

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW DELHI**

**Proceedings of the 71st Annual Meeting of the General Body
held on 31st October, 2025**

The 71st Annual Meeting of the General Body of the Institute was held on Friday, the 31st October, 2025 at 12:00 Noon through physical as well as virtual/online mode. Shri C.P. Radhakrishnan, Hon'ble Vice President of India and President of IIPA was the Chief Guest and presided over the inaugural part of the AGM and Dr. Jitendra Singh, Hon'ble Union Minister 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 107 Life Members of the Institute against the minimum quorum of 50 members. List of members attended the meeting is annexed.

With the permission of the Presiding Officer, the proceedings of the 71st Annual Meeting of the General Body for the year 2024-25 commenced.

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

(NATIONAL ANTHEM WAS PLAYED)

REGISTRAR: *Vannakkam*, Namaskar, Good Afternoon, we are delighted to have the gracious presence of Hon'ble Vice President of India and President IIPA along with the Hon'ble Union Minister and Chairman, IIPA Executive Council today in this august gathering.

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

REGISTRAR: Before we proceed further, I would like to state here that 42 Life Members have passed away since the last AGM. We have our dear colleagues expired in tragic circumstances Dr. Sapna Chadah and Library colleague Shri Narendra Kumar. I would request all present to observe one minute silence to pray for the departed souls.

(One minute silence was observed)

List of the Expired Life Members

1.	L-1879	Dr. Shekhar Dutt (Former Governor of Chhattisgarh and E.C. Member)
2.	L-354	Mr. Gopal Saran Shukla
3.	L-357	Mr. Rama Kant Shukla
4.	L-364	Mr. Vinay Shukla
5.	L-629	Mr. K.P. Somkuwar

7.	L-1276	Mr. S.K. Bagchi
8.	L-2014	Dr. D.D. Kaushik
9.	L-2058	Mr. Lakhan Lal Khare
10.	L-2133	Mr. D.C. Kudesia
11.	L-2409	Mr. Anand Kumar Payasi
12.	L-2675	Mr. Ramesh Dass
13.	L-3135	Mr. Mohindra Lal
14.	L-3937	Mrs. Leela Dubey
15.	L-5032	Mr. Avadh Narain Tiwari
16.	L-6607	Mr. Ravindra Sharma
17.	L-6944	Mr. Chintaman Vasudeo Kand
18.	L-8896	Prof. U.S. Panwar
19.	L-9154	Mrs. Nirmala Buch
20.	L-9911	Dr. Simmi Agnihotri
21.	L-10549	Mr. N.C. Ganguli (Former IIPA Faculty)
22.	L-1318	Dr. Ajit M. Banerjee
23.	L-435	Prof. Jaideep Singh (Former IIPA Faculty)
24.	L-6811	Dr. Nirmal Kumar Saxena
25.	L-10042	Mr. J.K. Suri
26.	L-9007	Prof. V.K. Kapoor
27.	L-5688	Dr. T. Ratnakar
28.	L-9512	Dr. (Ms) Neelima Deshmukh
29.	L-245	Prof. Arvind Sharma (Former IIPA Faculty)
30.	L-10829	Dr. Purshottam Nagar
31.	L-2088	Shri Madhusadan R. Kolhatkar
32.	L-1294	Mr. M.K. Balachandran
33.	L-1873	Mr. Jyoti Krishan Dutt
34.	L-2905	Dr. K. Malaisamy
35.	L-3824	Dr. D.V.P. Raja
36.	L-3048	Prof. O.P. Minocha (Former IIPA Faculty)
37.	L-1314	Mr. P.P. Bandopadhyay
38.	L-1705	Mr. Ashok Kumar Das
39.	L-11602	Mr. Balai Lal Chatterjee
40.	L-578	Mr. Prafulla Kumar Sinha
41.	L- 7099	Mr. Bishnulal Kanodia
42.	L-9479	Prof. Ashis Ray

Now I request the Hon'ble Union Minister 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)

Now I would like to request our Director General IIPA to felicitate the Hon'ble Union Minister with a shawl and a special memento.

(Dr. Jitendra Singh was felicitated with a shawl and a special memento)

Now I would again like to request the Director General, IIPA to felicitate the Secretary to the Hon'ble Vice President of India with a shawl and a special memento.

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

REGISTRAR: I would now request IIPA Director General, Shri Surendra Nath Tripathi Ji, an IAS Officer of 1985 Batch of Odisha Cadre and former Secretary to the Ministry of Parliamentary Affairs, Government of India to deliver his Welcome Address.

Item No.2 Welcome Address and Brief Report on Agenda Items by Shri Surendra Nath Tripathi, Director General IIPA.

SHRI SURENDRA NATH TRIPATHI: Good morning, Vanakkam, Namaskar. Most respected, Hon'ble Vice President of Bharat and President IIPA, respected Hon'ble Union Minister and Chairman, IIPA Executive Council, my colleague, Secretary to Hon'ble Vice President, respected Members of EC, dignitaries present here and my dear Faculty colleagues. I welcome you all including the Members of IIPA and congratulate Awardees for their kindness in accepting the honour.

On the eve of Sardar Patel's 150th Jayanthi, your IIPA pays a small tribute to the great man after unveiling his Statue by the Hon'ble Vice President of India.

Respected ladies and gentlemen, some highlights of the financial year 2024-25 needs a special mention. A detailed Audited Report is now available in the website. It is also placed here for your kind information.

The agenda item for the day includes the (1) confirmation of the proceedings of 70th Annual Meeting of General Body, (2) Approval of Annual Report of 2024-25, (3) Approval of the Balance Sheet and Annual Accounts of 2024-25 and (4) Appointment of Auditors, M/s Arora and Bansal for 2025-26, among many other issues. During the year 2024-25, the Institute's income was around Rs.44.22 crore,

During the year, the Institute's income rose up to Rs.44.22 core as against the expenditure of Rs.45.62 crore. We managed the excess through our internal income. We are grateful to the DoPT for continuing to give the grant-in-aid, salary general and capital of Rs.21 crore and we are grateful for that. I request the members present in this meeting including the members who are online to consider, deliberate and approve these agenda items and share their views when the time comes. I welcome a round of applause. चलने को एक पैर से भी चल रहे हैं लोग पर दूसरा साथ दे तो और बात है। आज आपके साथ I will give small झलक of IIPA.

The year 2024-25 has been historic for IIPA for more than one way. We moved one more step towards Atmanirbhar IIPA for Atmanirbhar Bharat providing intelligence as a service much before AI was even coined, nothing artificial about it. We are changing the colonial mindset of bureaucrat's day in and day out. Citizens don't distinguish between ministries as for them there is

only one Government of India. And top bureaucrats must ensure that communication meant for the public must reflect one government, one purpose, one narrative. This is the mission of IIPA in all our training programmes.

India today, in the language of Hon'ble Pradhan Mantri, माननीय प्रधानमंत्री जी की भाषा में आज का भारत नए मिजाज का भारत है जो आत्मनिर्भर, आत्म रक्षा और आत्मविश्वास से भरा हुआ आकांक्षी भारतियों के गगनचूंबी सपनों को पंख दे रहा है। चुनौतियों को ही चुनौती दे रहे है। यशस्वी प्रधानमंत्री ने तो नागरिक देव भवः का नया मंत्र दिया है, कर्मयोगी कर्मचारियों को कर्तव्य पथ पर चलने, कर्तव्य भवन में नए मिजाज से नागरिकों की सेवा का मार्ग प्रशस्त करने का भगीरथ प्रयास।

Sir, IIPA has also attempted a blueprint of 100 ideas to power the journey to Viksit Bharat and captured this grant national aspiration by way of an IIPA Digest Publication. India's digital push through PFMS, DBT and JAM has boosted transparency, cut linkages, saved over four trillion rupees and freed transfer of funds for growth, investment and public welfare. The emphasis on capacity building, technology-driven governance and performance-oriented processes are shaping the concept of maximum governance. The 21st century requires not just running skills that chase opportunities but standing skills to ability to innovate, resist external pressures, protect national interests and lead ethically in uncertain times. Hon'ble Prime Minister himself is a living example of all these things. Learn, unlearn and relearn is the maxim to make individual, organisations and even nations future-ready.

I am proud of the faculty of the IIPA who adopted digital as a habit, switched to case-study method as a pedagogue, spread to State, district, town and even block level bureaucracy for training as natural extension. Elected peoples' representatives were not behind in our capacity building endeavour as emphasized by Hon'ble Union Minister.

We are also sharing our capabilities, we are encouraging Faculty to teach among institutions, join as members of the Governing council and governing bodies and address workshops and seminars wherever they get an opportunity because their unique knowledge of public policy, implementation framework and intellectual insights must be the sole preserve of the IIPA. We have ties with institutions abroad to share Indian perspective with global institutions and global perspective with Indian institutions. CUS, Namami Gange, Centre for Cooperatives, Centre for Case Studies, Centre for Asthalakshmi are few examples.

Your IIPA has completed 24 researches during the year under report, including coir products, which is dearer to you, conducted 162 training programmes for 9,850 officers of Government of India, State Governments, foreign governments, even Court officers sponsored by the Hon'ble Supreme Court of India. That is a moment of pride for us.

Sir, the expenditure on pension has increased to Rs.8.66 crore that is a matter of concern for us. As an institution, we are committed to pay. 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, his office and all the IIPA members, Department of Personnel and Training, Government of India and all other Ministries/Departments, organisations, including State Governments who helped us in delivering all that we had promised.

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 development journey.

Before I conclude, I would like to share that the time to imbibe the spirit of *Nagarik Devo Bhav* should become the North Star to build the capacity of institution to build Viksit Bharat. Aspirational districts, aspirational blocks and work to manage urbanisation do not let us take pride to compromise tomorrow's potential. The challenge is not only financial but also philosophical. Balancing respect for our legacy with the responsibility of protecting the institution's future is bestowed upon on us. For us, the answer is clear. We had to make bold choices today to preserve strength and relevance of IIPA for the 21st century. If technology is a tree, your IIPA is sitting on the right branch, Sir, like Artificial Intelligence, your IIPA is not a product that needs assembling but a growing organisation that has mooted itself to meet the future needs of public administration. IIPA Lit Fest is going to be another fun in this edition, in addition to digital studio.

माँ भारती की आराधना सबसे बड़ी आराधना है, माननीय प्रधानमंत्री जी के आज के सबसे बड़े शब्द हैं। थैंक्स, जय हिंद। Thanks. Jai Hind.

REGISTRAR: Thank you very much, Sir, for giving an overview of IIPA's activity for 2024-25 and the road ahead and thank you for highlighting the fact that IIPA is not a product of assembly but an organic growth. You have also highlighted the ability to innovate. When the ability to innovate comes, Ministries of Science & Technology, Earth Sciences, Departments of Space, Energy and Atomic Energy are trying to innovate to reach the goal of Viksit Bharat 2047.

Our Hon'ble Union Minister who is head of all the Ministries and Departments is the main पुरोधा of the biggest यज्ञ to achieve the goal of Viksit Bharat 2047. Right now, also, he is going to lead a Conclave of Emerging Science, Technology and Innovation in Bharat Mandapam from 3-5 November and also a Green Hydrogen Energy Conclave on 11th November, 2025. We have the gracious presence of our Hon'ble Union Minister, Dr. Jitendra Singh Ji. I take utmost privileged in inviting the Hon'ble Minister to share his words of wisdom.

Item No.3 Address by Dr. Jitendra Singh, Hon'ble Union Minister and Chairman, IIPA Executive Council

DR. JITENDRA SINGH: Hon'ble Vice President of India, Thiru C.P. Radhakrishnan Ji, Secretary, Vice President of India, Shri Amit Khare ji, DG of IIPA, Shri Surendra Nath Tripathi, Members of IIPA, Members of IIPA Faculty, Members of the Executive Council, representatives of the different IIPA's State and UT Chapters.

Today, as we all know, we have gathered here for the 71st AGM of the IIPA which by tradition and convention is held on the 31st of October, which also coincide with the Birth Anniversary of Sardar Vallabhbhai Patel and this year being the 150th Birth Anniversary.

At the outset, thanks to the Hon'ble Vice President of India for having unveiled the statue of Sardar Patel in the premises of IIPA. My special thanks to Hon'ble Vice President as this is the maiden visit to the IIPA premises. Your presence gives us a special delight as we look up to you as one of our own, for the rest of India and for the rest of the nation, you might be the Hon'ble Vice President, but for us you are also the head of the IIPA family as our President of IIPA.

On the occasion of your first visit, I take this opportunity to recall IIPA is one of the earliest institutions to be established by the Government of India within seven years of its Independence. At the time when Babu Rajendra Prasad was the Rashtrapati and Dr. Sarvapalli Radhakrishnan was the Vice President of India. Over the years, there has been a rich legacy down the line. When you move around the corridor, you can see those iconic photographs of that era. Today, we are pleased to have you, Sir, as the proud successor of the same rich legacy of Independent India.

The IIPA was conceived by its founding fathers as an institution to impart orientation and upgradation programmes for officers entrusted with the responsibility of public administration. But I must confess that in the intervening years possibly the institution did not receive the kind of attention that it deserves. But I have no hesitation to say that after Hon'ble Prime Minister Shri Narendra Modi took over on 26 May, 2014, we have very painstakingly and earnestly sought to reactivate as also to reinvent IIPA.

For example, our membership was restricted to the retired officers. That rule was altered because the government was known for doing away with obsolete rules. The DoPT so far has done away with as many as 1700 rules, some of them had the dubious legacy of British Empire like getting your certificates attested by the gazetted officer. We sent out a message that we have a government headed by Hon'ble Prime Minister Shri Modi which has the capacity to trust the citizens of this country.

With the same spirit we did away with that rule, I am proud to say that earlier on while the membership of IIPA was restricted to those plus 60, today we have youngest members who are in mid-20s and some of them are fresh passed out from the Lal Bahadur Shastri Academy of Administration, Mussoorie. Membership has been very discreetly given; there has been a lot of selectivity in it. Notwithstanding that, today we have about 11,000 members from civil servants, academicians and also some of the eminent professionals. In 2024-25 itself, we have succeeded in enrolling 141 Life Members and one Corporate Member. Chapters in States have made more vibrant and active in the last half a decade or so.

Recently in the last Executive Council meeting, a decision was taken to also start Chapters at the district level with the DM as the ex-officio head. Living up to Hon'ble Prime Minister Shri Modi's flagship priorities, I am glad to say that IIPA's activities have aligned itself, for example, with Mission Karmayogi, which the DG was hinting at, which is one of the most unique experiment done with the personal intervention of Hon'ble Prime Minister Shri Modi and I, in a single sentence say, a paradigm shift from Rule-Bound to Role-Based governance so that the government functionary should not become the prisoner of the Rule Book that is handed over to him but he uses all his capacity, capability to perform the role that he has been assigned.

I am glad IIPA is also aligned to the iGot platform, which is meant to prepare you for the new assignment that you take. Another unique initiative of the Hon'ble Prime Minister was the capacity building mission which was unheard of in the government sector. We have the flavour of private sector in it. We have some of the eminent members who are from outside sector. This has been there for the last three or four years. Again, I am glad to share that IIPA has been actively associated with them, in creating their online programmes etc.

Also, our publications in the last half of decades or so have become more contemporary and futuristically oriented that too in the spirit of Modi government priorities. For example, we have a programme titled, People-Centric Governance: Indian Perspective and another one on from Antodaya to Sarvodaya, very recently also on Artificial Intelligence for Social Justice. Hon'ble Prime Minister has always been emphasising the importance effective public communication and optimum use of various handles of communications including the modern tools of social media. I am glad to share that we are possibly among the first in the Government sector to have set up a full-fledged independent digital studio called Shristi, with a very competent theme of professional people handling it and leading it.

Meanwhile, the flagship programme APPPA, which has existed for the last several decades, which is an advanced professional programme for professionals has also been sought to be a new direction. Over the last few years, they outreach us. The DG is generous to entertain, accept some of my sometimes offbeat or out of box suggestions. From just training the

bureaucrats, now we are training the public representatives, the corporators, the councillors, the panchayat level officers. Most of the time, from our experience, being ground workers, we saw in the Municipal Council, the time was spent on whose protocol is higher - the executive officers or the corporators. So, we started for them as well. There were options from the defence forces, again a new experiment, which I started here, and in LBSNAA, Mussoorie. Earlier, it used to go in silos. I am glad that here also we have started it.

