

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW DELHI**

**Proceedings of the 70th Annual Meeting of the General Body
held on Monday, the 4th of November 2024**

The 70th Annual Meeting of the General Body of the Institute was held on Monday, the 4th November, 2024 at 11:00 a.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. Shri Surendra Nath Tripathi, Director General IIPA presided over the second part of the AGM.

The meeting was attended by 97 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 70th Annual Meeting of the General Body for the year 2023-24 commenced.

SHRI AMITABH RANJAN, REGISTRAR IIPA: Hon'ble Members, please rise for the National Anthem.

(National Anthem was played)

REGISTRAR: Hon'ble Vice-President of India and President IIPA Shri Jagdeep Dhankhar Ji, Secretary to Hon'ble Vice-President of India Shri Sunil Kumar Gupta Ji, Director General IIPA Shri Surendra Nath Tripathi Ji, respected members, awardees, IIPA faculty and officers, Fiftieth APPPA Course participants, Urban Development Training participants and all others who are present here. A very warm welcome.

Now I request Director General IIPA Shri Surendra Nath Tripathi Sir to felicitate the Hon'ble Vice-President of India with a shawl and a special memento.

(Hon'ble Vice-President of India was felicitated with a shawl and a special memento)

REGISTRAR: Now I request the Director General IIPA to felicitate Shri Sunil Kumar Gupta Sir with a shawl.

(Shri Sunil Kumar Gupta was felicitated with a shawl)

REGISTRAR: Now I request Shri Surendra Nath Tripathi, an IAS officer of 1985 batch and former Secretary, Ministry of Parliamentary Affairs, Government of India to deliver his Welcome Address.

Item No.1 Welcome Address and Brief Report on Agenda Items by Shri Surendra Nath Tripathi, Director General, IIPA.

SHRI SURENDRA NATH TRIPATHI, DIRECTOR GENERAL IIPA: Most respected Hon'ble Vice-President of Bharat and President IIPA, my colleague and Secretary to the Hon'ble Vice-President, respected members of Executive Council and dignitaries present, my dear faculty colleagues. I welcome you all including the Life Members of IIPA and at the outset, congratulate the awardees for accepting the honour.

Respected ladies and gentlemen, some highlights of financial year 2023-24 need mention. The detailed Annual Report is also available on website and it is here for your kind consideration.

Today, the agenda items for the day include confirmation of the report of proceedings of the 69th Annual Meeting of the General Body, approval of the Annual Report for 2023-24, approval of the Balance Sheet and Annual Accounts for 2023-24 and appointment of M/s Arora and Bansal as auditors for the year 2024-25.

During the year 2023-24, the Institute's income rose up to Rs.47.39 core as against the expenditure of Rs.47.36 crore. The Institute has received grant-in-aid, salary general and capital of Rs.28 crore from the Department of Personnel and Training. I request the respected members present in this meeting, including on-line to consider, deliberate and approve these agenda items and share their considered views.

2023-24 has been historic for IIPA in many ways, a step towards making *Atmanirbhar* IIPA. While providing intelligent service much before Artificial Intelligence was even coined, nothing artificial about it while changing the colonial mindset of bureaucracy since our birth. Before *Instagram*, social media was about connecting the friends. After *Instagram*, it became about building audiences. In IIPA's 70th AGM, we are sharing capability in numbers – *sattar minute nahin, sattar saal; tasalli bhi, tarakki bh; vikas bhi, virasat bhi. Karmasya kaushalam se nishkam karmayogi tak*, IIPA is inspiring excellence everywhere. Getting here has been hard, going ahead does not have to be. Knowledge, agent of power until applied, the emphasis on capacity building, technology-driven governance and performance-oriented processes will save the future of Indian governance. Aligned with the evolving needs of modern competitive world is the way and way out in going forward.

Sir, IIPA in the 70th year, is ageing with grace. Organizations are organic in nature, founded and run by individuals and are subject to ageing. They need to refurbish themselves to face future before and make themselves future-ready. IIPA, under the leadership of Hon'ble Vice-President of India and the Hon'ble Minister has done precisely the same. Corporate is ageing. No point in fighting ageing, rather invest in remaining young. We all know Kongo Gumi, a company which has survived since 578 A.D., the longest surviving company under the planet, Intel 1968 is a new

kid on the block, Yahoo born in 1992, is no longer there, but Tirupati temple *laddoo* sellers are now in the 40th generation. IIPA is one among them. We are learning with ease in the 70th year of our existence. Learn, unlearn and re-learn is the maxim to make individuals, organizations and even nations future ready. I am proud of my faculty of IIPA who adopted digital as habit, switched to case study method as pedagogy, switched to State, district, towns and block level bureaucracy for training as natural extension. Elected people's representatives were not left behind in the age of no one is left behind.

Capacity Building Commission has not only relied on the study of CTIs done by IIPA through NITI Aayog but Sir certified us as *Ati Uttam* category.

Building capacity to co-produce solution has been the aim of IIPA's capacity, competence and infrastructure. This is the new CCI that plays role in the knowledge-driven economy where market prefers best in class facility, value for money, comfort and ease of learning while using digital dash boards, notice boards and black boards. IIPA has heavily invested in improving learning destination as work station, revolving chairs, comfortable environment and even ease of easing, all at the same place – *paan bhi achchha tashtari bhi achchhi*.

Age of inspiring and living excellence: Trainees do not sit on bench, rather IIPA is setting new benchmark of service, happy to help, happy to serve rather than bringing delight as a mindset. Known, unknown for reaching the un-reached has been the philosophy of IIPA under your esteemed guidance Sir. Knowledge economy thrives on creation of knowledge, Accelerating India's growth story was internalized by our faculty members as K.G. student and produced their dissertation as PG students and their love and sweat of labour is *Viksit Bharat*, vision and reality. Rarely all members of a faculty ride in a single balloon but IIPA beats these stereotypes. We feel and work as 70-year young and experience of seven decades.

Sharing capabilities has been the hallmark of IIPA under your dynamic guidance, Sir. If you only transform but do not perform, you do not have a hear and now, if you only perform but do not transform, you do not have a future. We are encouraging faculty to teach among academic institutions, join as members in Government committees and attend workshops and seminars internally and globally, share their unique knowledge of public policy, implementation framework and their intellectual insights. We have tie-ups with institutions abroad to share Indian perspective with global institutions and global perspective with Indian institutions. CUS, Namami Gange, NCH were such highlights. Cyber security, digital transformation and many others are new highlights. Your IIPA has completed 20 researches, conducted 137 training programmes for 9221 officers of Government of India, State Governments, foreign governments, even Divyang Court officers sponsored by none other than the Hon'ble Supreme Court of India. They are the pride achievements of IIPA.

Sir, Institute's financial needs are a re-look, a step towards *Atmanirbhar* IIPA. The expenditure on pension has gone up to Rs.8.66 crore from 8.31 crore in the previous year, expenditure on salary has been reduced from Rs.12.51 crore to Rs.12.12 crore in the previous year. So, we are becoming lean but serving better.

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 of IIPA and his office, Hon'ble Union Minister and Chairman, IIPA, Members of the Executive Council, IIPA Life Members, Department of Personnel and Training, Government of India and all other Ministries/Departments, Organizations, State Governments who have contributed to our growth and journey.

I also extend my sincere thanks to all the office bearers of Regional and Local Branches, faculty members, officers and staff of the Institute for their sincere efforts in the overall development of the Institute in *Amrit Kaal* of India. This is the time to dream big, think big, act big.

Thank you. *Jai Hind*.

REGISTRAR: Thank you Sir, for your elaborate but succinct address incorporating all the activities of IIPA and future vision of IIPA.

Item No.2 Conferring of "Paul H. Appleby Award 2024"

REGISTRAR: Now, it is time for the award ceremony of IIPA. The first in line is Paul H. Appleby Award which is awarded to an IIPA Life member for his contribution to the field of public administration and to IIPA. This year the award has gone to Shri Jalil Ahmad Khan, a 1967 batch IAS officer of Jammu and Kashmir cadre who has served for more than 42 years.

(THE AWARD WAS CONFERRED ON SHRI JALIL AHMAD KHAN)

Item No.3 Conferring of Dr. Rajendra Prasad Award for Academic Excellence for 2024

REGISTRAR: The next award is Dr. Rajendra Prasad Award for Academic Excellence for an IIPA Life member and this year the award has gone to **Prof. Mahendra Prasad Singh**, popularly known as Prof. M.P. Singh who has more than 50 years of experience in academics. He has been IJPA Editor and has authored more than 12 books and more than 50 research papers. But he could not come due to his illness. He is not keeping well. So, we will send the award to him.

Item No.4 (a) Shri T.N. Chaturvedi Award for the best Article in IJPA for the year 2023

REGISTRAR: The next award is Shri T.N. Chaturvedi Award for the best article in Indian Journal of Public Administration. The award has gone to Dr. Chandra Shekhar Kumar and Shri Manoj

Sharma for their article on 'Realization of Sustainable Development Goals through Panhayati Raj Institutions'. Shri Manoj Sharma is present here. Dr. Chandra Shekhar Kumar could not come due to his meeting engagement. They are the joint authors.

(THE AWARD WAS RECEIVED BY SHRI MANOJ SHARMA)

(b) Shri T.N. Chaturvedi Award for the best Article in Lok Prashashan (Hindi Journal) for the year 2023

REGISTRAR: Next award is Shri T.N Chaturvedi Award for the best article in Lok Prashasan, Hindi Journal. The award for 2023 has gone to Dr. Sonam for her article on भारत में कारपोरेट सामाजिक उत्तरदायित्व बदलता स्वरूप एवं प्रभाव

(THE AWARD WAS CONFERRED ON DR. SONAM)

Item No.5 Award to IIPA Regional and Local Branches for best performance

REGISTRAR: Every year IIPA award is given for best performing branches. This year, the award for first best performing branch has gone to Maharashtra Regional Branch. I invite Shri Swadheen Kshatriya, former Chief Secretary and Chairman Maharashtra Regional Branch to receive the award.

