AGENDA FOR THE THREE HUNDRED AND TWENTY-EIGHTH MEETING OF THE EXECUTIVE COUNCIL

26 OCTOBER, 2026
(01:00 P.M.)

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW DELHI

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI

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INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW DELHI

The Three Hundred and Twenty-eighth Meeting of the Executive Council of the Indian Institute of Public Administration will be held on **26th October, 2026 at 01:00 p.m.** The Agenda for the Meeting will be as follows:

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DR. SURENDRAKUMAR BAGDE
DIRECTOR GENERAL &
MEMBER-SECRETARY

MEMBERS, EXECUTIVE COUNCIL

Item No.328.1 Grant of leave of absence to Members.

Item No.328.2 (a) Confirmation of the Minutes of the 327th meeting of the Executive Council held on 29th September, 2025.

The Minutes are annexed at Annexure A. (Page No.104-108)

Item No.328.2 (b) Action taken on the Minutes of the 327th meeting of the Executive Council held on 29th September, 2025.

Minutes of the 327th Meeting of the Executive Council	Action Taken
Item No.327.2 (a) Confirmation of the Minutes of the 326th meeting of the Executive Council held on 29th March, 2025. The Minutes were confirmed. **(b) Action taken on the minutes referred to above.** Confirmed.	
Item No.327.3 Paul H. Appleby Award for 2025. The Executive Council approved the recommendation of the Committee to confer the Paul Appleby Award on **Mrs. Meenakshi Hooja, IAS (Retd)**. She is an IAS officer of 1975 batch of Rajasthan Cadre and has been an IIPA Member for over 42 years. She has been a very active participant in academic activities of IIPA for a very long time. Her contribution in the field of Public Administration has been outstanding.	The Award was conferred on Mrs. Meenakshi Hooja, IAS (Retd.) by the Hon'ble Vice President of India and President IIPA during the AGM held on 31st October, 2025.
Item No.327.4 Dr. Rajendra Prasad Award for Academic Excellence for 2025. The Executive Council approved the recommendation of the Committee to confer the **Prof. Prakash C. Sarangi,** former Vice Chancellor of Ravenshaw University, Cuttack for Dr. Rajendra Prasad Award for Academic Excellence for 2025. He has been an eminent educationist, academician and writer in academic discipline. He has been an IIPA Member for over 27 years and contributed actively in academic activities of IIPA and development of IIPA Odisha Regional Branch.	The Award was conferred on Prof. Prakash C. Sarangi by the Hon'ble Vice President of India and President IIPA during the AGM held on 31st October, 2025.
Item No.327.5 Award to IIPA Branches for best performance. The Executive Council approved the	The Awards were presented by the Hon'ble Vice

recommendation of the Committee to confer the award as under: 1. Karnataka Regional Branch – First Prize carrying a Certificate and cash award of Rs.10,000/-. 2. Uttar Pradesh Regional Branch – Second Prize carrying a Certificate and cash award of Rs.7500/- 3. Madhya Pradesh and Mizoram Regional Branches – Joint Third Prize carrying Certificates and cash awards of Rs.5000/- each.	President of India and President IIPA during the AGM held on 31st October, 2025.
Item No.327.6 Award of Prize to the winners of Annual Essay Competition 2025. The Executive Council approved the recommendation of the Committee to award of prizes to the winners of the Essay Competition as under: First prize of Rs.10,000/- to: Dr. Annita Ranjan, Assistant Professor, Department of Psychology, Gossner College, Ranchi, Jharkhand Topic: Ease of Living Second prize of Rs.7000/- to: Mr. Syed Ahmed Afzal, Bhongir, Telangana Topic: Era of Artificial Intelligence: Transforming Governance, Services and Society Third prize of Rs.5000/- each jointly to: Ms. Riddhi Shrivastava, Ghaziabad, U.P. Topic: Ease of Living Ms. Muskan, Rewari, Haryana Topic: Social Media Challenges and Opportunities	The Awards were presented during the AGM held on 31st October, 2025.
Item No.327.7 Award of Prize to the winner of Annual Case Study Competition 2025.	

