

69th

MEMBERS' ANNUAL CONFERENCE, 2025

ON
EMERGING TRENDS IN PUBLIC POLICY
AND PUBLIC ADMINISTRATION



Indian Institute of Public Administration

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW DELHI

69TH MEMBERS' ANNUAL CONFERENCE, 2025

on

“Emerging Trends in Public Policy and Public Administration”

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(TRANSCRIPT OF PROCEEDINGS)

Director General, IIPA:
Shri Surendra Nath Tripathi

Address Initiation by Registrar, IIPA

REGISTRAR: Good morning, everyone. We are going to start our 69th Members' Annual Conference today on the theme of "Emerging Trends in Public Policy and Public Administration". It is a very relevant theme. We welcome all the Members, Faculty, hon. Members, Chairpersons of Regional and Local Branches, each and every one, to this august gathering. It is very prestigious academic event of IIPA and we welcome all of you.

At the start, I request our Director General, Shri Surendra Nath Tripathi for his welcome address.

Welcome Address by Director General, IIPA

DIRECTOR GENERAL: Good morning, friends. It gives me immense pleasure talking to you today early morning on a theme which may look new but all of you have lived throughout your life being a public policy practitioner, either as a thought leader or as an implementer in chief at the field level. Whatever you people say keeps on changing and change is the only constant in life as well as in administration. IIPA welcomes each one of you for your thoughtful deliberations today. We do believe that public policy monitoring, public policy idea setting, trend setting and becoming a hub of political public administration is one of the key roles of IIPA.

Today public administration we are talking about is having 60 odd or 70 universities only, out of 1100 universities in India. Public administration is also losing its steam in comparison to management thinking. People would like to become Managers by doing MBA than becoming managers by studying public policy or for that purpose public administration. The changing role of public administrator is also a concern. Some people suspect that democracies can't deliver. Diffusion in decision making, too much of hierarchy and the entire advantage is taken by the bureaucracy who believes that rule is the solution for all the problems, the way politicians believe that law is the source of every source of evil.

Public administration today, in fact, has always been and continue to be at the crossroad of public and administration. The difference, the rising gap between public in the republic, and administrators in the administration is a key concern for both bureaucrats, who are practitioners and thought leaders who teach and perhaps live with the idea of public administration.

I am a student of public administration; I have seen that how we perceive a State in political science and how the State actuals functions when you become a civil servant. The grand design that we studied as a student of political science, the role of a State, losing its sheen when you become a Chief Secretary or the Cabinet Secretary or Secretary of a Department at the State or Central level, what is the role that State does, Same thing is true when we were studying the role of District Collector or while studying pubic administration as a paper in Civil Services, when you become Collector of the district, you realise that the roles were not the same that studied as a public servant.

Even same thing is true when you look at the organization because pubic administration is all about managing public through good public policy and through good implementation. Public administration. As a public administrator, we all get a 360-degree view of all the public institutions within the State or bureaucracy within the State or its functions or how it discharges its functions.

Today, we have seen that the great debate after the end of the State theory of Fukuyama that in liberalism there will be no need of clash of civilizations because the State is perfect and the State will delivery. In current environment, single party governments are delivering better than faster development than multi-party States. Even democracy is being questions. Can it deliver? These are the ideological constructs as a matter of research but they do need deliberations.

We have seen how social media can change, not only the face of bureaucracy but also the face of the State. A kingdom known for cold climate would its government change by social media Gen Z. We have seen in our neighbours. Things do change. India proud that we can make 18 transitions at the Central level so peaceful that even a General never dared to occupy the seat, that has frequently occupied by in our neighbours. The credit goes to the administration also. We are the conscience keeper of the State. We are the only constant in the changing role of the bureaucracy.

We, the people of India, have created and accepted a Constitution and Constitution gives each one of us a role and also it limits our power. We have the erosion of separation of power even in the greatest country of the world and seen how one person fixes the tariff in the early morning and revises in the midday and the next day, whether it would remain the same or not, no one knows. The same country is famous for public policy and separation of power.

When we were studying, we were told that if we have to emulate how a country works, look at the best, best among the best. I need not name them. The same country is also questioning the higher institutions of learning. A minor protest, even a wrist band can take your passport forever. The IVY League

institutions were are retreat for only nurturing the freedom of speech. I am not giving a scary picture because you are all more aware than me. But we do believe that in this complex world unless you think ahead, unless you prepare the bureaucracy and society to look ahead you may be falling short of as a think tank.

It is this role, with your blessings we will perform today and we will be emerging stronger in our belief that it is the public and the public administration; it is the link between public and public administration that can make India not only survive and thrive in democratic flavour despite all these diversities but we can also become flourish and become a Viksit Bharat when we celebrate our 100th year.

I feel, and IIPA feel privileged and my proud duty to welcome each one of us for this Special Workshop where we will discuss throughout the day in this 69th Members' Annual Conference. The 69 is very important because I am only three years short of completing 69. Age is a privilege, friends, which a very few have it. IIPA is proud that we are ageing gracefully. And this ageing with grace, and this ageing should be the ageing with ideas, melting pot of ideas, the rain forest of ideas, a waterfall of ideas so that we can emerge and give a vision to the nation.

We will also be releasing tomorrow hundred ideas that we have crystallised down for the 100th Anniversary of our nation. My faculty, my participants, and everybody has worked extra smartly to come out with those 100 ideas. We will share them tomorrow in IIPA Digest publication. I don't have a copy of it today. Otherwise, I would have shared today.

In this background, let me also compliment Dr. Manan Dwivedi who is an energy in a small pocket. He can speak on anything and everything and at any time. He has done a lot of hard work on this subject.

So, we are grateful to him for his hard work and hope and trust the Paper that we have circulated to each one of you will give you some pointers, to think and to deliberate and perhaps improve upon it in a manner that is befitting to the tradition of dialogue and discussion, debate and *Samvaad se Sahayog ke taraf, Samvaad se Vivaad ke taraf nahi*.

A lot will happen during the day. Let me not stand between you and the erudite speaker, Prof. Manan Dwivedi in understanding the subject of "Emerging Trends in Public Policy and Public Administration".

Thank you all once again.

REGISTRAR: Thank you very much for your very inspiring address. You have highlighted the growing gap between the public and the republic and

administration and public administration and also highlighting the fact that IIPA is ageing but ageing gracefully. I say it that IIPA is ageing like a finest point. Thank you very much, Sir.

Now, I invite the hero of today, Dr. Manan Dwivedi, who has prepared a very meticulous paper of “Emerging Trends in Public Policy and Public Administration”, to make his presentation.

Dr. Manan Dwivedi

Presentation of Theme Paper

by Dr. Manan Dwivedi

DR. MANAN DWIVEDI: I feel very proud and privileged and very honoured that this onerous responsibility has been given to me by DG, Dr. Surendra Nath Tripathi Sir, and Shri Amitabh Ranjan Sir. The kind of faith that has been reposed in me is really doing wonders for my level of confidence. Whatever erudition we people have, we are going to come out with it. With this, I once again greet respected Tripathi Sir, respected Amitabh Ranjan Sir, Mithun Barua Sir, and all the gathered members and the other stakeholders. As far as the Regional Branches of IIPA is concerned, they really do it very nicely. We can boast of being a good host with aplomb and encouragement that is given to us by Tripathi Sir, and Amitabh Ranjan Sir.

The theme that has been given to me happens to be that of “Emerging Trends in Public Policy and Public Administration”. As Sir has already said that I can speak anything, anywhere, in the same parlance, I would like to come out with this brief idea that my spouse happens to be an M.Phil. in Public Administration. But as you know, being in the field of international relations, being a student of foreign policy of diplomacy, we use the nomenclature of (NOT AUDIBLE/CLEAR), I am not saying derogatorily, but something which is no so important because we are dealing with public policy which is taught in IVY League institutions, such as Harvard, Hopkins School of Governance, etc. So, it is about participation.

I would straight away jump to a scholar, a political scientist, David Easton, to propel forward. He talked about the fundamental premise of political science, as Tripathi Sir is also a student of political science, wherein the stereotypical and quintessential process wherein we first talk about public policy, where we refer to decorated bureaucrats and mandarins of the nation, who sit together with the political leadership of the day to look into the developmental schemata of the country, how everything should be participatory in nature. There should be an amicable, benevolent and non-hegemonic interface.

I always stress on these aspects. It is not colonial and post-colonial in nature wherein the peoples' welfare through new idiom promoted by our Prime Minister. Such as the entrepreneurship and other techniques that is the advent of the creative economy, or the orange economy or the emergence of the Artificial Intelligence (AI), digitalisation and digitisation of governance to make it easier, healthier, chirpier for people. This is the background I was talking about the David Easton political concept where people are there, and mandarins of the

nation give inputs and create a game plan for the nation. They create schemata for the country and then, it goes inside the black box. We are all great scholars and this is my humble understanding which I present before you.

The process floats around; people ruminate over it; and these are executed for the people, for the hoi polloi of the country. Then, whatever may be the results, whether it is in the affirmative or whether it is in the negative that comes out through the feedback. It is the loop which is created wherein the feedback goes all the way to the mandarins who would review it once again. In that way, the circularity goes on; it extends itself all in the name of Ram Rajya or for implementing governance. Since 2014, with all respects, we have been talking about Bharatiya perspective of governance and foreign policy. That kind of transparency and 360-degree nature of governance become the order of the day. This was generally the idea.

The monograph zeroes in upon the “Emerging Trends in Public Policy and Public Administration” ranging from Digitalisation and cyber warfare to New Public Management, Criminal Justice reform, and Orange Economy, something which I have conspired and it may something new for all of us. The monograph argues that the ever present and fast augmenting challenges of poverty, and population rise, have vastly transformed the discipline of Public Policy inviting redressal on the part of the Government of the day. Once again, we come to this particular idea. Scholars have written very profusely about it.

Scholars who come to my mind right now - we keep on working on it regularly at IIPA, and in our library - are Prof. Rajesh Chakrabarti, Prof. Kaushiki Sanyal, etc. and peoples’ scholars like Leonard White and Daniel Wren. These are the commonalities which we cannot escape from. They brought about singularity that it is within the difference or the schism which lie between the public policy and public administration. At this particular point of time, it is in the twilight zone, it lies in the interstice of exchange of ideas and transition from public policy to public administration. The real challenge lies here. This is something which I have made a humble attempt to understand. So, when we talk about new strategies, scholars have also talked about the fact that why do we need new trends in public policy and public administration.

This conference which took place about 30 to 40 years back wherein it was decided by the western scholar that there needs to have an idea of technique, that is, technology something which would really bring the government to the doorsteps of hoi polloi, the populi. Now, we are not doing anything new. That is not the issue. New trends have emerged. Sometimes the traditional, if I were to use the word statis in a positive sense, or the orthodox and the conventional idea

of governance creates a distance between the people, the governed and the government of the day. It is because of these differences, lack of a loop which can really be really smooth, transparent and very malleable at that time for the larger welfare of the people.

That is how new things have started or was initialised or started emerging as far as the standard quintessential public policy and public administration is concerned. We have moved away from that. I am not talking about the performance. But if we look into the new trends, we would definitely talk about orange economy or something related to the MIM – military, industry and media complex. Here, it comes as a great surprise to me that the total work of the MNE complex, that is, media and the entertainment complex. It amounts to a very healthier and astronomical figures of 42 billion dollars.

I happen to be an incorrigible student of international relations. How the US President, Donald Trump is hobnobbing with the political leadership of Pakistan, Shehbaz Sharif and how he is giving a space to people like Shehbaz Sharif to launch diatribes against India from a place called Florida. A couple of days back, I am talking in the context of a created economy, or orange economy. This kind of an unofficial or unconventional avant garde kind of a doctrine which is ruling the roost. Donald Trump has signed a treaty with the new Prime Minister of Japan wherein America is going out in a very blatant and bland manner to once again grasp their natural resources, the bounty of the earth. As we know, once again harking back to the orange economy. These are the rare elements.

These are the typical elements, right from the pressing process, it goes on in the case of petroleum refinement and petroleum-related matters, all the way down to something which is commonly available with the even a two-year kid in our country now, a laptop, a mobile and other intricacies such as space exploration and other attended things. American unfortunately does not have that source. Stratagem of containing China and creating the strategy are interrelated. Americans are going from one door to other to once again create a kind of post-colonial order something opposed to world administrative and organisational problems and challenges. You know what I conjured up very hesitantly and tentatively and I am humbly presenting it before you, that is, the idea of orange where the MIM complex of continuity still continue to rule the roost.

The deep state is there but there is value chain in the entire political government and other eco-systems. This is the lifeblood. Orange economy and the creative economy happen to be lifeblood. Economy also counts definitely under the rubric of public administration and also under the rubric of academic

discussion, both within the academia and with the honourable bureaucrats of the day. So, this can no longer be relegated as a rare and critical minerals as media has always been there; and the compliance with the military will always be there. Once again, I refer to the western perspective. I apologise for that.

There are changes and challenges in other fields. We have convergence, interdependence and globalisation because of which there has to be a change. As Sir has nicely mentioned about the technic and the digital rendering of public service has become very prominent.

We can look back to the case study of Bill Gates and others who were dropouts from Harvard. They said that these guys would not do anything in their lives. He is going to be a lethargic person; he won't be able to contribute to the local or American or global AI complex, as we learned it. But they invented cloud computing, the attendant money cycle, the money chains they invented.

When we talk about the new challenges, I would say that everything lies in the realm of immediacy or immediateness wherein we would go on to contain by saying that yes, we take mobile and try to pay for our LIC policy, we find all those goodies are there.

The greatest magical moment that has occurred as the second emerging trend in public administration happens to be that of a Digi Locker. There, we don't have to run along with our documents; we can store it in the Digi Locker. The government has taken the responsibility of keeping these documents and maintaining a kind of an archive or a storehouse. This might seem very ordinary but if you look at it practically on a day to day, routine kind of an approach, this is a boon to the public. Now people get money in their Jan Dhan account, an unorthodox economy, and an unofficial part of the entrepreneurs, who have benefited greatly.

The manner in which the services can be delivered both materially and intangibly has become a forte of the present government. We are not saying that it was not present earlier but the pace which has been engendered, the kind of influx of ideas and execution is really exemplary.

We were talking of public administration during the Maurya empire but it all emanated unfortunately or practically speaking from the Greek Polis or the Roman apparatus wherein small is beautiful has always been the key.

The key phrase of nomenclature, the dissemination of management of population, how they managed the defence of the country, how they managed the granary, how they looked into the sewage system; how they managed it; how they created. All of this can be said about public administration because governance is

the order of the day. The people-friendly and immediacy in governance is something which has been viewed as a friend.

Now, I come to geopolitics and public administration, which happens to be a trend. As far as public administration is concerned, it is not at all about the scaled domesticity but it is about how the various and myriad government regimes and even transnational non-state actors are involved in the day-to-day transactions of food procurement as far as governance is concerned. That also become a part of the challenge that also becomes a part of the area where we as students of public policy need to work hard. They need results. New trends would be good for them.

In the end I would just say about the reforms in the Criminal Justice system is a precursor, cyber security is also one of new trends or ordeals of the government of the day, which needs to be harnessed by both the security and non-security agencies of the country. Sustainability is the buzzword. With all these new ideas and new idioms one can really chart out how to provide access to the people of the country. We can also inculcate the same for the classroom discussion and other kinds of deliberations that go on between teachers and the academia. I just culminate here and extend the heartfelt wishes and thanks to Tripathi Sir, for giving this great opportunity to let me embellish my paper also.

Brief Presentation of Reports by the Branches

DIRECTOR GENERAL: Thank you, Dr. Manan. I have made a lot of efforts to convince you that public administration includes everything except public act.

Let me request Bihar Regional Branch, Shri R.K. Verma to make his presentation. The time given is about five minutes. I will remind when one minute is left.

BIHAR REGIONAL BRANCH: The DG of IIPA, Shri Tripathi Sir, Amitabh Ranjan Ji, Registrar, and other participants, I render my respect to the people on the dais and hon. Members of the IIPA, who have come across the country. I thank you for giving me the chance. The proceedings of Prelude Conference of IIPA, Bihar Regional Branch has already been circulated. The Seminar of IIPA was held on 17th October, 2025 and was presided over by the Chairman of the Branch, Shri Vijay Pratap, IAS, and the Chief Guest of the Occasion was noted historian, Prof. Ratneshwar Misra, of Lalit Narain Mithila University, and the Keynote Address was delivered by Prof. Jitendra Narain also from the Lalit Narain Mithila University.

The Session was chaired by Dr. Nihara Prasad Yadav, VC. Programme started with all the rituals, lighting lamp, inaugural address. Later, I presented the Annual Activity Report and the Annual Accounts of the Branch for 2024-25, which was approved by the House unanimously.

Several persons presented their views, and interacted. In his inaugural address, Prof. Ratneshwar Misra, shared profound insights in ancient Indian administrative system and the lessons they offer for the modern times. He remarked on the subject of 'Increase the Centralisation of Administrator' which urging to embrace the technology and vast advancement. He pointed out that digitalisation administration is yet to match the full scale in the development of the nation. He cautioned against allowing technology to replace human roles, calling for careful consideration of ethical concerns.