(THE AWARD WAS RECEIVED BY SHRI SWADHEEN KSHATRIYA)

REGISTRAR: The second best performing branch award has gone to Madhya Pradesh Regional Branch. I invite Shri D.P. Tiwari, former IAS officer of M.P. cadre and Secretary of Madhya Pradesh Regional Branch to receive the award.

(THE AWARD WAS RECEIVED BY SHRI D.P. TIWARI)

REGISTRAR: The third best performing branch award has gone to Kerala Regional Branch. I invite Dr. R.K. Suresh Kumar, Chairman of the Regional Branch of Kerala to receive the award.

(THE AWARD WAS RECEIVED BY DR. R.K. SURESH KUMAR)

Item No.6 Award of Prizes to the Winners of the Annual Essay Prize Competition 2024

REGISTRAR: Now, the essay award prizes. The first prize for this year has gone to Shri Akash Gupta for his essay in Hindi on 'Viksit Bharat - India in 2047'.

(THE AWARD WAS CONFERRED ON SHRI AKASH GUPTA)

REGISTRAR: The second prize has gone to Shri Sajal Jain for his essay in English on the same topic – Viksit Bharat - India in 2047.

(THE AWARD WAS CONFERRED ON SHRI SAJAL JAIN)

REGISTRAR: The third prize has gone to Shri Syed Mohammad Raghieb for his essay in English on 'Artificial Intelligence in Government'.

(THE AWARD WAS CONFERRED ON SHRI SYED MOHAMMAD RAGHIB)

REGISTRAR: We will hold rest of the award ceremony after the speech of Hon'ble Vice-President of India. I request the Hon'ble Vice-President of India and President IIPA, Shri Jagdeep Dhankhar Ji to deliver his Presidential Address.

Item No.7 Address by the Hon'ble Vice-President of India and President IIPA

SHRI JAGDEEP DHANKHAR, VICE-PRESIDENT OF INDIA: Very good morning to all of you. Shri Surendra Nath Tripathi, Director General, IIPA, Shri Sunil Kumar Gupta, Secretary to the Vice-President, Dr. Jitendra Singh, Hon'ble Union Minister. For unavoidable reasons he is not present here but we recognize his huge contribution as Chairman, IIPA with deep involvement and commitment.

We had a long discussion this morning. His absence, as you may be aware, is on account of bereavement of a very near and dear – his younger brother.

Distinguished members of the Executive Council, esteemed faculty, dedicated officers and valued members of the IIPA. The 70th year is special and is special for an institution. It is both a moment of celebration, introspection and reflection. Celebration because it is a significant milestone in the journey towards serving the country that is home to one-sixth of humanity, introspection and reflection so as to move ahead with greater vigor and dedication, aligning with the emerging aspirations of Bharat.

Over the last decade, spurred by a series of people-centric policies and initiatives, there has been in place a mood of hope and possibility, high expectancy, and aspirations. Institutions, such as the IIPA, with a rich canvas of experienced human resource, have to be in a high state of proactive role. Undoubtedly, IIPA has advanced governance domestically and championed international cooperation and knowledge exchange.

This institution has enriched the discourse around public administration, ensuring that our civil servants are equipped with a broad, forward-looking outlook that encompasses both national

and international best practices. As indicated on earlier occasions by me from this platform, IIPA must deliberate the purpose of its coming into being, the goal, the achievements thus far, and how to optimize its performance and relevance in the journey ahead.

A fundamental premise of the IIPA was that Indian public administration should have Indian characteristics distanced from colonial mindset, aligning with our aspirations post-Independence. This is a time to take stock of the progress on this anvil. We are indeed proud when we look at the overall trajectory, more so in the last decade. We are now defying the earlier defied colonial ideas and symbols. Kingsway has transformed itself to now Kartavya Path and Race Course is Lok Kalyan Marg. Netaji Bose stands in the canopy where once King George's statue was there. The emblem of the Indian Navy was changed to include our tricolor and we now have 1500 colonial era statutes that are not on the book anymore.

The new criminal laws, *Bharatiya Nyaya Sanhita*, *Bharatiya Nagarik Suraksha Sanhita* and *Bharatiya Sakshya Adhinyam* have unshackled Indian criminal justice system from colonial legacy. It is a monumental and revolutionary change and now *Dand Vidhan* has become *Nyaya Sanhita*, *Nyaya Vidhan*, effecting improvements to protect victims' interests, carry out prosecution efficiently and amongst many other much needed wholesome changes.

Friends, Bharat is quickly jettisoning the colonial mindset. Now we do not need English to learn medicine or technology. The question that we all must think is this: Is public administration marching in the right direction?

On the 75th anniversary, our Prime Minister reminded us that we need to build an India free of colonial mindset. On this momentous occasion in our post-Independence journey the Prime Minister gave 'Panch Pran' or five resolves. These are worth taking by one and all as they need action at the level of one and all.

One, a resolve of developed India; there can be no difference on this. Removing any trace of the colonial mindset, taking pride in our legacy, our strength of unity, and lastly, fulfilling the duties of citizen with honesty.

Our public administration would be out of sync with national mood and spirit if it does not imbibe these values. People in public administration should be invariably committed to the values of nationalism, the idea of a developed and united India and to serving all Indian citizens without fear or favour. It is IIPA's responsibility to infuse these values in the steel frame of Bharat. Distinguished audience, IIPA can massively contribute in fructifying these goals. IIPA is imminently befitting platform for ideation and innovation when it comes to policy evolution and implementation.

The democratic fabric of this country is amply reflected in the preamble of the Indian Constitution, its Fundamental Rights in part III, and Fundamental Duties in part IV (A) of the

Constitution. Rights blossom with a proactive public administration. Visionary policies and expressions must be transformed into reality, ensuring people aware in fullness their rights. This is ongoing process, it needs to fast track. Ensuring rights is much beyond just having an intent about it. It is a matter of capabilities and competence. The world is changing too fast. We have to keep pace with it and so must our public administration.

Friends, as we stand at the significant juncture, public administration faces unprecedented challenges, as also opportunities. The rapidly evolving digital landscape, the imperatives of climate change and ever-rising aspirations of our citizens demand impactful, transformative, effective governance approaches. In today's context, digital transformation is not just an option, it is beyond necessity, it is way of life with us, it is absolute necessity.

India's success with digital public goods and platforms has been globally acknowledged by global institutions and the countries as a role model for the developing world. In this sphere, we have shown the world how technology can be leveraged for inclusive governance for 1.4 billion people, even in the remotest corner. Through our India's Tech programme, we are setting a template for the global South to emulate and implement technological solutions for governance.

The world is fast adopting India model, seeking our assistance and giving India a soft diplomacy cutting edge. IIPA must continue to play a pivotal role in preparing civil servants and public administrators for this fast changing digital age. Our training programmes and research initiatives are required to focus on emerging technologies like artificial intelligence, block chain, data analytics, machine learning and the kind, while ensuring their ethical and responsible implementation in public service delivery. The cornerstone of effective public administration is continuous learning and capacity building. IIPA has a great role to play on these aspects.

Distinguished audience, however, while embracing technology, we must also ensure it does not create further divisions. Rapidly advancing technology can exclude the most vulnerable section of the society. Therefore, our approach should be inclusive, a hallmark of our 5,000-year old civilizational ethos, and we need to be inspired, as we are at the moment, by Antyodaya, ensuring that technological advancements reach all corners of our population.

As we integrate technology, we must prioritise cyber security and data privacy. These are emerging areas of great concern for ordinary citizens. An environment of trust must be fostered where citizens feel that their information is secure and used responsibly by all institutions concerned.

Distinguished audience, as we progress into a new era of governance, data must be at the forefront of our decision-making process. Evidence-based studies are essential to understand the impact of various welfare policies. Data is bedrock, fundamental premise of assessing needs of the



society. It is data that dispels myth, makes us aware of the ground reality and therefore, it is quintessence to any governance at the heart of which is welfare of the people.

Assessments based on empirical evidence will not only enhance the credibility of our institutions but also build public trust in governance. I emphasize this because in a country like ours, we may have to be empirical on occasions on account of mass data that has to be analyzed. It will also give a befitting reply to those who are not ready to accept the phenomenal rise of Bharat and leave no effort to taint and tarnish our institutions.

On various occasions, I have expressed my concern over emerging worrisomely alarming scenario where some within, some without are engaged in a structured manner with evil design that is inimical to Bharat's interest to run down our institutions, taint them differently and make all efforts that our progress be not recognized. But the country has moved forward with speed. As we discuss the transformative power of public administration, there has been recognition of the immense power of the half of humanity, our mothers and sisters. Women have demonstrated exemplary administrative acumen managing households with a high degree of efficiency, foresight and resilience. People present here, particularly in the front row, are aware how top positions, that of the Chief Secretary and DGP and Secretaries in Government of India and States, are being occupied very ably by this gender.

Friends, imagine the quantum leap our economy could take if women were equally represented, if their representation was uniform in all domains of public service, policy making. After nearly three decades of consistent and delayed efforts, the long-anticipated justice was finally delivered with the Parliament passing Women's Reservation Bill, providing one-third reservation for women in State legislatures and Lok Sabha, a game changer. This will have geometric impact on our harmony, policy making, societal growth and overall development. This decision not only acknowledges the leadership potential of women but also fulfils a profound aspect of social justice. I strongly believe increasing participation of women in policy making will promote an empathetic and sensitive governance.