The Executive Council approved the recommendation of the Committee to award of prizes to the winner of the Annual Case Study Competition as under: First Prize of Rs.10,000/- to: Shri Vivek Dixit, Dept. of Orthopedics, AIIMS, New Delhi Topic: The Third Gender in a Third World Country: Major Concerns and the AIIMS initiative	The Award was presented during the AGM held on 31st October, 2025.
Item No.327.8 Shri T.N. Chaturvedi Award for Best Article in IJPA and Lok Prashasan. The Executive Council approved the recommendation of the Committee as under: Shri T.N. Chaturvedi Award for Best Article in IJPA: *"An Examination of Socio-economic well-being in Aspirational and Non-aspirational Districts of Assam: A Comparative Analysis of their Performance"* by Nilanjana Chakrabarty and Juthika Konwar published in Oct-Dec. 2024 edition of IJPA. Shri T.N. Chaturvedi Award for Best Article in Lok Prashasan to: *"साइबर स्पेस, किशोर अवस्था में महिला उत्पीड़न, सस्थानिक चुनौतियां और उपाय / दिल्ली और चयनित एनसीआर क्षेत्रो का एक अध्ययन" – संजीव कुमार* published in July-Sept. 2024 edition of Lok Prashasan.	The Awards were presented during the AGM held on 31st October, 2025.
Item No.327.9 Theme for Special Issue of IJPA and Lok Prashasan for 2026. The Executive Council approved the theme as under: **Theme for the Special Issue of IJPA** Process Reforms for Promoting ease of living/ and or ease doing business for entrepreneurs	Noted for compliance.

Theme for the Special Issue of Lok Prashasan उद्यमियों के लिए व्यापार करने में आसानी/ या आसानी को बढ़ावा देने के लिए प्रक्रिया सुधार	
Item No.327.10 Annual Report for 2024-25. The Executive Council confirmed for adoption of the Annual Report by the General Body in its meeting in October, 2025.	The Annual Report has been e-mailed to the members and also put on IIPA website.
Item No.327.11 Balance-sheet and Audited Statement of Accounts for 2024-25 together with the Report of the Chartered Accountants. The Executive Council confirmed for adoption of the Balance-sheet and Audited Statement of Accounts by the General Body in its meeting in October, 2025.	The Balance-sheet and Audited Accounts form part of the Annual Report has been emailed to the Members.
Item No.327.12 Establishment of Nanded Local Branch. Confirmed	The decision has been conveyed to the Branch.
Item No.327.13 Admission of new Life Members. Confirmed	Noted.
Item No.327.14 Removal of Annual & Corporate Members due to non-payment of membership fee. The Executive Council approved to remove 03 Annual members and 18 Corporate members from membership roll.	Removed from the membership roll.
Item No.327.15 A brief report on the important activities of the Institute during April to September, 2025 relating to (a) Training Programmes and (b) Status of Research Projects. Confirmed.	

Item No.327.16 Items to Report: **Confirmed** (i) Retirement of Staff (ii) Relieved on Lien (iii) Promotion/Placement of Staff (iv) Appointments/Extension of Service (on contract basis) (v) Foreign visits of Faculty (vi) Demise of Employees	
Item No.327.17 Any other business with permission of the Chairman. **(i) Nomination of Dr. Ashok Bhan as an Eminent Member of Executive Council.** Confirmed. Dr. Jitendra Singh, Hon'ble Union Minister and Chairman, IIPA EC opined that there should be better connectivity among Regional Branches and IIPA with exchange of real-time information and sharing of views/suggestions to add value in the activities and programmes of both IIPA and Branches. Hon'ble Minister further mentioned that a WhatsApp group of the Branches may be created so that information could be shared faster and in an easier way among them. Dr. Ashok Bhan thanked the Hon'ble Minister and Chairman IIPA EC for nominating him as the Eminent Member of IIPA EC and conveyed his gratitude to all EC members. Director General, IIPA informed that IIPA conducted Regional Conferences in collaboration with Regional Branches of Madhya Pradesh, Bihar, Puducherry, Karnataka and these conferences were very successful. Dr. Jitendra Singh, Hon'ble Union Minister and Chairman emphasized publicity of IIPA Library through social media platforms and about the activities to reach out to the students pursuing civil services and	A WhatsApp group named 'IIPA Branches' has been created and Chairman and Hony. Secretary of the Regional and Local Branches are added. Sharing of information about the activities has also started in the group. IIPA Library has started working on harnessing the social media platforms for reaching out to more and more people and videos are being prepared for YouTube and other social media platforms.