In the keynote address, Prof. Jitendra Narain emphasised the traditional Indian knowledge, culture and system already contained the element necessary for the innovative, accountable, efficient and people-centric administration. He maintained that trends of the Indian knowledge system are now being promoted by the Western world. Dr. Nihara Prasad Yadav spoke about dividing the administration of stages of evolution and betterment over the last few decades

successfully overcoming its previous images as a poor and backward State. He was talking about Bihar.

Dr. Aditi Tyagi stressed that in the current, volatile, uncertain, complex and ambiguous world, challenge by the climate change, geopolitical turmoil and new technologies like Chatbots and Robots, Bihar and nation are at large. Most look inward. She advocated for seeking recourse in indigenous resource structure and system to foster self-driven, self-sustained and community-led solutions. She also identified an emerging need to shift focus from hard skills to recognising, encouraging and embracing such skills in the new generations, developing them into employable opportunities, that is, soft skills.

In his presidential address, Shri Vijay Prakash opined on various issues and challenges facing public administration both in Bihar and nationally. He highlighted the permanence of Artificial Intelligence and its deep percolation into life and administration leading to increasingly greater-driven governance, re-referencing the trend of robots being granted citizenship, he suggested that robots and biological individuals will soon co-exist. He also expressed concern over the growing trend of public fund being converted into private investment. In conclusion, he remarked on the need of prevalence of direct benefit transfer system from becoming a more populist political gimmick. He also informed that there is a need for securing a formal office building for the Branch.

The programme was followed by a prize distribution ceremony for the winners of the JKP Sinha Memorial Annual Essay 2025. I must recall that Dr. JKP Sinha was the founder-secretary of the Bihar Regional Branch and has devoted his whole life for the Branch/ So, we carry an Annual Essay Competition on the same subject to inspire the students to consider to think and to write something on the subject. The occasion had several students of Bihar participated in it. The prize distribution was performed by his daughter and son-in-law, Shrimati Mithun Sinha and Shri Kishore Ranjan Sinha, veteran members of the IIPA.

The winners of the prize were Anmol Thakur, Sarita Kumari, Sristi Singh, Ayushi Aryan, Ankita and Naman Kumar. All were students of PG Department and Business Management Department. The function was formally concluded with the Vote of Thanks proposed by Dr. Kavita Kumari, Executive Member of the Branch, who extended gratitude to all the dignitaries, officials of the Bihar Vidya Peet, academia, social activity students and participants. Welcome address was delivered by Dr. Nishant Kumar, and the Joint Secretary of the Branch. We have made some takeaway recommendations after the discussion.

DIRECTOR GENERAL: Kindly conclude, Sir.

BIHAR REGIONAL BRANCH: There is an urgent need to utilise traditional Indian knowledge system in administration, in handling health, education, agriculture, optimisation of local resources, and art and culture. Prominence of AI and its deep percolation into the life and administration leading to increasing greater e-governance. It should be avoided to continue with the direct benefit transfer system from becoming a mere populist political gimmick.

DIRECTOR GENERAL: Verma Ji, kindly highlight main features only, don't read everything.

BIHAR REGIONAL BRANCH: In the case of Bihar, there is an urgent need of seeking a recourse in indigenous resources, structures and systems to foster self-driven, self-sustained and community-led solutions. Bihar needs to shift focus from hard skill to recognising, encouraging and embracing soft skills in new generations, developing them into employable opportunities. Lastly, the promotion of orange economy should be taken care of. This has already been discussed by the Theme Paper presenter. We thought that cultural activities and job opportunities have to be made.

DIRECTOR GENERAL: I would request next speakers to kindly stick to the time. We have 22 Regional and Local Branches to speak, and we have got 13 papers to understand the various nuances.

Bihar is today the laboratory of public administration

CHHATTISGARH REGIONAL BRANCH: Thank you, sir. Respected DG, Shri Amitabh Ranjan, Dr. Dwivedi, Mr. Barua and dear friends. Unfortunately, we have not been able to circulate the proceedings of our meeting. We had a meeting only recently. Whatever discussions took place, I would like to highlight. It would say that technology is transforming both public policy and public administration. It hardly needs to be emphasised.

Technology is impersonal and that needs to a lot of questions, which needs to be answered. In fact, while digital governance is definitely transforming the landscape of public policy and public administration, there are several concerns which were expressed in the meeting I would like to highlight. Firstly, it is the digital divide; there is no doubt that our technology and Net has gone inside into almost remotest corner but in Chhattisgarh, particularly in the Bastar and other regional, the digital penetration is very low. Why I am saying this is that it is the time it must be taken up.

We have in a way almost succeeded in putting an end to the Naxalite problem. Therefore, the way is now open to go in and penetrate that area and bring the fruits of technology to the tribal people. As compared to the whole

country, 30 per cent is the penetration in the Bastar area and maximum 50% of the people mostly in small towns who have the benefit of that. Therefore, this is one digital divide which I wanted to highlight.

Secondly, as already mentioned in a globalized world, geopolitics will impact public policy and public administration which we know. This calls for seamless coordination across the national, State and local government level. In a federal set up like ours, all State governments irrespective of their political complexion can be on board in the formulation of policies particular at the time of a national crisis or on important subject like climate change. Everybody has to be on board. Public policy on which we are focusing must take into account the local variations. I mentioned about digital governance being personal. How these local factors and variations can be factored in in the level of economic and social development across the State.

Lack of education, narrow local interests have many times made public policy captive to electoral politics. In fact, today, public policy is decided in the street; it is not deliberated upon or decided by the forms where it should be. Now, if you preempt public policy in electoral politics, then there is no need of this session on public policy at all. I am amazed that crores and crores of rupees are committed and nobody has questioned that money cannot be committed without the approval of the Legislature. How can one preempt such expenditure in electoral politics? There is no deliberation on this. It should be. Electoral politics not necessarily takes into account the common good. Nobody discusses budget; nobody discusses the financial situation in the State before announcing crores and crores of rupees or freebies.

We need transparency in public administration. Definitely digital governance is transparent but as I mentioned earlier, it is impersonal. It doesn't factor in the existing social and economic inequalities in the country, and the regional variations. This results in civil strife as we witnessed in neighbourhood in Nepal and Bangladesh. So, for transparency in administration, the system which is set up in the country, I do not know if it has been successful. The Information Commissioners at the State and Central level are largely non-functional. In any case, it has failed to ensure transparency in administration.

Our media used as partisan or polarized or politicized and rarely discuss public policy and dispassionately suggest any reforms or improvement. Our civil society, we don't trust, let me be very frank. Their role is also curbed. Therefore, in such a situation how do you ensure transparency? How do you ensure that the fruits of public policy reach the last, reaches the nook and corner of our country?

DIRECTOR GENERAL: You have made very pertinent point, Sir, because how public policy is made on the street, and how State bureaucracy functions. It is written that emperors issue writ, bureaucracy suggest, (not audible) and bureaucracy becomes the fence sitters. The role of the wise king is there; transparency and other issues are there.

CHAIRMAN, JAMMU & KASHMIR REGIONAL BRANCH: Dr. S.N. Tripathi Sir, DG, IIPA, Shri Amitabh Ranjan Ji, Registrar, IIPA and other distinguished Chairmen, Secretaries of Regional and Local Branches, esteemed officers and members of the IIPA, ladies and gentlemen, a warm good morning to all of you. I, M.M. Gupta, Chairman of J&K Regional Branch have the privilege to present the Report on the Prelude Conference held at our Regional Branch on 25th October, 2025. The Theme was given by the IIPA, New Delhi - "Emerging Trends in Public Policy and Public Administration".

Thank you IIPA, and especially Dr. Dwivedi for giving this concept and construct to this theme and the title would not have been more appropriate than this. The keynote addressed by Prof. Sushma Yadav, Member, and Justice K.G. Balakrishnan Commissioner, former VC, Bhagat Phool Singh Mahila Vishwavidyalay, Sonapat, and she was also the former Prof. of public Policy & governance, IIPA, New Delhi. Dr. Ashok Bhan, former IPS and former DGP, J&K and Patron, IIPA J&K Regional Branch graced the occasion as the Guest of Honour and Shri B.R. Sharma, former Chief Secretary, J&K and Chairman, IIPA, J&K Regional Branch presided over the event

In his keynote address, Prof. Sushma Yadav gave historical and philosophical perspective of the evolution of public policy and public administration. She highlighted the global trends in public administration are undergoing a transformational change. These changes include digital governance, technology, algorithmic accountability, AI, citizen co-production and participatory administration. She also referred to the social equity and inclusive policy, green governance and climate planning as new trends in public policy. She was of the opinion that India's policy landscape through its innovative initiatives like Digital Mission, UPI, Jan Dhan Yojana has been able to set the global benchmarks for our policymakers. Further policy initiatives like Ayushman Bhar, NEP 2020 are also aimed at creating public value through collaborative governance.

To meet various challenges in making the Prime minister's vision of Viksit Bharat by 2047, Prof. Yadav made strategic recommendations like inclusive digital transformation, focusing on outcome-oriented performance management, need for responsible technology, issues of data governance, focusing on citizen

engagement through decentralization, building capacity of administrators and mainstreaming sustainability and resilience. She further emphasized that there is need to understand and implement Indic view on governance. She was of the opinion that Bharat can emerge as a global example of creating public value by being rooted in civilization values.

Dr. Ashok Bhan our Patron in his address exhorted civil servants to work like Karmyogi. He emphasized that there has to be a critical analysis of the mind of Karmyogi. For him, Karmyogi means the one who is totally detached for his commitment is limited to the Constitution and the people of India. He stressed that Karmyogi should spearhead the implementation of various policy initiatives which can help India emerge as Viksit Bharat. He further emphasized that they have to come in terms with the emerging trends and new challenges in the public policy and also in the public administration.

In his presidential remarks, Shri B.R. Sharma, J&K Regional Branch said that with evolving citizen expectations, the administrative system has to be more responsive towards the needs of a common man. He laid emphasis on increased civic engagement, strong governance redressal mechanism, and social audits. Further he said that there is a need to foster ethics, promote integrity and encourage leadership among the civil servant. He was in favour of an eco-system where a civil servant can look for an out of box solution without the fear of being reprimanded. There should be provision for some failures in his efforts.

Shri K.B. Jindal, former IAS officer delivered his welcome address and Prof. Alka Sharma presented the formal vote of thanks. The Conference attracted a diverse audience including officials from J&K Police, J&K Armed Police, J&K Forest Department, Faculty, Scholars and students from the Department of Political Science, J&K University, and the Department of public policy and public administration, Central University of Jammu, along with the members of IIPA, J&K Regional Branch and the members from the Central Pensioner Welfare Association, Jammu.

The Conference concluded successfully by reflecting on the emerging governance paradigms, institutional transformation, and citizen-centric public service delivery. The deliberations highlighted the path toward building a responsive, ethical, innovative, and future-ready governance ecosystem aligned with the national vision of Viksit Bharat 2047. Thank you, Jai Hind.

REGIONAL BRANCH, KARNATAKA: Dr. S.N. Tripathi Sir, DG, IIPA, Shri Amitabh Ranjan Ji, Registrar, IIPA, Shri Mithun Barua, Dr. Dwivedi, hon. Chairpersons, members of Regional and Local Branches, members of the IIPA faculty.

We held our Prelude Conference on 18th October, 2025 in Maharani Cluster University where we focused on the challenges of AI and competitive welfarism which are being faced nationally and also at the global level. In his introductory remarks, Shri S. Ramanathan, Chairman Emeritus said that public policy and public administration are undergoing significant transformation and it is imperative to deliberate upon the evolving theories, modern practices and emerging trends that are reshaping governance structures and administrative mechanisms.

In his inaugural address, Prof. D. Govindappa, VC of Maharani Cluster University spoke about the benefits to the students of public administration. The first panelist, Shri T. Krishnakumar of E-Gov Foundation, in his speech on Public Administration in the Era of AI. AI is the buzzword in Silicon Valley, in the US and the Silicon Valley of India. He stated that Artificial Intelligence (AI) has moved from futuristic speculation to an omnipresent reality shaping the daily functioning of governments, markets, and citizens.

From predictive health governance to algorithmic procurement and welfare delivery, AI now operates both as an operational enabler and as a governance actor. He explored how Public Administration must evolve to design institutions fit for a hybrid future-one in which human judgment and machine intelligence co-create governance outcomes. He critically examined the conceptual distinction between AI in operations and AI in governance, evaluated emerging global examples, and proposed a framework for ethical and accountable institutional design. In his words, "the future of governance is not about choosing between man and machine. It's about designing systems where both serve the public good-transparently, inclusively, and ethically."

The next panelist, Shri T. Sethumadhavan, Retired Principal Accountant General of Madhya Pradesh in his speech on Universal Welfare Schemes and Fiscal Challenges. He talked about competitive welfarism where each party competes with each other increasing. he stated that the issue of tackling welfare measures is more political than economic or fiscal. Fiscally unsustainable welfare measures will invariably lead to budget deficits, tax burden, austerity measure, less capital expenditure and unsustainable public debt. Political parties have to realise that welfare measures though having electoral appeals are fought with huge fiscal implications.

He suggested amending the FRBM Act with limits at the disaggregate level, expansion of the scope of Model Code of Conduct, pressurizing political parties to balance announcements of additional welfare measures with fiscal responsibility, sunset clauses, fiscal implications. There should be attempt to

evolve an established system of periodic evaluation of welfare schemes at the top level in the administration will also help.

The third Panelist, Shri I.S.N. Prasad, IAS (Retd.) spoke on Way Forward towards Fiscal Sustainability of States in India. Fiscal Policy and Fiscal Sustainability in Public Governance assumes even more significance due to the large population, high levels of poverty, need for basic services and huge requirement of funds for infrastructure. He brought out the fact that there needs to be higher accountability of public expenditure and better targeting of welfare measures. At the end of the day, citizens need to be more aware and active in public discourse and increase the pressure on government for more prudent fiscal management and better delivery of services.

The last panelist, Prof. Arnab Mukherji of IIM Bangalore spoke on Global Trends in Public Administration. He looked at this in the context of the Washington Consensus and the recently announced London Consensus, where the world is moving from the perspective of a narrow role for a state as markets emerge, to a world in which global challenges such as climate change, wars, and pandemics, create a revised expectation of the state to step in and take on a stronger social protection role.

In my Presidential remarks, I emphasized the importance of Collaborative Governance where government institutions, citizens and other stakeholders come together to design, implement and evaluate public policies and programmes. By engaging citizens as Co-creators, Collaborative Governance fosters a sense of ownership and responsibility, leading to more effective and sustainable outcomes.

Prof. C.M. Nagesh welcomed the speakers and guests. Dr. D. Jeevan Kumar proposed a Vote of Thanks.

This is the brief report. Thank you, Sir.

KERALA REGIONAL BRANCH: Respected Tripathi Ji, DG, IIPA, Shri Amitabh Ranjan Ji, Registrar, IIPA, Shri Mithun Barua, Dr. Dwivedi, hon. Chairpersons and Secretaries of the Regional Branches, members of the IIPA faculty, academia and the participants.

Kerala Regional Branch organised the Prelude Conference at the Capital Centre, Central University of Kerala, Thiruvananthapuram on October 15, 2025. Senior Principal Secretary of Kerala, Dr. Raju Narayana Swamy, in his inaugural address highlighted the importance of recent trends in public administration. Dr. R.K. Suresh Kumar, Chairman of our Branch presided over the meeting. A good number of academics, administrators, scientists and technocrats participated and discussed in the Seminar in detail. We had come to the conclusion in the

Conference that future public administration must be people-centric, inclusive and critically reflective.

The path to Viksit Bharat demands that the state not only technologically advance but also simultaneously address the core challenges identified; the gender divides, the threat of algorithmic bias, the complex balance between surveillance and citizen rights, and the urgent need for agile policies to regulate new economic realities like the Gig Economy. The synthesis of perspectives clearly indicates that innovation must be applied in technology and policy design, ensuring that governance is transparent, participatory, and fundamentally democratic. The deliberations provided a clear action mandate for the IIPA in shaping the discourse at the upcoming Annual Conference, as outlined in the following recommendations.

Based on the discussions and the synthesis presented at the conference, the following strategic steps are recommended to mitigate the core challenges and propel India towards the vision of a socially just, equitable, and economically robust nation.

1. Bringing Economic and Financial Reforms:

Focus on Structural Efficiency: Implement next-generation financial and economic reforms rooted in the New Public Management (NPM) principles of efficiency, transparency, and performance measurement.

Fiscal Discipline and Investment: Introduce deep structural reforms to enhance fiscal discipline at all levels of government, creating a stable and attractive climate for both domestic and foreign direct investment.

Regulating New Economies: Prioritise the formulation of policy frameworks, including social security nets and fair taxation models, specifically tailored to legitimise and protect workers within the burgeoning Gig Economy.

2. Furthering Modernisation of Infrastructure:

Digital Penetration and Resilience: Rapidly expand the Digital Public Infrastructure (DPI) to address the digital and gender divides, ensuring last-mile connectivity and digital literacy across rural and marginalised communities.