Living up to spirit of this Government, we are opening up to the private sector. The barriers have been done away with because the age of silos is over. We have Hon'ble Prime Minister who has given the permission to open up the nuclear sector, the space sector which was earlier unheard of, unimaginable. Since he has the capacity to break the taboos of the past, he agreed and we did so because when we could convince him that we have to move forward to the goal of Viksit Bharat, we have no option but to follow the global strategy. In the world outside, people hardly depend on government; they don't spend time running in the corridors, etc. They have the self-sustaining ecosystem.

When I suggested to the DG, I am glad that very recently IIPA has conducted programmes of Tata Motors and Maruti. He also said that IIPA is collaborating with universities outside the country. Therefore, we have campus now with the boardroom of different sizes and with all the modern facilities. We are not only reaching out to the private players, but also entertaining in our programmes. Our Faculty is also catering because we have to move from there; we have to give up this skepticism. Earlier, private sector looked up to the civil servants as a group of bribe-takers, and civil servants looked up to them as a gang of or bunch of black-marketers. So, I gave an example of bus and bus breaks down and you do not know who is sitting next to you, a devil or a sage but then you have got to get everything to give a push to get bus started because your destination is the same.

We have now also to make IIPA a hub of an integrated, whole of government plus whole of nation plus whole of society. Without taking further time, Sir, I would just conclude by saying that it is you who is taking over of IIPA and under your guidance, we look forward to scale new heights which match the ideals of Viksit Bharat 2047. Thank you, Sir.

REGISTRAR: Thank you so much, Sir, for your inspiring and motivating address and for showering generous words for the IIPA also by highlighting the achievements of IIPA, how IIPA is evolving as an institution, as a global institution of repute. You have also outlined the road ahead for Viksit Bharat 2047, National Nuclear Energy Mission, Space Outsource Plan to the Moon, and all these are going on under the leadership of our Hon'ble Minister, and Chairman, IIPA. Now, it is time for the Awards Ceremony.

Item No. 4 Conferring of Paul H. Appleby Award 2025

REGISTRAR: The first Award, the most prestigious Award of the IIPA, the Paul H. Appleby Award 2025 goes to our Member, who has done excellent services for public administration and to the service of the IIPA, Mrs. Meenakshi Hooja, IAS of 1975 Batch of Rajasthan Cadre. She has done excellent services to the State Government and Government of India.

(THE AWARD WAS CONFERRED ON MRS. MEENAKSHI HOOJA)

Item No.5 Conferring of Dr. Rajendra Prasad Award for Academic Excellence 2025

REGISTRAR: The second Award is the Dr. Rajendra Prasad Award for Academic Excellence 2025 for the excellence in academic achievement goes to Prof. Prakash C. Sarangi, former Vice Chancellor of Ravenshaw University, Cuttack, and also Pro-VC of University of Hyderabad.

(THE AWARD WAS CONFERRED ON PROF. PRAKASH C. SARANGI)

Item No.6 Award to IIPA Branches for best performance

REGISTRAR: Now, it is the Award time for our Branches. Every year, IIPA awards the Branches for excellent services, best performance and their academic activities.

The First prize goes to Karnataka Regional Branch and I request Shri T.M. Vijay Bhaskar, ex-Chief Secretary and Chairman of the Branch to receive the award.

(THE AWARD WAS RECEIVED BY SHRI T.M. VIJAY BHASKAR)

REGISTRAR: The Second prize goes to Uttar Pradesh Regional Branch and I request Shri R. Ramani, ex-Chief Secretary and Chairman of the Branch to receive the award. We have the gracious presence of Addl. Chief Secretary, U.P. Shri L. Venkateshwarlu and former Principal Secretary U.P. Shri Ravinder Naik. I call them to the dais.

(THE AWARD WAS RECEIVED BY SHRI R. RAMANI)

REGISTRAR: The Third prize has been jointly awarded to Madhya Pradesh and Mizoram Regional Branches of IIPA. I would like to first invite Shri K.K. Sethi and Shri D.P. Tiwari and incidentally both Shri K.K. Sethi and Shri P.C. Lawmkunga had been the former Chief Secretaries of Manipur. I would now invite Shri P.C. Lawmkunga for the third joint prize.

**(THE AWARD WERE RECEIVED BY SHRI K.K. SETHI AND
SHRI P.C. LAWMKUNGA)**

REGISTRAR: Now, we have other awards also. Due to paucity of time, we are not taking up those awards. We would take up in the second half. I would like to request the Hon'ble Vice President of India to release the Publications by switching on the remote.

Shri Chandrapuram Ponnusami Radhakrishnan, Hon'ble Vice President of India and President, IIPA has been in the public life for over five decades. To be precise, over 51 years now. He joined the Rashtriya Swayamsevak Sangh in 1974, since then, he has been in active public life. He has been a graduate of Business Administration and earned the Degree at the time when the subject as Business Administration was quite unheard of. He has continuously showed the entrepreneurial qualities and became a big industrialist in the textile sector and a big name in garment export. He has been twice Member of Parliament and has been the Chairman of Parliamentary Standing Committee on Textiles, Member of Parliamentary Standing Committee on Public Undertakings, Member of Consultative Committee on Finance and also Member of Special Parliamentary Committee for Investigating the Stock Exchange Scam.

He took over as the Chairman of Coir Board in 2016 and continued for four years. In his time, the Indian coir product export has reached an all-time high of Rs.2,532 crore.

In 2023, he was appointed the Governor of Jharkhand, where he took over the additional charge of Governor of Telangana, and the Lt. Governor of Puducherry. In 2024, he was appointed the Governor of Maharashtra. He continued at that position till he took over as the 15th Vice President of India on 12 September, 2025. He has been an avid traveller. Wherever he has been posted, he has visited all the districts in a very short span of time.

This is the Hon'ble Vice President of India and President, IIPA for you. We would all like to have his blessings today in this august gathering. The Hon'ble Vice President Sir....

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

SHRI C.P. RADHAKRISHNAN, HON'BLE VICE-PRESIDENT OF INDIA AND PRESIDENT IIPA: I touch and salute the holy feet of Bharat Mata, the most powerful and the most merciful.

I am very delighted to address all of you on this Unity Day, the dignitaries on the dais and the participants. I have worked with them as the Coir Board Chairman. Dr. Jitendra Singh Ji, Hon'ble Minister of State (Independent Charge) and the Chairman, Executive Council of IIPA; Shri S.N. Tripathi Ji, the Director General of IIPA, he was the MSME Secretary when I was the Chairman of the Coir Board. My Secretary, Shri Amit Khare Ji and Shri Amitabh Ranjan Ji, the Registrar of IIPA and friends and participants of the 51st APPPA participants and the Awardees, IIPA Members, Officers, Faculty, and my dear brothers and sisters. I feel immense pleasure in presiding over the 71st Annual Meeting of the General Body of the Institute. I feel elated in

addressing you all for the first time since I assumed the office of the Vice President of India and the President of the Executive Council of the IIPA.

This day holds special significance as it is the 150th Birth Anniversary of Sardar Vallabhbhai Patel, the man who unified India and we call him as the Iron Man of India. He is also the father of the All India Services. In honour of this great personality and for the contributions he made to the country, we commemorate his birth anniversary as the 'Rashtriya Ekta Diwas'.

A true visionary, Sardar Vallabhbhai Patel not only ensured the geopolitical unification of Bharat but was also responsible for the creation of the All-India services, which he envisaged as the steel frame of the country. The contributions of Sardar Patel in transforming colonial India into a strong Viksit and Aatmanirbhar Bharat are phenomenal and outstanding.

The IIPA has been an eminent institution of international repute, serving the Nation with great distinction to infuse qualitative values in public administration. Since Institute's inception 71 years ago, its primary objective has been to equip civil servants with a broad, forward-looking vision that encompasses both national and international best practices. We have to go along with the world. That is the only way that we can match and compete with the other countries.

At this junction, I would like to state that Government of India under the leadership of Hon'ble Prime Minister of India, Shriman Narendra Modi is working towards Viksit Bharat 2047. The Institute plays a pivotal role towards achieving that goal. The Institute aligns with the Prime Minister's vision of 'Sabka Saath, Sabka Vikas, Sabka Vishwas, Sabka Prayas' with the philosophy of 'Soch and Approach' to guide the policy making and its implementation.

Our Viksit Bharat initiative represents the ambitious vision to transform the nation into a developed country by 2047. The journey of development has been about reaching the last mile empowering the poorest of poor and uplifting even those standing at the margin. This vision of inclusive growth and development would successfully lead us to our vision of Viksit Bharat @ 2047.

Though this endeavour requires efforts from various quarters, the role of the civil services is crucial in translating this ambitious goal into a practical reality. This is not very ambitious but it is the dream of every Indian. Nothing is impossible in the world once we have decided to work towards the goal with a lot of involvement and inspiration. Interest in the work and the involvement in the work and the dedication in the work decides the victory.

The vision of the Viksit Bharat is to guide the civil service to serve the nation with 'Sewa Bhav', ensuring timely delivery of services to the citizens. Every scheme is being designed, developed and it has been introduced with one single motive and that is to serve the needs of the citizens. That is how we designed everything from Delhi. When it reaches the remotest corner of the country, sometimes, the very nucleus interest is getting diluted. That is where our

administration has to play an important role. With what inspiration a scheme has been created, with the same inspiration, it should reach the beneficiary. That is a must for the development of the society.

I am happy to see that institution has made a significant contribution in re-establishing the glory of the Indian Knowledge System in governance. While the academic discourse of public administration is heavily tilted towards western thinkers, we need to make it known to the world that the concept of good governance has thrived in our country since ancient times. Of course, our kings have ruled. During that time, people were so happy with the role of the king because king is supposed to do everything by keeping justice in his heart. That was the environment created by the educated masses and the learned scholars of our ancient country. Nobody can deviate from justice. Even if the king is getting deviated, he will be questioned by the elders of the country, without any fear. Sometimes, they may get punished also. Even then, they have not bowed their heads. That is how the administration has grown in our country. That is the great history of India.

On this note, I am reminded of the 'Thirukkural' by the great Tamil poet, Thiruvalluvar – "Ozhukkamum vaaimaiyum naanimim moondrum izhukkaar kudippiran thaar", which emphasises that the good manners, truthfulness and modesty are essential values of a noble person. I always tell that the discipline never come from the bottom to the top. The discipline always goes from the top to the bottom. This is known as 'Ozhukkam' in Tamil, which means 'discipline'. 'Ozhughudal' in Tamil means, getting down from the top to the bottom. Luckily, our Prime Minister Shri Narendra Modi Ji is insisting that the discipline should start from Delhi to the remote villages. In that direction, who can take the things to the people? It is you, it is the people who are responsible for the administration. Only they can take discipline to the people. The Institute could undertake a project on consolidation of such principles of ethics and integrity embedded in various spiritual and philosophical texts across all languages, across all regions of Bharat. This is the greatest contribution of all languages. Administrative capabilities of India help in this regard. You take any language, there are many scripts and books which preach justice and how one should rule, how one should take care of the poorest of the poor.

At this juncture, when technological innovations have made an impact on all walks of life, the civil services must be future-ready to be effective agents of change. One good thing is coming up in the civil services. Previously we used to see only MA History, MA Economics etc. Today, it is not like that. Today, we find many engineers, many doctors, many agricultural graduates. This is the need of the hour because the Government is not dealing with one single subject. Government has to deal with so many subjects. So, for every subject, we cannot call an expert from outside. We have to produce experts from inside. That is the great change that I have seen in

the civil administration now a days. That has to be appreciated and I appreciate it. Our Minister is also taking this into account. That is a great welcoming trend.

World is changing. As we all know there is only one constant factor in the whole world and that is 'change'. 'Change' should always be for good. That is the care we have to take up. Change for 'bad' will ruin the society. So, we have to encourage, we have to adopt the 'change' for good. We all know that technology is the fastest growing field in the world. Changes are happening every day almost.

The Artificial Intelligence (AI) has emerged as the transformative force in governance and administration. It offers opportunities for improving efficiency, transparency, citizen-service delivery. However, the integration of AI into civil services also presents a set of complex challenges. The need of the hour is to build a skilled force of civil servants who can manoeuvre the ethical and accountability concerns of AI and put it to the right use. Whatever may be the power of a computer, it cannot think like a human brain. Ultimately, everything has to be set in order only by one instrument, and that is the human brain. Whatever may be the technology, whatever may be other things, all these things will help but the real administration, the real right decisions, and the real right implementation has to come from the person who is getting that district, the person who is getting that village. Newer technologies would help in designing better welfare programmes, optimising resource allocation, improving disaster management and urban planning. There are many shining examples of such endeavours.

Dr. Jitendra Singh Ji and I were talking. He told me that we have to raise the standards. We should not allow the standards to go down. Whether it is education, whether it is healthcare, whether it is keeping the environment neat and clean, whether the facilities in our public service side, we have to improve the standards day by day. Not in a big way all of a sudden but day by day we have to build it up. In that way, I am sure, these new technologies will help us in a big way.

The AI-driven public service initiatives to make digital governance more inclusive and also what is worth mentioning is that the citizen-centric governance requires the transition from a rural-based system to a role-based system. In this endeavour, the IIPA can make a significant contribution by undertaking cross-cultural, cross-national and interstate studies on the positive outcomes of harnessing and the potential of technologies in public delivery systems. Thereby, empowering the citizens at large.

The civil services is operating as the backbone of governance. This needs to continuously explore possibilities of replicating successful stories of integrating governance and technology. While mobile technology had its advent several decades ago, the integration of the technology with recent innovations in digital payments, has led to the success of the Jan Dhan, Aadhaar,

mobile ensuring direct benefit transfer straight to the eligible sections of the society. This is the greatest achievement of our Prime Minister Shri Narendra Modi Ji. The beneficiary gets almost the same. Hundred percent of the benefit goes to the beneficiary directly.

India is taking positive strides towards becoming an Atmanirbhar Bharat from defence to electronics, pharmaceuticals to advanced medical devices. Even venturing into newer space exploration technologies.

The civil services have a pivotal role in achieving the goal of reaching the milestone of becoming a self-sufficient Bharat.

On behalf of everyone present here, I extend my heartiest congratulations to today's Awardees. Your dedication, innovative thinking and tireless efforts have made a remarkable difference in the lives of countless citizens. Through your own contributions, I urge you all to continue with your pursuits of excellence. This nation needs your initiative.

When I was the Governor of Jharkhand, I had a wonderful and pleasant experience with a Collector. What has he done? He has not done anything remarkable but it has given a lot of satisfaction to the elders. He took possession of one of the old buildings, mostly it was damaged. He just renovated it, given a new painting and he converted it into an Elders' Club. Nowadays elders have been left out of the society because of the busyness of the youngsters. So, he created an Elders' Club. That is his own thinking. That is his own initiative. Wonderful welcome was given to it by the elders. They come over there; they chit-chat; and they feel that they are part of the society. They play some small games inside. They sit in a small garden which is located in front of that building. A lot of space is available in many governments' old buildings. He converted one of those buildings into an Elders' Club. Newspapers are available in it; Television is there; and they spend their time with others. Small snacks and tea are very much available. He has created it in such a way that it becomes a real Elders' Club. So many people visit the Club; they spend time. They now have a space to let out and they feel that they are a part of the society.

We need patriotism but how to stimulate patriotism. Every Indian citizen should feel that the government is taking care of them. They are part of the society. They are a part of this country. On the one side, we see development, and on the other side, we see poverty. This will not create patriotism. That is the reason why Prime Minister Shri Modi Ji is always taking care of the needs of the common man. When it comes to the free cooking gas connection, why only the people living in the cities and towns will get it, why not mothers and sisters living in the remote villages of the country also get cooking gas connection. That is why he has given free cooking gas connection. Toilet facilities are provided to every house. This has given dignity to the women of our society. These small basic needs should be addressed very well. That is happening and that is how patriotism is getting stimulated in the hearts of women and also in the uneducated masses.



If you are doing good service to the society, which would lead to making citizens' responsible. You are helping an individual. When you are stimulating patriotism inside an individual, then, he becomes a responsible citizen. All the responsible citizens in the area would form part of a responsible society in that area. Like that, the entire country is getting more and more responsible. Whatever you say from here that will reach to the remote villages very easily. Though it will take a little time, I am not denying that it will take time. I am not denying everything is going to happen overnight but we should have that vision. And we should work towards that vision. We must work enthusiastically all the time. Defeat is a part of our life. God has created everything. God has created the daylight but God has also created the darkness. When we are in dark, that is not the end of the world. Tomorrow there will be sunrise. Like that, we should take the defeats as a good experience and we should try to implement the rights things in the right way. Only then, we will be more successful.