Friends, India is a land of fairs and festivals with frequent religious congregations dotting our landscape over the year. These celebrations on occasions are overshadowed and marred by mishaps that are avoidable. I had reflected this on two earlier occasions also. IIPA has a huge role to play in this. Sensitizing district administration at the national level all over the country, needs to pick up.

Surely, anticipatory steps can avoid most of these mishaps. Just imagine what a long way we have come when we look at the technological aspect of IMD. When we have natural disasters, cyclones of gravity, human lives are saved. Property destruction is also saved. In this backdrop, there is no reason why when we have fairs and festivals and congregations all over the country,

Well in advance the information is known, a country that is known to the world to have organized Kumbh Mela without any problem.

I am sure, IIPA will take steps to ensure that district administration in the country is ably sensitized to have a calendar so that these events are well planned, right from making amenities to the people who congregate and sensitize the administration that handles sometimes delicate situations. Same goes about dilapidated buildings, bridges. Surely IIPA can step in and sensitize on these and related aspects. I have only reflected illustratively, IIPA can get as exhaustive as possible.

Democracy gets strengthened with people's commitment to discipline and nationalistic thoughts going up. Democracy has to be nurtured. It has to blossom. Every citizen's participation has to be there. That is reflected in Part IV (A) of the Constitution - Fundamental Duties. We have to inculcate, imbibe high spirit of nation first, nation always first, nation above personal or other interest. Development must be addressed in a bipartisan manner; development has to be away from routine aspects of politicking.

Friends, I need to indicate to you there are forces both in Bharat and abroad that want to impede Bharat from moving forward on the path of economic upsurge, an upsurge that is exponential, an upsurge that is unprecedented, an upsurge that is unrivalled amongst large economies, an upsurge the world is stunned with. The rise of Bharat as a favorite global destination of opportunity and investment in the accolades emanating from IMF and the World Bank. Some people seek to impede these when our rise in strategic and diplomatic spheres where our voice is being heard at the moment as never before, when India is emerging through able leadership at global level as a centre that stands for dialogue and diplomacy, India that is credited in the world for bringing Global South on the central stage and getting inclusion of African Union in G20. When we find these forces, we have to get into a mode to be committed passionately with a mission to ensure that Bharat's rejuvenation and resurgence is fast-tracked rather than impeded.

In this also administration has to play a pivotal role and guidance must emanate from the IIPA. I emphasize this because our bureaucracy, by its very nature, has a potential to be transformative to any degree. They are role model in the district and elsewhere for the people at large, particularly impressionable minds, and therefore, if IIPA takes steps how these role models are more exposed to our impressionable minds in schools and colleges, how they inculcate a sense of discipline by impactful presence on the road, how they make our institutions effective by visiting a school or a primary health centre. These are aspects on which, I am sure, IIPA will look into.

Distinguished audience, as we work towards the vision of a developed Bharat@2047, and that is a challenge, we are proud of our accomplishments being placed at the moment as the fifth largest global economy, on way to becoming third one. But there has to be eight-fold rise in our per

capita income. That is a challenge we have to meet and therefore, I would urge, IIPA has already been aligning its programmes with national priorities.

Its training programmes have evolved significantly incorporating modern pedagogical methods and practical case studies. The institute needs to further strengthen these initiatives to enhance problem-solving capacities among civil servants, promote evidence-based policy making and strengthen ethical leadership in governance. Our civilization is synonymous with ethical standards. Ethics always has played a key role over thousands of years of existence of our civilization, ethics binds us, ethical standards can never be compromised. But these have to be nurtured. These have to be nurtured constantly by ensuring that where temptation is too tempting, one would normally yield. This spinal strength has to emanate from the courses that have to be spread from institutions like IIPA.

Friends, now entering eighth decade, the institution will surely focus more on emotional intelligence of the trainees. Developing soft skills, emotional intelligence and cultural competence among public officials is crucial so that officials can understand the struggles of the marginalized and the underprivileged, design and implement policies that truly address those challenges. I have had the occasion in my position to address probationers. I reflect before them. They have options. They are very talented. But the kind of satisfaction and happiness they will get to serve one-sixth of humanity in this position is not available elsewhere. That confidence has to be imparted by bodies like IIPA.

Whatever you deliberate in the meeting today, I would appeal it should revolve around this central idea, effective and efficient public administration is the very basis of our development journey.

Friends, we all, in togetherness, are vectors of development of this Amrit Kaal. When I see talent before me, the people in the first row and subsequent rows, I feel humbled because I don't have to speak to them what should be done. I have to learn from their experience what should be done and the organization is indeed blessed to have such a reservoir of talent, of experience, exposure, commitment. I am sure, it will optimally perform.

I wish this meeting and the team here all the very best. I am confident that with your continued dedication, IIPA will scale new heights of excellence in the years to come.

Thank you. *Jai Hind!*

REGISTRAR: Thank you Sir, for your warm, motivating and captivating Address. Now, please rise for the National Anthem.

(NATIONAL ANTHEM WAS PLAYED)

REGISTRAR: Please be seated till the Hon'ble Vice-President of India departs.

(HON'BLE VICE-PRESIDENT OF INDIA DEPARTS)

REGISTRAR: I request everybody to please come to the hall and join the meeting. We are going to start the next leg of the meeting. The schedule of the Hon'ble Vice-President of India was very tight and we missed one or two points there. We will start now with the condolence resolution for the members who expired since the last AGM till this AGM. Twenty-four Life Members, our dear members, have expired since last AGM.

Item No.8 Condolence Resolution to mourn the demise of the Life Members who expired since the last AGM

“This Annual Meeting of the General Body meeting held on 4th November 2024 deeply mourns the demise of the IIPA members who have expired since the last AGM and conveys its sincere condolences to members of the bereaved families. Many of them had distinguished careers and brought honour to themselves and IIPA.”

S.No.	Name	Life Member No.
1.	Mr. H.L. Koul	L-10814
2.	Mr. Anup Kumar Varshney	L-9505
3.	Mr. B.N. Kamble	L-1935
4.	Mr. C.P.N. Sinha	L-557
5.	Prof. M.K. Sharma	L-278
6.	Mr. Indra Deva	L-1786
7.	Mrs. Prabhavati Sinha	L-576
8.	Prof. Raji Ghai	L-3414
9.	Mr. Mohd Zaheer	L-7124
10.	Mr. P P Sharma	L-4011
11.	Mr. H.R. Bangia	L-1335
12.	Prof. D.P. Singh	L-410
13.	Mr. H.H. Tyabji	L-864
14.	Prof. Harbans Pathak	L-2358
15.	Mr. Ali Mohd Wani	L-1057
16.	Mr. Abdul Gani Khan	L-2032
17.	Mr. Abdul Rasheed Kuloo	L-6604
18.	Mr. Ghulam Qadir Bisati	L-7632
19.	Mr. Ghulam Rasool Ashai	L-9985
20.	Dr. Aziz Hajini	L-10979
21.	Mr. Ghulam Nabi Kant	L-11732
22.	Mr. S.D. Lone	L-4339
23.	Mr. B.V. Krishna Kumar	L-4209
24.	Mr. G.Venkidusamy	L-972

REGISTRAR: We shall now observe one minute silence as a mark of respect to these members.

(ONE MINUTE SILENCE WAS OBSERVED)

Please take your seats. We will now take up rest of the agenda items.

Item No.9 Award of Prize to the Winners of the Annual Case Study Competition 2024

REGISTRAR: Hon'ble members, the award ceremony was cut short and we have left one award, that is, Case Study competition. IIPA organized this year one National Case Study Seminar as well as National Case Study Competition on 30th September, 2024. The awardees were decided on the basis of that participation itself. More than 50 Case Studies were received in that and I request our Director General to confer the Case Study competition awards.

The first prize goes to Dr. Poonam Chhaniwal and Dr. G. Haritha on the Case Study 'Circularity and Sustainability in Action: The Recykal Way'. Dr. Poonam Chhaniwal is here. I request our Director-General to confer the award on her.

(THE AWARD WAS CONFERRED ON DR. POONAM CHHANIWAL)

REGISTRAR: The second prize has gone to Shri Rahul Gupta, Dr. Geeta Bajaj and Dr. Rahul Kumar for the case study 'Battery Smart: Empowering EVs and Electrifying Earnings'. I request Shri Rahul Gupta to come to the dais and receive the award from the hands of Director General, IIPA.

(THE AWARD WAS RECEIVED BY SHRI RAHUL GUPTA)

REGISTRAR: The third prize has gone to Dr. Tanmaya Kumar Mishra, Dr. Bindiya Gupta and Dr. Bhumika Achhnani, but they are not present.

So, now we shall move on to our next course of action this afternoon, that is, 'Release of Publications'.

Item No.10 Release of Publications

REGISTRAR: This year IIPA has come out with a seminal publication on *Viksit Bhrat: Vision and Reality*. The book has been authored by IIPA faculty members and I invite all the IIPA faculty members to the dais for release of this iconic publication of IIPA. I request Director General to kindly release the publication.

REGISTRAR: I request Prof. Suresh Misra, Dr. Sapna Chadah and Dr. Mamta Pathania to come on the dais for the next release *Public Administration in India Towards a Citizen-Centric Governance*.

REGISTRAR: For the next release, I invite Dr. Surabhi Pandey and Shri Syed Mohammad Raghieb for the release of their book *AI for Sushasan Governance*.

REGISTRAR: IIPA entrusted its Regional Branches to do the District Governance Study and come out with a District Governance Report for at least one district and I am really proud to announce that six of the Branches have completed this study and have come out with their report. I invite the Chairman, Maharashtra Regional Branch for Nanded District, Chairman Karnataka Regional Branch for Chikmagalur district, Chairman Kerala Regional Branch for Kollam district, Puducherry Regional Branch for Puducherry district, and Madhya Pradesh Regional Branch for Damoh district. Uttar Pradesh Regional Branch has also concluded their study of Barabanki district, but they were not able to come here.