higher studies in public administration. The Hon'ble Minister emphasized the need for stronger integration of governance training with emerging technologies such as AI, digital platforms and data-driven tools. He underlined the importance of equipping scientists and academicians—who often transition into senior administrative positions—with governance and communication skills. He also spoke on the evolving role of social media in governance, urging sensitization of officers on responsible use and called for dedicated workshops to address the "How and how not to" of Social Media engagements, noting the risks of misinformation and the need for credible public communication. He also lauded the expanding footprints of IIPA with Capacity Building Programmes for State Governments and Block level Officers who are the backbones of Grassroot Public Administration and Governance, and opening of new IIPA Branch at Nanded, Maharashtra. Prof. Renu Vig, Vice Chancellor, Panjab University also endorsed the suggestion of Hon'ble Miniter and further added that there is also need for such type of training programmes for the senior level academicians and university functionaries who come from academic background. Shri Amitabh Ranajan, Registrar, IIPA informed that IIPA is already providing training to scientists of DRDO, Atomic Energy Department and other scientific institutions of Government of India on leadership, management and administrative skills. DG, IIPA added that IIPA will connect with Prof Ashutosh of INSA and design training programme for INSA and other scientific institutions and bodies. IIPA will also plan for Faculty Development Programme as mentioned by the Vice Chancellor, Panjab University. Shri S.S. Kshatriya, IAS (R), Former Chief Secretary of Maharashtra and Dr. R.R. Dhanapall, Chairman, Puducherry Regional Branch appreciated the decision of the Hon'ble Minister and Chairman, EC IIPA for opening the membership and this has given	IIPA conducted workshop on 'Artificial Intelligence' for UIDAI Officials and New Delhi Dialogue on AI for Good Governance. More programmes on Social Media, AI and Data Tools are planned by the IIPA Faculty. IIPA has conducted training of the Scientists of DST, ICMR, DAE (Bhubaneshwar and Bahadurgarh campus), In-SPACe, DRDO on administration and management. More such trainings are planned for different scientific institutions. IIPA is working on MoU with the Office of Executive Director, INSA and it will be finalized soon.

new momentum to the Regional and Local Branches. Shri Sriram Taranikanti, IAS, Director LBSNAA, Mussoorie also said that there is need of adding new members, but it should not be made free for all type and there should be proper evaluation of the applications. Shri S.S. Kshatriya, IAS (R) conveyed that efforts are being made to create new local branches in Ratnagiri and other districts of Maharashtra. Shri Taranikanti, Director LBSNAA, Dr. Bhan, Shri Kshatriya and Dr. Dhanapall appreciated the efforts put by IIPA in improving its financial position. Shri Tarankanti was of the opinion that there should be more financial support to IIPA from DoPT. DG, IIPA thanked DoPT for extending proper financial and budgetary support to IIPA and conveyed that IIPA is also putting its best efforts to increase its earning potential from training, research and other activities.	The applications for new membership are thoroughly securitized by the Committee of IIPA and then the applicants recommended for membership are sent for approval to the Chairman.
Dr. Jitendra Singh, Hon'ble Union Minister and Chairman also said that IIPA is working to increase its earning potential and IIPA should reach out to the private sector on bigger way. IIPA has developed a very good infrastructure and the Auditorium and Conference Halls of IIPA should be hired by other government departments. In this regard, IIPA should reach out to different government organizations informing about its infrastructure and facilities such as the digital studio of IIPA, named, 'Shristi' which is an excellent place for the digital creations. The benefit of this digital studio can be availed by other government departments and organizations for their digital content creation on hired basis.	DARPG has utilized the facility of digital studio of IIPA, 'Shristi' and some more organizations of Government of India have shown interest for using the facility. IIPA is facilitating the initiatives.

Item No.328.3 Reporting of enhancements made in the 52nd APPPA programme - for information.

Background

The 52nd Advanced Professional Programme in Public Administration (APPPA) was redesigned after a review of earlier batches and feedback from the 51st batch, which highlighted an unbalanced batch, limited external faculty, a weakened syllabus, lecture-based teaching, and memory-based examinations. This note records the changes made, the effort behind them, and the results.

Need for Revamping

APPPA is IIPA's long-term flagship programme for senior officers of the All-India Services, Central Services and Defence Services. The 51st batch and a review of earlier batches revealed four gaps. In participants, 18 of 21 officers were from Defence and Para-Military services; no AIS officer had attended in three years, and only three Central Services officers had attended across the 49th to 51st batches.
In the program structure, Economics and Dissertation were dropped; Research Methodology was cut from 16 to 8 sessions; Operations Research from 10 to 4; and about 30 streams were removed due to academic fatigue. Regarding faculty, outside experts took only about 20% of sessions, and feedback on some internal faculty was unsatisfactory. In teaching and assessment, teaching mainly consisted of PowerPoint lectures, and assessment included 26 memory-based papers and MCQs.