I commend the IIPA on its various initiatives and action plans to align itself with Viksit Bharat Vision initiatives such as 'Kartavya Dialogues' would go a long way in providing insights into the policy-making and its implementation.

As our Minister has mentioned, the days are changing. Even the facilities are changing. There are many Conference Halls in the same building with all the modern facilities. This is giving a new enthusiasm as to how we should create and as to how we should work.

I am glad to know that IIPA has a strong network of Institutions at the State and local levels. That is also a must. We should get connected with the people through the State and Village level institutions.

IIPA's collaborative efforts with the DoPT, NITI Aayog, DARPG, and other State level institutions are notable. IIPA has emerged as the leading institution in the field of digital training for civil servants by upholding a sizeable number of courses on iGot platform.

As the President of the IIPA, I want to tell you only one thing. Life may look like long but it is not so. It looks like the days are getting passing so quick but it is having only 24 hours, which everybody knows. But because of busyness we always feel that we are passing the days so quick. We are moving ahead, year after year.

Our Director General, IIPA has mentioned in his speech that 42 Life Members have passed away between the last Annual General Meeting and this. Those who are born, are going to die one day. What have we achieved between our birth and death is going to be our achievement. What we have achieved for ourselves; what we have achieved for our family; and what we have achieved for our own people will be remembered only by a small section of our family. But what we have done for the society as a whole, that is going to be the real history and that is going to be the real achievement of anybody's life performance.

I wish you all every success in all your endeavours. As the President of the IIPA, I take this opportunity to congratulate the Director General, the Registrar and all the Faculty members for rendering the great service to the nation. I am confident that under the Chairmanship of Dr. Jitendra Singh Ji, who is always trying to do everything with a lot of involvement, this institution will reach greater heights of glory in serving the Bharat.

Thank you very much.

Jai Hind, Jai Bharat!

REGISTRAR: Thank you so much Sir for your mesmerising and captivating address that has spellbound all of us. Your words of wisdom like nobody can deviate from justice, even the king cannot deviate from justice and the discipline flows from the top and not from the bottom. You also highlighted the Indian Knowledge System, Literature and the spirit of all the Indian languages that will be cornerstone of Viksit Bharat 2047. Thank you very much for taking time out of your busy schedule and to be present with all of us. Thank you from all the IIPA fraternity. Thank you very much Sir.

My sincere thanks to the Hon'ble Union Minister Dr. Jitendra Singh Ji for taking time out of his busy schedule to be amongst all of us here at 150th the Birth Anniversary of Sardar Patel today. This is a very busy day for him. Thank you very much, Sir.

My heartfelt thanks to Shri Amit Khare Sir, Secretary to the Hon'ble Vice President of India for facilitating all the programme. Thank you very much, Sir.

My sincere thanks to our DG, Shri Surendra Nath Tripathi Sir, and all the Members of IIPA, all the dignitaries off the dais, Awardees, 51st APPPA participants, all the IIPA Karmyogis sitting in the back, research officers and staff of IIPA, our Membership, Training, Computer, Maintenance Section and all the persons who have made this AGM hugely successful one. Thank you very much. Please rise for 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)

(LUNCH BREAK)

(AFTER LUNCH BREAK)

REGISTRAR: Good afternoon. We are starting the second part of the Annual Meeting of the General Body. We need all your cooperation and support for that.

The rest of the Prizes/Awards and some publications were not physically released. So, we are taking those first. After that, we would be taking the agenda items of the AGM. May I request the Director General to confer the Prizes/Awards.

Item No.8 (a) Award of Prizes to the Winners of National Case Study Competition

REGISTRAR: IIPA organized National Case Study Competition and selected three prize winners.

The First prize goes to Dr. Manish Ranjan, IAS, DG, Sri Krishna Institute of Public Administration, Ranchi for his Case Study on "Sanctity, Scale and Stakeholders: The Governance Dilemma of the Kashi Vishwanath Corridor".

(THE AWARD WAS CONFERRED ON DR. MANISH RANJAN)

The Second prize goes to Dr. Rahul Kumar, Asstt. Professor of IIM, Sambalpur and Ms. Simran Gupta, Department of Finance and Business Economics, University of Delhi for their Case Study on "Shanmuga Hospital Limited: Strategic Funding for Modest Expansion".

(THE AWARD WAS CONFERRED ON DR. RAHUL KUMAR)

The next Award is the Third prize for Shri Ullas Kumar, Chief Manager, HRMS & HRD, CRIS, Ministry of Railways. He is an Indian Railways Personal Service Officer of 2012 Batch for his Case Study on "Disinvestment to Mini-Ratna: Turnaround of CEL: A Case Study on Leadership, Culture, and discipline in PSU Revival".

(THE AWARD WAS CONFERRED ON SHRI ULLAS KUMAR)**(b) Award of Prize to the Winner of Annual Case Study Competition**

REGISTRAR:IIPA invites entries for Annual Decision Making/Teaching Case Study Competition and this year the First prize has gone to Shri Vivek Dixit, AIIMS, New Delhi for his case study on "The Third Gender in a Third World Country: Major Concerns and the AIIMS Initiative".

(THE AWARD WAS CONFERRED ON SHRI VIVEK DIXIT)**Item No.9 (a) Shri T.N. Chaturvedi Award for best Article in IJPA for 2024**

REGISTRAR: Shri T.N. Chaturvedi Award for the Best Article in IJPA has gone to Ms. Nilanjana Chakrabarty and Ms. Juthika Konwar for their article on "An Examination of socio-

economic well-being in aspirational and non-aspirational districts of Assam: A Comparative Analysis of their Performance.

(THE AWARDS WERE CONFERRED ON MS. NILANJANA CHAKRABARTY AND MS. JUTHIKA KONWAR)

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

REGISTRAR: The next award is Shri T.N. Chaturvedi Award for Best Article in Lok Prashahan, our Hindi Journal for 2024 and the award has gone to Shri Sanjeev Kumar for his article on "साइबर स्पेस, किशोर अवस्था में महिला उत्पीड़न, सस्थानिक चुनौतियां और उपाय / दिल्ली और चयनित एनसीआर क्षेत्रों का एक अध्ययन" (*Cyber space kishore avastha me mahila utpidan, sasthanik chunautiya aur upay/Delhi aur chayanit NCR shetro ka ek adhyayan*)

(THE AWARD WAS CONFERRED ON SHRI SANJEEV KUMAR)

Item No.10 Award of Prizes to the Winners of Annual Essay Prize Competition

REGISTRAR: The First prize has gone to Dr. Annita Ranjan for the topic – Easy of Living.

(THE AWARD WAS CONFERRED ON DR. ANNITA RANJAN)

The Second Prize has gone to Shri Syed Afzal Ahmed. His topic was an Era of Artificial Intelligence and Transfer of Services in Society.

(THE AWARD WAS CONFERRED ON SHRI SYED AFZAL AHMED)

The Third prize has gone jointly to Ms. Riddhi Srivastava for Ease of Living and Ms. Muskan for Social Media Challenges and Opportunities.

(THE AWARDS WERE CONFERRED ON MS. RIDDHI SRIVASTAVA AND MS. MUSKAN)

Item No.11 Release of Publications

REGISTRAR: We could not physically release our publications. We have a number of publications written by our Faculty members and our IIPA Members also. First, we are taking up for the faculty Members. The following books were released:

1. Viksit Bharat @ 2047 Welfare to Entrepreneurial State by Prof. Nupur Tiwari
2. Growth Drivers of Viksit Bharat @ 2047: Amrit Kaal Vision by Prof. Neetu Jain and Dr. Shweta Mittal.
3. Public Policy and Public Administration in the context of Indian Literature by Dr. Roma Debnath
4. Building Rural India: A Roadmap for Prosperity by Prof. K.K Pandey
5. IIPA Digest : Special Edition – Shri S.N. Tripathi and Shri Amitabh Ranjan

Now, we are taking the members of Regional and Local Branches who have sent their publications to us. Many of them might be present here.

1. Bihar Journal of Public Administration – Dr. R.K. Verma, Secretary, Bihar Regional Branch, Editor
2. Public Administration in the 21st Century and Swasth Bharat and India's National Health Policy by Prof. Rumki Basu.
3. Four publication/books of Karnataka Regional Branch:
 - (i) Compendium 5 of Virtual Newsletter of 2024-25
 - (ii) An Evaluation Study of Grihalakshmi Yojana
 - (iii) A Survey on 'Shakti' Scheme
 - (iv) Management of COVID 19 in Karnataka and Lessons for the Future
4. *Prashasak Prashasika* – a very good compendium on Civil Administration by Madhya Pradesh Regional Branch
5. Hindi book '*Aarawali Udghosh Samajik Shahyaitik Sandarbhit Shodh Patrika*' by Dr. Janak Singh Meena. He writes one book every year and we release his book in the AGM without fail.

REGISTRAR: Now, I am very delighted to inform you that IIPA has signed an MoU with Government e-Market (GeM) for the exchange of capacity building and with this GeM and IIPA would jointly do the training programmes, research projects and all these things for stakeholders, Officers and others. I would like to invite Shri Satya Narain Meena Ji, Addl. CEO of GeM and other GeM Officers also to come on the dais for the exchange of MoU.

(MoU exchanged between IIPA and GeM)

With this we have come to end of the ceremonial part of the AGM. We would now take regular agenda items of the AGM. It would be only member-specific programme. So, I would request that only Members should be present here now. I am not saying any non-Member to leave but I request that Members only should be present in this Hall now.

Item No.12 Confirmation of the report of proceedings of the 70th Annual General Body Meeting held on 4th November, 2024.

REGISTRAR: Now, we are starting the second part of the AGM where Agenda is taken up. First item was confirmation of the report of the proceedings of the 70th AGM held on 4th November, 2024.

(Proposed by Shri K.K. Sethi and Seconded by Dr. Ashok Bhan – confirmed by the General Body)

Item No.13 Consideration of the Annual Report for 2024-25

REGISTRAR: The next item on the agenda is consideration of the Annual Report for 2024-25.

(Proposed by Shri S.S. Kshatriya and Seconded by Shri D.P. Tiwari – Annual Report adopted by General Body)

Item No.14 Consideration of the Balance Sheet and the Audited Accounts for 2024-25

REGISTRAR: Now, consideration of the Balance Sheet and the Audited Accounts for 2024-25.

(Proposed by Shri T.M. Vijay Bhaskar and Seconded by Dr. R.R. Dhanapall - Audited Accounts adopted by General Body)

Item No.15 Appointment of Auditors for the year 2025-26

REGISTRAR: Now, appointment of the auditors for 2025-26 and fixing their remuneration. It is proposed that M/s Arora and Bansal be appointed as Auditors for IIPA, New Delhi for 2025-26 on payment of audit fee of Rs.1.50 lakh plus 18% GST.

(Proposed by Dr. Pradeep Londhe and Seconded by Shri Raghvendra Shukla – adopted by the General Body)

Suggestions/Observations made by the Hon'ble Members

DIRECTOR GENERAL: I would invite Shri P.L. Banga to speak first.

A lot of Members are there to speak. So, we would limit the time to two minutes. Since he is a senior Member, he can put forth his opinion in three minutes.

SHRI P.L. BANGA: My first submission, the notice of AGM should be sent by the Chairman under rule 14. Kindly see to it.

Secondly, Annual Report is not given to us 21 days before. It is being given just now. How can we go through it? Kindly take note of it.

Thirdly, I have given three notices. What action has been taken on those notices? They need to be included in the agenda. Where is it in the agenda, Sir?

DIRECTOR GENERAL: It would come after due examination.

SHRI BANGA: Lastly, I draw your kind attention to the MoA of the IIPA. This MoA is not available with anybody. Kindly ensure that a copy of it is made available to every Member, Sir.

DIRECTOR GENERAL: It is available on IIPA website. It is also available in the Library.

SHRI BANGA: But I got it with great effort. Now, I request you to see the first page of the MoA. It contains the Foreword. This is not a book. This is the MoA of IIPA, just like the Constitution

of India. Here there is no question of Foreword arises. In the MoA, only thing we have to talk is about rules and regulations.

DIRECTOR GENERAL: Here we have a situation where 'Ek Desh Do Samvidhan'. Now, we have 'Ek Desh, Ek Samvidhan'. Any other Constitution cannot be branded as the Constitution. So, that averment is rejected. Go ahead with rest of your submissions, Sir.

SHRI BANGA : This is about Memorandum of Association of Rules, 2020. Actually it is before the constitution, amended up to 2020. It is not like this. It is giving the impression that it is as of 2020. So, it is not up to date.

I am reading Section 32(1) – the rules of the Institute shall not be altered except by a resolution passed by a two-third majority of the members present at a meeting of the General Body convened for the purpose. However, the composition of membership of the Executive Council shall not be altered. The whole constitution can be altered is not mentioned over here. Why is this line there?

DIRECTOR GENERAL: That law has been approved by the General Body in the AGM presided over by the then Vice President of India and President IIPA Shri M. Venkaiah Naiduji. We cannot question the AGM itself. Now this is the law and the statute today.

SHRI BANGA : Sir, you kindly consider it.

DIRECTOR GENERAL: You may oppose it. That is a different thing but that is the law as on date.

SHRI BANGA : On Annual Report, I find that there is tremendous increase in the expenditure. So, this may kindly be explained to us.

I am referring to Schedule 12, the maintenance expenditure for this year was Rs.12 lakhs. Earlier, it was Rs.5 lakhs. Capital expenditure on repair and maintenance is Rs.25 lakhs. Last year, it was zero. The expenditure on main building is Rs.95 lakhs, earlier it was Rs.84 lakhs only. This may kindly be explained and details may kindly be given to us.

In the Report, in page 174, the bank balance reported in the financial statement remains subject to reconciliation and confirmation with the respective bank statements. So, it is false. It has to be reconciled. Then only, accounts are okay. These are not reconciled. Who will reconcile it?

DIRECTOR GENERAL: We will reconcile it, Sir.

SHRI BANGA : You have to reconcile.

DIRECTOR GENERAL: That is the observation of the Auditor.

SHRI BANGA : My submission is, it has to be reconciled

DIRECTOR GENERAL: Do you suspect?

SHRI BANGA : You have taken six months.

DIRECTOR GENERAL: Are you suspecting the observation of the Auditor?

SHRI BANGA : No. This is required. He is saying as to why you have not done.

DIRECTOR GENERAL: He says, it should be reconciled.

SHRI BANGA : Sir, six months have passed.

DIRECTOR GENERAL: We will report to the Auditor.

SHRI BANGA : This should be kept in mind.

DIRECTOR GENERAL: He has observed that as on 31st of March, accounts were not reconciled with the bank. Six months have passed. We do not show this reconciliation to the same Auditor. We will show it to the next Auditor when the audit takes place as on 31st March 2026.

SHRI BANGA : It is also mentioned that some crores of rupees have come to the account and we do not know who has deposited the money.

DIRECTOR GENERAL: The language the Hon'ble Member using is not acceptable.

SHRI BANGA: Pardon me.

DIRECTOR GENERAL: The language that you are using is not acceptable. You don't know whosoever has deposited. This is not a smuggler's account. You need not know it.

SHRI BANGA: Nobody knows.

DIRECTOR GENERAL: Nobody should know it. The receipts are all from the Government. So, what is there to be known to you?

SHRI BANGA: It has not been explained. Where from it has come?

DIRECTOR GENERAL: No. It has come from the Government.

Sir, we will tell to the Auditor. We will not tell to the Hon'ble member.

You are going to approve it as a member, don't become the manager. Limit your role as a member. You are using the language as if everything is suspect.

SHRI BANGA: We are going through the Annual Report.

DIRECTOR GENERAL: You are using the language as if everything is suspect whereas the member's intention itself is suspect.

Thank you, Sir, your time is over. Thank you very much, Sir.

Anyone else would like to speak?

SHRI BANGA: Under Rule 19, I have given notice, Sir?

DIRECTOR GENERAL: Sir, your notice is rejected by the Chairman.

SHRI BANGA: You may intimate me.

DIRECTOR GENERAL: I am intimating you right now.

SHRI BANGA: This is not the procedure.

DIRECTOR GENERAL: That is the procedure, Sir.