REGISTRAR: There are some more publications. I request the Chairman, Karnataka Regional Branch, Shri T.M. Vijay Bhaskar Sir to remain on the dais for their publication on 'Management of Covid 2019 in Karnataka: Lessons for the Future'.

REGISTRAR: Karnataka Regional Branch has come out with a very beautiful publication – A compendium of its virtual Newsletters.

REGISTRAR: Now I invite the representative of Bihar Regional Branch for release of *Bihar Journal of Public Administration* which is a UGC-approved journal. This is the only UGC-approved journal which any of IIPA Branches has been publishing.

REGISTRAR: Odisha Regional Branch has brought out a publication 'Technology and Social Change'. I invite Shri Pratip Misra, Vice-Chairman, Odisha Regional Branch to come on the dais.

REGISTRAR: With this, we have concluded the release of publications leg of this AGM. I now request only IIPA members to remain in the hall for the next course of action.

DIRECTOR GENERAL: Good afternoon friends. Let me once again welcome the Life Members and Members of the Executive Council which will be taking charge from tomorrow onwards. On behalf of Indian Institute of Public Administration, let me place on record the extraordinary work done by the previous E.C. They deserve a big round of applause.

Let me also welcome the new inductees whose experience will guide us for next two years and we will be richer by their experience. They deserve a round of applause.

Friends, IIPA's membership has been opened recently. Our average age has gone to 78. When I joined in 1994 – I have completed 30 years as a member of IIPA – at that time getting membership was like getting Gymkhana Club membership. You had to wait for so much at that time. I became a member when the fee was Rs.1,000. I think there are some members who might have paid less than that. We are going to enhance this membership fee to Rs.50,000 very soon. So,

one more year of opportunity is there to enroll all those who are willing to join IIPA. Because it costs a lot to serve you in a nice manner, so we would like to make it Rs.50,000 as membership charge. But let me say that the new Executive Council will not be bothered for approving such wrong decision. But this is the need of the time. For most of the clubs, their membership fee has gone to millions – in fact, half a million or one million is the membership fee. We want to actively serve the members but then it has to be paid for because Government does not pay to serve members, Government pays only to train the bureaucracy. With these initial remarks and welcome, let me come back to the schedule of the day.

Item No.11 Confirmation of the report of proceedings of the 69th Annual Meeting of the General Body held on 31st October, 2023

DIRECTOR GENERAL: We have not received any comments to the best of my knowledge and records. Therefore, I propose that if all of you agree, this should be approved with a round of applause.

(PROPOSED BY SHRI B.R. SHARMA AND SECONDED BY SHRI T.M. VIJAY BHASKAR)

Item No.12 Consideration of the Annual Report for 2023-24

DIRECTOR GENERAL: I know Hon'ble members want to speak. So, I thought we will finish this statutory requirement and then we will listen till last member speaks. We have enough patience to listen to each one of you. Same thing is true for Annual Report which has been placed on the website. I am sorry it could not be given to you in printed form but some copies are available in printed form also. Registrar is waving the copy of the same. Those who want to take it, they can take the copy and those who want to see it on the website, they can have a look. In fact, I am grateful to two of my faculty members who have demystified this Annual Report in their own language. That 20-25 minutes video is also available on our website and we will wait for your comment as usual till we draw the proceedings. So, if anyone of you has got the bright ideas that this is missing or this needs to be appreciated, you can go back, read the report carefully. Even if it is approved today, if you wish to say anything, we will incorporate all of them, subject to the procedure of the IIPA rules. So, that may be confirmed. If you agree, kindly welcome it with a round of applause.

(PROPOSED BY DR. ASHOK BHAN AND SECONDED BY SHRI S.K. MISRA)



Item No.13 Consideration of the Balance Sheet and the Audited Accounts for 2023-24

DIRECTOR GENERAL: Similarly, the consideration of the Balance Sheet and the Audited Accounts for 2023-24. Those who have ideas to give, we will share their ideas. We may deem it to be approved and it deserves a round of applause from each one of you.

(PROPOSED BY SHRI P.C. LAWMKUNGA AND SECONDED BY DR. R.R. DHANAPALL)

Item No.14 Appointment of Auditors for 2024-25 and fixing their remuneration

DIRECTOR GENERAL: It is proposed that M/s Arora and Bansal be appointed as Auditors for IIPA, New Delhi for the year 2024-25 on payment of an audit fee of Rs.1,50,000/- (plus 18% GST). I do not think anybody has any point or objection or suggestion on that. So, it may be deemed approved as proposed. I will request you to give a round of applause for approval if you wish to do so. I am again proposing the appointment of Auditors for 2024-25 and fixing their remuneration.

(PROPOSED BY SHRI SWADHEEN KSHATRIYA AND SECONDED BY SHRI D.P. TIWARI)

DIRECTOR GENERAL: We would like to request our members of Executive Council if they wish to speak, but before that, I will take up the names of those who wish to propose and second these items. They can do it from their seats by saying that they propose and second the proposal. So, all the three items stand proposed, seconded and approved. We will go by the opinion of the Hon'ble members.

I will now request our member Shri Kshatriya Sir who was member in the previous EC as well as this EC, to offer his valuable comments. After that, we will request members of new EC to offer their comments and advise from the dais, and after that, anyone who wishes to speak, kindly give your name. We will collect the names so that we can invite you with respect to sharing your ideas.

SHRI SWADHEEN KSHATRIYA: Thank you, Director General Saheb and *Namaskar* to everyone. I was not really prepared for speech as an opening batsman but since you have called me on the dais, I would like to express my happiness to see the changes that I am seeing in the last two years. I was given an opportunity to be a member of the Executive Council in the eminent public administrators' category. That also I was pleasantly surprised. So, thank you very much.

You would have also seen, those who have been coming to IIPA for a long time, how the premise has changed for the better - wonderful infrastructure facilities. But more than that, the content of training, the number of trainings has been undergoing a rapid transformation. I am sure, all those details will be available in the Annual Report that he has mentioned.

One suggestion I would like to make at this juncture is that last year or, I think, about two years ago, we initiated a research project and asked all Branches that you select one district and document the district administration for the last 75 years. That proved to be, for me and for some of my colleagues who are here, an extremely innovative way of looking at the administration and we learnt a lot. It was a challenge. We undertook the documentation of a district administration called Nanded for 75 years since Independence. I would request and suggest for the consideration of the house that maybe you change the subject but you take a research activity and allow all the Branches, whether it is Regional or Local Branch to participate in that. The pattern last time was that a theme paper and guidelines were given so that the research is focused on certain areas. Otherwise, it will go haywire because it is such a vast area we are looking at, and grants were released, I think, of Rs.25,000 for one project. So, we provided a matching grant of Rs.25,000 from our resources and made available a total kitty of Rs.50,000, and that proved to be quite adequate. So, the suggestion is that please undertake these kind of research activities and allow the district and the Regional Branches and the Local Branches to participate in this. This is one.

Second is, for training purposes, I do not know what the pattern in other States is but the grant that is being made available by the States needs to be enhanced. So, if you can write to all the States, it values that. In our State, we are getting Rs.600 per participant per day. That includes some kind of a working lunch also. So, that makes it a little difficult proposition but if the DG, IIPA or the IIPA office requests the State Governments to enhance appropriately the grant per head for training purposes, it will be helpful.

For training, I was discussing in the morning what should be the method. My colleagues from Karnataka and Puducherry were asking me and I suggested two ways, and found it very effective. One is that you should write to the senior-most officer what kind of training they feel is required for their staff and officers and when the staff and officers come for training to your Branch or to your organization, you should ask the participants what are their suggestions as to where is the felt need for training. If you combine these two inputs coming from the senior-most level as well as from the cutting edge level as to what are their training requirements, you can do an excellent job. In the morning, the Hon'ble Vice-President of India made, I would say, a forceful plea that we should pay attention to the challenges that are emerging for public administration and see how we are going to train our people in that.

With these initial remarks, I will be there during the course of meeting today as well as in the afternoon and tomorrow. So, I will share more of my thoughts. These were the initial thoughts which came to my mind. I would once again compliment the Director General and Mr. Amitabh Ranjan for having organized in such an excellent manner and bringing about the improvements that are taking place in the IIPA. I am sure that we will also try at our level to improve the working of



the Branches. Last year there was a very good presentation from Jammu and Kashmir. They have their own building for the Branch of J&K IIPA. So, I would like to congratulate them. Mr. Ashok Bhan was telling me how they were able to get the land and how successive Chairmen have built more floors. *Sharma Ji ne to kamaal kar diya*. You have put the third floor. I was reminded of the very famous picture called *Teesri Manzil*. *Aapne to teesri manzil bana di wahan*. Hats off to you. Puducherry, I am told, has got four floors. Hats off to you. So, we learn from these exchanges because we come for the annual meeting. I must compliment Karnataka that they are now receiving Rs.25 lakh as the grant from the State Government every year for running their activities. With these inputs, I will go back to Maharashtra and try to persuade my State Government also for agreed help.


Thank you and all the best to you.

SHRI S.K. MISRA: Thank you, Sir. I was a new kid on the bloc, not exactly kid but nevertheless, this is the first time I am attending this meeting. I will become an Executive Committee member from tomorrow onwards. So, I have practically no experience of the Executive Committee and how it functions and what is its agenda.

