and give room to the members. We try to adjust as much as we can and we shall continue to serve our esteemed members because you are our asset, not a liability. Your experience matters, even if they are not in conformity with our thinking. I personally give lot of respect to each one of you for this simplicity that IIPA is an open forum for discussion. Here, nothing is taken to heart. Everybody can give his or her opinion, and based on rules, we comply and satisfy each one of you. But yes, while giving compliance, certificates may be missing and we regret that because purpose is not to satisfy you, purpose is to clarify the position as it exists today.

Some of you wanted the previous system to continue. When the world is changing so fast, we cannot remain static, even if it was a golden rule. History is at best a graveyard of memories. If you can learn something out of it, you are better off and if you stuck to it that what I say is the way, rest is not the way, then you will be missing the wood for the tree. IIPA has been very responsive in all these areas.

Some of you wanted visit of Director-General, Registrar and faculty to your institution. I will certainly make it happen. Anyone sending their tickets, we will allow them to visit your places at any point of time. We have no issues there. But IIPA is not going to spend money on that.




As you are aware, Hon'ble Prime Minister had launched Digital India Campaign in 2014. Now, even in office we do not acknowledge anything. If letter comes, that letter is taken to file. Decisions, if any, are communicated to each one of you. We have stopped sending Newsletter to each one of you because most of the time addresses were not known. Even today, out of 11898 members, we do not have complete addresses of many members. Can I request each one of you to help the members who have changed their addresses for various reasons, help us in updating their addresses. You know the e-mail address of our Membership Section. We will be really grateful to you for correcting the name and address of even one person.

We are going to stop sending the Annual Report as well as any notice because we have prepared a Notice Board column on our website. Being digital in nature, there is no need to bother you even in your e-mail also. All these notices and information will be available on our Home Page of the IIPA website. It will be tagged to our Twitter account which is @iipa9. The same will also be tagged on our LinkedIn account. which is again available on our IIPA's official address.

Some members have given suggestions that our important webinars/seminars should be made live online. In fact, all the webinars which are common in nature, we have live telecast either on Facebook or on YouTube channel all the time, but webinars and seminars which are addressed to a particular class, like I told you in the morning that the three Army Chiefs spoke to our APPPA participants, those are confidential things; we cannot share them, though they are very important. So, whatever can go to the public domain, we put it in our public domain, whatever is restricted to our trainees, that we do not share. But let me compliment my faculty in IIPA.

One member, Dr. Misra said that the Hon'ble President, while taking oath, said *(ODIYA) Praninka Arata dukha Apramita Dekhu Dekhu Ke Ba Sahu, mo jibana Pachhe Narke Padithau Jagata Udhhara Heu. (If that is the spirit that let the world be better place. I will alone be suffering and I am prepared to suffer for it)*. But you need not suffer for IIPA. IIPA is going to be as transparent and as fair as possible. Whatever lectures that my faculty has given to any participant, I can repeat it, to any participant, such 526 videos, and I repeat it, 526 videos, ranging from 3 minutes to one hour 15 minutes are available on IIPA official YouTube channel. Any one of you can use it. If you want to contribute another video to be shared on that channel, kindly record it at your risk and cost, share it with us, we will share it on IIPA website. Those links will be made available to anyone of you. We are not mean that our knowledge is limited. In fact, in Odisha, there is a saying *(ODIYA) Mahaprabhu Jagannath original avatare janata ko darshan diyanm – Lord Mahaprabhu comes out in Rath Yatra in its original form*. There is no deity in the world, everywhere a symbol goes. I may not be firm believer, all of you may not be believer, but the same is true for IIPA. Faculty's original lectures that we have circulated to APPPA participants, the same are available on public domain. You can use it. If anyone of you wants to contribute to it, if you are in Delhi, please come and talk to our Communication Adviser. He or she will also record your observations on any issues of public importance, whenever you feel like. Of course, we do not pay for to and fro but we certainly pay around Rs.2,300 for the recording of each lecture of 35 minutes to one hour and this offer is available to all the members, but not to record your *Ram kahani* but to record your lecture which is relevant for any public servant for his growth. If you wish to record any Tik Tok type video for one minute, two minutes, three minutes, short video, kindly record it. We will also share it on our IIPA digital website. In fact, we will

stop sending notice also hereinafter. For next AGM, no notice will be sent except that it will be available on our website, and all of you are aware that IIPA's website is iipa.org.in. Paperless and digital is the way, faceless and useless is not the way, and Facebook is literally not the way. We believe that we will be available on LinkedIn, which is a good platform. We will have controlled video on YouTube platform and we will communicate on each and every issue through our website as well as Twitter account. If anyone of you has any suggestion/views to offer, our Twitter account is available. You can tag it, give your opinion and if your opinion is worth replying, we will look at it. We have a media team which works day and night for it and you are most respected for that.