Mr. Banga each year you are issuing the same notice that the old system should come. We have told you very clearly that old system will not be coming again. We will govern ourselves with the new rules of procedure and that is what it will happen. Of course, if any member is not satisfied with the functioning of IIPA, he or she can withdraw his/her membership. We would be too happy to return his or her membership money, without interest, of course. Thank you, Sir.

In every meeting, you create a ruckus for nothing.

DR. PRADEEP B. LONDHE: Under the umbrella of Hon'ble Vice President of India, of course, our Chairman Sir, Dr. Jitendra Singh, our DG Shri S.N. Tripathi Ji, effective communicators, Shri Amitabh Ranjan Ji, and Shri Mithun Barua.

I am delighted that every year new subjects are launched. All of us know, this is not the traditional or a new thing. Like in the human being, there are physiological changes – we find something is different, morning, afternoon, evening. Likewise, expectations of the market, expectations of the industry, expectations of the research which is going on, all our bureaucracy and technocracy is I mean it's fantastic there is a change, and we have to accept that change and move. So, this is what I feel.

So, I think the IIPA has helped me and my career a lot, so I feel very comfortable when I come to IIPA. Second thing is, every year, there are very good things which has to be appreciated. Every small thing which is expected like hospitality etc. and all are comparatively good.

Thirdly, the help extended by the authorities and by ancillary staff and the other staff is also to be appreciated. So once again I appreciate all these efforts by the DG Sir. As the Executive Committee Member for the last three terms in Maharashtra Branch under the Chairmanship of our stalwarts ex-Chief Secretary Shri Swadheen Kshatriya, we are striving for IIPA, we would strive in future. Thank you so much, and thanks for giving me this opportunity to speak.

DR. RAGHVENDRA SHUKLA

आदरणीय महानिदेशक महोदय, रजिस्ट्रार साहब एवं हमारे सभी साथियों का अभिनंदन और नमन है।

मेरा पहला सबमिशन यह है हमारे संस्थान की ओर से लोक प्रशासन के पुरुजाई लौहपुरुष सरदार बल्लभभाई पटेल जी की जयंती - राष्ट्रीय एकता दिवस पर एक कार्यक्रम होना चाहिए वह शायद अभी तक नहीं हो रहा है, उसको रेगुलर हर साल जो है एक कार्यक्रम छोटा सा ही हो, उसमें सभी मेम्बर्स को बुलाया जाए, जो आ सकते हों।

जो नया आईआईपीए भवन बनाया है, उसे पूर्व प्रधानमंत्री जो हमारे लोक प्रशासन के पुरुजाई अटल बिहारी बाजपेई के नाम पर बाजपेई भवन रखा जाए। इसको थोड़ा सा देखा जाए।

क्षेत्रीय शाखाओं, स्थानीय शाखाओं की वित्तीय सहायता बहुत कम है इसको बढ़ाया जाए और जहां तक वर्तमान में जो धनराशि दी जा रही है उसको चार गुना, जैसे 20 हजार दी जा रही है तो 80 हजार करने का प्रयास किया जाए या उस पर विचार कि या जाए ऐसा सभी लोगों का मानना है और कहना है।

हास्टल में रुकने के लिए जो 70 वर्ष से अधिक आयु के मेम्बर हैं उनके साथ जो एटेंडेन्ट हैं, उसको फ्री किया जाए। ऐसा विचार रखा जाए या किया जाए ऐसा सभी लोगों का कहना है, वह हम आपको पहुंचा रहे हैं। सदस्यों के लिए एक अलग स्थान बैठने के लिए जहां वह डिस्कसन कर सकें कभी भी, ऐसा कोई प्रोविजन किया जाए और कोई स्थान यहां है नहीं जहां पर बैठ सके। रहने के लिए तो है लेकिन कोई मेम्बर आए वह कहीं बैठ कर कोई विचार करना चाहे तो ऐसा कोई स्पेस यहां पर बना दिया जाए तो ठीक रहेगा, जहां वार्तालाप कर सके।

हिंदी में कोई विशेष कार्यक्रम हमारे संस्थान द्वारा नहीं हो रहा है इस पर थोड़ा सा ध्यान दिया जाए विशेष रूप से, हमारा गृह मंत्रालय भी बार-बार कह रहा है, सबको बोलता है लेकिन कोई यहां पर प्रगति नहीं हुई है। पिछले तीन साल से हम कह रहे हैं इसको बढ़ाया जाए। इस पर गंभीरतापूर्वक विचार हो और कार्य हो।

राम राज्य हमारा सबसे महान गवर्नेंस है बल्कि विश्वभर की सबसे महान शासन पद्धति है, इस पर आईआईपीए को गंभीरतापूर्वक कार्य करना चाहिए। हमने कई बार इस बात को उठाया है, लेकिन अभी तक कोई विशेष कार्य आईआईपीए द्वारा नहीं किया गया है। यदि हो सके तो अगला जो थीम है इसको रामराज्य पर कर सकते हैं या कोई कार्यक्रम भी कर सकते हैं और सबसे बड़ा है कि इस पर एक पृथक विभाग यदि हो सके, गवर्नमेंट ऑफ इंडिया को हम भी अप्रोच करेंगे। आप तो कर ही सकते हैं, आपकी तो कोई बात ही नहीं है। हम कम से कम नहीं तो 50 एमपी इसको लिख करके और आपको देंगे कि एक अलग विभाग यहां पर स्थापित हो। यदि उसके फंड की कोई जरूरत है तो गृह मंत्रालय से कह करके इसको किया जाएगा। यह एमपीज से बात हुई है तीन एमपीज कम से कम तैयार है इसके लिए तो जैसा आप बताएंगे उसको आगे किया जाए और जो मेम्बर सहयोग कर सकते हैं, वहीं करेंगे जो आप चाहेंगे। मेम्बर को कभी कहा नहीं जाता कि आप क्या सहयोग करना चाहते हैं तो कृपया इसको करेंगे तो हम करने को तैयार हैं।

हम लोगों की जो उपस्थिति है, वह उपस्थिति बढ़े, इसी पर मुझे कहना है। यह जो एजीएम की बैठक 29, 30, 31 पिछले चार पांच सालों से होती आ रही है या पहले भी यह एक ऐसी तिथि है कि इस तिथि को ही छठ पर्व होता है। छठ पर्व अब केवल बिहार का पर्व नहीं रह गया है, महापर्व हो गया है। पूरे देश में करीब करीब साउथ को छोड़कर पूरे देश में मनाया जाता है। उस छठ पर्व के दिन उसके बाद 27 को पहला अर्घ था, दूसरा अर्घ 28 को था हम लोगों को आना था यह बात कहनी थी इसलिए हम 27 को ही चल दिए थे। इस बात को कहने के लिए कि मैं वहां पर आवाज उठा सकूँ कि यहां के पदाधिकारीगण बहुत ही जागरूक है। आप लोग कृपया इस पर विचार किया जाए। आज फिर उपराष्ट्रपति जी ने कहा है कि सारी बैठकें 31 अक्टूबर को ही होंगी, लेकिन जब सब कुछ में संशोधन हो सकता है तो इसमें भी संशोधन होना चाहिए।

आज उन्होंने फिर भी कहा है वी विल फालो दिस तो इससे उपस्थिति कम हो जाती है बहुत सारे लोग बिहार, पटना,

आरा, गया के एक तरफ टिकट ले लिए थे, नहीं मिला, अचानक आता है, तो कृपया इसको ध्यान में रखा जाए और हम लोगों का थिन अटेन्डेन्स बता रहा है फ्यूचर को इंडिकेट कर रहा है। फिर भी सारी चीज आप लोगों को करनी है, संपन्न कराना है, जो हमारे अधिकारी चाहेंगे वहीं होगा, इसलिए अपनी शुभकामना सहित केवल एक ही सलाह देना चाहते हैं, all is well that ends well, Thank You. Jai Hindi. धन्यवाद आप लोगों का।

DR. ASHOK BHAN: The DG of IIPA Shri S.N. Tripathi Saheb, Shri Amitabh Ranjan, Hon'ble Members, Faculty members, ladies and gentlemen. AGM is an occasion for Members to take stock of the progress in achieving our goals and resolve ourselves to the cause of the spirit of the institution meant for capacity building for seamless delivery of public services to the satisfaction of the people.

We heard the words of wisdom from our President, IIPA and the Hon'ble Vice President of India, Shri C.P. Radhakrishnan Ji, and our Chairman and the Hon'ble Union Minister Dr. Jitendra Singh Ji, we are grateful to them for their vision, their blessings and their commitment to the IIPA.

Friends, it is very gratifying to note that the spectrum of training programmes, their content, our reach and target audience has shown a remarkable improvement in the past two years. Not only Government officials but also elected representatives, representatives of local bodies, judiciary, etc. have been added to the training profile making it need-based now. Training of State Civil Services officers is a welcome addition. I happen to attend to one of those sessions; it is very interesting to see young inducted into Civil Services coming to the IIPA from various States and undergoing some basic training. IIPA also intends to extend its expertise for organizing the regular training programmes for the corporate sector in the future and that will be a big introduction into our curriculum.

Friends, the financial health of IIPA has improved. Banga Saheb, this you have to agree that till some years ago, IIPA was short of finances, how to pay salaries to faculty and staff. Today, that situation is not there. So, the financial health of the IIPA has tremendously improved and I congratulate you Sir and the Dr. Jitendra Singh because the Government of India has owned this Institute, a very prestigious Institute, whatever little difficulties it has faced some time ago, you have brought it back on track. And the Government has extended its hand.

A number of infrastructure upgrading programmes have been completed and are in pipeline. In essence, the Government has owned this valuable asset in providing funds and promoting our programmes to various government projects. For these achievements, as I said, we are grateful to Dr. Jitendra Singh and to the DG, who have infused a new life into this prestigious Institute. So, thank you DG Shri Tripathi ji. You are presenting the best of IIPA to the outside

world and we can see it. The Faculty and every staff member of IIPA need to be congratulated for this performance. The quality of research work and learning modules have been of a very high standard. I see some of them.

Friends, let us focus in our deliberations certain things. I suggest three areas that should need your attention. Firstly, I would suggest to make concrete suggestions for improvement to achieve our mandate for capacity building for good governance. All such suggestions will be well received and we welcome those. But let there be concrete suggestions.

Secondly, suggest how your Branch can contribute in better achieving of these goals. Ask not what IIPA can do for you. Tell us how Branches can make a valuable addition to strengthen the parent body, IIPA. Every time asking for increasing the funds and multiplying it three or four times. It is not possible. Nobody is going to listen to it. We have to see how at the Regional Branch level or Local Branch level we can produce funds. We have to look after our interests ourselves. IIPA will not help you; try to find out how you can help IIPA rather than how IIPA can help you.

Thirdly, give suggestions on cooperation between different Branches and between Branches and the Headquarters so that we make use of media platforms for sharing online training programmes and other activities. On the issue of cooperation between Branches, let us fulfil the vision of the EC by holding Regional Conferences as was suggested time and again. The DG also talked about it and create synergy between Regional Partners. For this, some Branches must explore setting up of digital studios to facilitate sharing of training materials and programmes with other Branches and Headquarters and between the Headquarters and the Branches.

Friends, IIPA is on the right path. Let us all work together so that IIPA can take its legitimate place as an Institute of national importance. Thank you very much. God bless you all.

MRS. MEENAKSHI HOOJA: Shri S.N. Tripathi Ji, Director General of IIPA, Shri Amitabh Ranjan Ji, Registrar and distinguished members of the IIPA. In the first place, I once again thank in this AGM of IIPA for conferring upon me the Paul H. Appleby Award 2025. I am grateful and honoured and I see that this institution was set up in 1954 has made many strides and progress and it has seen some remarkable progress during the directorship and leadership of Director General of Shri Tripathi. I congratulate him for it and congratulate all the Faculty, the team members, the staff and the workers who give us food to eat and manage our stay in hostel and organise the Conference sessions and all the staff for their excellent arrangements.

This time, and for the last few years that I have been attending the Annual Conferences and the AGMs, the Keynote Addresses in particular have been excellent by the Faculty and they

have really added to our knowledge. I keep them like precious documents in the locker because I must be able to access them whenever I need them. There is so much information and references. If someone wants to understand what is digitization or sustainable development, you have some excellent presentations. I must say, truly speaking that they are world class. So, congratulations and thank you for that.

One thing I would like to add is that through some process or whatever decisions the EC takes or the AGM takes, we need to increase the membership of younger people. Many of us are retired and then became members long back during our service careers in 1982 but we must see an active participation of younger people. For any institution to grow or even a family also to grow, you need three generations or four generations.

Then it comes a line because you have the views and thinking of grandparents, parents, children, grandchildren. So this way, we need to bring in some young people and one distinctive mark of IIPA as I understand from 1960s is that it has got an all-India network. There are very few institutions which may be of national importance, but they don't have a complete all-India network and even some excellent universities have only campuses, from franchise, teaching or trading. So I feel like academies and we have state institutes but for one institution this is such a distinctive mark, and that must be really encouraged and it has been that some every time we come we see some of the best Branches being rewarded and awarded.

That gives us a lot of joy and to me, because right from the time of Independence, our aim has been unity in diversity and to keep the nation together and uphold the Constitution, to uphold the democratic values, to give a place to everyone, make the country a beautiful bouquet that seems to me a utopian idea. Soon in our minds, when we were school children that we are really diverse and how to explain diversity to children, the way we were taught was that we had different flaws all together and make a beautiful bunch and a decoration piece also, because flowers are beautiful to hold, and so is our country. So are our people. So to have an all-India network, connecting really from Kashmir to Kanyakumari, from Goa to Mizoram, Manipur, this is a very distinctive mark which we should all keep reminding ourselves.

And that is the progress this institution has made. We have had some remarkable progress in the last four or five years as I have been coming in terms of infrastructure, in terms of training, in terms of our hostel facilities, and I really thank IIPA for it. Obviously there may or may not be some kind of shortcomings. We don't have to be worked up with them. We can just bring them to the notice of the administration and suggestions come out of this Conference. I thank each one of you for being present during the ceremony in the morning. I would like to take a copy back of the 100 ideas that you have listed out with so much thinking so that it gives a boost to progress,

governance and public administration, as both as a subject, as a discipline and as a way of implementing, or even suggesting policies to the government. Thank you very much once again.

PROF. RUMKI BASU: The DG of the IIPA Shri S.N. Tripathi Ji, Shri Amitabh Ranjan Ji, Registrar of IIPA. Today is a very happy day for me personally because two of my 2025 publications were released thereafter by the kind of gesture which I'm, you know, more familiar with coming on stage and the publications being released. That is what had been used to traditionally in IIPA. Almost all my publications and books have been released first.

This is an event I look forward to but that has been a gap of a few years, but before that, let me briefly tell you, I've grown with IIPA as a young lecturer teaching public administration, which used to be a punishment paper, let me tell you, I go back to the years when you know the syllabus of public administration as a course in the Delhi University at the undergraduate level was revised. This was in the 1980s. And being the junior most Lecturer in the Delhi University College, I was given this paper to teach. I considered myself a political science Lecturer. I was appointed in the Political Science Department and the last paper that I imagine that would be given to teach in that College was public administration.

I would have been happier if I had been given political theory to teach which you know I was more familiar with. However, I was the young teacher in the college, I had no choice. I started teaching that paper. The more I went into the syllabus I realised why there was so much disconnect between the syllabuses. The course that was framed in the 1980s by the University and the students, who were the recipients of the knowledge product that is, the course that was being taught was complete unfamiliarity of the students with anything of public administration practice. They were doing administrative theory, they were doing Indian administration without ever having visited a government office at any level, local, State or at the Central level, they really had nothing to do with civil servants or the way public administration was practiced at the ground level. So the paper appeared to be dry, boring, and technical.

As a teacher, I was equally disconnected about what I would say theory and the practice of that course. Anyhow, I struggled with that course and in the next few years, I published my first book and that really started my journey of public administration as a discipline, the journey of teaching and the journey of writing books and of course, the journey of trying to connect public administration theory, the way it was taught in universities. I was part of the academia not of a civil service, but yet public administration was also a discipline and it had to be taught to students. Why is it that even today, you know, students of political science do not feel naturally very connected with the subject of public administration because it has a practical ground element to it, which they don't feel necessarily connected with.