I am from Chhattisgarh, which is a new State and our Regional Branch is also absolutely new. We do not even have a building right now; we hold meetings here and there. We did not have any funds, so I requested the State Government and now they have kindly agreed to give me Rs 1.00 lakh per year, which is coming. I did not want to come here because of some personal problem but coming here has been an eye-opener, I must say. Also, it has been a great experience for me because one did not know the varieties of activities that can be taken up by a Regional Branch. I am sure, I am carrying with me lots of ideas from here. I cannot give you any ideas because I have no experience of IIPA but I am carrying with me lots of ideas which I would like to implement in my State.

Thank you, Sir, for a very well organized function. As I said, I am going with full of ideas. Whenever I come to this room also, I get lots of ideas and we will try to implement them. Thank you very much, Sir.

DR. R.R. DHANAPALL: Good afternoon to everybody. Our D.G. and Registrar Ji. I think I have got a very good experience on district governance in preparing that project. It was a very good experience Not only that but I worked on a further district administration. We find there are a lot of stakeholders other than the district administrator who is controlling from A to Z and like that. We did the things according to our maximum capacity.



My request and suggestion to the Branches is to find out how many people have real interest in public administration. There are two types of people who have interest in this, one is the academics and the other is the executing officers – right from PCS officers to IAS level. But we want to find out at each Branch level how many people are available, how many people have interest in that, both from the academic side as well as the executing side. We are doing like that and we are trying to improve. Of course, the main guidelines come from the apex body only. Earlier also I was a member of the E.C. and now I am going to be inducted again on the E.C. tomorrow as its member, I would like to thank our D.G., Registrar and the Chairman as well. So, you get lot of ideas and suggestions. Whenever it is a worthwhile suggestion is there, we can do that with the wonderful support of our team. We want to create Puducherry as a model branch. We proudly say that our Branch has got the best branch award and we are trying to see how to increase the level of the Branch further. When I was the E.C. member fifteen years back, I have suggested at that time to give importance to increasing the level of the Branch, I think we have implemented it in the last five years. Like that, we want to make a lot of things. We are available for getting the fund and project and training from Government of India. We can find out, we can search and then we will get that programme not only at Union Territory level but at State level and Union level also.

I tried to give some suggestions and expectations to share with the E.C. Thank you very much.

PROF. RAJVIR SHARMA: Good morning to every friend sitting here. Hon'ble Director General, IIPA, Hon'ble Registrar IIPA, the new and the outgoing members of the Executive Council. I deem it as my pleasure and privilege to have become, for the first time, a member of the Executive Council of the IIPA.

So far as the suggestions are concerned, I would focus more on enhancing the competence, the quality and the capability of the Regional Branches because the parts can make a good whole, and if the parts are not really in a good health, perhaps it will also impact the institution composite. Therefore, I would say that the Regional Branches should take more and keen interest to develop relationship with the State Governments. The public administration today is becoming quite complex and challenging as well. Therefore, it would be better for the Regional Branches to provide some kind of a support to the State Governments in terms of both theory as well as practice. For that, I would suggest that the Regional Branches, so far as the Institute has been giving assistance in terms of funds for some studies, like the one today we saw, which is one of the wonderful initiatives because district, in fact, is the cutting edge. It is here that we can see the real implementation of policies and programmes of the Government. If district administration becomes efficacious, effective, perhaps the policies will reach to the last man. Therefore, apart from the



district studies, there can be some grants that can be given to the Regional Branches for producing books on an identified theme of public administration which can not only produce theoretical dimensions added to them but also what are the problems that are coming up in the way of implementation because policy formulation is good in its own place but if policy is not effectively implemented, perhaps it will not produce the desired impact. So, how can we go about it? If we can produce such books, problem-oriented books, implementation-oriented books, and also the kind of changes that the Government is trying to bring about in bureaucracy and bureaucratic structure, how far the Government has succeeded? So, my only suggestion is that the Regional Branches should be encouraged to produce standard works on the challenges and the performance of bureaucracy and public administration, particularly relating to good governance. We talk about good governance but still a lot needs to be done in terms of the measures, the steps that require to be taken to achieve the goal of good governance.

The second suggestion that comes to my mind is to approach, may be through the Institute, the State level government and bureaucracy as to how can they really cooperate with each other. I agree with the suggestion that there should be a mechanism to develop some kind of a relationship in terms of training of the civil servants of the States, may be by asking them as to what are the areas they want their civil servants to be trained, or may be that the Regional Branch can take initiative at its own level and reach the Chief Secretary or the Secretaries of the Government. That will also help enhancing the capability and capacity of the Branch as well as the civil servants. Thank you, Sir.

DIRECTOR GENERAL: May I request Shri T.M. Vijay Bhaskar Sir, Ex-Chief Secretary, Karnataka and now Chairman, Karnataka Regional Branch to speak. He has managed to get Rs.25 lakh yearly grant from the State Government. He will share his experience with us.

SHRI T.M. VIJAY BHASKAR: Thank you D.G. Sir, Mr. Amitabh Ranjan, fellow Chairpersons and Secretaries of Regional Branches, Life Members of IIPA and faculty members. First of all, I would like to convey on behalf of our Chairman Emeritus, Shri S. Ramanathan who was Chairman of our Regional Branch for 30 years, from 1992 to 2022, he has requested me to convey his good wishes and greetings to all of you. He is in good health and is very active at the age of 96 years, attends all our programmes/meetings. In fact, we are having a meeting day after tomorrow and he has promised to come.

Regarding our Branch activities, thanks to the foundation laid by Shri Ramanathan, we were getting an annual grant of about Rs.12 lakh about two years ago. Then, the Finance Secretary, when I requested him to release the next year's grant, said, 'Sir, why do you want only Rs.12 lakh,


you take Rs.20 lakh and next year you take Rs.25 lakh. So, I have to thank the Finance Secretary, my colleague, for this grant that we have received.

We have taken up a number of new programmes in the Karnataka Branch. At least my idea is that we should act as a link between academia, administrators and the public. Many administrators are not aware of the latest research or findings in public policy, public administration. That is why we try to get eminent speakers in public policy to speak to administrators. The same way, we request the administrators to speak to students of universities because many of the syllabi are old syllabi and they will not know or they will not even update them. Administrators will know about the latest policies and programmes and they will be able to speak about them to the students and the faculty.

We organize programmes mainly in universities so that we get a good audience. When we tried organizing programmes only for our member and the public, we would hardly get 12 to 15 members but when we started calling students from universities with whom we have MoUs, we had a sizeable audience and we had a very good response from the students. They had very active participation and very searching questions would come from the students and the faculty.

Whenever I go to Universities, because not many people know about IIPA, I am also new to IIPA, only for the last three years I have become a life member, what I tell them, which makes them immediately buck up with attention, is that the first President of IIPA was Pt. Jawaharlal Nehru and he was there for ten year. So, that immediately catches their attention that this is not another ordinary institute but an institute which was headed by the then Prime Minister of India.

We have also taken up some training programmes. Fortunately, I was previously Chairman of the Administrative Reforms Commission of Karnataka and everywhere I felt there was need for more training, and IIPA was set up for giving raining, so any amount of training for government officials is less. In Karnataka, like in Maharashtra - I was talking to the Chairperson there - the ATI is in Mysore in Karnataka, so people who cannot go to Mysore, they come to Bangalore and we are arranging programmes for officers in Bangalore and we are getting a good response. We just arrange the programme for ECS officers, for Provincial Civil Service officers or we call them Karnataka Administrative Service officers, on e-governance applications. So, today, after seeing the book release, we want to organize something on Artificial Intelligence where the Hon'ble Vice-President also suggested organizing programmes on Artificial Intelligence, cyber security, machine learning, blockchain, etc. So, we will be organizing such programmes, data analysis programmes for our officers. So, I think there is a lot of scope for IIPA in terms of training the Regional Branches because at least from what I have seen, training can never be more than enough. There is always a need for training for updating ourselves and a lot of officers, fortunately those belonging to the IAS, get different phases of training. For instance, for State Civil Service officers in



Karnataka, once they are trained after they enter administration, they never get training throughout their career in some cases; only a few of them are picked up here and there for some training. We are trying to focus on our State civil service officers so that all of them get some good training and are better equipped to serve the public.

So, this is the vision that I would like to put before you. Thank you, Sir.

DIRECTOR GENERAL: Thank you, Sir. In fact, in the afternoon, at two o'clock onwards, we have a Branches Office Bearers meeting also. We will share all those experiences. May I request Dr. Ashok Bhan who is also the proposer of the Annual Report and all those things. He can speak a few words.

DR. ASHOK BHAN: Director General of IIPA, Shri S.N. Tripathi Ji, Registrar Shri Amitabh Ranjan, members of the Executive Council, faculty members, staff and members of IIPA, ladies and gentlemen. I joined IIPA in 1984 when I was undergoing a training programme that was called MDP. IIPA had a very high reputation with a very learned faculty at that time. Somewhere down the line, we lost the way. But as I welcome you to this AGM, I notice a change for the better in the outlook, content and performance of this premier institute of the country. From an Institute which was barely grasping for breath two decades back - I recall that one of the Directors proposed that members should donate for continuing the IIPA's functioning some years back - we are emerging as a very vibrant centre of excellence in public administration. The balance sheet in particular has turned almost positive. This is a great news for each one of us. *Ghabraah hoti thi jab woh dekhte the ki kahan se layange yeh paisa, agle saal kaise tankhwah milegi.* What is more important is that the mandate of IIPA's capacity building for good governance, that is being achieved to the fullest. I would recommend to the members that kindly go through the Annual Report. I had a good look at it. Please go through it and you will get a flavour of the change that has come about, and I cite a few things; the Director-General has already talked about it, 137 training programmes and over 9,200 trainees! I was particularly impressed by the 17 training programmes for capacity building for State Government officers. This is an important addition into your training programmes. Then, a sizeable grant-in-aid from the DoPT. This is very important how they have managed. I give credit to you; I salute you for getting this grant. Here, of course, I am sure, the Hon'ble Minister, who is not here, has been instrumental in it and I would like to congratulate him also.