Climate-Resilient Physical Assets: Accelerate the modernisation of physical infrastructure (e.g., ports, logistics, urban planning) with a mandatory focus on climate resilience and sustainability, integrating AI and predictive analysis for disaster mitigation.

Green Energy Transition: Modernise the energy grid and associated infrastructure to facilitate the integration of renewable energy, reducing reliance on traditional sources and advancing India's global climate commitments.

3. Advancing Scientific Reforms and Investments in R&D:

Strategic R&D Funding: Substantially increase strategic public and private investment in research and development (R&D), particularly in emerging and critical technologies such as Artificial Intelligence, quantum computing, and biotechnology.

Institutional Frameworks: Reform academic and research institutions to foster interdisciplinary collaboration, encouraging the integration of the Indian Knowledge System (IKS) with modern digital platforms.

Intellectual Property Protection: Strengthen the intellectual property (IP) regime to effectively monetise creative assets, thereby fuelling the Orange Economy and incentivising domestic innovation and commercialisation of research breakthroughs.

4. Achieving Self-Reliance in Critical Technologies (Atma Nirbharta):

Strategic Import Substitution: Transition India's role from a net importer to a global exporter of key critical technologies. This requires targeted industrial policy to establish robust domestic supply chains.

Focus on High-Tech Manufacturing: Prioritise investment and production capacity for strategic components such as semiconductors, advanced fibre optics, technological equipment, high-capacity batteries, and solar wafers.

Geopolitical Resilience: By attaining self-sufficiency in these high-tech domains, India will not only ensure strategic independence but also solidify its position as a reliable global manufacturing and technology hub, further contributing to the Viksit Bharat vision.

Thank you, Sir.

DIRECTOR GENERAL: We will give first chance to the Regional Branches and then the Local Branches.

Now, Madhya Pradesh.

MADHYA PRADESH REGIONAL BRANCH: माननीय महानिदेशक जी एवं मित्रो। हम लोगों ने जो कॉन्फ्रेंस की थी, उसकी रिपोर्ट तो भेज दी थी पर वह शामिल नहीं हो पाई। वैसे तो मदन जी ने बहुत डिटेल में बताया कि हम लोग डिजिटल Era में प्रवेश कर रहे हैं और हर चीज में, स्वास्थ्य में, शिक्षा में सब चीजों में डिजिटलाइजेशन का प्रयोग हो रहा है। मैंने ई-मेल से भिजवाया था लेकिन वह शायद मिस हो गया, तो अभी हमें बहुत कुछ करना है इस क्षेत्र में जहां कि

डिजिटलाइजेशन जो है वह पूरे भारतवर्ष का एक बन जाए, जो भी हो मैंने अपनी रिपोर्ट जो तैयार की है वह आपके सामने पेश कर रहा हूं। मध्यप्रदेश शाखा द्वारा प्रीलूड सम्मेलन का आयोजन 20 सितम्बर को किया गया था। इसमें कई लोगों ने, गणमान्य महानुभावों ने भाग लिया, जिसमें पूर्व मुख्य चुनाव आयुक्त, चार पूर्व महानिदेशक पुलिस और बहुत सारे Other अधिकारी शामिल थे। कुलपति भी थे और कुछ शिक्षा अधिकारी भी थे।

इस बात को रेखांकित किया गया कि लोक प्रशासन परिवार के गठन से ही शुरू हो जाता है। शुरू जो होता है वह परिवार से ही शुरू हो जाता है और जैसे-जैसे व्यापक दृष्टि बढ़ती है और फिर आगे-आगे राज्य तक वह पहुंच जाता है। समाज में बढ़ती हुई संख्या के अनुरूप इनमें नई स्थितियां और नई समस्याओं के समाधान के लिए नई परम्पराएं, नए आयाम जुड़ते रहते हैं। हर प्रशासन इस बात का प्रयास करता है कि नागरिकों को अधिक सुविधाएं प्रदान की जाए, जिनमें सुरक्षा, बाहरी और आंतरिक। विकास, व्यक्तिगत तथा समूह। एकता, सामाजिक तथा राजनैतिक सभी शामिल हों। प्रशासन में कई पक्षों का ध्यान दिया जाना आवश्यक है, जैसे संगठन, नियम, नीति-निर्धारण तथा उसका कार्यान्वयन एवं प्राप्त लक्ष्य का मूल्यांकन जो कि सिस्टम को और अधिक चुस्त बनाने के लिए आवश्यक है।

गत दशक में प्रशासन की रूप-रेखा परिवर्तन में तेजी आई है। सामाजिक के क्षेत्र में स्वच्छता अभियान, शौचालय निर्माण। आर्थिक के क्षेत्र में आयकर विधान। रक्षा के क्षेत्र में अग्निवीर, न्याय के क्षेत्र में नए कानून। यह सब नए घोषणा है जो युवा वर्ग को भारत के शिखर पर ले जाएंगे। सबसे महत्वपूर्ण परिवर्तन सम्भवतः नई शिक्षा नीति का है जो कि युवा वर्ग को विकसित होने का पूर्ण अवसर प्रदान करता है। इस तारतम्य में इस बात को रेखांकित किया गया कि सभी शासक और प्रशासक बदलती परिस्थितियों के अनुसार नई योजनाएं बनाते और उन्हें कार्यान्वित करने पर ध्यान देते हैं, किंतु गत 11 वर्षों में इसमें व्यापक परिवर्तन हुए हैं। ये नवाचार किसी एक पक्ष पर आधारित न होकर, पूरी व्यवस्था को बदलने पर आधारित हैं ताकि भारत को वर्ष 2047 तक विकसित देशों की कतार में देखा जा सके। सामाजिक के क्षेत्र में स्वच्छता अभियान, शौचालय निर्माण। आर्थिक के क्षेत्र में आयकर विधान पुनः जिसका मैंने जिक्र किया है। ये सब नए आयाम ही है जो भारत को शिखर पर ले जाएंगे। सभी वक्ता इस पर पूर्णतः सहमत थे कि नई शिक्षा नीति एक महत्वपूर्ण कदम है और इसका व्यापक प्रभाव पड़ेगा।

इसके साथ ही इस बात पर भी बल दिया गया कि समाज में व्यापक परिवर्तन तभी हो पाएगा, जब इसे सही मायनों में इसकी भावना के अनुरूप शिक्षा नीति की भावना के अनुरूप लागू किया जाएगा और इसे प्रचार का माध्यम बनाकर जनता के बीच में पहुंचाया जाएगा। वास्तव में इसके सफल क्रियान्वयन के लिए पूर्व तैयारी करना बहुत आवश्यक है जिसका थोड़ा-बहुत अभाव कुछ राज्यों में पाया जाता है। अध्यापकों और प्रशिक्षकों को इसके बारे में तैयार करना होगा और उनके सभी स्तर पर शिक्षा भारतीय भाषाओं में हो। आज के कम्प्यूटर युग में सभी पुस्तकों का तुरंत अनुवाद किया जा सकता है। और अद्यतन जानकारी सदैव उपलब्ध हो सकती है। दूसरी बात जिस पर अधिक जोर दिया गया वह अनुसंधान को आगे बढ़ाना था। केवल बाहरी टेक्नोलॉजी पर आधारित रहकर, विदेशी टेक्नोलॉजी पर आधारित रहकर भारत में बनाओ के साथ-साथ, भारत में

सृजन करो की नीति भी अपनानी होगी। नई शिक्षा नीति पर इसमें बल दिया गया है और शासन की विभिन्न योजनाएं इसके लिए उपयुक्त वातावरण तैयार कर रही हैं।

यह विचार भी कई वक्ताओं द्वारा व्यक्त किया गया कि नई योजनाओं का ऑडिट जनता द्वारा किए जाने की सुविधा होनी चाहिए और ऑडिट को केवल दिखावे के स्थान पर योजनाओं को बेहतर बनाने और आवश्यक परिवर्तन एवं उनमें बृद्धि करना भी इसका लक्ष्य होना चाहिए। बनाई गई नीतियां नागरिक केंद्रित होना आवश्यक है। इसके क्रियान्वयन के लिए जनता को भागीदार बनाया जाना भी आवश्यक है। इस बात पर शोक व्यक्त किया गया कि कई बार शुभ इच्छाएं भ्रष्टाचार के बोझ के नीचे दबकर रह जाती हैं, विशेषकर निचले स्तर पर प्रकरणों को लंबित रखने से भ्रष्टाचार सरकार में जनता का विश्वास कम करता है। इसके लिए वैज्ञानिक और टेक्नोलॉजी शिक्षा के साथ-साथ नैतिक शिक्षा की भी बहुत आवश्यकता है और इसे पाठशाला के पहले दिन से ही शुरू किया जाना चाहिए। वैसे तो यह परिवार से शुरू होता है पर कम से कम जैसे ही विद्यालय पाठशाला में आते हैं, इसे शुरू किया जाए तो सबसे उत्तम होगा। बहुत-बहुत धन्यवाद आपका।

PUDUCHERRY REGIONAL BRANCH: Good morning to everyone present here. Respected Tripathi Ji, DG, IIPA, Shri Amitabh Ranjan Ji, Registrar, IIPA, Shri Mithun Barua, Dr. Dwivedi, hon. Chairpersons and Secretaries of the Regional & Local Branches, members of the IIPA faculty, academia, students, and the participants.

I chaired the meeting. Dr. S. Kanakasabai, former Director of Planning and Research Department, Puducherry delivered the keynote address on various Central and State Government schemes, assignments and other activities through the public policy and public welfare. Mr. Sai Subramanian, former Executive Engineer, PWD, Puducherry spoke on relief measures in public policy and their benefits. Dr. Baskaran, former Superintendent of Police, In-charge of Cyber Crime, Puducherry Police Department spoke of importance of ground level reflecting the ground level and in regard to cybercrime also. He gave away lot of information on vigilance, awareness, etc.

Dr. Chevvel, Director, Health and Family Welfare Department, Puducherry spoke on involvement and implementation of Central and State government schemes in the rural, gram panchayat and panchayat levels, and also at the Union Territory level. Details are available in our booklet.

MAHARASHTRA REGIONAL BRANCH: The dignitaries on the dais, my colleagues and Chairpersons of the Regional Branches, ladies and gentlemen, I am the Chairman of the Maharashtra Regional Branch and we held the Prelude conference on 17th of October. We called the best person to know what is happening at the national level was the Secretary of the Department of Administrative Reforms. We are very happy that Mr. Srinivas has come all the

way. We had a very good Prelude Conference. We have circulated a brief paper along with photographs. My request to the DG Sir and the Registrar that the detailed presentations that were made may also be made available in website. Those who want to know more about would look into it.

Initially we discussed a very elaborate paper of Dr. Manan Dwivedi and I must compliment him for a very good paper that he has presented. He goes into the history and geography of public policy and public administration right from Greek, Romans, Harappa and Mohenjo-Daro and how they were involved but what was the takeaway of the Conference. I would come straight to that.

I find that when I hear my respected colleague from Chhattisgarh how different States are having different issues and challenges. Our challenges are vastly different from what you were describing. Ours is a State fast galloping towards greater economic developments. We have the other challenges of huge urbanization. Urban centres are exploding and also, they are becoming the growth centres. How do you meet that challenge? The infrastructure challenge of public transport, public housing, sanitation, garbage disposal. We discussed all those things and we found that while of late there have been great efforts if you take the example of Mumbai, we have just completed the second international airports, the Atal Sethu cuts across 22 kms. Over the sea, the underground metros are now ready. That kind of a planning will have to be made. That is the major challenge.

Of course, we initially the revolution that has been brought about IT and also the latest AI and I need not go into the details. They are all well known. My colleague from Maharashtra, Dr. Londhe would touch upon the IT and AI aspects that are happening in Maharashtra. What we felt was that these new innovations need to be identified. They need to be documented. They need to be encouraged and replicated. So, we have started a scheme. There are a lot of innovations happening everywhere, etc. that is a good trend.

Recently, the latest awards that we gave from the Maharashtra Regional Branch, which is called Dr. Gadkari Award based on our former officer. IPS officer, Mr. Bahaan would be happy to know that his name is Mr. Harsh Poddar, who is a great expert in AI and he is presently the additional SP in Nagpur. What he has done is that he started using AI for crowd control, crime management. But the government felt that it can be applied to other departments. An SPV has been formed and he has met the CEO of SPV and 16 departments have been identified, including agriculture, forest, health and education to know how AI can be used. These kinds of innovations are happening everywhere in all States. All branches

should be looking for that and encouraged. That is the latest trend I thought I should talk about.

Next is good governance. Good governance has been debated for a long time and all Administrative Commissions have spoken about it. But of late we have started crystallising how exactly good governance can be implemented. Maharashtra did a very good step in that direction. A committee was formed. I worked in it – the Committee of Good Government. A Manual was prepared. Office staff and the people who are working in public administration, वह कहते हैं साहब आपक लैक्चर तो बहुत अच्छा देते हैं, फिलॉस्फी बताते हैं, हमें करना क्या है यह बताइये आप? So, a Manual is required. For those who are interested, the Manual is available in English and in Marathi in the website of Maharashtra Government. Look for Manual for Good Governance.

Government of India has prepared an Index for evaluating what good governance performance is. I must compliment the IIPA because I am told that IIPA has prepared the Good Governance Index for some States, including UP. We have a very good I would say public platform. We called it *Aapne Sarkar*, आप माने या न माने सरकार आपकी है, हम कहते हैं। वैसे हम कहते हैं कि उत्तर प्रदेश रमनीश साहब का है। So, States are now going in for Good Governance Index, which is a very good trend. That is further populating to the district levels. So, we have District Good Governance Index that is another trend. We should all, as public administration students and practitioners, we should study the good governance index and manuals that are happening.

The next point which we discussed in this meeting was grievance redressal, which is also an old subject but it has been given the highest priority. Who has given it? The hon. Prime Minister of India. Though I am now outside the government but it heard from the presentation of Mr. Srinivas that every month, the review of all Chief Secretaries, and all Secretaries start with the subject – Grievance Redressal. That is directly monitored by the PM himself. All of you probably heard about it, which is a very good trend, States have also adopted and followed. So, grievance redressal is getting this kind of priority and importance is another new trend that is happening over there.

At the same time, you have to have the national goal. It was mentioned by one of the earliest speakers that the federal government, state government and the local government should have coordination and work in synthesis over there. So, we find that the national goal of Viksit Bharat, how we go about achieving it. That is the challenge and emerging trend. For that, some good initiatives have started, including the Ease of Business. For our State of Maharashtra, which is a

highly industrialised State. Ease of Doing Business is very important and all our efforts are going into that.

The Ease of Living is the latest. This year, the IIPA has given this topic for the Essay Competition. Ease of Living and Ease of Doing Business are the new trends which are emerging. At the same time, we have discussed challenges in our Conference. The challenge of climate change for example, it is a big challenge, leading to certain natural calamities.

I remember that when I joined the Academy 45 years ago, we were discussing natural calamities. We thought then - Kaunse zamane ki baat hai. But I find that even today natural calamity continues to be a major concern with public administration, whether it is excessive rains, floods. This is another trend.

Agrarian crisis is also something which we discussed, it is another important trend that has emerged. How do we face those challenges. In rural areas, we find the challenges are not only of agrarian crisis but also of drinking water, education, all these challenges we were discussed. We discussed a lot about training, an important trend. Now Mission Karmyogi gives great importance to training. Why are we concerned, it is because training of IIPA for IIPA, if you see the Articles of Association and Memorandum of Association, even regional branches, capacity building is one of the most important mandates that has been given to us. How do we get ready for that?

So, we discussed how we are going to train our staff, officers into block chain technology, cybercrimes, cyber frauds, etc. This is another trend which has emerged. The trend is while you do a capacity building, earlier subjects will continue to be important. In fact, last time we were holding a training schedule, I thought there will not response to a subject like departmental enquiry. I was surprised, the hall was full. So, even those subjects continue to be important. But the new subjects will have to be added for the regional branches, for the local branches and for some regional branches like Mr. Dhanpal's, which has a very active training programme. We have to be now tuned to these new subjects.

This is what we have discussed over there. I think, citizen-centric administration, which is also a buzzword. But we all discussed how a revolution has happened because of the right to services Acts which have been adopted by most of the States. I think, almost 30 States have adopted it.

This digital divide which you spoke, we also had that problem. We have more than 40,000 centres. For those who still have a digital problem, there are two options. One the younger generation does not need any assistance. They are all paperless. They are all frightened with papers. But we feel very nervous if

there are no papers. I can't just work without the papers. So, for the digital divide, I would suggest that the centres – we call aapne sarkar – you may call it by different names, which are on outsource, which are run by private entrepreneurs. There can be very good ways of handling it.

I would like to thank our DG and all our colleagues. The paper that has been circulated are very good. Please go through the papers. I must say that I also learned certain things for the first time. I did not know that 'administration' word has come actually from Latin words – ad and minister which means to serve the people. If we have understood the origin of the word, we will be able to see things in a better light and better perspective. All the best. Thank you.

Our brief paper has been circulated. For all those who want to have greater details, I would like to request IIPA to circulate those power point presentations online.