Therefore, that struggle was something of my personal struggle over the years and later when I left the College to join Jamia Millia Islamia Central University in Delhi and to date the only University in Delhi to offer a regular MA program in Public Administration. IGNOU also offers it but IGNOU offers it in the distance mode. JNU has a Centre for Governance but they don't have MA programme. So therefore, Jamia still remains to this day the only place where you can do a regular MA program and in that 16 years journey as a Professor of Public Administration in Jamia Millia Islamia - so many of my students I can see them here today, they are already teaching - it has been my personal mission to connect administration theory the way it is taught in universities and academic and how it is practised at the ground level.

So, IIPA became a temple to me where I would constantly come to all their programs, meet the civil servants, and go deep into why this government program is going the way it is or how the civil servants look at governments or governance or public policy. There was a lot of learning to do as essentially as a Professor of Political Science I was trying to connect with public administration. And today I must say this was my personal journey. And today I must say this was my personal journey and the way IIPA in front of my eyes and in my experience, I became a life member very early on.

I advised all my students to become the member of IIPA and I continuously wanted youth connected with the IIPA which happened slowly, very gradually. Today, I am very happy to see the young people who are connected with the IIPA here because they find the forum meaningful and perhaps they see the connect much better now. I congratulate all the staff, faculty, and kind of transformative changes I see in the last five years under the helm of the current Director General, these are to my mind very welcome changes because you are trying to connect with global governance, with national governance, and also seeing the ground realities and of course, thanks to our Prime Minister Modi, he ensures that these think-tanks like IIPA are virtually funded well by the government and they are able to take up the kind of dreams they have, probably and many of the faculty also had which is possible with sufficient funding.

So, the fund issue that have been resolved to a great extent. I am extremely happy because funding is very important. After my retirement from Jamia Millia Islamia, in my new avatar, as a Senior Fellow and Head of the Centre for Public Policy and Governance in research institute which is a 40 year old think-tank, I know that how difficult it is to get funding from the market for all that I wish to do. So, I do see IIPA as a point of connect between theory and practice, between practitioners and academic. I am part of the academia and it is always my mission to write what I think are meaningful books for students. I address my books essentially even today for the students and teachers of the discipline, academia. I am very gratified when I see civil servants also, who do feel connected with my books.

I am grateful to IIPA for the kind of journey I have had; I have been connected and I am very much connected. Thank you very much for releasing both my books. I hope you read them. The academic and students present here, and also the civil servants present and those retired civil servants present here today would have the look at the books. If they find them interesting, I would expect the feedback from them because I hope the books go on for several editions. The first edition of my first book has gone into the 17th edition, you know. This was written in the 1980s and now 17 editions are over and I am going for the 18th edition. So relevance is important.

You have to keep up to changes at all levels of policy and governance globally or nationally. So, being connected, staying relevance is my motto. In my new avatar, I expect a feedback from all of you. Thank you so much Shri Tripathi Ji and Shri Amitabh Ranjan Ji for doing me the honours today.

SHRI T.M. VIJAY BHASKAR: Shri S.N. Tripathi, DG IIPA, Shri Amitabh Ranjan, Registrar and dear fellows of IIPA. First of all, I thank the IIPA for recognising Karnataka Regional Branch as the Best Performing Branch. It motivates us a lot. As one of our colleagues was saying yesterday, this is a motivating factor. I think this is recently introduced, not there earlier. This is certainly helping Branches to become more active.

I suggest that probably a similar separate prize can be given for active Local Branch for the best performing Local Branch so that they also get motivated. When they are active, then IIPA will reach out to the remote parts of the country. Shri Ashok Bhan has talked about there is increase in diversity of training programme of IIPA which the honorable minister, Dr. Jitendra Singh has also mentioned in his morning address. I'm a newcomer to the IIPA. I have seen improvements in infrastructure in IIPA. Every time I come, I see something new.

I have to congratulate the Director General and Registrar and all of you for these improvements in the infrastructure and also I was told last year that the new building has been constructed and the rent from that is partially funding IIPA. This is a very good model of monetization. In fact, I have cited it in Bangalore also to some senior officers saying that - even to the University of Bangalore - each of our universities, they sit on thousands, sometimes hundreds, sometimes thousands of acres of land and they are dependent; they don't have money to pay pensions; they don't have sometimes money to pay salaries also.

With the discussions with the Universities and its Vice chancellors and other officers, I said that we should try to monetize our land assets like I cite the example of IIPA saying that they get a rental income annually.

It is good. So, this is a big sum for the organizations with a budget of Rs.40 crore. Even if a small portion of the land is monetised, this is a good example on which a case study may be conducted by the IIPA and then circulate it to all the States.

IIPA faculty are extremely active as we can see from the number of publications that they have brought out. In Karnataka, whenever we try to organize programmes for IIPA in Universities, I think Dr. Basu was saying that we should try to bridge theory and practice. Yesterday also, Shri Ramani, Uttar Pradesh Chairman was saying something similarly. Mr. Ghuman said that they are trying to bridge it.

Bridging does not mean talking about the latest programmes of the government, it does not be talking about Amrit Kaal or Atmanirbhar Bharat, bridging means, as Dr. Basu was, when academicians talk to administrators or administrators talk to academicians, find out about what is the actual reality. When academicians go to the grounds, when students of political science or public administration go to the field how government programmes are reaching people, what are the problems that they face for getting these programs implemented. That is where we can try to bridge the gap between theory and practice.

I only cite the example of Universities in the US where there is a constant to and fro between academicians and administrators. A Professor becomes the Secretary or Minister and a Minister becomes the Professor. Therefore, there is a constant renewal of ideas in both in academia and administration. In IIPA, I think, has a unique role in this. I was reading through the speeches of our first President of IIPA, Prime Minister Shri Jawaharlal Nehru, the compendium of his speeches has been brought up, I found them very knowledgeable, very interesting.

His vision was that IIPA should try to change the administrative culture so that we as was being said that we change from a colonial mind-set of control and revenue collection to a mind-set of reaching out to the people and development. At that time, 'development' was the mantra. Now, it is of course more citizen-centric governance. Whenever I go to talk about our programmes organised by the IIPA in universities, talking to students, I always say that to perk up their interests in IIPA because many of them may not have heard of IIPA, and they may be wondering this is some such small organisation.

So, I always say that IIPA was set up in 1954 and it was founded by the Prime Minister of India Shri Jawaharlal Nehru and he was the President of IIPA for 10 years. He spoke from such forums and addresses all of us for ten years. This is how I always start. This is immediately perks up interest among the students.

This is a great heritage, legacy we have. IIPA have a unique role in bridging the gap between administrators and academicians and also the public. Many in the public may not be aware of for instance, our new criminal law, how do they affect the public, how it would affect

the administrators. These are things where IIPA has got the unique position, we have a unique role which other organisations may not be able to take up.

What Pandit Jawaharlal Nehru envisaged as the training programme or training Institute for administrators, now each State has administrative training institute which conducts both induction and in-service training. Though in service training are not too many. IAS officers go for five phases of training, as you know, I do not know whether it is reduced. I think the time duration has been reduced; foreign components have been reduced. It has all been cut down. But the State Civil Service officers do not have in-service training. In some cases, they may not have induction training. Even if they have induction training, after the first two years, the rest of the career they are never sent on training. So, we, in IIPA have tried to reach out to the State Civil Service officers, and give them training in Karnataka. This way, IIPA have got a very unique role and we have thanks to the leadership and guidance of our DG, and our Minister Dr. Jitendra Singh, who is the Chairman of the Executive Council, who has been the pillar of strength. I have been a Member of the EC for a couple of years. I have seen how he has always been supportive of the IIPA and has been very generous in providing Government funds. Thanks to their support, IIPA is progressing very well. I hope that we will do even as well and better in the future. Thank you all.

DR. R.R. DHANAPALL: Good evening, thank you very much for giving me this opportunity. First of all, I wanted to thank the real pillars, Director General and Registrar and his team in the IIPA. In the last more than 28 years, I am watching and attended almost all the AGMs.

We are running our Puducherry Branch, which is also nearly 50 years old. We are going to celebrate, commemorate the diamond jubilee in Puducherry. We got a lot of information, system training programme from our IIPA apex body. It is very useful for the administrators. According to our experience in the field of public administration, we found that a lot of problems in between the administrator and academia and judiciary. Now, we all are thinking about it that administrator is running the country. No, the Judiciary, starting from the small court to the Supreme Court, giving directions for all the administrative and other problems also.

The main problem is that there is no connectivity for public administration. Today, the big allergy is in the name of administration – whether it is the personal life or public life. After 70 years, we have been introducing good teams, introducing public policy and public administration. We get the public policy from the bottom level, not the top level – Panchayati Raj or Zila Parishad level. There is no awareness or education about public administration at the Zila Panchayat, or municipality or corporation levels.

There is allergy about 'public administration' because the Government of India is coming up with a lot of initiatives in the public administration system, particularly in the North India, where there is a lot of awareness. But in the Southern part of India, there is no awareness about the public administration. This is the pathetic situation. There is imbalancing of public administration system, be it in theory and in practice. Fortunately, our IIPA is doing a fantastic job for more than 70 years. In the last five years, whenever I go throughout India, they refer to the IIPA books and guidance and teams.

Now, they are discussing the initiatives of the IIPA also. After we conducted the Southern Regional Conference on June 30, 2025, the Hon'ble Minister Dr. Jitendra Singh Ji inaugurated it in the University campus. We had the whole activities. Now, the IIPA and public administration has spread all over the South. It received a very good response. We are very happy. In fact, the previous year, after conducting this programme, we are very happy to inform that from North to East and South to North, we received good response to the Regional Conference conducted through the Regional Branches. So, we need coordination between the Regional and Local Branches for many years. Still, the problem is exists. Now, Regional Branches have become big brothers. Whether they receive the money or not but we got a lot of problems. In most of the Branches we do not have people with public administration background or service people.

There is no IAS people or even academic people in the Local and Regional Branches. Our DG and Registrar visited and provide more motivation for the development of the Branches and activities of the Branches. We are the benefiter. We really express thanks to the apex IIPA body and the whole team. Thank you very much.

DR. N.N. MISRA: Presently, I am one of the Executive Committee Members of Odisha Regional Branch. At the outset, my salutation to Hon'ble President IIPA and Vice President of India and Chairman, Rajya Sabha for his very inspiring and erudite talks. I salute him. I tell you all gentlemen, I was very much impressed when he said about the Elders Club. When I go back to Bhubaneshwar, I would meet Bhabaneshwar Municipality Corporation, a young IAS officer Mr. Chanchal Rana and the Kurda Collector. I live in the Lingaraj Temple area in old Bhubaneshwar. There are many deserted houses. I am very much inspired that at least one Elderly Club is set up so that these senior citizens are helped.

Similarly, I salute our esteemed Chairman Dr. Jitendra Singh Ji. I was in the Kendriya Vidyalaya Kishtwar, J&K and from that day, while I was there, I was very much in touch in person with Sir. He is a very thorough gentleman. With my interaction, Sir also told many innovative things. I would visit Utkal University to enthuse the students so that some of these

students may become IAS or IPS. There is a Local Branch at Cuttack, I think, if Sir would write a letter, it can be revived.

Also one academician as Sir pointed out today, Dr. Prakash Sarangi, he received the Award from the hands of the Hon'ble Vice President of India. I used to meet him when he comes to deliver his lecture in our Odisha Regional Branch. Today, it is the 150th Anniversary of Sardar Patel. I have gone to ITO and participated in the 'Run for Unity' campaign which was inaugurated by the Police Commissioner and participated in it. It is really a landmark in this historic campus.

I salute for the wonderful Conference and the AGM under the dynamic leadership of Shri Tripathi Sir and the Registrar Sir Shri Amitabh Ranjan Ji and for the hospitality for these two days.

I was inspired again by the Hon'ble Vice President who read a couplet in Tamil. I am reciting in Odiya – Utkal Mani, which means the Jewel of Odisha. (The couplet was recited in Odiya). In English it means - let my body mingle with mother earth, and the countrymen walk on my back. You see the brilliant line. Father of the Nation, Mahatma Gandhi told that it is a wonder to see a person like Gopa Bandhu, who was a freedom fighter. Today, in Odisha, they call him as the Gandhi of Odisha, the Utkal Mani, Pandit Gopa Bandhu Das. Hon'ble President, Smt. Droupadi Murmu has written a book on Utkal Mani Pandit Gopa Bandhu Das. Our President has written a book on him. It is really an honour for Odisha.

I congratulate all of you who are sitting from morning till now and listening to our thoughts so that we interact. Again, I thank for taking up the different stages in the esteemed organised. Sometimes, I feel why not IIPA become a Central University. With the work going on, and the Chairman like Dr. Jitendra Singh, I think, what I am uttering now, it may become a Central University. Thank you very much.

DR. G.L. SRIVASTAVA

नमस्कार, मैं डॉ. जीएल श्रीवास्तवा दो दिन से हम लोग यहां पर हैं और आप सब लोग प्रारंभ से लेकर अब तक सुन रहे हैं। आप सभी लोगों का मैं अभिनंदन करता हूँ कि इस समय भी हॉल लगभग आधे से ज्यादा खाली है फिर भी आप लोग हैं और हम सर के लिए क्या कहें, सर का जो प्रयास है, महानिदेशक साहब का, निश्चित रूप से वह प्रेरणादायक है और हमने आकर के दो दिनों में काफी कुछ सीखा है, जो वेदना थी कि कैसे हम अपनी ब्रांच को आगे बढ़ा सकें, कुछ न कुछ टिप्स यहां से जरूर मिले हैं, जैसे कि हम उसके आधार पर फण्ड्स भी जनरेट कर सकते हैं और उसे आगे बढ़ा भी सकते हैं।

इसमें कई सालों से मैं लगातार आता रहा हूँ लेकिन कुछ परिवर्तन विगत सालों में जो देखने के मिले हैं निश्चित रूप से उस पर जो अमित छाप पड़ी है वह अपने महानिदेशक श्री सुरेन्द्र नाथ त्रिपाठी जी की पड़ी है, इसलिए मैं इन्हें कहता हूँ कोई चलता है पदचिह्नों पर कोई पदचिह्न बनाता है, कोई चलता है पदचिह्नों पर कोई

पदचिह्न बनाता है, है जग में वही सूरमा जो अपने कामों से जाना जाता है, जो अपने कामों से जाना जाता है। हमारे त्रिपाठी जी किसी के बनाए गए पदचिह्न पर नहीं चलते बल्कि वह खुद बनाते हैं, रोल मॉडल है और आईआईपीए उनके निर्देशन में निरंतर आगे बढ़ रहा है, ब्रांचेज भी फल-फूल रही है और इधर जैसे कर्नाटक ब्रांच, जम्मू कश्मीर ब्रांचेज के जो उदाहरण आए हैं कि 25 लाख, 20 लाख, 15 लाख, 10 लाख रुपए फण्ड ये लोग जनरेट कर ले रहे हैं हमको भी प्रेरणा मिली है कि हमने रमानी साहब से कहा है कि आप लखनऊ में हैं, उत्तर प्रदेश में सेक्रेटरी रहे हैं, आप लोकल ब्रांचेज को थोड़ा-सा मदद करिए क्योंकि आप हेडक्वार्टर में है।

कानपुर में ऐसा कोई नहीं है जो फण्ड दे सके, जो फण्ड मिलना है वह लखनऊ से मिलना है, स्टेट गवर्नमेंट से मिलना है तो उन्होंने कहा कि हम बुलाते हैं, हम उनसे लगातार तीन साल से कह रहे हैं कि आप रिजनल कॉन्फ्रेंस तो कराइये, अपने सारे लोकल ब्रांचेज को मिलकर तो करिए तो हम चाहेंगे कि अपने त्रिपाठी जी के माध्यम से कुछ चीजें इनिशिएट करा दें कि एक रिजनल कॉन्फ्रेंस हो जिसमें ब्रांचेज तो उत्तर प्रदेश में रिजनल ब्रांच है, कानपुर ब्रांच है, इसके अलावा आगरा ब्रांच है, मेरठ ब्रांच है, बरेली ब्रांच है, लेकिन मुझे नहीं लगता कि बरेली, मेरठ और आगरा बहुत ज्यादा सक्रिय रहती हैं तो एक सक्रियता आ जाएगी तो मैं त्रिपाठी जी से अनुरोध करूंगा कि इस विषय पर थोड़ा सा चिंतन करेंगे।