Then, income through projects by the faculty. The academic contribution of faculty and various centres has been very noteworthy. Then, performance of the Regional and Local Branches I see a lot of improvement in that too. All these are indicators of the change and that makes each one of us, each member who has been associated with IIPA very proud to be a member of this

institution. For these achievements, the credit goes to the leadership, to the faculty of this institute, our President, our Chairman who have been the guiding spirits but the people who are on the ground, the Director General and the academic and non-academic staff, the Registrar, they all deserve our compliments for what has been achieved in the growth of IIPA in the last two years.

I am also grateful to the E.C. for choosing one of the founder pillars of Jammu and Kashmir Regional Branch, Shri Jalil Ahmad Khan, IAS (Retd.) for this year's Paul H. Appleby Award. Thank you very much, ladies and gentlemen. *Jai Hind*.

REGISTRAR: Thank you Sir for your warm and motivating address. Please rise for the National Anthem.

The Hon'ble Vice President of India departs.

DIRECTOR GENERAL: Now, friends we have decided that Paul H. Appleby award will be given to only one person a year so that it retains its prestige and other things. May be, this year we got lot of recommendations and I beg apology from all of them who could not manage to get it.

Now, Dr. O.P. Misra. We have got nine speakers also. We will take up each one of them but then the time is very short.

DR. O.P. MISRA: Thank you very much, Sir. Hearty congratulations to our IIPA on its 70th Annual General Body meeting. We are really grateful for all the steps undertaken by the leadership of D.G. Shri S.N. Tripathi Ji, under very able guidance and mentorship of the Chairman of the E.C. and the President of IIPA. E.C. has a very strong team. It only depicts the improvements that we have seen today. The Registrar is a very dynamic person – dynamic in the sense that he is always reminding that we have the AGM meeting, E.C. meeting so that we can take necessary steps. We realize that the beauty of the IIPA functioning is through consultation and consensus at various stages and it is well depicted in the demand of Shri P.L. Banga Ji to change the auditor and it has been accepted and it has been changed. This shows how this body is based on the common consensus of the members and that is why the sustainability of the IIPA. So, we can say that we are improving day by day. There are a lot of diverse training programmes organised at various levels, capacity building programmes and these are actually getting translated into action for *Viksit Bharat* that the country needs.

Technological development is adopted by the IIPA these days. We have seen how AI can help in *sushasan*, and that is actually the demand of the entire world and IIPA is taking a leading role. Congratulations, Sir, for adoption of the technology for how public administration can be improved to the last mile connectivity.

We remember, perhaps many members do not know, that there was a *Chintan Shivir* for the scientists. In this hall, IIPA has taken a lot of invigorative steps that administration is essential for

each and every sector. I suggested last time also that all scientific Ministries like ISRO, Council of Scientific and Industrial Research, Department of Science and Technology, Department of Bio-Technology, they need to have a lot of exposure to these administrative aspects. IIPA has to develop a new curricula for the scientific and the technological team because Prime Minister also said that without science and technology, we cannot progress, and for better progress, we have to be bound by the rules. So, I foresee that lot of improvement has been done.

Lot of things have been told by my predecessors, so I am not going to repeat them. I appreciate the outstanding work done by the outgoing E.C. and we hope that more outstanding work will be done by the new E.C. I congratulate all of you for this and we see a new future. Thank you very much.

DIRECTOR GENERAL: Prof. D. Krishnamurthy, Secretary, Tirupati Local Branch. As time is very short, please finish in two minutes.

PROF. D. KRISHNAMURTHY: Hon'ble dignitaries on the dais, the Director General and Registrar of IIPA and off the dais my colleagues. I am from Tirupati. Previously I was Treasurer of Tirupati Local Branch and now I am the Secretary.

As Chairperson of Tirupati Branch of IIPA, Prof. A. Ranga Reddy - I think you might be knowing him - has done a lot of work. We have conducted several programmes. Unfortunately, he expired in March, 2023 and in honour of his work, we are continuing with his ideas.

You know, Andhra Pradesh had been divided in 2014. So, there is no Regional Branch in the present Andhra Pradesh. Now there are only two branches in Andhra Pradesh. One is at Tirupati and another one at Visakhapatnam. I would like to request our Director General and Registrar to consider upgrading our Local Branch into Regional Branch. That is one thing that I put forward to you in this forum.

I am a professor of Economics. We have 54 departments in our university and science and arts block also. We are conducting all the programmes in the university itself and our programmes are greatly benefiting the students.

I would like to request our dignitaries to consider giving special grant for undertaking training programmes in the university.

A small request Sir. Recently, the AGM had been rescheduled. We cannot travel for 36 hours from Tirupati through Hyderabad by train. So, we have booked our tickets by flight as the meeting was rescheduled. So, I request you to consider our request and reimburse the amount of flight tickets. Thank you very much, Sir.



DR. G.L. SRIVASTAVA: परम आदरणीय संस्थान के महानिदेशक त्रिपाठी सर और संस्थान के रजिस्ट्रार अमिताभ रंजन जी, एग्जीक्यूटिव काउंसिल के मेंबर तथा हमारे इस संस्थान के सम्मानित सभी सदस्यगण, सबको मेरा सादर प्रणाम। मैं डॉ. जी.एल. श्रीवास्तव कानपुर लोकल ब्रांच का सचिव हूँ। हमारे जो चेयरमैन हैं, वे 88 ईयर्स ओल्ड हैं, प्रो. एन.के. सक्सेना जी, जो अस्वस्थता के कारण नहीं आ पाए, लेकिन उनका मार्गदर्शन हमें प्राप्त होता रहता है। मैं विगत कई वर्षों से यहां आता रहा हूँ और संस्थान से जुड़ा रहा हूँ। लेकिन, जो परिवर्तन हमने इधर कुछ दिनों में देखे हैं, उन परिवर्तनों के फलस्वरूप ही मैं कह सकता हूँ कि यह संस्थान आप दोनों के मार्गदर्शन में इतना आगे बढ़ रहा है और उससे हम लोगों के मन में भी एक आशा जग चुकी है कि हमारी जो स्थानीय ब्रांच है या हमारी जो रीजनल ब्रांच है, वह भी इसी प्रकार से बढ़ती रहेगी, फले-फूलेगी। जैसे आईआईपीए, नई दिल्ली डेफिसिट में नहीं है, प्रॉफिट में जा रहा है, उसी प्रकार से हम लोगों के संस्थान में भी फंड की कोई समस्या लोकल स्तर पर नहीं आएगी।

मैं केवल यह कहना चाहता हूँ कि जिस संस्थान में राम, लक्ष्मण जैसी जोड़ी मिल जाए, तो उसका विकास होना ही है, विजयश्री प्राप्त होना ही है। आप हमारे राम, लक्ष्मण की जोड़ी हैं। मैं जब भी देखता हूँ तो लगता है कि आपके निर्देशन में यह बढ़ रहा है। मैं केवल चंद लाइनें कहना चाहूंगा,

"कोई चलता है पदचिन्हों पर, कोई पदचिन्ह बनाता है।

है वही जग में सूझा, जो अपने कर्मों से जाना जाता है।"

जय हिंद, जय भारता।

DR. ANIL DUTTA MISHRA: Respected Director General and Registrar of this institution. You are doing a yeoman service. I have no words to thank you. But IIPA needs two-three things क्योंकि बहुत सारे लोगों को मैं देख रहा हूँ कि बुद्धि में अनासक्ती होनी चाहिए, तो आसक्ती हो जाती है, पद के प्रति, पैसा के प्रति, वगैरह-वगैरह। कुछ सच्चाई भी हमें बोलनी चाहिए। Without past you cannot make a future. सर, ने कहा कि आईआईपीए का जब मैं मेंबर बना था, उस समय पांच सौ रुपये दिया था और उस पांच सौ रुपये की यदि आज की वैल्यू देखें तो 40-50 हजार के आसपास लगभग आ जाती है और वह बढ़ना भी चाहिए। आपके यहां से दो मैगजीन्स निकलती हैं और क्रिटिकली उनको आप पढ़िए तो उनका डिक्लाइन हो रहा है। लोग कहते हैं कि यह SAGE का मैगजीन हो गई है। पहले इसे आईआईपीए के मैगजीन के रूप में जाना जाता है, तो इस पर पुनर्विचार करने की जरूरत है। स्टूडेंट को मिल रही है, लेकिन इतनी कॉस्टली मिलती है कि वे बेचारे खरीद नहीं पाते हैं। मैं विभिन्न यूनीवर्सिटीज में जाता हूँ, तो बोलते हैं कि आप आईआईपीए रीजनल ब्रांच से जुड़े हुए हैं, तो मैंने उनका दर्द आपके सामने रखा है।

दूसरा, आईआईपीए का मेन वर्क रिसर्च ट्रेनिंग और कैंपेसिटी बिल्डिंग वगैरह है। मैं जब आईआईपीए का मेंबर बना था, तब 35 के आसपास इसमें प्रोफेसर्स थे। They all are well known in their own fields. क्या हम ऐसा आज आईआईपीए के बारे में कह सकते हैं? आंसर यस में है या नो में है, वह आप मेरे से बेहतर जानते हैं। कैंब्रिज जाइए, आक्सफोर्ड जाइए, बहुत बड़ी बिल्डिंग नहीं है, but they are known because of their faculty members. मुझे लगता है कि आईआईपीए को इस पर सोचना चाहिए। ब्रिलिएंट आईएएस आफिसर्स हैं, जो रिटायर हुए हैं, उनको आप इनवाइट करिए। ब्रिलिएंट प्रोफेसर्स हैं, जिनको एकैडमिक्स में भाई-भतीजा कारण कुछ नहीं मिला, उन सबको भी आप विजिटिंग फैकल्टी वगैरह में इनवाइट करिए।