RAJASTHAN REGIONAL BRANCH (PROF. L. MEHTA). Respected Tripathi Saheb, and other dignitaries on the dais, Chairmen and Secretaries of various Regional Branches and the Members. I am Prof. L. Mehta, Secretary of the Branch. We organized the Seminar on 25th of October on the theme that was given to us, that is, public policy and public administration. The discussion was initiated by Mrs. Meenakshi Hooja (IAS (Retd.) which was followed by interesting deliberation. Salient points that emerged in the main presentation and interactions were as follows:

Trends in public policy and public administration should be viewed from ecological perspective, since they are influenced by the changing world order, international dimension of research and relations; new dimensions of research and technology, especially in AI and other interventions in all walks of life.

Policies on safety (including food safety), and security (including cyber security) have crucial significance. Besides, policies and sub-policies pertaining to multidimensional development, regulatory mechanism, environmental protection, quality of services etc. have to be viewed from an integrated perspective.

Of late, most policies are evaluated in terms of their impact on the happiness of a nation's citizens. In this perspective fulfilment of the basic needs of population gain priority.

A critical aspect of economic change is the synthesis between the growth of GDP and the parameters of socio-economic equality.

Social changes, on the other hand, needs to focus on the development of education and health system in tune with the demands of a transforming environment.

6. Sustainability of environment needs appropriate short-term and long-term strategies of combating water, air and land pollution and a rigorous programme of sanitation.

7. In the domain of governance, application of IT, digitalization and AI ought to be undertaken in a systematic and progressive manner. In addition, appropriate technology should be used to facilitate the ease of line for the common man, more particularly the senior citizens.

8. The confusion prevalent in the social media ought to be mitigated through proper rules and regulations.

9. Considerable stress requires to be placed on coping with the impact of unemployment and give a big push to employment generation.

10. The education system should be attended to, among other goals, employability of the youth.

11. Consumer protection is another crucial area that requires effective implementation of the concerned laws and regulations. Agencies functioning in the realm need proper integration.

12. The administrative system, particularly at the cutting-edge level, should cultivate citizen centric administrative culture. Administrative culture in India should imbibe the virtues of empathy and compassion towards the common citizen.

13. With an Infrastructural development futuristic perspective can help in strengthening the foundations of development.

14. With the completion of twenty years of the commencement of the Right to Information, it is high time that its mechanism is appropriately revamped in order to enforce it effectively.

15. The district administration has expanded enormously in its roles and structures. The prevailing ambivalence in the relationship between regulatory and development administration needs to be addressed.

16. The politico-administrative ethics in India is at low ebb. Multiple anti-corruption agencies have proved to be inadequate in achieving their stated goals. The problem warrants effective action. The administration as well as the judicial system should accord high priority to check the decline in administrative morality.

17. In spite of India being the largest democracy, the level of people's participation in its governance system is discernibly low. Formal channels of

participation require to be made more effective while informal subsystem of informal participation requires a visible role of NGOs and voluntary agencies.

18. The rural-urban chasm in matters of development needs to be narrowed. They are two different worlds. Mitigating regional imbalances in development ought to be treated as priority.

19. Working conditions in the Indian business industry and even the government sector should be improved in order to attract the best minds and contribute to nation's evolution as a world power.

20. Finally, administrative training in the government system should be integrated with the broader HRM system, more particularly at the middle and the lower level.

Mrs. Meenakshi Hooja responded to many queries later on.

UTTAR PRADESH REGIONAL BRANCH: Good morning, everybody. Dignitaries on the dais, ladies and gentlemen, I am honoured to be present here today amongst the distinguished gathered. THE Branch has organized its Prelude Conference on 23rd September at the UP Academy of Administration and Management. In the training, civil services officers participated. I could not participate in this because I was not feeling well. In my absence, our senior member of the Executive Committee, Shri V.N. Chenna, 1964 Batch IAS officer presided. The theme paper for the conference was prepared by our Joint Secretary and Mr. K. Ravinder Naik conducted the conference. We already circulated a paper. I would not like to go into all the aspects because most of the speakers have covered many of the important issues.

I would delve on public administration-related aspects. The gap between theory and practice has to be reduced. As you all know, in MBA we study business or public administration, and which is valued very highly and we are paid very handsomely. But here we have to educate people. I don't know whether many politicians are aware of the IIM. It is very valued. People ask bring a person from IIM. This point Mr. Mishra made it very well because public policy is there on the street and at the ground level, and the theoretical aspects of public administration is not valued at all because there is no competition. This is my take. Before the economic reforms, the degree of public administration did not have much value.

When there is competition, people with the degree of public administration were competing in the market place for the same consumer whereas here the consumers are the public. We are supposed to be the public servants – be it the politician or be it the administrators. The public does not know about it that we are their servants. We act as masters and treat them as servants. This is the

reverse role. The problem is that there is not alternative. We have to approach the same person – the District Magistrate, or the RTO and the government is once there, and it will be there for five years. I don't know whether it is possible in the realm of public governance and public administration.

There is competition only once in five years. You have to approach the same person. This is one of the important aspects. I don't know what the answer to this question is. That is why, I think the theory is not so looked into deeply or the degree in public administration is not talked about much. In IIPA which post is talked about? The answer is that no post in particular.

This is one thing which I have been deliberating about and thinking about. Dr. Manan Dwivedi has presented an excellent paper and brought out all the aspects. Again, I am harping on practical aspects. And when we are in the field, the same questions were asked by participants in the Workshops. What are the benefits? When we go into the fields, we have to go by the orders from the top. We have nothing else to think in this regard. And the decisions are changing on a day-to-day basis, minute to minute basis. This point was made by the Maharashtra Branch also. What can we do in such a situation? We have a Manual for Good Governance. Similarly, on the issue I raised, we should something. With these words, I thank the DG Sir and the Registrar.

TELANGANA REGIONAL BRANCH: Good morning to all the persons present here. Respected Dignitaries on the dais and off the dais. I congratulate Dr. Manan Ji , who has taken a lot of pain to prepare the Theme Paper, in which he has brought everything that is past and present. We have been received a lot of encouragement from the IIPA DG, Dr. S.N. Tripathi Ji. Sir, I congratulate you for conducting this Conference. We have been observing a lot of difference between the last 25 years and now. Registrar, IIPA and Mithun Barua Ji respond immediately to the issues of the Branch.

After the latest elections conducted by our Andhra Pradesh and Telangana Regional Branch, we conducted immediately the Prelude Conference in collaboration with the Government City College, Hyderabad on 27th October, 2025. The main speakers of the seminar were Prof. G. Sreenivas Reddy, Prof. Ch. Balaramulu and Prof. Bishnu Charan Choudhury from Odisha and Mr. Jeedigunta Surya. The inaugural session was chaired by Prof. Gopal Reddy; the Chief Guest was Prof. K. Seetharama Rao and the Guest of Honour was Prof. K. Padmavathi, and vote of thanks was proposed by Dr. A. Surender.

Deliberations and Analytical Overview -

Evolution of India's Public Policy and Governance Phases:

Over the past 75 years, India's public policy and governance landscape has evolved through five broad phases:

1. 1949-1990: Bureaucratic governance and license-raj, centered on welfare and citizen-oriented administration.

2. 1991-2014: Market competition, techno-managerial approaches, consumer orientation, and expansion of public-private partnerships. 3. 2014-2020: Emphasis on "Minimum Government, Maximum Governance" with corporate-style administrative reforms.

4. 2020 onwards: Atmanirbhar Bharat self-reliance and digital transformation through private sector collaboration.

5. Vision 2047: Aspiration for Viksit Bharat a developed, inclusive, and self-reliant India.

This trajectory has transformed governance practices through liberalization, digitalization, and multi-stakeholder participation, demanding a redefinition of Public Administration as a discipline toward a more context-sensitive, inclusive, and innovation-driven praxis.

Key Challenges for the Discipline of Public Administration:

1. Paradigm Shifts in Governance Models:

Challenge: Transition from bureaucratic and welfare models to networked, entrepreneurial, and digital governance.

Implication: Adoption of systems thinking and collaborative, adaptive leadership frameworks.

2. Public-Private Partnerships and Accountability:

Challenge: Ensuring equity, transparency, and accountability in hybrid governance systems.

Implication: Developing new tools to monitor and evaluate co-produced services.

3. Micro-Politics and Policy Delivery:

Challenge: Addressing local-level power dynamics that affect implementation.

Implication: Employing bottom-up, ethnographic, and participatory policy approaches.

4. Technological Transformation and Digital Governance:

Challenge: Balancing automation and efficiency with human discretion and inclusion.

Implication: Strengthening digital ethics, cybersecurity, and citizen data protection.

5. Normative Shift toward Atmanirbhar Bharat and Viksit Bharat 2047:

Challenge: Balancing economic growth with social justice and welfare.

Implication: Reaffirming equity, participation, and accountability as normative goals.

6. Global Convergence and Comparative Learning:

Challenge: Building indigenous frameworks that resonate globally.

Implication: Fostering locally grounded yet globally informed scholarship.

Major Observations and Recommendations: Adopt a Holistic Governance Reform Agenda integrating ethics, technology, decentralization, and sustainability into governance frameworks

Mainstream Digital and Data-Driven Governance to ensure interoperability, inclusivity, and equitable digital access.

Ensure Ethical and Responsible Use of Artificial Intelligence by establishing a national framework safeguarding privacy, fairness, and accountability.

Promote Collaborative and Networked Governance through PPPs, community participation, and multi-stakeholder service delivery models.

Integrate Climate Resilience and Sustainable Development Goals (SDGs) into all policy and fiscal frameworks.

Deepen Decentralization and Local Empowerment by enhancing fiscal autonomy and capacity building of local governments.

Revitalize Fiscal Federalism and Public Finance Innovation via cooperative federalism and innovative financing tools like green bonds and outcome-based budgeting.

Institutionalize Ethics, Transparency, and Accountability by strengthening vigilance systems and integrity mechanisms like the CVC and Lokpal.

Strengthen Civil Service Capacity and Leadership Development through continuous learning under Mission Karmyogi

Encourage Academic-Administrative Collaboration linking universities, think tanks, and government institutions for evidence-based policymaking.

Institutionalize Conference Follow-Up and Knowledge Sharing by establishing a Permanent Working Group on Emerging Trends in Public Policy under IIPA

Vision for the Future: A citizen-centric, transparent, accountable, and sustainable governance system that integrates technology with human values ensuring that no citizen is left behind.

In conclusion, I would like to say that the Prelude Seminar made a valuable contribution to the ongoing discourse on administrative and policy reforms, offering regional insights aligned with national priorities. The deliberations reaffirmed the Indian Institute of Public Administration's commitment to promoting good governance and nurturing a responsive, ethical, and future-ready administrative system for Viksit Bharat 2047. Thank you, Sir.

DIRECTOR GENERAL: Telangana and Andhra Pradesh Regional Branch will now become Telangana Regional Branch and we will treat Visakhapatnam as the Andhra Pradesh Regional Branch

WEST BENGAL REGIONAL BRANCH: Hon. DG, Tripathi Sir, and Prof. Manan Dwivedi, distinguished members in the audience, I am here to represent West Bengal Regional Branch. The Prelude Conference was conducted 29th October 2025 and the Conference discussed the “Emerging Trends in Public Policy and Public Administration”. As we heard about the theme paper which has been meticulously prepared by Dr. Manan Dwivedi. The event was held in collaboration with GLF Business School at the premises of the business school at Salt Lake, Kolkata. Dr. Lopamudra Banerjee presided over the Conference.

In the beginning there was condolence owing to the death of Prof. Ashish Ray, Secretary of Howrah Local Branch and former Executive Committee member of West Bengal Regional Branch. As the Conference was held amidst festive season of the state, attendance was not so satisfactory. Dr. Sibranjan Chatterjee, hony. Secretary of the Regional Branch initiated the discussion. Major trends which arose out of the discussion were - terrorism and world terrorism; some countries like Pakistan are encouraging terrorism; deep rooted corruption is one of the most important phenomena which we all are facing. Corruption has spread to every part of social life top to bottom.

The facet which we discussed was the real challenge for both Central Government and State Governments is to ensure how the public policies relating to social welfare can reach the people at the grassroots level. Digitalisation has brought about many positive changes in administration. At the same time, the scope of personal contact and social relation has been reduced. On this point there

was some controversy. As we all know, Swami Vivekananda emphasised on social aspect of human relationship. He very vehemently asserted that the root and branch reforms which matters a lot.

Quoting John Milton's Paradise Lost, he mentioned that paradise lost can also be paradise regained. Two books written by John Milton, as a student of English Literature, I feel that paradise lost can be regained by our hard effort and with strong determination.

Prof. Avijit Banerjee, Debabrata Roychoudhury, Dr. Soumi Das, Amitava Sinha, M.S. Banerjee, and myself, Umesh Prasad Singh (online mode), Abarno Chatterjee, Amitava Majumdar and Rana Kundu took part in the discussion. Students of Kolkata University were present and deliberated on the topics with great interest and enthusiasm. Vote of thanks was proposed by Nirmal Kumar Dutta, hon. Treasurer of the Regional Branch.

In the end, I would like to mention from the deepest core of my heart that the emerging trend is to emerge as a good human and humane. It is the human and moral values which contribute to the administration for the welfare of the society. It is for this reason, we must remember that Swami Vivekananda more than 200 years ago said I want root and branch reforms. With these words, I conclude my presentation and thank you for the attention.

BHUBANESHWAR REGIONAL BRANCH: Esteemed gentlemen on the dais. I am Prakash Sarangi, the Chairperson of Odisha Regional Branch. The pre-Seminar meeting on the 26th only recently. The documents must have come recently. I am not sure whether it was circulated. One of the fine journalist professors, Prof. Mrinal Chatterjee traced the evolution of public administration, Arthashastra onwards and presented his views about emerging trends. Prof. Srinivas Pathi also narrated his views on emerging trends. I was supposed to have been present there but some reason I could not make it to the meeting.

One of the things that struck me as a student of Political Science is that we need to think about the challenges of technology today in administration. One is AI. I need not tell this august gathering what AI can do to our administrative framework. I would flag only two challenges that we may, administrators and researchers of public administration in the future. One is of course bias. We always have accused administrators as biased. We think, transparency will come when AI is introduced. It is wrong.

The reason is ultimately it depends on the data, the data we are using to communicate and translate. Who is collecting the data? It is the young IT professionals in the field who may or may not understand the nature of culture,

the social structure and the political values and so on. Therefore, sometimes the natural bias on society may creep into those data, which was there of course there in our administrators. But it is not true that AI can remove those.

Secondly, the challenge is accountability. We are all familiar with red tape. We always say that this officer will not do something because of red tape and one knows what is there inside. Accountability is always missing. We always felt that AI will bring in accountability, which is also wrong. The same problem of black box is still there. Within the black box what is happening, within the red tape what is happening. We never knew. With the black box of the computer, what is being fed, we never knew and how it is processed, we are not sure. That challenge is also there. Suppose there is a mistake; suppose there is a cultural bias, or regional bias, or social bias, who is responsible for that. We may not be able to identify the person, the institution, the entity which is feeding the data. Earlier at least we make the Collector responsible.

Now, it will also go beyond the typical bureaucrat. What is the solution? Of course, experts have been giving solutions. There is that expressive AI, and the AI could also tell us how that are processed, how they are processed and how they are managed and how they are translated into public policies. It is possible. There are other solutions also. This is one example I am giving. Therefore, my suggestion is, it is not simply now enough to adopt the technology as the new trend in public policy and public administration but how this information is processed, who processes proper value system and the ethical aspect of collecting data and disseminating data is equally important.

The old arthashastra's ethics is still important with AI or without it. Thank you very much for listening to me. I feel that this something that we should be prepared in the years to come. Thank you.

DIRECTOR GENERAL: Friends, Dr. Sarangi would be rewarded with the Rajendra Prasad Award. Let me congratulate him on behalf of each one of you. Thank you, Sir, for sharing your ideas. AI is a new concept, which needs to be studied, how it would change the AI itself. Now, the battle is between AI versus AI. Anyway, we would settle the battles later on.

Now Burdwan Local Branch – no one present.

HOWRAH REGIONAL BRANCH: Namaskar. First of all, I congratulate Shri Tripartij Ji, DG, IIPA, Shri Amitabh Ranjan Ji, Registrar, IIPA, Shri Mithun Barua, Dr. Dwivedi, and all our friends from Regional & Local Branches, and other members of the IIPA.

I must share my tribute to our dear friend and Secretary of Howrah Local Branch, Prof. Ashish Ray who was Secretary of Howrah Local Branch for more than two decades. He is really an excellent person who worked for the cause of IIPA during his tenure. Every month he used to organise seminars and conferences for IIPA.

Now, I come to the Prelude Conference of Howrah Local Branch. A number of members, professors, academicians and other administrators the conference on 18th October. It was discussed that public policy and public administration is a limitless discipline which constitute of fundamental human needs of recognized and analysed governance as it grows and spawns through the process of public policy in order to live better and high degree of happiness. At the perception level, it is argued that there is a slight difference between the domain of public administration and public policy and also inter-related.