अभी मेरे दिमाग में आ रहा था कि हम लोग क्या कर सकते हैं। दिल्ली में तो बहुत सारे प्रोग्राम हो सकते हैं प्रशिक्षण के, लखनऊ में भी हो सकते हैं जो स्टेट गवर्नमेंट के जो ऑफिसर्स हैं लेकिन कानपुर जैसे शहर में हम क्या कर सकते हैं तो मेरे दिमाग में एक बात आई कि हमारे यहां म्युनिसिपल कॉरपोरेशन हैं, कम से कम 110 वार्ड हैं हम इन सभासदों को तो ट्रेनिंग दे सकते हैं। कैसे इन्हें काम करना चाहिए, कैसे पॉलिसी सेट करनी चाहिए इनके एडमिनिस्ट्रेशन को जो वहां का जो एडमिनिस्ट्रेटिव जो सिस्टम है उसमें कैसे परिवर्तन ये ला सकते हैं तो वहां कार्य कर सकते हैं। इसमें जो है पंचायत राज में ग्राम प्रधानों को इतने अधिकार दिए गए हैं, इतनी योजनाएं आती हैं लेकिन उन योजनाओं का जो लाभ है वह ग्रामीण के स्तर पर नहीं प्राप्त हो पाता तो क्या हम ग्राम प्रधानों का भी कोई प्रशिक्षण कर सकते हैं तो हमें लगता है कि हम उनका यदि प्रशिक्षण करेंगे तो निश्चित रूप से इसमें सफलता होगी। दो दिन तक जो हमको यहां पर खाने-पीने, रहने की व्यवस्था थी इसके लिए हम आप सब लोगों के आभारी हैं। नॉट ऑनली फूड बट आर्टिफिकल फूड भी मिला है जो हमको यहां से जो हम लेकर के जाएंगे जो एक साल तक हमारे साथ रहेगा फिर अगले साल आएंगे, फिर हम लोग रिवाइव करेंगे अपने आपको, फिर आगे बढ़ेंगे। इन्हीं शब्दों के साथ मैं आप लोगों को धन्यवाद देता हूं, आभार व्यक्त करता हूं, जय हिन्द, जय भारता।

DR. AWADHESH KUMAR SINGH

डीजी साहब और हमारे सामने बैठे रस्पेक्टेड मेम्बर। मुझे भी यही कहना है कि लोकल ब्रांचेज को भी कुछ मौका दिया जाना चाहिए उन्हें भी अपनी कार्य क्षमता बढ़ाने का भी अवसर मिलना चाहिए। कल हमने कहा था कि ऑफिसर्स मितिंग में लोकल ब्रांचेज को नहीं मौका मिला, आपने कहा कल मिलेगा। इसलिए मैं अपनी बात संक्षिप्त में रखना चाहूंगा। लोकल ब्रांच का मैं सेक्रेटरी हूं और इस रूप में हमने रिजनल ब्रांच के कोलावोरेशन के साथ आईआईपीए, न्यू दिल्ली में जोनल कॉन्फ्रेंस का आयोजन किया था। उसमें मैंने भी अपना पेपर प्रेजेंट किया था। ग्रास रूट गवर्नेंस एंड एसडीजी सस्टेनेबल डेवलपमेंट गोल्स ऑफ यूएन और उसमें हमने रखी थी यही बात जो आज बहुत चर्चा भी चली जो पंचायती राज जो सिस्टम संस्थान है उनमें ऐसी परेशानियां होती हैं जो धरातल के स्तर पर जो कार्य उन्नति की तरफ दिखते हैं और जो प्रधानमंत्री के द्वारा हमने चर्चा की थी लॉन्च किया गया है एस्पिरेशनल ब्लॉक प्रोग्राम और एस्पिरेशनल महत्वाकांक्षी जिला प्रोग्राम्स कार्यक्रम लेकिन धरातल पर मैं जाता हूं, जुड़ता हूं, देखता हूं तो वहां पर जो ब्लॉक हैं, शीर्ष हैं जिनको ट्रेनिंग की जरूरत है, जो इम्पलिमेंटरी ऑथोरिटी भी हैं, ब्लॉक लेवल पर उनकी क्या भूमिका है तो मैं देखता हूं कि वह इतनी बाधाओं से, इतने कॉन्स्ट्रेंट से जूझ रहे हैं। बहुत सारे

जो पॉलिटिशियन हैं, ग्राम स्तर पर जो मुखिया हैं या जो भी पंचायती प्रतिनिधि हैं उनकी कुछ अलग मांगे होती हैं उनके पैसे कैसे फण्ड को वितरित किया जाए, कैसे व्यक्तिगत लाभ में अधिक से अधिक उनका उपयोग कर सके और इसमें वह ब्राइट भी करते हैं अधिकारियों को जो एस्पिरेशनल ब्लॉक प्रोग्राम में बहुत ही अच्छी बातें ऊपर से कहीं गई है, सैद्धान्तिक रूप से बहुत अच्छी तरह से ट्रेन्ड किया जाए।

ऑफिसर्स को लीडरशिप ट्रेनिंग दिया जाए कैपेसिटी बिल्डिंग हो, ये सब बातें हम लोग करते आए हैं यहां लेकिन धरातल पर नहीं होता है। बहुत अच्छा सजेशन बहुत लोगों ने दिया भी है कि ब्लॉक लेवल ऑफिसर्स की भी ट्रेनिंग होनी चाहिए और इसके लिए डिस्ट्रिक्ट एडमिनिस्ट्रेशन के द्वारा इनेसिएटिव लिया जाना चाहिए कि उनको ट्रेन्ड किया जाए। जो स्किल प्रोब्लम सबसे ज्यादा है, डिजिटल गवर्नेंस की बात नहीं हो पाती है वहीं पर सारी बातें, सारी योजनाएं ध्वस्त हो जाती हैं। इसको क्या कहें, पब्लिक एडमिनिस्ट्रेशन कहे, बहुत से लोगों ने कहा थ्योरी। हम भी एकेडमिक प्रोफेसर से रिटायर किए हैं।

ट्रेनिंग उनको भी होनी चाहिए और धरातल पर क्या-क्या बाधाएं आ रही हैं तो जो पीआरआई, पंचायती राज इंस्टीट्यूशन के रिप्रजनटेटिव है उनकी ट्रेनिंग की भी जरूरत है और जो एडमिस्ट्रेटर हैं उनमें भी लीडरशिप क्वालिटी गर्वनेंस कैसे विकसित किया जाए यह भी होनी चाहिए तभी हम व्यावहारिक स्तर पर जो आकांक्षाएं हैं, जो यहां के उद्देश्य हैं उनको धरातल पर हम तैयार कर सकेंगे। बहुत अच्छा कहा है कर्नाटका के चेयरमैन ने कि नेहरू जी क्या चाहते थे, नेहरू जी का क्या उद्देश्य था। नेहरू जी अपने रिसर्च के क्रम में हर महीने लेटर लिखकर प्रायः लेटेस्ट चीफ मिनिस्टर एवरी मन्थ बंच जैसी मोटी उनकी किताबें, उसमें उन्होंने कहा है, चीफ मिनिस्टर को लिखते थे कि तुम ब्लॉक ऑफिसर को, ब्लॉक डेवलेपमेंट ऑफिसर को कहो तुम सेवक हो, तुम पब्लिक सर्वेंट हो, तुम ऑफिसर्स नहीं हो। मुख्यमंत्रियों को चिट्ठी लिखते थे कि तुम ऐसा करो, ब्लॉक लेवल को समझाओ, ऑफिसर्स को समझाओ कि दी आर पब्लिक सर्वेंट, नोट देयर आर एडमिस्ट्रेटर। वे साहब नहीं हैं, वे पब्लिक सेवक हैं, वे लोक सेवक हैं, ऐसी शिक्षा दो, मुख्यमंत्रियों को लेटर हमने लिखा है तो ये बातें धरातल पर तभी जाएंगी जब हम निचले स्तर पर जो कोलबरेशन हो, ब्लॉक लेवल पर डिस्ट्रिक्ट महत्वाकांक्षी योजना है, जो एसपिरेशन डिस्ट्रिक्ट प्रोग्राम है, खानापूरि में देख रहा हूं, मैंने बहुत करीब से मुज्जफरपुर में ब्लॉक का अध्ययन किया है।

महत्वाकांक्षी योजना महत्वाकांक्षी ब्लॉक लेवल है लेकिन उसके पैरमीटर्स व्यावहारिक स्तर पर मैं देख रहा हूं तो बहुत निराशाजनक स्थिति है। तो कैसे हो तो इसमें कुछ एडमिस्ट्रेटर भी दिखते हैं उनपर दबाव होते हैं कि हमको आना चाहिए, हमको यह बात होनी चाहिए तो खानापूरि ज्यादा होता है। वह चाहते हैं लेकिन वह भी बहुत सारे कॉन्स्ट्रन फेस करते हैं इनको कैसे दूर करे, कैसे हो, यह इनिसिएटिव्स जैसे लोकल या जो रीजनल कॉन्फ्रेंसेस हुए हैं उस आधार पर प्रशासन के, जिला प्रशासन के साथ भी कोलाबरेशन हो, हमने अपना रखा है प्रोग्राम अपने डिस्ट्रिक्ट मुजफ्फरपुर में डीएम से मिलकर चूंकि मेरे चेयरमैन महोदय भी हमारे चीफ सेक्रेट्री के पिता जी हैं और बहुत अच्छा हम लोगों का एजडस्टमेंट है तो हमने रखा है प्रोग्राम। जैसा श्रीवास्तव जी ने कहा कि डिस्ट्रिक्ट और म्युनिस्पल कमीशनर हैं, उनको बुलाकर जो वहां पर हमने टॉपिक रखा है अर्बन डेवलेपमेंट, जो हम करने जा रहे हैं। अर्बन डेवलेपमेंट- इसमें क्या-क्या बाधाएं हैं, जाम का समस्या है, वाटर लॉगिंग है, बहुत सारी समस्याएं हैं उनको कैसे एडमिनिस्ट्रेटर, डिस्ट्रिक्ट एडमिनिस्ट्रेशन कोलेबरेशन के साथ मिलकर कैसे जनसमस्याओं को दूर किया जाए बस, मैं यह समाप्त कर रहा हूं और दूसरी बात मैं आपके लीडरशीप में, डायनामिक लीडरशिप में हमारे रजिस्ट्रार महोदय रंजन जी, विदेशों में और देशों में एकेडमी इंस्टीट्यूशन्स में जाकर पब्लिक एडमिनिस्ट्रेशन और आईपीए की बात करते हैं तो हम काफी गौरवान्वित महसूस करते हैं। इसके लिए बहुत-बहुत धन्यवाद।

PROF. MADHUPRABHA SINGH

मैं प्रोफेसर मधुप्रभा सिंह, प्रिंसिपल जगत नारायण लाल कॉलेज, खगौल, पाटलिपुत्र यूनिवर्सिटी। मैं आईआईपीए की मेम्बर 2007 से हूँ लेकिन दूर्भाग्य रहा कि मैं इसकी मिटिंग्स को अटेंड नहीं कर सकी, बच्चे छोटे थे, बहुत तरह की समस्याएं महिलाओं के साथ होती हैं, जिनके कारण पिछले साल नेट करवाना था, इसलिए नहीं आ सकी। इस बार मैंने डिसाइड किया था कि छठ का प्रोग्राम स्थगित करके मैं इसमें शामिल होने आई। मैं जानना चाहती थी कि यहां किस तरह की वार्ता होती है तो दो दिनों की, सबसे पहले मैं अपनी डीजी महोदय का, रजिस्ट्रार महोदय का अभिनंदन करती हूँ साथ ही सभागार में उपस्थित जितने सज्जन हैं, महानुभाव हैं, अतिथिगण हैं सबका हार्दिक अभिनंदना दो दिनों से जो हमारे यहां कल से इमरजिंग ट्रेंड इन पब्लिक पॉलिसी एंड पब्लिक एडमिस्ट्रेशन की बात हो रही है और बहुत सारे विचार इसमें उभर कर आए जो कि बड़े ही ज्ञानवर्धक थे और जो सुझाव दिए गए हैं वह बड़े ही सकारात्मक थे तथा उपयोगी थे, जिनको यदि हम अपने कार्यक्षेत्र में लागू करें तो हमें सफलता मिल सकती है।

एआई की बात की गई, डिजिटलाइजेशन की बात की गई, डेटाबेस की बात की गई, क्लाउड की बात की गई, नैतिकता की बात की गई, सहानुभूति, इम्पैथी की बात की गई तो ये सारी चीजें जब हमारे एडमिनिस्ट्रेटिव पॉलिसी, पब्लिक पॉलिसी में आएंगी तो हमारी जनता बड़ी सुखी रहेगी क्योंकि हमारे माननीय प्रधानमंत्री जी की यह उद्घोषणा ही है कि सबका साथ सबका विकास। और सबका साथ कब मिलेगा, जब हम संतुष्ट रहेंगे, हमारी जनता जब संतुष्ट होगी तभी हमें सभी के साथ की हमारी संभावनाएं बनेंगी। जब तक हम सबको संतुष्ट नहीं करेंगे, सभी को संतुष्ट करना संभव नहीं है लेकिन हम सुविधाएं सभी को देंगे तो जनता हमारी सरकार के प्रति आभार प्रकट करेगी और उनका साथ देगी तो हम सभी एनडीए का साथ दे रहे हैं। हमारे बिहार में भी सात निश्चय दो चरण में लागू हुआ और हमारे यहां उसको लागू किया गया।

घर-घर में सोलर की व्यवस्था की गई, महाविद्यालयों में हम लोगों को सोलर उपलब्ध कराया गया। इंटरनेट की सुविधा दी गई, पर्यावरण के लिए बहुत सारे काम किए गए। जल की व्यवस्था के लिए भी तरह-तरह के सुझाव आए और वहां के प्रशासनिक अधिकारियों ने हम लोगों के साथ मिटिंग की। साथ ही सबसे महत्वपूर्ण चीज है मतदान। मतदान में ट्रेडिक चेंज आया और जो ईवीएम है और बहुत सारी चीजें हैं मतदान को बहुत स्पष्ट और पारदर्शी बनाया है। तो हम लोग, यहां अधिकारी आते हैं, एसडीएम आते हैं, सिविल एसडीओ आते हैं, वह हमारे छात्र-छात्राओं को बताते हैं कि मतदान आप कैसे करें। आपके मतदान का कितना महत्व है तो हमें ऐसा लगता है कि यदि प्रशासन और पब्लिक के बीच जो पॉलिसी है वह सकारात्मक रहे और उसका सकारात्मक ढंग से क्रियान्वयन किया जाए तो मुझे लगता है कि असंतुष्ट होने का किसी का सवाल नहीं रहेगा, सभी संतुष्ट रहेंगे लेकिन यहां बाधा उस समय उपस्थित होती है कि जब पब्लिक प्रशासन के पास जाती है तो तरह-तरह के व्यवधान उपस्थित होते हैं। वो है कभी मुझे नहीं कहना चाहिए, कभी पैसे की बात होती है, कभी कुछ की बात होती है जनता को इतना परेशान किया जाता है कि उनमें एक एनॉवन्स होता है। तो उसका भी एक माध्यम निकाला गया कि बहुत-सारी चीजें ऑनलाइन कर दी गई, और बहुत-सारे जो पैसे स्थानान्तरित किए जाते हैं वो डाइरेक्ट उपभोक्ता के खाते में चले जाते हैं। तो हमारी सरकार नए-नए इमर्जिंग ट्रेंड को अपनाकर जनता को सुख-सुविधा देने के लिए पूरी तरह कटिबद्ध है, प्रतिबद्ध है जो कि एक अच्छी पहल है जहां तक प्रशिक्षण की बात है तो हमारे बिहार में बिपार्ट के श्रू प्रशिक्षण दिया जाता है। बीपीएससी के लोगों को, सीईओ को, टीचर्स को यहां तक कि हमारे यहां अब बिपार्ट के टीचर्स को भी प्रशिक्षित किया जा रहा है यदि आप सबके यहां नहीं होता हो तो आप हमारे बिहार गवर्नमेंट के लोगों से बात करके इसके बारे में प्रशिक्षण देने के लिए आप बात कर सकते हैं और आप प्रशिक्षण की सुविधा का लाभ उठा सकते हैं। यहां तक कि हम सब गए हुए हैं बिपार्ट में प्रशिक्षण के लिए हम लोगों की श्री डेज ट्रेनिंग प्रोग्राम था प्रिंसिपल्स का उसमें बिहार के सभी प्रिंसिपल यूनिवर्सिटी वाइस ट्रेनिंग के लिए गए थे। तो ट्रेनिंग एक बहुत अच्छा