Friends, search cost of knowledge in Internet is more than the knowledge itself. What you should learn and where it is available takes a lot of time. So, what we have done is, we have collated the entire wisdom that is needed for civil services preliminary examination for all the seven subjects, including history, including current events and many more. All this knowledge is also available on our website through Civil Services Mentoring Platform. On seven subjects we have collated more than, I think, 200 hours of literature available and if anybody wants to get admission at zero cost, we admit him and we will give the entire literature that is available to us, plus seven faculty of IIPA who are guardian in this area. If there are enough, we can even organize blended capacity building programme for them or clearing doubts as they say. Even that is available to every man anywhere. No need for registering to us, no need for becoming life member, no need for being any member, a good human being is good enough, anyone who wants to learn it. But here if anyone of you wants to contribute, all of you are professors, all of you are professionals, all of you are serving and retired bureaucrats, if you think that one of your videos of ten minutes or 20 minutes can change the life of an individual, please do that. Record it, send it to us in MP3, MP4 format or send it through Google drive. We will download it. We will not pay for it but we will certainly use it. Every knowledge is not for payment, but every knowledge is for goodness of humanity. That is what IIPA believes and we are working on it. So, these 526 videos are available.

Some of you have expressed doubts that in our IIPA's Annual Report this figure is not understood properly that figure is not understood properly, and many members in the past have also said that Annual Reports are more meant for experts, not for common members. So, in last three years, our two faculty members, and I am grateful to both of them, have recorded in Easy to Understand 10-12 minutes videos on what is there in this Annual Report and the same is available on our website 'Annual Report'. If you click 'Read Easy to Explain Manner', the entire Annual Report has been explained by them. But after going through the Report, if you feel still some doubt is there, we are at your service because we want to hide nothing, and much to the senior members like Mr. Banga and for that purpose anyone. What will I hide, why should I hide, and that too from our Hon'ble member who deserve the best? They are members of one of the most prestigious institutions which was once chaired by the Hon'ble Prime Minister and now by the Hon'ble Vice-President and having the Hon'ble Union Minister as permanent Chairman of our EC. What else could be a moment of proud than we should adopt consensus even at the regional level? I am not against democracy but I am against mobocracy. Maybe, my views do not matter much because ultimately you have to decide the fate of your institution. I am not here on lecturing or sermonizing mission but consensus (*ODIYA*) *Kavyashastra dinodin kalo gachhati dheemtam*, काव्य और शास्त्र में *discussion* करने से, वाद-संवाद करने से बुद्धिमानों का समय जाता है, मूर्खों का समय झगडा करने में और व्यर्थ के वाद-विवाद में जाता है IIPA has to decide for itself whether we would like to go for वाद-विवाद and संवाद or we will go for किसी का साथ नहीं, किसी का विकास नहीं, किसी का प्रयास नहीं,

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सारा दायित्व IIPA का, सारा दायित्व Registrar Saheb का and keep the Director General and Registrar always in the dock because you are Hon'ble Members. We are also Hon'ble members of this institution, Sir, and we deserve as much appreciation as you deserve for your own being members. So, let us not have illusion that your membership supersedes my own rights. But yes, as an authority of this institution, as a functionary of this institution, it is my job to give you the best of information, most transparent information. I thought some of you will appreciate that the hall where you are sitting here, पहले कच्चे बैठते थे आज हम जहां AGM कर रहे हैं। हर साल AGM हम 10 लाख रुपये खर्च करके करते थे इस बार की AGM में खाली खाने-पीने का खर्च हुआ है, बाकी कोई खर्च नहीं हुआ है। यह आपका अपना हॉल है। एक और building साथ में बन रही है। हमने 18 करोड़ रुपये का special grant DoPT से लिया है after the new arrangement has been made. We have developed trust with Government of India. We do not want to become adversaries to Government of India. Even Gandhiji used to say, 'You can shake the world in a gentle way. There is no need to enhance your voice only to be heard'. We should be a good listener and we are, we should be good talker, but we should not avoid sense at the cost of nonsense.