The speakers discussed the different approaches to demonstrate the public administration over time like classical school under Max Weber's model, human relations school, behavioural schools, systems school, contingency theory, decision theory, mathematical school also.

Speakers in the seminar expressed that public policy thus refers to the process of making organisations decisions and political, management, financial and administrative policies to meet established goals. Public administration is the study and use of government policy including both government and non-government management. These two different fields of study are inextricably linked and have converged over time.

Speakers focused on the new public management now enjoys international recognition to signify a pattern of reform of public management per se, as well as the associated growth of the plural state through a public works programme of government is no mean task. Yet, there are always deliberate flaws in the system. Public management refers to how policy makers guide, manage and oversee public bureaucracies in a government administration.

AI is thus emerging as a transformative tool in public policy, used for predicting policy impacts, enhancing public service efficiency, and even assisting in regulatory frameworks and governments are moving towards more tailored, seamless and proactive public services, anticipating citizen needs rather than just reacting to them.

The Seminar concluded that the demonstration of effective public policy and its execution and monitoring in all sphere is of utmost importance for

betterment⁵ of the standing of living with social justice in the line of our aspiration drawn in in our Constitution.

MADURAI REGIONAL BRANCH: Respected DG Sir, Shri Amitabh Ranjan Ji, Registrar, IIPA, Shri Mithun Barua, Prof. Manan Dwivedi - in Tamil 'mannan' means 'king' - all our faculty of IIPA and fraternity from Regional & Local Branches, and other members of the IIPA.

The Indian Institute of Public Administration (IIPA), Madurai Local Branch, in collaboration with the Department of Political Science, Madurai Kamaraj University, organized a Pre-lude Conference Meeting on the theme "Emerging Trends in Public Policy and Public Administration" on 24th October 2025.

Prof. Dr. D. Ramakrishnan, Dean of Arts and Professor & Head, Department of Political Science, Madurai Kamaraj University, delivered the welcome address, highlighting the distinction between Political Science and Public Administration and also the importance of Public Policy.

Er. S. Rajagopal, Chairman, IIPA Madurai Local Branch, and President, SIPPO, Madurai, Presided over the meeting. In his presidential address, he urged the participants to actively take part in the forthcoming IIPA National Conference.

The Inaugural address was delivered by Er. K. K. Gnana Prabhakaran, Vice-Chairman, IIPA Madurai Local Branch. He elaborated on the objectives and functions of the IIPA and explained how it operates as an independent think tank contributing to public policy research and governance improvement.

In his Special address, Dr. C. Muthuraja, former Dean and Head, PG & Research Department of Economics, The American College, Madurai, spoke on "Public Policy and Public Administration towards Viksit Bharat 2047." He expressed confidence that India's path towards Viksit Bharat 2047 would bring inclusive growth and development for youth, farmers, and women. He also encouraged participant interaction, which was well received and actively rewarded.

The Keynote address was delivered by Dr. M.S. Vasan, Advocate, High Court of Delhi, on the topic "Balancing Act: How Politics Shapes Economic and Public Policy." Among the other points, he drew a distinction between the concepts of "Make in India" and "Made in India," and reflected on lessons learned from the Indo-China War and the factors influencing the India's Trade economic gap, with various countries. Dr. Vasan also discussed the evolving dynamics of

business profitability, taxation, and the responsible use of Artificial Intelligence, emphasizing the need to enhance intangible assets through innovation.

The session witnessed active participation and insightful discussions from the audience.

The Vote of Thanks was proposed by myself, K. Baskaran, Secretary, IIPA Madurai Local Branch.

The following salient points are the outcome of the Pre-lude Conference:

1. While implementing emerging technology, methods, etc., with new facilities, exemptions, in the Local, State and union's administration, wide awareness about the new methods, need, usage, pros and cons and training should be made among the public and people should be made accustomed/ adaptive for which continuous and consistent efforts to be made by the respective Governments and non - governmental Organisations. For example, Jan-dhan accounts created and public were made use of it, but it is reported some percentage of Jan-dhan accounts were left/ not maintained.

2. Lateral entry of field experts, specialists, proven targeted goal achievers shall be regularised and this scheme shall be rationalised, time bound, with due industriousness. It shall bring up-to-date knowledge, techniques, current methodological/operational thoughtful functioning and add strength to the existing administrative machinery.

3. Public and Private investment should be need based, environment friendly, people oriented, more job creative and most importantly - ensuring optimal return on investment aiming at upbeat economic fortune.

4. Modern Management Techniques, cost cut methodologies, cut throat competition, target craving which are only 'profit' orientated process, procedures and thoughts, which should not be indoctrinated into the Public Administration 'as it is', but should be made-to-order aiming at 'Welfare State' warranting a Democratic Sovereign India rather than Corporate (solely Capitalistic) country.

5. Public policy formulation should be revisited in the light of emerging trends keeping that the policy to be implemented in the Administration, aimed at 'Welfare State' only and not going back to earlier economic/social/political (autocratic / monarchical/ ritualistic/anarchical) administrative setup, that is, forward looking, futuristic hoping to face the 21st Century challenges and achieve fair Democratic, Social, Secular, Sovereign, Republican Welfare State.

Thank you

TIRUPATI LOCAL BRANCH: On behalf of our Branch, and on behalf of myself as Chairperson of the Branch, I would like thank the distinguished and versatile team of IIPA New Delhi and equally esteemed renewed academia off the dais.

We organised a Prelude Conference on 15th October. The keynote speak was Prof. T. Johnson Sampathkumar, former Dean, Humanities, Social Sciences and International programmes. He was graduated and post-graduated in Political Science and Public Administration from Madras Christian College, Chennai.

Our Local Branch was established in the early 1990s. It is the second oldest Local Branch in Andhra Pradesh, established in 1990 and inaugurated by Shri P.L. Sanjeeva Reddy Garu, retired IAS, and former Director of IIPA, New Delhi in Tirupati.

This Local Branch is the brainchild of Shri Kamalanathan and Dr. Agavala Eswara Reddy Garu. The distinguished faculties visited our Local Branch at Tirupati are Dr. T.N. Chaturvedi, IAS, Smt. Veena Sikri, Foreign Secretary and Prof. Suresh Mishra, IIPA, New Delhi.

We have organised one national seminal on Consumer Rights World Day by getting financial assistance from IIPA, New Delhi. Keynote address was delivered by Prof. Suresh Mishra, IIPA, New Delhi. This Local Branch used to organise inter-disciplinary programmes by including the sister universities of Tirupati, NGOs and other State Regional Branches.

The main participants who attended our programmes hail from teaching and student faculty, researchers, whoever interested in the NGOs. Whoever is interested in participating in our programmes, we invited them. It is inclusive in nature and it is aimed to bring awareness in the society. Exclusion of any segment of our society is not desirable. That is the reason why our Branch has included everyone who is related to the IIPA. We have included persons from Local and Regional Branches and from IIPA, New Delhi.

I feel and even we feel that IIPA and public administration as such has three economic, political science and public administration and law. These three must go in coordination with each other in order to have smooth and harmonious functioning of the government. Public policy is a principle to implement and public administration is a methodology, a weapon for administration.

In the modern parlance, it is called governance. It is meant to regulate the behaviour of the people in an expected and desirable man. Otherwise, there is no use of public policy or public administration. This is a concept originated germinated from our civilization. It is not a new one. It is an old concept. Maybe

the nomenclature of public policy and public administration is changed public policy and public administration. I have gone through the text of public administration and political science. Population studies is a multi-disciplinary subject. We do go through PG and Ph.D. programmes.

For various other subjects in social sciences and health, related to public or population. Without them, there is no use these disciplines. I feel strongly about this. Public policy or public administration are to bring order to the behavioural of people in an expected and desirable way. This is how civilization and socialization and then modernization came about. Now, we are in liberalization and globalization as we all know.

Challenges are inevitable. Otherwise, public would not be cautious and conscious. Definitely challenges would come from family to administration. They must come. We must be ready to answer those challenges. That is the very purpose of these seminars which helps to transform the knowledge. Public policy and public administration is an evergreen subject and subjected to modifications and amendments. It is not just implementing the policy and hands off. It is nothing but an effort of statement as cost and benefit analysis. Internally it is a deep sense understanding at any level of teaching also.

Today, I took a class of many students but how many have understood what I taught them. By putting questions, we can get answers. If it is 50 or 60 per cent, it is a pass; if it is 35 per cent, it is okay. If it is less than 35 per cent, I need to repeat this lesson, again and again. That is the conscience one should develop whichever sector they are placed. That is what I would like to share. This is my feelings.

Differences and diversity is the natural in the nature. We have to understand this. Thank you very much, Sir, for giving me this opportunity.

MUZAFFARPUR LOCAL BRANCH: Most respected DG of IIPA, Shri S.N. Tripathi Ji, most revered Registrar of IIPA, New Delhi, Amitabh Ranjan Ji, Shri Mithun Barua Ji, Deputy Registrar, Prof. Manan Dwivedi, respected Secretaries and Chairpersons of Regional & Local Branches, and most respect Life Member of IIPA, Shri Gandhi Ray, 82-year-old. He became the Member of IIPA in 1983.

Indian Institute of Public Administration, Muzaffarpur local Branch organised a prelude Seminar on "merging Trends in Public Policy and Public Administration" on 22nd October, 2025 which was presided over by former Vice Chancellor, BNMU, Madhepura and chairman of the branch Prof R, P Srivastva. I, Prof Awadhesh Kumar Singh, Secretary of the Branch introduced the subject

highlighting the factors shaping public Policy and impacting Public Administration.

Prof Anil Kumar Ojha, former HoD university Department of Political Science BRABU, Muzaffarpur threw light on development of Public policy keeping human in centre. Further rational approach was adopted but social and economic constraints began to influence New Public Administration. Dr. Bipin Kumar Rai emphasised on good governance for better public administration. Prof Sunil Kumar former HoD university Department of Economics, said that government should intervene least in economic affairs of the country and encourage skill development and entrepreneurship but corruption must be checked. Sri Surendra Prasad Singh, former ADM opined that citizen participation is needed in policy making and monitoring is necessary on implementation level PPP model is not producing expected results.

Dr Harendra Kumar Life Member said that public should be consulted prior to formulation of Policy. In the Presidential address Prof. R.P. Srivastava expressed his view that public opinion should be formed organising Seminar and workshops on Local level to have better public policy. Dr. Dhananjay Kumar Singh treasurer of the branch proposed vote of thanks. Prof S.K Sinha. Dr. Avinash Kumar Chandeshwar Kumar and others participated in the deliberations making it lively. Print media and different channels covered the proceedings.

Following policy decisions emerged from the deliberations:

1. Rational analysis of the issue is needed in shaping Public Policy.
2. Public Choice Theory of policy making should be adopted. This theory focuses on efficiency and rationality with the application of economics to public administration.
3. Digital infrastructure should be expanded and mass digital literacy programme is needed for success of e-governance.
4. Effective regulatory mechanism should be developed for Cyber security and data privacy.
5. Prior to frame a policy the government must create favourable and supportive domestic climate.

Thank you, Sir.

DIRECTOR GENERAL: After Tirupattur, we will have Kanpur and Karimnagar. Then, we will have a Group Photograph. EC members and senior Faculty members can join on the dais, and rest of them will be standing.

Then, we will have a standing ovation photograph

TIRUPATTUR LOCAL BRANCH: Good morning to one and all, on the dais and off the dais. First of all, I would like to sincerely thank our DG of IIPA, Shri S.N. Tripathi Ji, for extending concern and care for the Local Branches.

Our Prelude Conference was organised on 1.9.2025 on “The Role of Public Policy and Public Administration” in collaboration with K.M.G college of Arts and Science College (Autonomous), Gudiyattam, Tamil Nadu. The programme was started at 10.30 pm in the auditorium with *Tamil Thai Vazthu* followed by lighting the Lamp (Kuthuvillakku) by Dr. C. Dhandhapani, Principal delivered the Welcome Address and he honoured the resource persons. Rotarian, Dr. K.M. Subramaniam, Chairman, IIPA delivered the Inaugural Address.

In his talk he mentioned about the role and functions of IIPA and he suggested that the students can also have an opportunity to get internship and training which is provided by the IIPA New Delhi. Dr. D. Lesline HOD of History and Political Science delivered the Keynote address. He has highlighted the functions of the different governments and its role he also mentioned about how the public policy was introduced by the U government and the state governments.

He has also highlighted corruption, the welfare schemes, etc. for the student community the role public administration. Finally, with the Vote of Thanks the programme came to an end. In the end, we distributed snacks to the participants. We also signed an MOU with the KMG college of Arts and Science (Autonomous). Thank you one and all.

KANPUR LOCAL BRANCH: परम आदरणीय श्री एस एन त्रिपाठी जी, महानिदेशक, लोक प्रशासन संस्थान, नई दिल्ली, आदरणीय अमिताभ रंजन जी, रजिस्ट्रार, लोक प्रशासन संस्थान नई दिल्ली, मिथुन बरुआ जी, मंच पर आसीन विद्वान द्विवेदी जी, हमारे रीजनल ब्रांच के अध्यक्ष एवं सचिवगण, लोकल ब्रांचेस के चेयरमेन सेक्रेटरी, लोक प्रशासन संस्थान के अधिकारीगण, शिक्षकगण, कर्मचारीगण एवं मित्रो। सभी लोगों को मेरा सादर नमस्कार। मैं डॉ. जी.एल. श्रीवास्तव, गिरजेश लाल श्रीवास्तव, कानपुर लोकल ब्रांच का सचिव। पेशे से मैं अध्यापक रहा हूँ। भूगोल विषय का शिक्षक रहा हूँ, फिर बाद में प्राचार्य भी रहा एडमिनिस्ट्रेशन में।

मेरे यहां जो लोकल ब्रांच के द्वारा प्रीलूड सेमिनार जो आयोजित किया गया वह कल ही किया गया। हालांकि मैं प्रयासरत था सितम्बर से, विभिन्न महाविद्यालयों के साथ, विभिन्न इंस्टीट्यूशन्स के साथ मिलकर के काम करना चाहता था कि उनके साथ मिलकर के ऑर्गेनाइज किया जाए। मैं यहां पर यह इसलिए कहना चाह रहा हूँ क्योंकि थोड़ी सी जो समस्याएं आती हैं, उनको भी अपने अभिभावकों के समक्ष रखनी चाहिए तो जब संस्थानों के साथ कोलाबोरेशन में करने की बात हुई तो उन्होंने कहा कि कितना फंड हमें देंगे तो हमने कहा साहब हमको तो साल भर में 20 हजार रुपया मिलता है जिसमें दो-चार प्रोग्राम करने होते हैं। दो बड़ी-बड़ी संगोष्ठियां

करनी होती हैं, वर्कशॉप करना होता है, कुछ कम्पीटिशन करने होते हैं, कुछ सोशल कार्य करना होता है तो हम अधिकतम 10 हजार रुपए दे पाएंगे, इससे ज्यादा हम नहीं दे पाएंगे तो उन्होंने कहा साहब इतने में कैसे। सितम्बर से ही प्रयास करते करते विभिन्न संस्थानों से एक तो महाविद्यालयों को जो हम प्रयास कर रहे थे, यूनिवर्सिटी को, एनईपी की जैसे अभी बात आई तो एनएपी के द्वारा क्या है अब साल भर एडमिशन और परीक्षा फॉर्म भरवाना और परीक्षा होना यही कार्य चल रहा है।

तो 13 अक्टूबर तक एनईपी के द्वारा एक्जामिनेशन फॉर्म भरा रहे थे तो उन्होंने कहा साहब अक्टूबर, सितम्बर में तो हम कर ही नहीं सकते एक्जामिनेशन फॉर्म भरे जा रहे हैं, उसके बाद यूनिवर्सिटी ने डेट अनाउंस कर दिया कि 11 नवम्बर से परीक्षाएं होंगी मतलब 13 अक्टूबर को एक्जामिनेशन फॉर्म खत्म हो रहा है, 11 नवम्बर से परीक्षाएं शुरू कर दी जाएंगी तो उन्होंने कहा साहब अब तो हम कुछ नहीं कर पाएंगे। अंततोगत्वा हमें गवर्मेंट संस्थान में जाना पड़ा। कानपुर में राष्ट्रीय कौशल प्रशिक्षण संस्थान हैं जो पहले सीटीआई के नाम से जाना जाता था तो उनके डायरेक्टर से मिलकर के और लगातार प्रयास करके किसी तरीके से वहां पर संपन्न करने का हम अपने बजट में उनको राजी कर दिए और कल ही हम इसको संपन्न करके और फिर वहां से रात को चले हैं, यहां सवेरे आए हैं। तो यह मेरी थोड़ी सी जो बाध्यता रही और जो कठिनाई आती है, शायद हमारे महानुभाव, हमारे संरक्षक लोग इस पर ध्यान देंगे और आगे कुछ हम लोगों को कुछ आसानी हो तो आज यह प्रीलूड सेमिनार कल जो हुआ बहुत अच्छा हुआ क्योंकि एक सेंट्रल गवर्मेंट के रीजनल सेंटर पर हुआ तो वहां के जो भी शिक्षक थे, प्रतिभागी थे, ट्रेनीज थे ये सब लोगों ने मतलब ढंग से हमको वेलकम करके इस कार्य को कराया। इसमें जो हमारे चीफ गेस्ट थे, वह श्री अनुभव सिंह आईएस हैं, जो यहां से भी काफी जुड़े हुए हैं, हमने उनसे भी एप्रोच किया था कि डिस्ट्रिक्ट एडमिनिस्ट्रेशन कराए लेकिन उन्होंने भी हाथ खड़ा कर दिया कि साहब हमारे यहां तो जब चीफ सेक्रेटरी मीटिंग बुलाता है तो लोग सोते रहते हैं, तो आपकी बात कौन सुनेगा तो आप जो है यूनिवर्सिटी में जाइए, कॉलेजेज में जाइए तो इस तरीके से जो बातें आती गईं तो अनुभव सिंह जी आए तो उन्होंने इस पर काफी कुछ चर्चा किया और बताया विशेष रूप से जो इसमें उन्होंने यह बात उसके पहले हमने सबका स्वागत करते हुए और लोगों को अपने संस्थान के उद्देश्य के बारे में कि हम क्या करते हैं, क्या एक्टिविटीज होती है, कैसे हम जनसेवकों को, लोगों को जोड़ने का कार्य करते हैं, इस पर किया गया।