Efforts Undertaken for the Revamp

Before redesigning the programme, the team statistically evaluated feedback from the last five APPPAs and conducted a comparative study of 22 global and national institutes across seven countries running similar programmes to identify emerging trends. It also held one-to-one discussions with former participants and brainstormed with internal faculty on their difficulties and on the 60:40 internal-to-outside faculty ratio. IIPA reached out to Ministries, State Governments, DoPT, cadre-controlling authorities, eminent experts, and institutes.

Changes made in the 52nd APPPA

Participants

IIPA wrote to Ministries, State Governments, DoPT and cadre authorities seeking nominations, and the Programme Director followed up. The 52nd batch has 24 officers: 20 from Defence Services, 2 from the Indian Police Service (IPS) and 2 from the Indian Telecom Service (ITS). This is a small step toward balance, not the endpoint.

Faculty & Experts

The team has approached several eminent experts and reputed institutes, including IITs, IIMs, the Indian Institutes of Science Education and Research (IISER), the Indian Institute of Mass Communications (IIMC), Delhi School of Economics (DSE), National Institute of Disaster Mgmt. (NIDM), National Disaster Management Authority (NDMA), and many others, seeking their inputs and expertise. The programme has already signed formal MoUs with IIT Kanpur, the Indian Institute of Mass Communications (IIMC). As a result, every stream now has special sessions delivered by at least 40% external faculty.

Programme Structure

The 52nd APPPA is designed for mid-career public servants poised to assume senior leadership roles in 2047. The programme structure and syllabus are based on research and feedback. It now runs as four modules from July to April, totaling 24 credits, replacing about 30 streams that caused academic fatigue. The programme has been rebuilt with a core module titled 'Foundation', then 'Applications'. The 'Foundation' module runs from July to mid-September and carries 5.0 credits; it includes 'Dynamics of Public Administration', 'Basic Principles and Applications of AI in Governance', 'Research Methodology for Public Administration and Public Policy', 'Public Economics and Indian Economy', 'Economic Thinking: 8 Ideas for Understanding the Modern World', and 'Behavioural Economics'.

The second module titled 'Decision-Making Tools' runs from mid-September to mid-December and carries 5 credits. It includes streams of 'Data Analytics and Data-Driven Governance', 'Public Policy Analysis', 'Decentralisation and Local Governance', 'Operations Research', 'International Relations' and 'Effective Communications'. In addition, this module includes electives such as 'Globalisation', Markets and Consumer Protection' and 'Disaster Risk Reduction'.

The third module titled 'Governance Themes runs from mid-December to mid-February and carries 4.5 credits. It includes streams on 'Digital Economy and Digital Public Infrastructure-DPI', 'Climate SMART Governance', 'Developments in Agriculture Sector', 'Cybersecurity and Emerging Threats', 'Demography Driven Policy Design-A Social Perspective' and 'Industrial Development'. This includes electives on 'Public Health' and 'Financial Management'.

The fourth module is titled 'Skills and Practice' and runs from mid-February to April and carries 2.5 credits. The last module includes the streams 'Design Thinking in Public Policy', 'Circular Economy and Nature-Based Solutions', 'Civil Defence Exchange Forum', 'Indian Knowledge Systems for Contemporary Governance', and 'Experiential Learning'.

Summarizing, this revamped programme structure emphasises developing participants' critical skills so they can think analytically, communicate effectively, collaborate across sectors, empathise with stakeholders, lead with vision, and solve complex governance challenges.

Teaching Strategies

Each faculty now prioritises active learning in APPPA classrooms through discussions, practical exercises, and real-world application rather than relying on passive PowerPoint lectures. To encourage informed engagement, participants receive advance readings, and sessions follow a 45-minute presentation, followed by a 30-minute interactive discussion. The learning experience is further enriched through one to two expert seminars each week and at least one institutional visit every fortnight. Skill-based AI & Fact-Checking Labs have become a recurring feature of this APPPA.

Experiential Learning

This year, relevant external experts would evaluate and moderate experiential presentations. The programme includes a visit to forward areas of 5 days led by Programme Directors, and a field visit to urban, rural and aspirational areas of 10 days led by CUS faculty. Visits to institutions of national importance.