लास्टली जो कि बहुत इंपोर्टेंट हैं, किसी भी रीजनल ब्रांच को आईआईपीए को पैसा नहीं देना चाहिए। किसी भी इसी मेंबर को आने के लिए पैसा नहीं देना चाहिए। मैं पिछले 10-15 सालों से बार-बार यह बात कह रहा हूँ। तब जाकर देखिए कि वे अपने स्टैंड पर कैसे उसको आगे बढ़ाते हैं। इंडिया में अगर Amity फ्लोरिश कर सकता है, दूसरी चीजें फ्लोरिश कर सकती हैं, तो रीजनल ब्रांचेज अपने पैरों पर क्यों नहीं खड़ी हो



सकती हैं? केवल पैसे के लिए आईआईपीए है। आईआईपीए जो इंस्टीट्यूशन है और जो मेंबरशिप है, दोनों दो चीजें हैं। दोनों को हमें उस प्रोस्पेक्टिव में देखना चाहिए। Institution is growing. जितने ट्रेनिंग प्रोग्राम हुए हैं, बिल्डिंग देखिए और अन्य चीजें भी देखिए। सारी चीजों का हमें वेलकम करना चाहिए।

अंत में, मैं यही कहूंगा कि "उजाले अपनी यादों को हमारे साथ रहने दो, न जाने किस गली में जिंदगी की शाम हो जाए।" Thank you very much, Sir. You are doing a lot of work.

DIRECTOR GENERAL: Next, I invite Shri P.L. Banga. Shri Banga is a very senior member and he has been attending almost every meeting. Out of 70, he must have attended 60 meetings.

SHRI P.L. BANGA: Mr. Chairman and friends. I want to read out from the byelaws.

Meetings of the General Body of the Institute; It says—

“The Annual meeting of the General Body shall be called by the Chairman of the Institute with the consent of the President of the Institute in the month of September or October every year after giving at least 21 days’ notice of the date, time etc.”

I think this is not being followed; it is being violat. Kindly clarify. There is a specific mention in the constitution.

Now I come to the Annual Report. In spite of repeated requests, even at the cost of my expense, copy of this Report has not been given to me. It was given just today at 9.30 a.m. What is the hitch in giving the Annual Report to us and how we can study it? You are saying we should go through it. When you do not give us a copy, then how can we go through it? When we request for a copy, what is the hitch in giving it?

I have gone carefully through the Annual Report. On the first page of the Report, I find that the address of the Vice-President given there, is wrong. It is given as ‘6, Maulana Azad Road’. This is not the address of the Vice-President. I do not know why it has not been corrected.

DIRECTOR-GENERAL: This Report is up to 31st of March. Anyway, another 30 seconds left for you.

SHRI P.L. BANGA: Then, I come to the message of Dr Jitendra Singh. It is undated. No document is valid until it is dated. So, I request you to see that all these documents are being dated correctly.

Similar is the case with details of the E.C. members. The Member-Secretary of E.C. Shri Surendra Nath Tripathi is an IAS but the word ‘IAS’ has not been mentioned.

Now I come to the financial accounts. On page 144, Rs.9 crore are lying in the Savings Bank account. You are losing a lot of money on account of interest. I do not know why you are doing like this. And this is being done year after year. Last year it was Rs.5 crore, this year it is

Rs.9 core which is lying in the Savings Bank account. You should have kept in the short term deposit account and not in the Savings Bank Account. By doing this, you are benefiting the banks.

DIRECTOR GENERAL: They were received on 31st March, in the early morning.

SHRI P. L. BANGA: Then write within brackets.

DIRECTOR GENERAL: You are right, Sir.

SHRI P.L. BANGA: Then, I draw your attention to the Auditor's report. He has given so many qualifications which have not been replied by you. It is the duty of the management to reply to all the qualifications made by the auditors. The Report is silent on these points. So, may I request you to kindly go through the qualifications and reply to the members. Whatever qualifications are there, they need to be looked into by the management, and management is sleeping over the qualifications which have been given year after year.

Several rupees are outstanding from the institutions but no efforts are being made to recover this amount. The management is sleeping over the matter. On one side you say that accounts are maintained on cash basis whereas they are being maintained partly on accrual basis and partly on cash basis. So, why do you write 'on cash basis'? On page 27 you are writing 'Accounts are being maintained on cash basis' which is a wrong statement.

Another suggestion is, Annual Report is to be passed by EC and to be signed and dated by somebody. At least, DG should sign the Annual Report but it has not been signed by any member. No paper is ever signed in the Annual Report. So, my submission is, it should be signed regularly. Let me know the date on which the Annual Report has been passed by EC. Please give me the date just now.

DIRECTOR GENERAL: I will give you all the replies point by point, Sir. Your time is over now. If you have any more points, you can still give in writing. Sir, we will incorporate them in the proceedings.

SHRI P.K. MISRA: A warm afternoon and very good welcome to all delegates. I am representing IIPA Odisha Branch as its Vice-Chairman. I will just tell two three good practices which we are doing. This year the Government of Odisha has sanctioned about Rs.1.5 lakh more for Odisha Branch. So, we have stepped up to Rs.8 lakh. We are getting Rs.8 lakh but we have demanded another R.2 lakh. According to 'perform or perish', we are going that way. We are trying to perform more.

This year we signed an MoU on dialogues. So, we have opened up a series of dialogues and the first one was written by Shri R.N. Senapathy. He opened the series with 'Decentralized

Planning' and it is a dialogue between students, academics and bureaucrats as to how to come about and move forward.

The second and the most important thing we are doing is that we have started with projects. Apart from your projects, we have taken up another project on our own, that is 'Transforming the Tribal Regions: Governance and Issues'. Thank you so much.

DIRECTOR GENERAL: Friends, I have got many more requests from members to speak. Since I have to reply to certain points raised by the members and we have another meeting at two o'clock, I will be excused from all of them and I will request each one of them to give their views directly to Registrar or IIPA on e-mail and we will give them space in our final proceedings.

A suggestion was made by Shri S.S. Kshatriya that district study should be allowed to continue. Sir, we are allowing it to continue and one more district will be given to Regional Branches who are willing. But they have to give a proposal so that we can process it at our level. Prof. Suresh Misra is leading this team. Anyone who wishes to give one district study, he can give this proposal to us, and once it is approved, you can go ahead.

Second thing is, we have asked the Regional Branches to organize regional conferences, and I am happy to tell that Madhya Pradesh Branch has beautifully organized this recently. So, they deserve appreciation. Shri K.K. Sethi and Shri D.P. Tiwari have done wonderful work and I would like to appreciate from the bottom of my heart that despite all those small resources, you have done it. The secret that I could learn from Madhya Pradesh was, 'involve ATIs, so that you get venue, involve ATI trainees, so that you get young mind, involve academic world so that you can get thinking mind, dissociate wrong-doers so that you do not get noisy minds' and all the three were present when Madhya Pradesh organized it. So, I must compliment it.

Ladies and gentlemen, next is going to happen in Jammu & Kashmir. I think I must compliment Shri B.R. Sharma and the team of J&K which has always been very cheerful in leading by example. One more case is going to be there. I think we will not take the thunder out of them. It will be shared at the Regional Branches meeting which is going to take place just after half an hour.

A couple of points were made that S.N. Tripathi does not like IAS to be written, therefore, the report is wrong. Sir, I am an IAS officer and I will die as an IAS officer and nobody can take out that because I had applied for that in 1984, got selected in 1985 and joined it in 1985. That IAS (Retd.) will remain with me even if it is not mentioned in the Report. Now people do not write IAS



(Retd.) or DG (Retd.). In that tradition, keeping ourselves as a civil, we are deemed to be civil servants also, we are not writing our designation, and therefore, the Report is correct to that extent.

As far as signed and other things are concerned, a signed copy is available in the office. If any member wishes to explore further, the same can be made available under RTI. Otherwise, the printed Report is good enough for them.

As far as unclaimed deposits and others are concerned, all efforts are being made to recover the money. Highest money is available with the Ministry of Home Affairs. We cannot attach their offices but we can certainly persuade them to give the money. But I am grateful to the Government of India that when I joined, our grant used to be Rs.13 crore, now it is around Rs.28 crore. All the achievements that you are saying, had there not been Corona, we would have been running in around Rs.75 core of turnover. But still, with all these odds, we are having Rs.50 crore turnover as of today, and you will be surprised to know that we are not only in positive, we have substantial money as a reserve and we feel pride that our faculty has eared this money, not the Director General or the Registrar. So, they deserve a big round of applause from each one of you.

With regard to the doubt that we have kept money in the Savings Bank Account, the money was received in the morning. It was not possible to convert that money in the evening. In any case, we got the money at three o'clock. So, even the most efficient Registrar cannot keep the money into the fixed deposit. But then we have given standing instructions to our bank that there will be zero money in our Savings Bank Account. Every money will be in the Flexi Account or Current Account where we have already issued the cheque. So, we are observing the highest possible transparency and accounting standards as far as possible.

As far as hybrid method and cash vs. accrual method is concerned, we have followed a system which is advised to us as an autonomous body of the Government of India and as and when the instructions change at the Govt. of India level, we will abide by that.