अनुभव सिंह जी ने जो विशेष रूप से जो हाइलाइट किया उन्होंने यह कहा कि इसमें जो है नागरिक केंद्रित दृष्टिकोण, नैतिकता, सत्यनिष्ठा, कौशल विकास, उद्यमिता, सामाजिक समानता और लोक निजी भागीदारी पर विशेष रूप से ध्यान देना चाहिए। इसके बाद आईओएस एविल मुख्यालय के जो महानिदेशक हैं, कानपुर में ही हैं, वह श्री जितेन्द्र त्रिवेदी जी, वे आए तो उन्होंने भी इस पर काफी कुछ चूंकि आईएफएस रहे हैं तो उनका भी इस पर जुड़ाव रहा है। तो उन्होंने कहा कि देखिए इमर्जिंग ट्रेन्ड इस समय जो आया हुआ है, ये सबसे बड़ा ट्रेन्ड तो यह हुआ कि जो लोक प्रशासक थे, जिनको माइ-बाप कहा जाता है उनको जनसेवक के रूप में लाया गया, उनकी गाड़ियों से लाल बत्ती हटाई गई, उनकी गाड़ियों से हूटर हटाया गया, जिससे कि लगे कि यह माइ-बाप नहीं है, जनसेवक हैं, जनता की सेवा करने वाले हैं। नॉर्थ ब्लॉक, साउथ ब्लॉक को खत्म कर

दिया गया है जो कि एक ऐसा था अंग्रेजों के समय का एक मैसेज जो जाता था कि नॉर्थ ब्लॉक के अधिकारी, साउथ ब्लॉक के अधिकारी तो उन्होंने कहा कि यह सब चीजे चेंजेस आई हैं इस समय और जब पॉलिसी की बात आई तो पॉलिसी में जो पॉलिटिकल पार्टिज अपना मेनिफेस्टो जारी करती हैं वही जब सरकार में आती है तो वही उनकी पॉलिसी बन जाती है तो मेनिफेस्टो में ही इस प्रकार से लोक कल्याणकारी चीजों को वह लाते हैं।

जैसे टेबलेट्स को बांटना, स्कूटी को बांटना, ये धन देना, ये पैसा देना, ये करना तो एक तरीके से यह जो है लोक कल्याणकारी नीतियां बनती हैं। अब उसके क्रियान्वयन में जो समस्याएं आती हैं, यह आप सभी लोग जानते हैं। हमारे निदेशक साहब कभी-कभी कहा करते थे, हालांकि इसको हमें यहां कट नहीं करना चाहिए कि राधे-राधे, आधे-आधे, यह तो सब चलता रहता है लेकिन उसके हिसाब से यह जो है फिर भी जो नीतियां बन रही हैं उसके क्रियान्वयन पर अगर सही ढंग से ध्यान दिया जाए तो निश्चित रूप से उसका प्रतिफल सभी लोगों को मिलेगा। इसमें कुछ बातें जो हैं सामने आई हैं, वह मैं अपनी तरफ से एक बात कहना चाहता हूं कि अभी तक जो राजनैतिक दल हैं, चाहे वह भारतीय जनता पार्टी हो, कांग्रेस हो या कोई भी किसी भी दल की पार्टी हो, तमाम प्रकार के इश्यूज को तो डालती है, पॉलिसियों में, लेकिन पर्यावरण जो हमारे जीवन का संकट है, इस पर किसी का मेनिफेस्टो में कोई भी बात नहीं कहा जाता, कभी कुछ कहा ही नहीं जाता, बस केवल जो है रियो डि जेनेरियो में या माँट्रियल में जहां कहीं भी जो है जब इंटरनेशनल कॉन्फ्रेंस होगा, वहां जाएंगे कुछ बात करेंगे और फिर बात खत्म होकर वही रह जाती है।

तो मेरा कहना यह है कि यदि सरकार नहीं कुछ कर रही है तो हम लोग तो कर ही सकते हैं। तो मेरा नारा है पेड़ लगाओ, पानी बचाओ, पॉलिथीन हटाओ। इन तीन बिन्दुओं पर यदि हम सब लोग लोकल लेवल पर काम करेंगे, जन-जन की भागीदारी से काम करेंगे, अपनी जीवनशैली को पर्यावरण अनुकूल यदि हम बना लेंगे तो निश्चित रूप से इसमें हम लोग सफल होंगे। इन्हीं शब्दों के साथ मैं अपनी वाणी को विराम देता हूं। जय हिंद, जय भारत, धन्यवाद।

KARIMNAGAR LOCAL BRANCH: I am Dr. Madan Babu, Chairman of the Branch. My respects and regards to all present in this hall. We conducted the Prelude Seminar on 26 October 2025 in Film City Bhavan, Karimnagar.

The keynote address was delivered by Dr. R. Chandra Prabhakar, who is also the Vice Chairman and retired Professor in Commerce and Business Management. I presided over the meeting. The Vote of Thanks was proposed by Shri M. Gangadhar, Prof. and Secretary of the Branch. All the 27 members attending the Seminar. Already we presented our report to the IIPA.

I would like to mention here that we have entered into a MoU with Consumer Council, an old NGO at the district level. We are working with them. Recently, I myself rendered pro bono service as an Advocate in the District Forum to help those consumers who were not able to file the cases. This is something which we have started, Sir. Thank you,

DIRECTOR GENERAL: There is no Branch of Gadchiroli. Kindly make your point in just one minute.

GADCHIROLI LOCAL BRANCH: Respected DG, IIPA, and all the dignitaries, and other participants. I would welcome all of you who are present here and congratulate for the successful organisational work here. Gadchiroli Local Branch is an innovative branch; it is not following the traditional trends of the Regional Branches.

हमारी पॉलिसी जो है वह यूनिटी की है, Humanization की है और इनोवेशन्स की है और कोलाबोरेशन्स की है। सारे इंस्टीट्यूशन्स इंडिया के, सारे सिटीजन्स इंडिया के हमारे साथ जुड़ें और कुछ न कुछ नया सोचें। एक हो जाएं और झगड़े बंद करें और अपराध भी बंद करें, करप्शन बंद करें। इस तरीके की पॉलिसी बनाते हैं, लेकिन हमने जो काम किया है साल भर में वह बहुत सारी एक्टिविटीज हुई हैं, भारत जोड़ों यात्रा जैसा कॉन्सैट्र मैंने वर्कआउट किया, जगह-जगह पर इंटरैक्शन की और नई-नई ब्रांचेज मोबिलाइजेशन शुरू करने की भी बात की और सिंगल टीचर यूनिवर्सिटी और यूनिवर्सिटी ऑफ यूनिवर्सिटीज का प्रोजेक्ट जो है वह भी बात कर रहे हैं और सिंगल टीचर यूनिवर्सिटी के मीडियम से सभी सब्जेक्ट के ऊपर अपनी इंटरैक्शन पोस्टर के माध्यम से देता हूं, एक पेज पर एक पोस्टर रोज का लिखता हूं, वह व्हाट्सअप में सर्कुलेट हो जाता है, कमेटी की मीटिंग भी हो जाती है।

जूम मीटिंग की जरूर कोशिश मेरी फेल हो रही है लेकिन जूम मीटिंग का सहारा हम लेंगे तो आईआईपीए का पब्लिक एडमिनिस्ट्रेशन भी बेटर होगा। ऐसा मैं मानता हूं और बहुत सारी रिपोर्ट तो दे दी है मैंने एनुअल रिपोर्ट यहां पर, इसकी कॉपी भी व्हाट्सअप पर मिल सकती है सबको तो एक शॉर्ट में एक इनोवेशन जो वर्कआउट किया है सिंगल टीचर यूनिवर्सिटी का मल्टी-डिसिप्लिनरी का रोज के कॉन्फ्रेंस शेयर हो रही है और सभी सब्जेक्ट में नेशनल कॉन्फ्रेंस हो रही है।

I am always available for academic issue, AI and applications, and other issues. I invite all of you for next year's events. Thank you very much.

(TEA BREAK)

(AFTER TEA-BREAK)
Brief Presentation of Reports by the Branches

NAME NOT KNOWN: Respected dignitaries on the dais and all those present in this august gathering, I am again saying good afternoon to one and all. The topic given is the emerging Trends in Public Policy and Administration. They have not indicated whether it is globally or nationally. So, I am at liberty to initially taking up the issue at the global level. Before going into that everybody knows what is meant by public policy. Depending upon the needs of the public, the political ideology of the respected government and prevailing economic environment the policies are taken based on the plan and the availability of data, decision making and action-oriented plan.

There must be some issues. Based on the issues, public policy is framed and it needs to be implemented through proper governmental management with minimum interference of the government. Thereby giving maximum governance. That means, they have to interfere in a very limited way and execute the delivery mechanism. What is the purpose of public policy and public administration? We should have a delivery mechanism. It should go to the people at large. If it is a local body, it has to take care of the local needs of the public. If it is a State government, it has to take care of the needs of the people of the State, particularly the targeted groups. If it is a nation, the government has to take not only the country as a whole but also depending upon the State as a whole, whether it is backward State or a developed State or developing State or North-East States. All these things have to be taken into account by the federal Government.

Public policy should not be blindfolded implemented. Public policy needs to be implemented based on the felt needs and based on the felt needs at the grassroots level. That is more important. At the global level, on emerging trends we have to see the UN SDGs. We have 17 goals. Almost all the nations are signatories and from 2016 they are being implemented, the completion date is 2030. Here, many of the felt needs or core issues of all the countries are put together. This is a major emerging trend at the global level.

There is one more issue – low carbonisation. That is more important. World over, priority is given to renewable energy, green transportation and energy conservation. Sustainable resource management means we have to reduce energy and water consumption. On Paris climate conference, all nations have to cooperate. Our hon. Prime Minister, Shri Narendra Modi also at the G7 Summit has stressed the need for taking care of Global South, which is very important. African nations in Global South are aspiring for more energy as they are totally

undeveloped; many of the countries are colonised and they want them to be decolonisation and democratised. These are called emerging trends at the global level.

Many of the nations are also seeking assistance of IMF and the World Bank for debt refinancing and debt restructuring. Therefore, these trends need to be attended to. In India we all know very well and also everyone is talking about AI. When development takes place, it will come. It will be taken care of automatically. We need not be afraid of. But we should be prepared for that. How best can we save ourselves? How best to help those unemployed people who may be replaced by AI? These things should be taken into account.

In Indian context, there is always citizen centric approach which is being adopted at present. Digitalisation which is going on is an emerging trend. The Aadhaar-enabled services, iMan, Unified Mobile Application, etc. These are people-centric activities that are taking place. Everybody may be knowing. Social welfare programmes like POSHAN have taken care of adult school going children. The National Food Security Scheme is getting implemented. At least 81 crore people are targeted.

Under the Ayushman Bharat Yojana, every family is given Rs.5 lakh per year. Also, the e-Sanjeevani, the telemedicine scheme. These are the positive aspects of the emerging trend. Recently, as a part of the economic reforms, GST has been slashed from 28 to 18 per cent, from 12 to five per cent. The idea behind this is to increase the disposable income of the people or they could save or they may consumer some other useful products. There are challenges also. Even in the IMF, despite all these developments, India lacks the purchasing power if you compare ourselves to the USA – then the ratio is 3:1. It means we are lagging behind, despite claiming that we are the fourth or fifth world level economy.

Lastly, I would stress on providing financial literacy. Digital payment is a grey area. We have to be careful about cyber-attacks, cyber security. All these aspects have to be taken into account. When development takes place, destruction also takes place side by side. We have to take care of this aspect. I once again thank DG of IIPA, Shri S.N. Tripathi Ji, Registrar of IIPA, Amitabh Ranjan Ji, Shri Mithun Barua Ji, Deputy Registrar, Prof. Manan Dwivedi, and all the participants for giving me the opportunity to present my views.

Thank you very much.

DR. S.K. PACHAURI: Chairpersons, Shri Tripathi Ji, I would like to say that you would be glad to know that Shri T.N. Chaturvedi who was our Director in Mussoorie who has asked me to join IIPA. I have seen IIPA for almost 50

years. The changes you have brought about are really fantastic. So, my great tribute to Tripathi Ji for all the good work he has done for the IIPA.

My paper is very brief. I am not going into the details. It covers the entire range of public administration and the reforms that have taken place in India. I am going into specific areas or sectors. Generally, what has been done and what is possible to be done.

The public administration system in India has witnessed significant reforms in recent years, driven by the need to enhance efficiency, transparency, and accountability in governance. This paper explores key reforms in public administration, such as the Digital India initiative and civil services reforms like Mission Karmyogi and Aspirational Districts. The paper also examines the impact of these reforms on various aspects of governance, including the enhancement of transparency, the promotion of a citizen-centric approach, and the challenges associated with their implementation.

One thing should be very clear that public administration and governance are two sides of the same coin. It is not emphasised much outside.

I will start with what governance in India. There is a famous text in our ancient text – Yatha Raja Tatha Praja. A lot of initiatives have been taken by the leader of the country. In our case, the Prime Minister has been pioneering and has influence on the administrative reforms. His slogan was Sabka Saat Sabka Vikas and that should be the spirit.

The central challenge before good governance as articulated by Pandit Jawaharlal Nehru in his historic "Tryst with Destiny" speech on 14th August 1947 midnight. He said, "The ending of poverty and ignorance and disease and inequality of opportunities". In short it means securing justice, empowerment, employment and efficient delivery of services. This should be the real spirit behind public administration.

The concept of "governance" is not new. It is as old as human civilization. Simply put "governance" means: the process of decision-making and the process by which decisions are implemented (or not implemented). So, it could be either way. There was a very famous saying when Shri P.V. Narasimha Rao was the Prime Minister. I remember it very well that he says that sometimes 'no' is also a decision. You don't always have to be positive. The entire governance is guided by the Constitution.

Directive Principles of State Policy are guidelines for the Indian government to ensure that the country has social and economic conditions that allow all citizens to live well. They are found in Part IV of the Constitution of

India, Articles 36-51. These principles have to be followed by any Government. Whether it is the BJP or the Congress or Coalition or any Party Government has to keep these in mind as this is part of the Constitution. This is known to all of us.

Then, what is policy? Public Policies have their origin in government institutions that formulate and implement them. Policy is a course of action, of government, political party intended to influence arrive at decisions, actions, and other matters. Policy divided into 2 parts-a) analytical b) descriptive. Earlier it was done by the Planning Commission and now by the Niti Aayog, which is framing the developmental policies, by and large.

Corporate policy is an amalgam of the interests of shareholders and profit-making stakeholders. The First Plan was focused on agriculture. As you might remember, Nehru used to say that dams are the new temples of India. How can a country survive without food? That is why agriculture is given top priority. Agriculture can only survive on water. Water is irrigation. That is why irrigation projects were set up. Second Plan was focused on industry. Big industries were set up. These are the two key features. Since then, a lot of changes have taken place.

The next big change that has come about in 1991 when liberalisation was brought in by P.V. Narasimha Rao. That was the end of licence and permit raj. Earlier, controls were there in the administration. That was done away with and a new era of governance was ushered into India.

I am coming to the recent innovations. A Mission Karmyogi is a national program for civil services capacity building, initiated by the Prime Minister and the second one is the Aspirational Districts Programme (ADP) is an initiative to transform underdeveloped districts in India. Civil servants should work like Yogis. Someone has said that 'Lal Battis' have been done away with. They have to serve the people and this is what Mission Karmyogi is all about.

The focus of also on enhancing the government-citizen interaction, with officials becoming enablers for citizens and business, with development of behavioral-functional-domain competencies leading to ease of living and ease of doing business. Thus, by design, Mission Karmyogi adopts a citizen-centric approach for civil service reform. This is the spirit of the Government of India.