Assessment

Assessment is now academic, applied, and continuous, designed to test practical ability rather than memory. It covers case studies, policy briefings, the dissertation, presentations, teamwork and conduct. Academic assessment includes a written examination in core streams, a policy briefing, and a case study analysis. Applied assessment covers the dissertation, presentations and reports, and skill-based assessment through lab tests and quizzing. Continuous assessment covers teamwork exercises, reflection sessions and observation of participation, punctuality and discipline, followed by an overall assessment.

Expected outcome

The changes aim to produce a balanced batch, broader faculty exposure, a stronger, up-to-date syllabus, and fair assessment of both knowledge and skills. The revamped APPPA aims to strengthen participants' leadership, governance, and policy competencies. Together, these interventions are designed to enhance the governance capacity required for achieving the national vision of *ViksitBharat@*2047.

The above is placed before the Executive Council for information

Item No.328.4 Administrative Autonomy and Faculty Empowerment through E-Office file initiation

Background

Until February 2026, faculty members lacked the liberty or administrative authority to initiate official notings and rulings for routine administrative activities or project-related work. Under the prior workflow, faculty submitted administrative requests through e-receipts. This framework limited direct faculty involvement in administrative decisions and concentrated authority within central administrative units.

Action Taken

Following February 2026, faculty members were advised and authorised to initiate e-office files directly for all official administrative tasks and project work, replacing the earlier practice of initiating only e-receipts.

Key Impacts and Benefits

This transition in administrative procedure provided key operational improvements:

a) *Greater Transparency*: Direct e-office file initiation allows faculty members to observe and track file movement throughout administrative stages.

b) *Increased Accountability*: Official file movement is directly visible to faculty, ensuring clear tracking of routine administrative processes.

c) *Faculty Empowerment:* Granting authority to initiate official files provides faculty with meaningful autonomy over official routine matters and project management.

Proposal and Decision Sought

This administrative transition from e-receipt submissions to faculty-initiated e-office files is acknowledged for its positive effect on faculty autonomy, administrative transparency, and operational accountability.

The above is placed before the Executive Council for information.

Item No.328.5 Resolution and Streamlined Disbursement of Pending Faculty Project Linked Incentives (PLI) (2015 to 2026)

Background

Faculty members of IIPA carry out action research projects for various organisations. Under the institutional guidelines issued vide Circular No. IIPA/Trg./2020-21/2 dated 6 January 2021, a faculty member earns a Project Linked Incentive (PLI) or honorarium on successful completion of an assigned project.

Until February 2026, payment of these incentives was often delayed and handled inconsistently. As a result, many claims remained unpaid for several years, some dating back to the 2015-16.

Faculty members who had already completed their deliverables and were not paid were understandably concerned and demotivated.

Administrative Assessment and Data Audit

A complete review of all pending incentive payments was conducted in the second week of February 2026. The administration audited all project incentive payments from 2015 to 2025 using standardised master tracking sheets. The audit covered project completion records, financial accounts and pending payments of 19 faculty members.

The audit found that over 60% of eligible incentive payments remained unpaid.

The main reasons were personal biases of the administration, administrative bottlenecks and the absence of a centralised tracking system.

Action Taken and Disbursement Drive

Following the audit, the Administrative Secretariat launched a time-bound clearance drive in February 2026 to verify records and release the overdue amounts. The drive was carried out in two phases:

- ***Phase 1: February 1, 2026 to March 31, 2026****:* Pending payments totaling Rs. 4,25,637 were released to 7 faculty members (Table 1).

Table 1: Phase 1 Disbursement (1 February 2026 to 31 March 2026)

S. No.	Faculty Name	Amount Disbursed (Rs.)
1	Prof. V.N. Alok	1,49,493
2	Prof. Charru Malhotra	1,81,928
3	Prof. K.K. Pandey	21,439
4	Prof. Suresh Mishra	17,882
5	Dr. Mamta Pathania	17,882
6	Dr. Amit Singh	21,439
7	Dr. Surabhi Pandey	15,574
	Total	**4,25,637**

- ***Phase 2 : April 1, 2026 to October 12, 2026***: The clearance drive continued into the new financial year. The committee disbursed Rs. 41,64,848 to 13 faculty members (Table 2).