I also agree with the observation that there were 56 professors and IIPA was begging for salary. Today, there are 21 professors and we have Rs.14 crore reserve. So, you can find out what is good and what is better. Productivity of each professor has gone up almost 200 times and they deserve a round of applause. Yes, continuous upgradation of knowledge, skill and tradition is the routine affair of IIPA. In morning also, the Hon'ble Vice-President of India gave a glimpse of what IIPA needs to do. Nobody will come to us to study the principles of public administration, people will come here for competency framework, problem solving, case studies, team building, how



many more things lead by example, crisis managers do not run away, they face crisis, be happy to help attitude, soft skills. There are 67 soft skills have been identified by CBC, and you will be happy to know that two soft skills of IIPA are running as the most popular course on iGOT. iGOT is the Netflix of training programme of the Government of India. I do not know how many of you know iGOT but it is a training programme for every training institution. About 1,400 programmes have been launched there, including 21 programmes of IIPA and three programmes of IIPA have been mandated for all the officers of NITI Aayog and all the officers of the rank of Joint Secretaries and above. So, you should feel proud that your IIPA faculty is not only doing job in-house but they are also available. I cannot say in the sky but at least in the digital space they have made a mark on it. I am from inside. So, my appreciating will not be the right thing, but then, they deserve appreciation. If I do not call them good, who else will call? So, they deserve appreciation from each one of you. Continuous improvement has been seen even in IIPA faculty who were never speaking in front of camera. Now they do not want to run away from camera. In fact, *ghar mein baithate hain to bhi camera ke samne baithate hain. Kya maloom kab bolna pad jaye*. So, they are so camera friendly that all our courses are now popular and they are following the, what we call, iGOT standard. Now, even for training programmes, we have to compete with ISB, IIMs, World Bank, Harappa, Carnegie, Milan, and even HBS courses are coming on that. So, we have to completely revamp our training programmes on digital space. Only then people will come to us. But you will be happy to know that there are a couple of courses which more than three lakh people have taken, which have been sponsored by IIPA. 42 lakh people are getting training on iGOT. This is the National Learning Week of the Government of India which was recently inaugurated by the Hon'ble Prime Minister. Each faculty has undergone iGOT courses. I myself have undergone four courses on iGOT. So, this is the popularity of iGOT, this is the popularity of the Government of India.

Some of you suggested that Regional and Local Branches should be associated in training programmes. Friends, in-person training days are over, unless you have very super specialized knowledge, like Artificial Intelligence, Machine Learning, Quantum Computing or many such things which are state-of-the-art, and I do not think we do not have that knowledge. We can always arrange it. But then, *bahut kathin hai dagar panghat ki* when you want to get in-person training. But yes, in digital domain if you want to prepare any course, now IIPA is soliciting courses from other institutions also. If anyone of you is willing to design a four-hour, three-hour, two-hour course on any subject that you think is good enough for bureaucrats, we would like to get it branded by one professor whom you like and within the name of that professor who can do the *sutradhaar* video, rest of the course can be done by you. Even such facility we are making available. One such

thing we have been trying recently on demographic study with the help of UNFPA and Dr. G. Mohapatra will be running that as a course. So, we are opening where we have no competency, we can hire that competency and if anyone of you is willing to do that, in fact, we will pay for it also, more than one rupee but not necessarily Rs. One Lakh.

So, with these closing remarks, I request each one of you to join us for lunch. Thank you very much for being with us. Let me compliment that this has been the most orderly meeting that I have ever attended in IIPA. Each one of you here, ladies and gentlemen, is the backbone of IIPA. IIPA exists because you have trust in us. Never lose the trust in us. We will never give you scope that you will suspect us on any count. Thank you very much, ladies and gentlemen.



(Surendra Nath Tripathi)
Director General

28/1/25



**LIST OF LIFE MEMBERS ATTENDED
70th ANNUAL GENERAL MEETING (4th NOVEMBER, 2024)**

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

S.No.	L.M. No.	NAME
1.		SHRI JAGDEEP DHANKHAR HON'BLE VICE PRESIDENT OF INDIA & PRESIDENT, IIPA
2.	L-7295	SHRI S.N. TRIPATHI DIRECTOR GENERAL, IIPA
3.	L-11652	SHRI AMITABH RANJAN REGISTRAR, IIPA
4.	L-1879	SHRI SHEKHAR DUTT
5.	L-823	MR. D.P. TIWARI
6.	L-1333	MR. PRITAM LAL BANGA
7.	L-1369	DR. ASHOK RANJAN BASU
8.	L-1661	MR. ASHOK KUMAR CHOUDHARY
9.	L-2037	MR. JALIL AHMAD KHAN
10.	L-3006	COL. JAG MOHAN MEHRA
11.	L-3080	MR. NAGENDRA NATH MISRA
12.	L-4230	MR. RAVINDER SINGH PAWAR
13.	L-4249	MR B R SHARMA
14.	L-4352	DR. ASHOK KUMAR BHAN
15.	L-4501	PROF. MANVENDRA KISHORE DAS
16.	L-4505	DR. R.R. DHANAPALL
17.	L-4961	DR. P.L. KIRKIRE
18.	L-6143	DR. SURESH MISRA
19.	L-6187	DR. JEEVAN D. KUMAR
20.	L-6261	MRS. SASMITA DASH
21.	L-6341	MR. SHIVRAJ SINGH RAJPUT
22.	L-6784	MR LALMALSAWMA
23.	L-6807	MR. ANIL DUTTA MISHRA
24.	L-6924	DR. A.V. NARASIMHA REDDY
25.	L-7669	MR. PRATIP KUMAR MISHRA
26.	L-7698	MRS. SUNITA GULATI
27.	L-7826	MR. V.S. VENUGOPALAN
28.	L-8302	MR. K. BASKARAN
29.	L-8319	MR. CHARANJIT SINGH WALIA
30.	L-8428	DR. PRADEEP B. LONDHE
31.	L-8567	DR.(MRS) KUSUM LATA
32.	L-8632	WG.CDR. B.S. SAINI
33.	L-8692	DR. M. MADAN BABU
34.	L-9412	DR. SANJAY KUMAR AGRAWAL
35.	L-9809	DR. SANJEEV KUMAR TIWARI
36.	L-9821	DR. R.K. SURESH KUMAR
37.	L-9830	MR. P.C. LAWMKUNGA
38.	L-9875	MR. ARUNODAY BAJPAI
39.	L-10124	MR. SWADHEEN S. KSHATRIYA
40.	L-10545	DR. V.N. ALOK

(Handwritten mark)

41.	L-10603	DR. CHARRU MALHOTRA
42.	L-10651	MR. MEHRAJ UDDIN BHAT
43.	L-10790	DR. ADKI SURENDER
44.	L-10799	MR. G. RADHAKRISHNA KURUP
45.	L-10811	MR. K. RAYAR
46.	L-10828	MR. D. JAYAVIJAYAN
47.	L-10844	DR. GOPAL REDDY
48.	L-10872	DR.(MS) ALKA SHARMA
49.	L-11143	DR. S. KANAGASABAI
50.	L-11209	DR. NITTAM CHANDEL
51.	L-11234	DR. JANAK SINGH MEENA
52.	L-11325	DR. RAJESH KUMAR TIWARI
53.	L-11369	MR. VIJAY KUMAR HANDOO
54.	L-11617	PROF. D. KRISHNAMOORTHY
55.	L-11755	DR. ANIL GUPTA
56.	L-11793	DR. DHIRENDRA NATH OJHA
57.	L-11951	DR. MANOJ KUMAR SINGH
58.	L-12015	DR. KANHAIYA LAL
59.	L-12054	DR. SHYAM NARAYAN PANDEY
60.	L-12077	DR. NISHANT KUMAR
61.	L-12097	DR. FAISAL ALI KHAN
62.	L-12235	MR. JODHA SINGH RAWAT
63.	L-12250	DR. SHAHLA TABASSUM
64.	L-12252	MR. AMITAVA DATTA
65.	L-12302	MR. T.M. VIJAY BHASKAR
66.	L-12394	DR. MUKUL BIHARI VERMA
67.	L-12474	MR. SUJOGYA KUMAR MISRA
68.	L-12513	DR. DHARAMPAL JYOTISHI
69.	L-12624	MR. JEETINDER KUMAR
70.	L-12695	MR. MUBASHIR AMIN
71.	L-12711	MR. SHASHANK YASHWANT BARVE
72.	L-12793	DR. ASHA RANA
73.	L-12810	DR. L.C. SHARMA

(B) List of Life Members joined the meeting online/virtual mode

1.	L-156	MR.V.K. SAXENA
2.	L-190	MR.K.K. SETHI
3.	L-1085	PROF.MATIN ABDUL
4.	L-2432	DR.(MRS)MARINA RITA PINTO
5.	L-3141	MR.R.S. MOOSHAHARY
6.	L-3431	PROF.B.S. GHUMAN
7.	L-4240	MR.S. RAMANATHAN
8.	L-5047	MR.NAND KISHORE SHARMA
9.	L-5583	MR.TRIVIKRAM BABA PAI
10.	L-6769	MR SUBHASH CHANDER GUPTA

11.	L-7890	MR.SANJAY KUMAR
12.	L-9169	MR.KARUNAKAR PATNAIK
13.	L-9300	DR. NARESH KUMAR
14.	L-9916	MR.NAGAPPA BASAPPA BANAKAR
15.	L-10507	MR.T. SETHUMADHAVAN
16.	L-11007	DR.A.R. JAGATAP
17.	L-11355	DR.B. GUNA SEKHAR
18.	L-11381	DR.ANUP KUMAR SRIVASTAVA
19.	L-11837	DR.C. MUTHURAJA
20.	L-12024	MR.GANGARAJU MALLAMPALLI
21.	L-12107	MS.AMITA PATTANAIK
22.	L-12359	DR.PRIYANKA SINGH
23.	L-12626	DR.MEENU SHARMA
24.	L-12698	MR.P. ARUMUGAM