Aspirational Districts Launched by the Hon'ble PM aims to quickly and effectively transform 112 most under-developed districts across the country. The broad contours of the programme are Convergence (of Central & State Schemes), Collaboration (of Central, State level Nodal Officers & District Collectors); and Competition among districts through monthly delta ranking; all driven by a mass movement. These arrangements are being done.

The last point I would like to flag, which is being experienced by all of us day and night is Aadhar Card, which is the result of digitisation administration; transfer of funds has taken place to the poor. Voter Identity has recently been established in Bihar elections. The Supreme Court has said that Aadhar Card should be used for voter identification. Smart City programme is against a great innovation. So also, Swachh Bharat programme. Jan Dhan scheme is aimed at financial inclusion of women - this is also a very significant step. I have my house maid who never thought of having a bank account.

Now even the poorest of the poor woman can open a bank account she can draw and save money. If the money is given to husband, he may use that money for drinking and beat the wife. This is what happens in the rural area. Now, the woman is secure

Then, there is MNREGA. Passports are delivered within a week or ten days. IT filing can be done in no time. We get refunds. I got my refunds recently. Centre has removed over 1,500 archaic laws since 2014 in a bid to simplify the legal and compliance structure. The government has moved away from a Colonial-era legal framework and created a new criminal justice system where the people are looked/seen as citizens, not as subjects.

DIRECTOR GENERAL: Sir, kindly conclude.

DR. S.K. PACHAURI: Lastly, the most important is the GST, which has brought about reduction in prices. We had bumper sales during Diwali. Consumption has gone up because of the GST reforms.

I want to remind everybody that it is not only that we are going in for administrative reforms but in the USA, the moment President Trump has appointed Elon Musk as the head of Department of Government Efficiency (DOGE). He has done some marvellous things in the USA.

DIRECTOR GENERAL: Sir, kindly conclude. It is more of a reform than a disruption.

DR. S.K. PACHAURI: All the necessary jobs have been cut. The richest man in the world and the biggest technocrat also, who has put satellites and rockets in space. That is the spirit with which we should do our work and we should do something like DOGE in America.

PROF. JANAK SINGH MEENA: सभी को नमस्कार। आज का जो यह विषय है, 69th meeting of annual meeting conference इसमें chair कर रहे हैं श्री एस एन त्रिपाठी जी, डीजी ऑफ आईआईपीए, श्री अमिताभ रंजन जी, रजिस्ट्रार ऑफ आईआईपीए, श्री मिथुल बरुआ जी और डॉ. मेनन द्विवेदी जी, सभागार में उपस्थित सभी बुद्धिजीवी और जितने भी सुधार्थी

स्टूडेंट्स। आज का जो विषय है इस प्रजेन्टेशन के लिए रखा है मूल्य आधारित प्रशासन और नीति निर्माण में नैतिकता। जब हम बात कर रहे हैं कि पॉलिसी इसकी वैल्यूस एडमिनिस्ट्रेशन एंड एथिक्स इन डिजीजन मेंकिंग।

तो प्रशासन का जो मूल उद्देश्य है वह समाज के सर्वांगीण विकास और जन कल्याण को सुनिश्चित करने की बात करता है, परंतु हम यह देखते हैं कि यदि प्रशासन में निर्णय केवल दक्षता, त्वरितता और राजनैतिक हित पर आधारित होंगे तो शासन की जो वैद्यता है और विश्वसनीयता उस पर प्रश्न उठने लगते हैं इसलिए प्रशासन में नैतिकता और मूल्य आधारित दृष्टिकोण का समावेशन होना बहुत जरूरी है। भारतीय परंपरा की जब हम बात करते हैं, भारतीय परंपरा में धर्म, कर्तव्य और न्याय जैसे सिद्धांत हैं, वह सदैव शासन का आधार रहे हैं। जब हम कौटिल्य के अर्थशास्त्र से लेकर के और गांधी जी के सत्य और अहिंसा के सिद्धांतों तक की बात करते हैं तो शासन में नैतिकता और नैतिक मूल्यों के समावेशन की परंपरा हम देख सकते हैं। आज के जो लोकतांत्रिक भारत में एक बात और महत्वपूर्ण हो गई है कि नीति-निर्माण और निर्णय प्रक्रिया में नैतिकता को केंद्रीय स्थान दिया जाए। प्रशासन में जब बात करते हैं हम नैतिक मूल्यों की मूल्य आधारित प्रशासन की तो प्रशासन समाज के सुचारू संचालन का एक प्रमुख अंग के रूप में हम देखते हैं।

यह केवल नीतियों के क्रियान्वयन तक ही सीमित नहीं रहता है, अपितु यह नैतिकता उत्तरदायित्व और लोक हित के मूल्यों पर आधारित होना चाहिए। जब प्रशासन अपने कार्यों और निर्णयों में नैतिकता, ईमानदारी, उत्तरदायित्व, सत्यनिष्ठा, सहानुभूति और न्याय और पारदर्शिता के साथ चलता है तो मूल्यों को आत्मसात करता हुआ नजर आता है, तब हम उसे मूल्य आधारित प्रशासन कह सकते हैं। तो यहां मूल्य आधारित प्रशासन में केवल परिणाम ही नहीं होते हैं बल्कि साधन (means) और प्रक्रिया (process) भी सामान्य रूप से उतने ही महत्वपूर्ण माने जाते हैं। इसीलिए प्रशासनिक तंत्र को नैतिक रूप से उत्तरदायी बनाता है, जिससे सत्ता का उपयोग लोक हित में किया जा सके, न कि निजी स्वार्थों में। जब हम बात करते हैं कि मूल्य के जो सिद्धांत हैं, ऐसे सिद्धांत हैं जो संस्था को आचरण की दिशा देते हैं और प्रशासन में ये मूल्य सत्यनिष्ठा के रूप में उत्तरदायित्व के रूप में, पारदर्शिता के रूप में न्याय और समानता के रूप में साथ ही लोक हित (public welfare) के रूप में हम इनको देख सकते हैं और वहीं निष्पक्षता उत्तरदायित्व सेवाभाव और संवेदनशीलता के साथ जब इनका समावेशन होता है प्रशासन में तो निश्चित रूप से वे नीतियां और भी कारगर साबित होती हैं।

भारतीय संदर्भ में अभी हम बात कर रहे थे जब हम कौटिल्य के अर्थशास्त्र से लेकर गांधी जी तक के सत्य और अहिंसा तक की बात करते हैं तो कौटिल्य का जो अर्थशास्त्र है उसमें राजा की बात करते हैं, शासक की जब बात करते हैं, को नैतिकता और न्याय के शासन करने की प्रेरणा देता है वहीं महात्मा गांधी के प्रशासन की हम बात करते हैं तो महात्मा गांधी का प्रशासन लोक सेवा का साधन बताया था न कि सत्ता का माध्यम। तो इसलिए आधुनिक भारत में भी जब सिविल सेवाओं की, आचार-संहिता की हम बात करते हैं और नैतिक प्रशासनिक जो प्रशिक्षण है, इसी दिशा में कदम उठाते हैं तो प्रशासनिक नैतिकता का यह सैद्धान्तिक आधार बनता है। इस प्रशासनिक नैतिकता के बहुत सारे दृष्टिकोण हो सकते हैं, उन दृष्टिकोणों से जब प्रेरित होते हैं तो

नैतिकता, कर्तव्यनिष्ठ दृष्टिकोण जिसमें हम देखते हैं, परिणामवाद की बात करते हैं, दूसरी सद्गुण नैतिकता सद्-आचरण का भी समावेशन इसमें देखा जा सकता है।

तो संस्थागत उपाय और सुधारों के रूप में हम इस नैतिक मूल्यों की नैतिकता की बात करते हैं तो नैतिक शिक्षा और प्रशिक्षण सिविल सेवाओं के प्रशिक्षण और संस्थाओं में नैतिकता का और सार्वजनिक मूल्य पर बल दिया जाना चाहिए। आचार-संहिता (Code of conduct) प्रत्येक विभाग के लिए स्पष्ट नैतिक दिशा-निर्देश (Direction) की जरूरत है। नैतिक लेखा-परीक्षण (Ethical Audit) निर्णय प्रक्रिया की पूरी समीक्षा की जानी चाहिए, उसको किस तरह से हम देखते हैं। नागरिक भागीदारी की peoples participations और सूचना का अधिकार जिससे हम उत्तरदायित्व पारदर्शिता और जवाबदेही को निश्चित कर सके। साथ ही जब हम बात करते हैं कि नैतिक निर्णय निर्माण की जो संकल्पना है उसमें कौन-कौन से मुख्य सिद्धांतों को लेकर के हम आगे बढ़ते हैं तो हम लोक हित का सिद्धांत (principle of public interest) समानता और न्याय का (Equality and Justice) की थ्योरी। पारदर्शिता Transparency, accountability, integrity और empathy इन सिद्धांतों को जब हम साथ लेकर के नैतिक निर्णय निर्माण में आगे बढ़ते हैं तो निश्चित रूप से हम सफलता की ओर आगे बढ़ते हैं।

मैं बस just एक मिनट में ही अपना conclusion करूंगा। मूल्य आधारित प्रशासन और नैतिक निर्णय निर्माण केवल सैद्धान्तिक अवधारणाएं नहीं है, बल्कि लोकतांत्रिक शासन के जीवन स्तंभ हैं। नैतिकता प्रशासन को केवल संचालन तंत्र नहीं बल्कि सेवा तंत्र बनाती है। एक अधिकारी जब अपने निर्णयों में ईमानदारी, पारदर्शिता, संवेदनशीलता और लोकहित को सर्वोपरि रखता है तब वह प्रशासन को विश्वसनीय और जनकेन्द्रित बनाता है। 21वीं सदी का भारत तभी सशक्त न्यायपूर्ण और उत्तरदायी राज्य बन सकता है जब शासन के प्रत्येक स्तर पर मूल्य प्रधान दृष्टिकोण और नैतिक चेतना को आत्मसात किया जाए। धन्यवाद, जय हिंद, जय भारत।

DIRECTOR GENERAL: Mr. Chandel – not present.

From now on, kindly take five minutes.

DR. PRADEEP B LONDHE: Hon. Dais, the clarity of thoughts by Dwivedi Saheb, all legendary Life Members, I am going to focus on “Emerging Trends in Public Policy and Public Administration”. My detailed paper is there. With the help of senior administrators and stalwarts like our Chairman, Shri S.S. Kshtriya. Who has experience in both the State and Central level over 30-40 years, which is like a lifetime, we have come to learn so many things. DG Sir, this is my 13th paper which has been accepted by the IIPA.

As an overview, I would say that Indian public administration is a rapidly evolving in 2025 driven digital innovation, inclusive governance needs and sustainability drives. Maharashtra represents a microcosm of national transformation. It conveys the journey of drivers, practices and challenges. When we see the India's policy framework with an expected GDP growth of 6.3% to

6.8%. We can see the shift from centralized to collaborative governance. Key strategy is the AI strategy. This is being initiated from Maharashtra. There are many statistical observations when our Chairman Sir was the Chief Secretary when we could see many result-oriented projects in Maharashtra. Be it in the field of agriculture or financial managements, etc. at the State level.

We are talking about Viksit Bharat. We can see drivers of change in technology, centralization and resilience. In technology, digital tools reshape governance and service delivery. Second is empowering States and citizens via collaborative structures. Resilience is seen in adoptive policies keeping in view global and local uncertainties.

If we talk about digital transformation and AI integration, At the national level, the India AI Mission with Rs.10,300 crore budgetary support, creates compute infrastructure and IT Centres of Excellence. We talk about language support, and multi-services among so many departments. Time reduction is about 50%. Maharashtra AI Task Force in collaboration with IBM, created trainers through training programmes. AI in principle is from policy to people, which includes agriculture, diagnostics, AI-driven watershed management empowers farmers.

We also have iGOT Karmyogi platforms reskills 20 million bureaucrats. Streamlining bureaucracy is the legacy processes, reorganization of departments, Trisutri scheme. I will conclude in two minutes, Sir.

DIRECTOR GENERAL: Sir, kindly conclude in one minute.

DR. PRADEEP B LONDHE: In Maharashtra Maitri scheme is a single-window scheme. As already mentioned, there is a reduction of time up to 50%. There is an improvement in Ease of Doing Business. We have taken up data governance and cyber security. Cyber-attacks has increased up to 138 per cent between 2018 and 2023.

Citizen centric and inclusive governance, guided by transparency, accountability and responsiveness. Programmes undertaken in Maharashtra are Ladli Behen, Maa-e-Sewa, silt free dams, participatory budgeting, AI-driven social audits, participatory budgeting, etc. based on the governance, under the leadership of our Chairman Sir. Sir, 60% rural offline concerning digital divides is a challenge. Slow adoption of new technology, Maharashtra is a policy innovator; focus was on women empowerment, agriculture resilience and EV policy. We can see infrastructure boon with 7,480 km. cement roads are existing in Maharashtra balancing growth with social equity and environmental sustainability.

On global perspectives and future research is mentioned in my paper. Key recommendations are re-skill bureaucracy for digital governance and AI literacy, strengthen cyber security and data protection laws, and promote ethical and AI citizen-centric interests, Collaboration among States and Centre. This gap has to be bridged. It is the responsibility of everyone.

In 2025 India and Maharashtra sees tech-enabled and inclusive governance on the horizon. Maharashtra demonstrates how innovation and inclusion can coexist by ensuring digitalization, ethical and citizen-centric India. Thank you so much.

DR. A. XAVIER SUSAIRAJ: I once again thank our DG for giving me this opportunity. My topic is “Emerging Trends in Public Policy and Public Administration”. My paper focused on three major areas: 1. Digital Governance – Bridging or Deepening the Divide? 2. Inclusivity in Public Policy, and 3. AI in policy making and public administration in India.

A suggestion on first area mentioned above is to ensure bridging the divide rather than deepening it. A few suggestions I would like to make. Firstly, improve digital infrastructure such as internet access and mobile networks in rural and under developed areas. Secondly, promote digital literacy in schools through education and awareness programmes. Thirdly, provide hybrid systems where people can choose between online and offline options.

On the second, I would like to say that in a country like India, which has many heterogeneous communities and diversified economic classes, inclusive policies are significant. Jal Jeevan Mission, Swachh Bharat Mission, PM's Jan Dhan Yojana and Ujjwala Yojana are very good schemes. I have received a project from Indian Social Sciences and Research to work on Jal Jeevan Mission, which is to attain the SDG No.6b which started in 2019. The Mission is aimed at providing tap water connection to rural households before 2024. In many tribal and backward areas, women often walk long distances to fetch water. This mission helps reduce their burden by bringing water directly to their homes. In my research I found that many people have appreciated this scheme as they have benefit. They have improved their hygiene, health and gives girls more time to attend school, so on and so forth.

On the third, AI can greatly improve how public policies are made. AI for All programme highlights how seriously India is considering AI for the common good of the people. If correct steps are taken, I am sure that AI can help the government become smarter and more effective in serving all its citizens.

In conclusion, I would say that the landscape of public policy and administration in India is reflected by innovation, ambition, and complexity. Digital governance, 'Ai for All' and inclusive public policy initiatives all signal progress. Yet, these trends also raise critical questions about equity, ethics, and effectiveness. A technocratic approach alone cannot resolve inequalities which are inextricable in social fabric of this country. Governance reforms must be upholding the democratic values and social justice. This requires protecting civil liberties, and ensuring that policies reflect the diversity of this country. Thank you, Sir.

DR. JITENDRA WASNIK: Hon'ble Tripathi Sir, dignitaries on and off the dais. The title of my paper is – New Public Governance as an Emerging Trend in Public Administration. I am going to focus on main issues.

As you know, public administration as a discipline and practice has long evolved from the early model of traditional public administration, through the rise of New Public Management (NPM), to more recent models that attempt to remedy the limits of earlier paradigms. Among these, New Public Governance (NPG) has emerged as a powerful lens for understanding and shaping how governance is done in the 21st century. NPG has emerged as a prominent approach that emphasizes collaboration across government, private, and civil sectors to tackle complex societal challenges. This transformative paradigm represents a response to the growing recognition that contemporary challenges from climate change to digital transformation require collaborative approaches that leverage resources and expertise across sectoral boundaries.

The conceptual framework of NPG incorporates several key theoretical elements. First, it emphasizes the co-production of public value through ongoing engagement between service providers and citizens. Second, it recognizes the distributed nature of expertise and resources across society, suggesting that effective governance requires leveraging these dispersed assets. Third, it acknowledges the relational nature of contemporary governance, where success depends on building and maintaining effective partnerships across organizational and sectoral boundaries.

The main characteristics of New Public Governance are: First, NPG emphasizes collaborative approaches that engage multiple stakeholders across sectoral boundaries. This collaboration moves beyond simple consultation or contracting to involve genuine partnership in designing, delivering, and evaluating public services. Second, NPG prioritizes co-production of services, meaning that citizens and service users are not passive recipients but active participants in creating public value. Third, NPG operates through network-

based governance structures rather than hierarchical bureaucracies or competitive markets.

These networks bring together diverse organizations from public, private, and nonprofit sectors to address specific policy challenges. Fourth, NPG demonstrates a strong democratic orientation, emphasizing transparency, participation, and accountability. Unlike NPM's focus on efficiency and customer satisfaction, NPG is concerned with strengthening democratic processes and enhancing civic engagement.