माध्यम होता है अपने कार्य को सुगति देने का हम ट्रेन्ड होते हैं तो हमें चलता है कि हमें कहां क्या नहीं करना चाहिए कहां क्या करना चाहिए। तो ट्रेनिंग एक बहुत अच्छी चीज है और हमें उसे उत्साह के साथ करना चाहिए उसे बोझ नहीं समझना चाहिए, कभी-कभी कुछ लोग इसे बोझ भी समझते हैं कि अब हम इतने बड़े हो गए हैं हमें ट्रेनिंग की क्या जरूरत है तो मैं यह मानती हूँ कि जो सीखना है वह एक सतत प्रक्रिया है आप हर समय सीखने के लिए तैयार रहिए तभी आप जो यह नवयुग आ रहा है उसके लिए हरे साबित होंगे। सर, मैं आपके आईआईपीए की सदस्य तब बनी थी जब वहां बिहार चैप्टर में एक वर्कशॉप करवाया था। तो मैं सबसे पहले उस वर्कशॉप के माध्यम से ही आईआईपीए से अच्छी तरह से परिचित हुई और उसी समय से मैं इसकी मेंबर हूँ। तो वह बहुत अच्छा वर्कशॉप हुआ, तो आप सभी अपने-अपने स्टेट में, अपने-अपने रीजन में, लोकल बाडीज में आप इस तरह के कार्यक्रम करवाकर के बाहरी लोगों को भी जोड़ सकते हैं केवल उसमें प्रिंसिपल ही नहीं थे बहुत सारे लोग थे टीचर थे, प्रिंसिपल थे, एनजीओ के लोग थे, तो उन्होंने दस दिन का प्रोग्राम रखा था, उस दिन के प्रोग्राम में पास करने के बाद इसके बाद उन्होंने एक डिटेल प्रोग्राम करवाया था, उसमें उन्होंने फिर हम लोगों को सर्टिफिकेट दिया था और वे प्रोजेक्ट देते हैं उसमें बहुत अच्छी ट्रेनिंग थी, उन्होंने बहुत अच्छे से ट्रेन्ड किया था तो मुझे अच्छा लगा तो आप लोगों से जोड़ने के लिए यह कार्यक्रम हर लोकल जो सेक्रेट्री हैं यह कर सकते हैं जहां तक पैसे की बात है तो सीएसआर आप मदद ले सकते हैं जैसे हम लोग महाविद्यालय में हैं तो हमारे बैंक्स जितने हैं तो हम उनसे कहते हैं कि आप हमें सीएसआर के थ्रू हमें पैसा दीजिए ताकि हम कोई सेमिनार करा सके या कोई काम करवा सके।

आप मेरे यहा लाइटनिंग करवा दीजिए तो हम लोग इस तरह से कंपनीज को बड़े-बड़े बिजनेसमैन को पकड़ते हैं और कहते हैं कि आप ये सुविधाएं छात्र-छात्राओं के हितों में आप करें, तो आप फंड का कलेक्शन इस तरह से सीएसआर के माध्यम से आप कर सकते हैं। तो मैं यह कहूंगी कि यह दो दिन हमारा बहुत ही अच्छा बीता इसके लिए मैं आपको बहुत-बहुत धन्यवाद देती हूँ और चाहूंगी कि आप लोग भी हर रीजन में जाकर सेमिनार कराएं कोई एकदम इमर्जिंग टापिक पर हो उसको लेकर कभी बिहार में, कभी उत्तरप्रदेश में यदि संभव हो तो आप इस तरह से प्रत्येक स्टेट में आप करवाएंगे, तो आपके आईआईपीए का प्रसार भारत स्तर पर होगा। धन्यवाद।

PROF. ANIL MEHTA: At the outset, I express heartfelt compliments to you and your team for organising such a wonderful Conference and providing us a wonderful forum to interact with each other also. I also hold the position of Professor of Management in the Department of Legal Studies, Vanasthali Vidyapeeth.

Sir, I would like to bring to your consideration not only to you but also to all the members the kind of challenges that we face at the Branch level, undoubtedly, we are having a very rich pool of highly experienced people, retired bureaucrats, existing officers who are experts in their areas. We want to organise training programmes, we want to take the full benefits of their expertise. But there are two problems. Firstly, how to proceed to organise such programmes at the Branch level because of the resource crunch. Secondly, getting nomination from different departments is extremely difficult. In that case, most of us and I hope that the same problem with other Branches also that our activities at the Branch level is confined to lectures, and discussions mainly. In spite of inviting the best talents available in the State and at the local levels, we are not getting the expected number of presence there.

तमाम कोशिश करने के बाद भी और मेम्बर से पर्सनल कॉन्टेक्ट करने के बाद भी ब्रांच लेवल पर ढाई सौ-तीन सौ मेम्बर होते हुए भी जब प्रोग्राम्स होते हैं तो कई बार संख्या बहुत कम होती है और उससे ब्रांच ऑफिस को थोड़ा सा डि-मोटिवेशन मिलता है तो आपसे यह निर्देशन और सुझाव प्राप्त करना चाह रहे थे हम लोग कि किस प्रकार से ब्रांच लेवल पर मेम्बर्स का इन्वॉल्वमेंट बढ़ाया जाए और अटेन्डेंस बढ़ाई जाए और यदि हमारे पास रिसॉर्सस है तो हम खास तौर से ट्रेनिंग्स प्रोग्राम हम कैसे ऑर्गेनाइज अपने लेवल पर कर सकते हैं उसकी प्रमाणिकता भी हो और हमें आसानी के साथ नॉमिनेशन मिल सके, धन्यवाद।

DR. RAJESH KUMAR PANDEY

आदरणीय त्रिपाठी साहब, रजिस्ट्रार साहब, दो-तीन बातें हैं। पहली बात तो यह है कि आईआईपीए में मैं कई सालों से आता रहा हूँ और काफी बदलाव, पॉजिटिव बदलाव आया है उसके लिए आप धन्यवाद के पात्र हैं और आने वाले दिनों में और प्रगति करेगा और इसके फाइनेंस के बारे में भी जैसा आपने बताया कि काफी प्रगति हो रही है। मैं यहां आया हूँ केवल एक छोटा-सा सुझाव लेकर कि आईआईपीए में प्रोग्राम बगैरह होता रहता है और यहां पर तमाम सभी विषयों के अलग-अलग पब्लिक एडमिनिस्ट्रेशन के एक से एक विद्वान लोग आपके पास हैं। मेरा अनुरोध यह है आपसे कि आईआईपीए को डीम्ड यूनिवर्सिटी का स्टेट्स आप दिलवा दें तो आपके रहते मेरे ख्याल में बहुत जल्दी हो जाएगा।

यूजीसी को आप एक चिट्ठी लिखें और मुझे पूरी आशा है कि इसे डीम्ड यूनिवर्सिटी की स्टेट्स मिल जाएगा और डीम्ड यूनिवर्सिटी का स्टेट्स होने से ये चिन्ता करने की जरूरत नहीं है कि क्या फाइनेंशियल सारी चीजें होंगी, कोई कमी नहीं होगी बल्कि फाइनेंशियल हैल्थ आईआईपीए की बहुत सुधर जाएगी। पूरे देश में बहुत कम विश्वविद्यालय ऐसे हैं जहां पर पब्लिक एडमिनिस्ट्रेशन के बारे में कोई डिपार्टमेंट है या कोई पढ़ाई होती है। देश में ऐसी एक संस्था की जरूरत भी है जहां पर आईआईपीए पब्लिक एडमिनिस्ट्रेशन पर पूरा पठन-पाठन की व्यवस्था भी हो। यहां जो डिप्लोमा होंगे, डिग्री होंगे या सर्टिफिकेट्स होंगे उनकी वैल्यू भी बहुत बढ़ जाएगी और आज के जमाने में मैं देख रहा हूँ, यूनिवर्सिटीज में भी मैं दो यूनिवर्सिटी चलाता हूँ इसलिए मुझे थोड़ा-बहुत इसका ज्ञान है कि क्लास अटेंड करने के लिए थ्योरी क्लास के लिए अब आने वाले दिनों में कोई आणगा नहीं। वह सब डिस्टेंस एजुकेशन से होगा। ऑनलाइन होगा और बहुत अच्छा होगा तो कुछ ऑनलाइन कोर्सेस आप चालू कर सकते हैं तो इसमें हजारों पब्लिक एडमिनिस्ट्रेशन के विद्वान पैदा कर सकते हैं। मेरे सुझाव को आप विचार करेंगे तो मुझे बड़ा अच्छा लगेगा। बहुत-बहुत धन्यवाद।

DIRECTOR GENERAL: माननीय सदस्यगण, सबेरे 11 बजे से सब यहां बैठे हैं, शाम के 4.00 बजे गए हैं। गर्म चाय आपका इंतजार कर रही है, रजिस्ट्रार साहब ने मुझे बताया है और जहां चाय वालों की इतनी कीमत होती है, वहां चाय को ठंडी करना ठीक नहीं है। हम चाहेंगे आप लोग आराम से चाय पीएं और आनंद लें, जितना सजेशन आप लोगों ने दिया है, हमारी टीम होती है जो रिकॉर्ड कर रही है, रिकॉर्ड करने के बाद हम एक्शन टेकन रिपोर्ट भी बनाते हैं और एक्शन टेकन रिपोर्ट जब बनती है तो जो सुझाव काबिलेगोर हैं उन पर विचार किया जाता है We also take corrective actions. ऐसा नहीं है कि हम आप लोगों के विचारों को हल्के से लेते हैं, आप लोग माननीय सदस्य हैं। अपने जीवन भर का अनुभव संक्षेप में रखते हैं। कुछ की भाषा अलग हो सकती है, कुछ की भाव-भंगिमा अलग हो सकती है लेकिन भाव पर हम जरूर जाते हैं कि कितना हमारे हित में है और कितना हमारे हित में नहीं है।



आपका आईआईपीए है, आप जैसे चाहे वैसे चलता है और वैसे चल भी रहा है। कोशिश है कि आईआईपीए को आईआईपीए के कर्मचारियों की तरफ से कोई बदनामी ना मिले।

नाम मिलने में देरी लगती है, बदनामी बड़ी जल्दी मिलती है। पिछले पांच साल से मैं भी देख रहा हूँ नाम मिलते-मिलते बहुत टाइम लगता है लेकिन बदनाम होते-होते एक घटना से आप बदनाम हो सकते हैं लेकिन कुछ मेम्बर ऐसे हैं जिनको कुछ भी कहो संतुष्टि आती ही नहीं है। असंतुष्ट आत्मा हो जाते हैं या कुछ ऐसे भी होते हैं जिनको सब कुछ करने पर भी संतोष नहीं आता है, कारण उनकी इतनी अपेक्षाएं हैं हमसे और हमसे ही अपेक्षाएं हे कारण, हम लोग कर सकते हैं और जब आप करते हैं तो अपेक्षाएं बढ़ती है। यह अच्छी बात है कि आप लोगों को अभी भी आईआईपीए के प्रति इतना विश्वास है, आईआईपीए के प्रति कोई डीमंड यूनिवर्सिटी करना चाहता है, कोई फुल यूनिवर्सिटी करना चाहता है, कोई सेंटर यूनिवर्सिटी करना चाहता है। हम भी चाहते हैं यूनिवर्सिटी बन जाए ताकि प्रोफेसर्स को कुछ करना न पड़े। तन्ख्वाह अपने-आप आए, सरकार भट्टे में जाए, विद्यार्थी नौकरी पाएं कि न पाएं अपना काम जोर से चलता रहे।

1200 यूनिवर्सिटियां हैं, 27 करोड़ बच्चे हर साल पढ़ते हैं, उनमें से नागरिक बनने के लिए अलग से सिविल सेवा बनानी पड़ती है और सिविल सेवा में आने के बाद आज देख रहे हैं कि 2010, 2011, 2012 बैच के बन्दे करप्शन में लिप्त पाए जा रहे हैं। नई-नई नौकरी में, जाने कहां से सीख कर आए हैं कि राधे-राधे, आधे-आधे, बिना समय गवाएं। यह भी तो जिम्मेदारी हमें शिक्षा जगत को ही लेनी पड़ेगी जिसे हम नीति, नियम और नियत के साथ समझा रहे हैं शायद कहीं दोष हमारा भी है। नई शिक्षा नीति ने इसको बदलने का प्रयास किया है, बहुत सारी यूनिवर्सिटिज ने भी यह प्रयास किया है जिसका पढ़ने का मन ही नहीं है उसको जबरदस्ती क्यों पढ़ाया जा रहा है। जिसका मन है कि वह कुछ कौशल सीखे, अपने मां-बाप की कमाई में कुछ हिस्सेदारी करे, उसको वह जबरदस्ती पीएचडी करवाना चाहते हैं यह पूरे देश पर कमेंट नहीं है लेकिन सच तो यही है कि अधिकांश आधे से ज्यादा युवक आज अनइम्पलायेबल हैं। आधे से ज्यादा इंजीनीयर्स अनइम्पलायेबल हैं, आधे से ज्यादा डाक्टर्स अनइम्पलायेबल हैं।

मुझे लगता है कि बीएएमएस के सारे अनइम्पलायेबल हैं। एक बीएएमएस का बन्दा हमारे यहां आया था रिसर्च में रिसर्च असिस्टेंट बनने के लिए जिसमें तन्ख्वाह है बीस हजार रुपए। मान लीजिए बीएएमएस क्वालिफाइड डॉक्टर मतलब वह अपना भी इलाज करेगा तो उसकी तबियत खराब हो जाएगी। नहीं कुछ तो प्राब्लम होगा, कुछ मजबूरियां रहीं होंगी, यू ही कोई बेवफा नहीं होता। मूल में शिक्षा है, मूल में साधन नहीं है और जब शिक्षा ठीक होगी तो प्रशासन, शासन सब कुछ ठीक होगा। हम जब मिड-कैरियर ट्रेनिंग देते हैं हमारे अध्यापकों, जो हमारे प्रोफेसर लोग हैं मैं उनके शत-साहस को सलाम करता हूँ कि जो लोग इतने पूर्वाग्रह से युक्त आते हैं कि अब कुछ नहीं हो

सकता। We are serving in the system but we believe that nothing else is possible. यह जो हताशा का भाव है बहुत खराब भाव है।

मिड-कैरियर ट्रेनिंग आपको सरकार ने प्रशिक्षण दिया है आप जिस नौकरी पर हैं, परीक्षा देकर आए हैं, हिन्दुस्तान की सबसे बड़ी नौकरियों में से आए हुए हैं, सरकार आपको पैसा देकर प्रशिक्षण कर रही है और आपसे यह तो उम्मीद नहीं करती कि अब कुछ न हो पाएगा। अब हमसे न हो पाई तो किससे हो पाई और क्यों नहीं हो पाई। आप ही जैसे लोग हैं जो कर रहे हैं। हम ही जैसे लोग हैं जो करेंगे और इसमें भी बहुत सारे कर्मवीर बैठे हुए हैं, सारे अग्निवीर नहीं हैं, सारे दानवीर नहीं हैं, सारे राय साहब भी नहीं हैं जो फ्री की सलाह देते हैं जो दूसरों को करना है, खुद नहीं करेंगे। आज का जमाना है, चरण से पहले आचरण पहुंच जाता है, चाहे ब्यूरोक्रेसी हो, चाहे टीचिंग हो, चाहे कोई भी प्रोफेशन हो। हमें उम्मीद है कि आप लोगों के दिए हुए सुझाव, आप लोगों के दिए हुए विचार और आईआईपीए किस तरह से और अच्छी तरह से चले। हम अगले एजीएम में इसको ध्यान रखेंगे।

बंगा साहब हम आपसे क्षमा चाहते हैं कि हमने आपसे कुछ बेरुखी दिखाई लेकिन आप हर बार वहीं चीजें न करें। आप नए मुद्दे उठाएं। इस सोसाइटी का संविधान अब नहीं बदलेगा। जिस अवस्था में है हम उसी अवस्था में इसको चलाना चाहेंगे। इसी अवस्था में सरकार ने हमको ग्रांट देना स्वीकार किया है। जितने ग्रांट हम पिछले दस साल में पाए थे उतने ग्रांट हम पिछले पांच साल में खाली कैपिटल हैड में पाए हैं। 59 करोड़ कैपिटल ग्रांट is unthinkable, has never been received by IIPA. That is visible in all our activities whatever right or wrong we are doing in improving our own look and feel. आज का युग तस्तरी का युग है, पान खराब भी हो, लेकिन यदि तस्तरी खराब हो तो आपकी दुकान नहीं चलेगी। AI को भी अपना चेहरा-मोहरा बदलना पड़ता है और बदलने के नाते ही पिछले साल हमने 21 करोड़ की ट्रेनिंग करी है सरकार से लिया है। सारा पैसा सरकार का है जो आप पूछ रहे हैं, कहां से आया है मुझे नहीं मालूम। यह सरकार का आया है और सरकार को मालूम है। हमारे account में मौजूद है। एक-एक पैसे का हिसाब है। एक नए पैसे का यहां हेर-फेर नहीं होता है। पिछले पांच साल से मैं गारंटी देता हूँ. Not even a single rupee misused has ever been reported by anyone.