Once again, a very big thank you to each one of you for visiting us, for being with us, withering with all these adversities that you face. Some of you had to change your rooms. We regret. But that is how the adjustment takes place. This is your institution. अपने घर में आप कहीं रिश्तेदारी में जाते होंगे, बिटिया के घर या दूसरे रिश्तेदारों के घर। अगर वो कहें कि बाबूजी, ये कमरा आपका नहीं था, आपका कमरा 203 है, तो वहां आप थोड़े ही फैंल कर बैठ जाते हैं कि मैं तो दामाद हूँ इस घर का, इसी कमरे में रहूंगा। ऐसा नहीं होता। Whatever is done is done in the greater interest of the IIPA, with no intention to humiliate or to harass or to show you a proper place. You are most respected members of one of the most prestigious institution. 12,000 members IIPA ke hain, 3000 se oopar IAS, IPS and Central Services officers hain. Aisa kaun club hoga jismain is size ke member honge? 2000 se zyada hamare paas professors hain who should be rewarded Nobel Prize, had I got the chance to give them. They are all eminent people. If such an institution cannot behave properly and they only keep on throwing mud on each other and make it not a right place to be there, then you lose your importance for nothing.

Friends, we have changed. This change is permanent and this change is continuing. Let us learn to live with the change because change is the only constant.

May I request Registrar Saheb to propose a formal vote of thanks.

Item No.19: Words of Thanks

SHRI AMITABH RANJAN: Good evening, respected Hon'ble members sitting here. My Director-General has said each and every thing. In fact, he has given thanks to you also but still a formal word of thanks is the need of the hour. I know that after the daylong activity, you all are very tired and you all are raring to go to your rooms and relax a bit. So, I will keep it short.

My sincere and heartfelt thanks to Hon'ble Vice-President of India and President, IIPA, Shri Jagdeep Dhankhar Ji to have graced the occasion today on the 68th Annual Meeting of the General Body of IIPA. My second thanks go to Hon'ble Union Minister and the Chairman of IIPA Executive Council, Dr. Jitendra Singh Ji who has made it a point to attend all the important occasions, events of IIPA and he has become as a father figure of IIPA. In fact, we place on our record that Dr. Jitendra Singh Ji has helped us in so many ways, the biggest of all is integration in the Government system. Now IIPA has become an

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integral part of DoPT; earlier it was not the case. My sincere thanks to the Hon'ble Minister and the Chairman, IIPA Executive Council.

We have our members here who have attended this AGM. We have some senior members also. Dr. Ashok Bhan, Shri B.R. Sharma, Dr. R.R. Dhanapall, Prof. Gandhiji Roy, Dr. N.N. Misra and so many other members I am seeing. My sincere and heartfelt thanks to all of them to have come to IIPA after a gap of three years to attend this AGM physically and to enlighten IIPA with their valuable suggestions and recommendations. Thank you so much for attending the AGM and for being a part of IIPA family.

Friends, we have in Shri Surendra Nath Tripathi Ji, a leader who has steered IIPA in the very crucial times of this Covid 19 pandemic. Since the last three years, the world is facing the Corona pandemic and IIPA also was not untouched from that. But whatever you are seeing here, the infrastructure development of IIPA, IIPA emerging as a digital powerhouse, IIPA as a main capacity building institution in the scheme of things of the Government, that all has been possible because of the dynamic and motivational leadership of Shri S.N. Tripathi, Director-General, IIPA. Thank you so much, Sir, for being our guiding light and mentorship you have provided to IIPA in these critical times. Thank you so much.

My sincere thanks to all the faculty members of IIPA, all the officers of IIPA, Shri Mithun Barua, Shri O.P. Chawla, Maintenance Section, Electrical Section, Computer Section, Membership Section, Training Section and for each and every thing, the mess, the caterer and all those who have made this AGM very very successful.

AN HON'BLE MEMBER: Including the hostel.

SHRI AMITABH RNJAN: Actually, Sir, many members have been coming here since long and all would have noticed without any doubt the improvement in our hostel facilities. It goes without saying that our hostel facilities have improved leaps and bounds. Any member who would have come and stayed in the hostel five years back and now will tell the difference in our hostel facilities. I need not elaborate more on this.

So, thank you all very much for enlightening us and for attending this AGM. Thank you so much.

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(Surendra Nath Tripathi)
Director General

**LIST OF LIFE MEMBERS ATTENDED
68th ANNUAL GENERAL MEETING (31st OCTOBER, 2022)**

(A) List of Life Members attended at IIPA, New Delhi

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