These principles collectively represent a significant paradigmatic shift in how we conceptualize public administration. Rather than viewing government as the sole provider of public services, NPG recognizes the distributed nature of governance across multiple actors and sectors.

On Challenges and Limitations in Implementing New Public Governance, I would say that a primary barrier is institutional resistance. Public agencies often have deeply embedded bureaucratic cultures, procedures, and incentive structures that resist the adaptive, collaborative approaches central to NPG. Governments are frequently perceived as slow-moving and resistant to change which manifests as reluctance to share power with non-state actors, a preference for standardized procedures, and accountability systems that prioritize compliance over innovation. Overcoming this inertia demands deliberate change management and committed leadership.

Furthermore, while technology enables NPG, it also risks deepening the digital divide. Vulnerable populations such as rural communities and the elderly may be excluded from digital services if they lack access or literacy. This creates a tension between innovation and equity. Without intentional efforts to ensure inclusion, digitization can exacerbate existing inequalities.

DIRECTOR GENERAL: Please conclude.

DR. JITENDRA WASNIK: Yes, Sir.

In conclusion, I would like to say that the New Public Governance is becoming the most wanted and admired public administration model nowadays, which is directed against NPM shortages with its qualities of openness, transparency, democracy, pluralism, social responsibility, social justice, social quality, anti-corruption and more active non-governmental organizations. Despite its theoretical attractiveness, however, New Public Governance is still lacking the concrete methods of implementation (Reisbelde, Guogis and others, 2020).

NPG marks a major shift in public administration, moving beyond traditional and market-driven models to embrace collaborative, network-based

approaches. It emphasizes co-production with citizens, cross-sector partnerships, and democratic engagement, aligning with modern trends like digital transformation, equity promotion, and data-driven decision-making. These innovations help build more adaptive and inclusive governance systems. Thank you, Sir.

DR. R.R. DHANAPALL: Thank you very much. All the previous speakers and presenters have made presentations about public policy, public administration, digital governance, collaborative governance and governance itself except the evidence-based policy making, networked policy making and management. Evidence-based policy making is very important. How are we going to do it? At present, the Government of India, State and UT governments frame policies from the top level. Now our recommendation is that it should start from the stakeholders of zila parishads, panchayats at gram sabha levels.

DR. P. ARUNACHALAM: Respected DG Sir, and hon. Members of IIPA and participants. My paper is on Amrit Kaal: A Plan for Next 25 Years to Achieve Vikshit Bharat 2047. How to make India an advanced country by 2047. If we analyse policies and programmes of India right from India's Independence, we would see that before 1991 whatever policies we had, be it industrialisation, or education or agriculture, and from 1991 to 2020, we have adopted liberalisation policy. We have undergone a dramatic change due to COVID; economy slowed down. We analysed these aspects and brought different type of policies.

In May 2020, government has come up with Amrit Kaal, Atma Nirbhar Programme, which has brought various facets like economy, infrastructure, technology-driven system, vibrant demography, and demand. Based on these, Smt. Nirmala Sitaraman came up with another six types of pillars in the 2021 Budget. These are health and wellbeing, infrastructure development and investment, invigorating human capital, inclusive growth for aspirational India, innovation and research and development, maximum governance and minimum government. These were the changes.

In 2022, government gave importance to infrastructure development – Gati Sakthi, which contained seven engines of growth. In 2023, government came up with Saptarishi programme under which inclusive development has become one of its features. Every year, there is a change in our policies. In 2024, government in its interim budget has started giving much importance to wipe out the chronic problems. Four agenda items were presented by Nirmala Sitaraman Ji, which includes poverty, farmers' development, women empowerment and skill development of the youth. In 2025, she has included industrial revolution by giving importance to industrial sector, including MSMEs.

Why is that so? I think, for example, China with all its economic problems – which had more or less our size of economy in 1951 but in 2014 it became a less developed economy, in 2010, it became a middle-level economy and in 2017 China was declared as an advanced country. In 1979 China opened up its economy and in 1991 we also opened our economy but we are not able to compete with China on most of the issues.

Now, we have a plan called Amrit Kaal. Every year we are focusing on areas which need to be given more importance so that we can surge ahead. These are some of the dimensions which I have brought out in my paper. Thank you, Sir.

DIRECTOR GENERAL: Adv. Unnikrishnan – not present.

SHRI A.V. NARSIMHA REDDY: Respected dignitaries on the dais and off the dais. Respected Chair, Shri Tripathi Ji, Amitabh Ranjan Ji, Shri Mithun Barua Ji, Deputy Registrar, Prof. Manan Dwivedi, the Theme Paper presenter.

My paper is – Transformative Governance in the 21st Century: “Emerging Trends in Public Policy and Public Administration in India”.

This paper explores the dynamic and transformative trends shaping public policy and public administration in India amidst the evolving global and domestic landscape of the 21st century. In recent years, India has witnessed an unprecedented convergence of technological innovation, citizen empowerment, environmental imperatives, fiscal challenges, and demands for transparency and accountability.

The paper identifies and analyzes eight major trends influencing the governance ecosystem: (1) digital transformation and data-driven decision-making, (2) Artificial intelligence and automation in public administration, (3) collaborative and networked governance models, (4) sustainable development and climate-resilient policies, (5) participatory and decentralized governance, (6) fiscal federalism and innovative public finance mechanisms, (7) ethics, integrity, and transparency in administration, and (8) capacity building and institutional innovation. Each trend is examined in the Indian context with emphasis on opportunities, challenges, and reform strategies. The paper concludes that India's administrative future lies in creating a governance paradigm that is adaptive, inclusive, and innovation-oriented aligning public sector reforms with citizen-centric outcomes and sustainable national development goals.

I have submitted a detailed paper. I would request the readers to go through and give their views.

SHRI RAYAR, VILLUPURAM: Good morning, Sir.

The international seminar organized by the Government Arts College, Villupuram in association with the IIPA, New Delhi in October 24, 2025. The Seminar was on “Emerging Trends in Public Policy and Public Administration”. I, Pandian welcomed the gathering. The principal of the college, Dr. Sukumaran delivered his address. Dr. Kanagasabhpati, Head of the Department offered felicitations and Shri Karthegeyan delivered the Introductory Address. Special Guests was Er. Dr. Kannadasan. Mr. Balamurugan, Associate Professor, Government Arts College, Cuddalore delivered the Special Address. More than 200 participants and students from different colleges of the State participated in the Seminar. Some have presented their papers on “Emerging Trends in Public Policy and Public Administration”. Dr. Rukkumani delivered the Vote of Thanks.

SHRI NAGENDRANATH MISRA, BHUBANESHWAR: Most Respected, Shri Tripathi Ji, Amitabh Ranjan Ji, Registrar, Shri Mithun Barua Ji, Deputy Registrar, and the Keynote Speaker, Prof. Manan Dwivedi.

I have served in Kendriya Vidyalaya Sanghatan for 32 years, and presently a Councilor in IGNOU, Bhubaneswar and also an Executive Council Member of Odisha Regional Branch, Bhubaneswar. This paper “Emerging Trends in Public Policy and Public Administration” is by me Smt. Sashmita Das, a Life Member of Kendriya Vidyalaya No.1, Bhubaneswar. I have sent our paper to the Institute and it is also in the booklet. In nutshell, we have moved away from colonial mindset. Now, everything is transparent. You can express your views freely. Now, PPP model is coming up on sustainability and inclusive policy.

DIRECTOR GENERAL: Please conclude.

SHRI NAGENDRANATH MISRA, BHUBANESHWAR: Yes, Sir.

Under the dynamic leadership of current Prime Minister, we are doing well and by 2030 India is destined to be the Vishwa Guru. I am very much positive. In this way, we will do well.

There are three Ps – philosophy, physical education and psychology in the CBSE in KVs and Navodaya Vidyalayas. I would request the government to bring in public administration in these schools because NEP 2020 has asked us to give our suggestions. I will end with the quote of Robert Frost, "The woods are lovely, dark and deep, but I have promises to keep, and miles to go before I sleep, and miles to go before I sleep". Thank you, Sir.

DR. GHUMAN, CHANDIGARH BRANCH: Dear Shri Tripathi Ji, Amitabh Ranjan Ji, Shri Mithun Barua Ji, and dear esteemed colleagues.

We had our Prelude Conference on 23rd of this month. The paper was presented by Prof. Ranjit, hon. Secretary of the Regional Branch, our Chairperson presided over the function.

I am straightaway coming to conclusion to save time. The first conclusion was that public policy and public administration. Have been passing through a turbulent period due to changing external, internal, political and socio-economic environments. In the external sphere, globalisation is under threat. Deglobalisation has been set in motion. The earlier onward looking development strategy is being replaced by inward looking development strategy under which protectionist policies are getting momentum.

Under the trade war, many multilateral trade agreements are being revisited. WTO, an institution to protect the external trade from internal barriers and protection is under threat. This process of deglobalisation has started disturbing the equilibrium in the field of public policy and public administration. This is most important threat to the discipline of public policy and public administration. We have to adjust to this changing situation.

The second aspect which is affecting is advances in technology like AI, Internet of things and many more other technologies have forced challenges to the existing paradigms of public policy and public administration. Critical wars and other conflicts across the globe have also been influencing the nature and scope of public policy and public administration. Within in India many initiatives both by Central and State Government in particularly promotion of digital technology, about which we have referred to time and again. Creation of public infrastructure, DBT, Atmanirbhar Abhiyaan, Bharat Digital Mission, Telemedicine and eSanjeevani have been changing the landscape of public policy and public administration.

In this changing external and internal, political and socio-economic environment, the scholars and practitioners of public policy and public administration have two options. One is to continue with the existing paradigm models and become irrelevant school. Second drastically restructure the theory and practice public policy and public administration in tune with changing environment and thrive. Eminent Thinker, Tom Peters has written a book 'Thriving on Chaos' and he has suggested to the manager not to wait for stability but to thrive on chaos. It is equally valid for public policy and public administration to thrive on chaos by scripting new grammars of public policy and public administration.

I would like to make a couple of recommendations. To delivery effectively in changing and sometime hostile environment, it is essential for public policy and

public administration to widen their frontiers of knowledge, both theoretical and applied. In this regard, a number of policy prescriptions were suggested in the Conference. It is the right time to replace traditional public policy model by evidence research-based public policy model. With a view to promote the culture of evidence-based policy model, it is essential to bring the gap between two communities, two cultures, namely policymakers and researchers by creating common institutional platform, both to meet and communicate. At present there is a mistrust between these two communities. They don't meet at all institutionally. There is a need that there should sit together and formulate good policies.

The Research Outcome Award, which I am representing, the research outcome is highly specialised and technical in nature. Hence, it is suggested to write policy briefs in simple language which the policy makers can appreciate and make use of. Among the researchers, policy issues are not very popular. Therefore, it is suggested that researches should develop their passion towards policy issues which are equally rewarding, *vis a vis* other research area. The policy makers need time-bound results. Therefore, it is suggested that researchers should learn expertise and skill to complete the research projects in a time bound manner.

For promoting policy research, it is recommended that government should provide liberal funding for the research relating to policy issues. A very important recommendation which has been made by the Conference is consultation with stakeholders is a must, and it is a prominent facet of policy making. However, all the stakeholders are well trained for articulating the issues and participating in policy making. The poor is not equipped with the issue and not effective in policy making. It is recommending that universities, research institutes, think tanks, IIPA, including Regional and Local Branches should undertake capacity building programmes for stakeholders so that they can effectively participate in public policy implementation and evaluation.

The contours of public administration are changing across the globe but learning from global experience, it is essential to revisit the curriculum of public policy and public administration and their application. For this purpose, the academic, administration and society should sit together to make the study of public policy and public administration relevant to the market and society at large. Administrative culture, empathy for public participation within increasing the realm of automated system, we should not put maximum emphasis on automated system; we should develop a human face as well. Technological integration should be supported by robust ethical framework.

Finally, in a developing country like India, there is a huge digital divide about which we have referred to time and again. For reaping the benefits of digital

governance, it is essential to bridge this digital divide by aggressive digital literacy campaigns and creating more inclusive digital public infrastructure.

PROF D.K. MADAAN, PUNJAB UNIVERSITY: Esteemed Shri Tripathi Ji, Amitabh Ranjan Ji, and other dignitaries and delegates.

I am going to speak on public policy – Viksit Bharat Mission. We know that India is a lower middle-income economy. The GDP has been increased at a very high rate because of our growth rate during the British Rule from 1900 to 1950, it was only 0.8%. From 1950 to 1980, it was 3.5%; from 1980 to 1990, it was 5.7%; but from 1991 when we changed our policy to liberalisation and continuously till 2025, it was 6.6%.

We have achieved now 4 trillion-dollar economy. Our poverty has come down because in 1993-94, it was 27%, recently it has come down

DIRECTOR GENERAL: Sir, this is not a place for lecture. If you have written a paper, it would be discussed here. Have you written a paper?

PROF D.K. MADAAN, PUNJAB UNIVERSITY: Yes, Sir.

DIRECTOR GENERAL: It seems you have not sent it. You may conclude now.

PROF D.K. MADAAN, PUNJAB UNIVERSITY: My conclusion is, for the Viksit Bharat Mission we have to increase women participation, and work for de-globalisation and other issues. Thank you very much.

DIRECTOR GENERAL: In total 37 people have spoken. I really envy your patience. All of you cooperated. Some have raised the issue of digital divide. Is India suffering from digital divide? One billion digital financial transactions take place in India only. Do we still call digital divide? And 90 million people use smart phone. Is it evidence of digital divide? One billion SMS are used every day. Anyway, it is food for thought. We are waiting for food.

Before that, we would request Registrar to give Vote of Thanks.

REGISTRAR: Good afternoon, everyone. From good morning to good afternoon now. What DG spoke about the digital divide? Actually, the UPI transactions by volume has crossed 20 billion transactions per month. And by volume it is 25 lakh crore rupees. So, this is a huge achievement. But we have to give Vote of Thanks to all of you, especially to Dr. Manan Dwivedi. Our friend from Madurai, Dr. Baskaran has named him 'Mannan' (in Tamil 'King') the King. King Manan Dwivedi who has written and presented a very beautiful paper where he has delved into so many different aspects of emerging trends, public administration, right from the orange economy, the MIM that has crossed 42

billion dollars. And he has delved upon DPI of India also and how Trump from Penta in Florida he spoke and ridiculed India but two days back only, in South Africa in a Summit, he praised India.

Thank you, Dr. Mana Dwivedi, for presenting a very beautiful paper. So many delegates and presenters have spoken so good about all the emerging trends in public policy and public administration. For example, Prof. Sarangi spoke about expressive AI and how and if whether technology can bring about transparency or not. This is a big question. Sir, you have delved upon a very valid question that humans are being suppressed by this emergence of AI technology. Whether in the future, this can happen. But it is already happening. We now have a Cabinet Minister in Albania. That is an AI Chatbot. Probably you would have heard about Delia, she is an AI Chatbot. This is happening right now.

Our friend, Shri Brijesh Kumar has told us about many things and bureaucrats has removed *Laal Batti* but at the end you are helped by the Government only. कि ब्यूरोक्रेसी से लाल बत्ती हटा ली गई, सब कर दिया but at the end sir u were help by the government only सारी यूनिवर्सिटीज ने आपको refuse कर दिया, सब कर दिया लेकिन गवर्नमेंट इंस्टिट्यूशन ने आपको कहा कि आप वीडियो प्रीलूड कॉन्फ्रेंस कर लीजिए वहां पर तो।

All the universities have refused but government has allowed to organise the Prelude Conference there. This is the power of the Government and governance. So, we should not forget that DG Sir quoted about 18 Lok Sabha elections and so smooth power of transition. How does the elections, it is civil servants and officers only. Take the example of Covid 19 pandemic, when all the private sectors and everyone was sleeping, shut down, industries were shut down, people were doing TikTok, and but on the YouTube and other channels. How were working. Government and civil, and district administrations and government nurses and doctors were working towards warding off this threat of this pandemic.

Two people spoke about three Ps also - Like पेड़ बचाओ, पानी बचाओ और पॉलीथिन हटाओ. Dr. Mishra also spoke about 3Ps - philosophy, public administration and psychology. So, it is *bhandar* of peace. Thank you very much for all the delegates and participants who have stood the ground from 9 am in the morning and now it is 1.30 pm. My sincere thanks to the DG, Shri Surendra Nath Tripathi Sir, for marshalling all this. He has taken a keen interest in the minutest detail so that this Conference should be hugely success because this Members' Annual Conference is the pride of the IIPA. This is of utmost importance.

My sincere thanks to the Deputy Registrar, Shri Mithun Barua and all the computer sections, training and membership sections, our mess persons, each and every one, including those Karmyogis sitting in the back, who have made this Conference very successful.

Lunch is in the hostel.

(LUNCH-BREAK)

(END OF THE CONFERENCE)



INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI - 110 002



 IIPA (Official)

 011-23468363

 011-23356528

 helpdesk.iipa@gmail.com

 iipa.org.in

 @iipa9