Even Shri Banga has not reported any misuse except the misuse of change of byelaws, which has happened with the due approval of competent authority. We might not be satisfied with the way picture looks but there is nothing wrong with the picture. Picture may not be perfect. We are all painters of our pictures. हम अपनी तस्वीर, अपनी तकदीर, अपनी तदबीर तीनों के लेखक स्वयं हैं। कितने अच्छे लेखक बनना चाहते हैं, चाहे शिक्षण से हो चाहे प्रशिक्षण से हो, लेखन से हो, अभिलेखन से हो, भाषा से हो, भाव से हो, वाद से हो, विवाद से हो, संवाद से हो आईआईपीए के Publication छपे हैं। पिछले पांच साल

हमने कम से कम 12 हजार articles छापे हैं। 20 से अधिक Books छपी हैं। हमारा कोई भी प्रोफेसर आज की तारीख में एक करोड़ से कम का Business नहीं ला रहा है। अपने बल पर ला रहे हैं। कुछ तो हैं जो करोड़पति से ज्यादा है, 2 करोड़ ले आ रहे हैं।

All this has happened because of the individual initiatives of our Faculty. Our job was to give them helping hand. If they need two research assistants, we give them three; if they want BA Pass, we give them B.Tech.; if they want Ph.D., we give them Ph.D. with ten year experience. They are partners in selecting those people who are good people who support them. There has never been a complaint to me in the last five years in any department that the Professor has not submitted his or her report in time. This is a huge achievement by our Faculty. I really have to express this. उनका भाव बढ़ जाएगा but कहीं तो कहना पड़ेगा। लगभग 200 Enquiry report इन लोगों ने evaluation report दी है without single day delay. Wherever there is a one or two or three months delay, that has got due approval of competent authority. Not a single rupee penalty we have paid. More than 50 crore worth of guarantee we have given for getting projects. I am sure that my guarantee has not been misused at any point of time. No Ministry or no Department or no Organisation has ever encash our guarantee for failure to perform the duty and the credit goes to my Faculty, who may not be the smartest, but they are the best asset for this institution. Their number is dwindling, but their enthusiasm has never gone down.

When I joined, we had 180 staff, today they are less than 100. Total strength of IIPA is less than 99. We are in two digits but our performance has gone up by two to three times. Quality matters and quality has a price and that price market is prepared to pay for it. We have the staff negotiating at lower price. If you sell cheap, anybody can match you; if you sell costly, everybody would not be able to match you. You would get good business and better business. We are winning and winning business with the same Government whom we criticise at times, सरकार में कुछ नहीं होता है। अगर सरकार में कुछ नहीं होता तो हम भी यहां नहीं होते। हम सब सरकार के Product हैं। हमें सरकार के प्रति ज्ञानवान, विद्यावान और गुणीवान तो होना चाहिए, धन्यवाद भी देना चाहिए कभी-कभी। हम इतनी खराब सरकार में काम नहीं कर रहे हैं। आपको याद होगा

India took 67 years to earn its 1 billion GDP. We took nine years, become 2 trillion dollar GDP; we took five years to become three trillion dollar GDP; we took two and a half years to become four trillion dollar GDP. This all has happened by the same may be not so honest bureaucrats or may be not so desirable politician or may be not so trust worthy Indians but all of us have delivered this four trillion economy to ourselves. Our per capita income used to be 249 dollars, today it is at least 2,800 dollars. We are not in the least developed country economy. We are one of the good economies. Today India sets agenda abroad. We have heard in national and international meetings, Hon'ble Prime Minister is not speaking and reacting to USA is the news. This is the value of our passport, ladies and gentlemen. When nation grows, your own institution also grows. We feel happy that we have contributed our little bit.

रामसेतु बन रहा था, गिलहरी आती थी पानी में नहाके धूल में लपेटकर अपने शरीर में जाकर बालू समुंद्र में गिराती थी, किसी ने पूछा इससे क्या होता है, बोली मैं भी रामसेतु का निर्माण कर रही हूं भले थोड़ी सी रज अपने शरीर से ले जाकर वहां गिरा रहे हैं। आईआईपीए जितना बड़ा अनुष्ठान आप समझ रहे हैं, उतना बड़ा अनुष्ठान है नहीं। सरकार की 44 करोड़ खर्च की इकोनॉमी भारत सरकार की है उसमें हमें मिलता है 27 करोड़ तो जितना धन उतना मन, जितना मन उतना काम और जितना धन उससे ज्यादा काम करके आईआईपीए ने करके दिखाया है।

I think we should be proud of them. They deserve a big round of applause. Very few institutions in India where ten Chief Secretaries attend their meeting. Even when Cabinet Secretary calls the meeting, I don't think all the Chief Secretaries come. In IIPA, Chief Secretaries— past, present and the future - attend the meetings. DGPs attend meetings here. If we don't give them respect, why they will come and attend our meetings. Respect is not commanded, ladies and gentlemen, respect is given. The more you give, the more you get. The less you get, more people will hate you. Respect is always given, maybe we might not have given you the desired respect. But all of us deserve respect in our own way. Regional and Local Branches can touch the sky, can kiss the sky, it depends on one person. I don't require a tonne of persons.

All those Branches which we are running, I know and I can identify two or three persons in J&K and two or three persons in Karnataka or one or two in Madhya Pradesh or one or two in your own Branches. If they are able to carry on, others will join. Everybody is waiting somebody else to take the lead. मैं पीछे-पीछे चलूंगा, आगे-आगे संसार चलेगा ऐसा कभी होता नहीं है। भारत भाग्य विधाता हम खुद ही है। You cannot key of your happiness to somebody else. अगर आपकी चाबी किसी और के हाथ में तो वह आपका भाग्य विधाता बन जाएगा। चाहे वह ब्रांच हो, चाहे मेम्बर हो, चाहे वह कोई एक्टिविटी हो। रही

बात पैसे की तो मार्केट में इतना पैसा है कि हम संभाल नहीं सकते। आज रिसर्च में हम लोग डेढ़-दो करोड़ रुपए पाते थे। इस बार हम लोगों ने लगभग 10 करोड़ के रिसर्च प्रोजेक्ट्स पाई और रिसर्च प्रोजेक्ट्स में खूब पैसा भी मिलता है।

करने में बहुत पैसा मिल रहा है। पैसा है, झुकती है दुनिया झुकाने वाला चाहिए और आप लोगों के अंदर क्षमता है कि यदि कर्नाटक सरकार से एक चीफ सेक्रेट्री चेयरमैन होकर अपनी ग्रांट को 3 लाख से 35 लाख करवा सकता है तो हर बंदा करवा सकता है, लेकिन बैठे रहे खाली हाथ से हम राय साहब बने रहेंगे राय देंगे दूसरे को और कोई तीसरा काम करेगा, ऐसा नहीं होता है और न हुआ है, न कभी होगा। यदि ऐसी गलत-फहमी है तो फिर आपको मुबारक हो आज का समय मुबारक देने का नहीं है, इसलिए मैं रजिस्ट्रार महोदय को धन्यवाद देने के लिए अनुरोध करूंगा।


REGISTRAR: Thank you very much, Sir.

Normally, when I propose a Vote of Thanks, I give the Vote of Thanks to the DG Sir at the last but after hearing today's inspiring and motivating address, I must give my first Vote of Thanks to the Director General of IIPA Shri Surendra Nath Tripathi Sir, who has been a leading and guiding light, mentor, friend, philosopher and guide for the IIPA. In fact, we have been listening to him since the last five-six years, every time I listen to him, it is always new, something more inspiring and more motivating. His speeches always throw light towards the future. Go to reinvent yourself, how to reimagine yourself. Not only just put the laurels on the past, but also how to guide yourself towards the future. Like he was telling about the Regional and Local Branches, that even one person can lead the Branches towards great success and glory.

Dr. Ashok Bhan Sir is here from J&K Regional Branch, we all know what he has done for the Branch. Like each and every Branch, most of our Branches don't have any address but he took the initiative in J&K Regional Branch, he got a big chunk of land allotted from the University of Jammu for the J&K Regional Branch. Now, the Branch has constructed three-floor building also there. They have a very good Library, they have rooms for office bearers, they have Conference and Seminar Halls. They have all their programmes there.

Above all, in our childhood when we meet, we say that this person has become 'dharti pakad'. People try to just cling to the post or positions. he has voluntarily abdicated the position of Chairmanship of Jammu & Kashmir Regional Branch by saying enough is enough. I have been the Chairman for many years, so, he has shown the example. we need persons like him, like Dr. Ashok Bhan for all the Branches, everywhere. They don't want positions but they want their

organisations; they have nurtured those organisations like their own children and want them to grow bigger and bigger. Not only for Jammu & Kashmir, I have seen Dr. Ashok Bhan in IIPA also. Just 12 years back, he was the Executive Council Member when he voluntarily resigned from its membership. There was so much talk about amending the MoA and getting IIPA back to that position. Thank you so much to all the members.



(SURENDRA NATH TRIPATHI)
DIRECTOR GENERAL

LIFE MEMBERS ATTENDED
71st ANNUAL MEETING OF THE GENERAL BODY (31st OCTOBER, 2025)

(A) Life Members attended at IIPA, New Delhi

S.No.	L.M. No.	NAME
1.		SHRI C.P. RADHAKRISHNAN HON'BLE VICE PRESIDENT OF INDIA & PRESIDENT, IIPA
2.		DR. JITENDRA SINGH HON'BLE UNION MINISTER & CHAIRMAN, IIPA
3.	L-7295	SHRI S.N. TRIPATHI, DIRECTOR GENERAL, IIPA
4.	L-11652	SHRI AMITABH RANJAN, REGISTRAR IIPA
5.	L-190	MR. K.K. SETHI
6.	L-301	PROF. RAJVIR SHARMA
7.	L-823	MR. D.P. TIWARI
8.	L-1333	MR. P.L. BANGA
9.	L-1866	DR. V.K. DUBEY
10.	L-2850	DR. GANDHIJEE ROY
11.	L-3080	MR. N. N. MISRA
12.	L-3639	MRS. MEENAKSHI HOOJA
13.	L-3664	DR. M. SHAMSUL ISLAM
14.	L-3806	DR. RUMKI BASU
15.	L-3809	MRS. SUBRATA MISHRA
16.	L-3935	MR. G. DHURAISAMY
17.	L-4249	MR B.R. SHARMA
18.	L-4315	PROF. ANIL MEHTA
19.	L-4352	DR. ASHOK BHAN
20.	L-4501	PROF. M.K. DAS
21.	L-4505	DR. R.R. DHANAPALL
22.	L-4961	DR. P.L. KIRKIRE
23.	L-5047	DR. N.K. SHARMA
24.	L-6143	DR. SURESH MISRA
25.	L-6319	DR. S.K. SANYAL
26.	L-6924	DR. A.V. NARASIMHA REDDY
27.	L-7433	MR. A.K. SHRIVASTAVA
28.	L-7511	MR. N. RENGANATHAN
29.	L-7698	MRS. SUNITA GULATI
30.	L-8302	MR. K. BASKARAN
31.	L-8428	DR. PRADEEP B. LONDHE
32.	L-8477	DR. RAGHVENDRA SHUKLA
33.	L-8579	MR. B.K. MITRA
34.	L-8664	MR. NARENDRA KUMAR RAI
35.	L-8692	DR. M. MADAN BABU
36.	L-8969	PROF. P.C. SARANGI
37.	L-9830	MR. P.C. LAWMKUNGA
38.	L-9875	MR. ARUNODAY BAJPAI

39.	L-9929	DR. N. MADHAVAN
40.	L-10040	MR. K. RAVINDER NAIK
41.	L-10041	MR. RAM VIR SINGH
42.	L-10124	MR. S.S. KSHATRIYA
43.	L-10227	PROF. J.G. WASNIK
44.	L-10410	MR. R. RAMANI
45.	L-10545	PROF. V.N. ALOK
46.	L-10572	PROF. NUPUR TIWARY
47.	L-10603	PROF. CHARRU MALHOTRA
48.	L-10790	DR. ADKI SURENDER
49.	L-10799	DR. G. RADHAKRISHNA KURUP
50.	L-10807	DR. AWADHESH KUMAR SINGH
51.	L-10811	MR. K. RAYAR
52.	L-10828	MR. D. JAYAVIJAYAN
53.	L-10846	DR. ANIL KUMAR THAKUR
54.	L-10907	DR. A. XAVIER SUSAIRAJ
55.	L-10956	PROF. R. MATHAIYAN
56.	L-11062	DR. T.R. GHOBLE
57.	L-11105	PROF. T. LAKSHMAMMA
58.	L-11110	PROF. MADHU PRABHA SINGH
59.	L-11143	DR. S. KANAGASABAI
60.	L-11188	DR. JEEVAN KUMAR C.
61.	L-11234	DR. JANAK SINGH MEENA
62.	L-11318	DR. G.L. SRIVASTAVA
63.	L-11325	DR. RAJESH KUMAR TIWARI
64.	L-11427	DR. P.H. NAIK
65.	L-11491	MR. M.M. GUPTA
66.	L-11497	DR. RAJESH KUMAR PANDEY
67.	L-11569	DR. NIRAJ PASRICHA
68.	L-11694	PROF. B.M. RAJPUT
69.	L-11840	PROF. K.K. PANDEY
70.	L-11951	DR. MANOJ KUMAR SINGH
71.	L-12054	DR. SHYAM NARAYAN PANDEY
72.	L-12079	PROF. ASHOK VISHANDASS
73.	L-12097	DR. FAISAL ALI KHAN
74.	L-12172	DR. RAJIV RANJAN VERMA
75.	L-12200	PROF. M. SURENDER KUMAR
76.	L-12204	DR. RAMVEER
77.	L-12235	MR. JODHA SINGH RAWAT
78.	L-12250	DR. SHAHLA TABASSUM
79.	L-12280	MRS. SURJEET SHARMA
80.	L-12289	MR. RAJENDRA UPADAYAY
81.	L-12290	DR. PRABHA GUPTA
82.	L-12302	MR. T.M. VIJAY BHASKAR
83.	L-12358	DR. KANHAIYA SINGH
84.	L-12415	DR. D.P. JOSHI

85.	L-12423	MR. V. SRINIVAS
86.	L-12443	DR. ROMA DEBNATH
87.	L-12474	MR. SUJOGYA KUMAR MISRA
88.	L-12528	MR. ARVIND KUMAR
89.	L-12624	MR. JEETINDER KUMAR
90.	L-12625	DR. KUSUM
91.	L-12698	MR. P. ARUMUGAM
92.	L-12806	DR. ARUN KUMAR
93.	L-12887	PROF. NEETU JAIN

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

1.	L-4994	DR. PADMA IYER
2.	L-7669	MR. PRATIP KUMAR MISHRA
3.	L-6450	MR. AJAY GUPTA
4.	L-7911	MRS. SEEMA SAXENA
5.	L-9300	DR. NARESH KUMAR
6.	L-9916	PROF. N.B. BANAKAR
7.	L-10073	MR. BISHNU CHARAN CHOUDHURY
8.	L-11369	MR. VIJAY KUMAR HANDOO
9.	L-12024	MR. GANGARAJU MALLAMPALLI
10.	L-12328	MR. MANOHAR V. LOKHANDE
11.	L-12372	MR. M.K. UNNIKRISHNA PANICKER
12.	L-12409	MR. RAJESH SHARMA
13.	L-12860	MRS. REENA RANJAN
14.	L-12901	DR. S.K. SAHOO