Table 2: Phase 2 Disbursement (April 2026 to October 2026)

S. No.	Faculty Name	Amount Disbursed (Rs.)
1	Prof. V.N. Alok	4,85,111
2	Prof. Charru Malhotra	10,92,600
3	Prof. Nupur Tiwary	1,42,643
4	Prof. Neetu Jain	4,31,670
5	Prof. K.K. Pandey	99,821
6	Prof. Suresh Mishra	1,42,562
7	Prof. Ashok Vishandass	2,41,115
8	Dr. Sachin Choudhry	3,86,660
9	Dr. Roma Mitra	1,14,124
10	Dr. Pawan Taneja	3,95,355
11	Dr. G. Mohapatra	3,13,517
12	Dr. Amit Singh	2,91,826
13	Prof. Pranab Banerjee	27,845
	Total	**41,64,848**

Implications of the Drive

Financial Implications:

- The total payout released during the 2026 clearance drive is Rs. 45,90,485. This comprises Rs. 4,25,637 disbursed in Phase 1: February and March 2026 (Table-1) and Rs. 41,64,848 disbursed in Phase 2 : April to October 2026 (Table-2).
- All payments were met directly from sanctioned project funds and allocated project overhead accounts. The clearance drive therefore creates no unbudgeted liability on the Institute's central budget.

Table 3: Faculty-wise Incentive Disbursement Summary
(2021-22 to October 15, 2026)

S.No.	Faculty Name	2021-22	2022-23	2023-24	2024-25	2025-26		2026-27*	Total (Rs.)
						Apr 2025 to Jan 2026	Feb 2026 to Mar 2026		
1	Prof. V.N. Alok	NIL	NIL	NIL	NIL	NIL	1,49,493	4,85,111	6,34,604
2	Prof. Charru Malhotra	1,07,575	NIL	NIL	NIL	NIL	1,81,928	10,92,600	13,82,103
3	Prof. Nupur Tiwary	25,260	NIL	NIL	NIL	NIL	NIL	1,42,643	1,67,903
4	Dr. Kusum Lata	NIL	1,56,356	NIL	NIL	NIL	NIL	NIL	1,56,356
5	Prof. Neetu Jain	NIL	NIL	NIL	NIL	2,11,308	NIL	4,31,670	6,42,978
6	Prof. V.K. Sharma	2,81,545	39,831	NIL	1,42,676	NIL	NIL	NIL	4,64,052
7	Prof. K.K. Pandey	1,07,062	1,00,139	1,42,846	48,580	63,153	21,439	99,821	5,83,040
8	Prof. Suresh Mishra	NIL	NIL	NIL	NIL	17,552	17,882	1,42,562	1,77,996
9	Prof. Ashok Vishandass	1,23,777	1,13,054	31,154	70,157	2,33,961	NIL	2,41,115	8,13,218
10	Dr. Sachin Choudhry	1,12,688	1,00,139	1,42,846	48,580	1,86,451	NIL	3,86,660	9,77,364
11	Dr. Roma Mitra	NIL	63,868	NIL	NIL	NIL	NIL	1,14,124	1,77,992
12	Dr. Sapna Chadah	1,34,884	2,05,265	NIL	66,467	28,528	NIL	NIL	4,35,144
13	Dr. Saket Bihari	9,13,800	7,85,515	7,52,320	5,88,740	5,25,638	NIL	NIL	35,66,013
14	Dr. Mamta Pathania	NIL	NIL	NIL	NIL	17,552	17,882	NIL	35,434
15	Dr. Shyamali Singh	1,15,076	30,391	NIL	1,42,676	NIL	NIL	NIL	2,88,143
16	Dr. Pawan Taneja	NIL	63,868	NIL	NIL	NIL	NIL	3,95,355	4,59,223
17	Dr. G. Mohapatra	64,132	3,19,005	NIL	47,700	3,38,900	NIL	3,13,517	10,83,254

18	Dr. Surabhi Pandey	45,856	2,59,116	NIL	NIL	2,11,308	15,574	NIL	5,31,854
19	Dr. Amit Singh	1,04,101	1,36,088	NIL	48,580	1,79,457	21,439	2,91,826	7,81,491
20	Prof. Pranab Banerjee	NIL	NIL	NIL	NIL	NIL	NIL	27,845	27,845
	Grand Total (Rs.)	**21,35,756**	**23,72,635**	**10,69,166**	**12,04,156**	**20,13,808**	**4,25,637**	**41,64,849**	**1,33,86,007**

Incentive to Faculty

The drive resolved not just long-standing delays and ensured timely, fair payment to all faculty (Table -3) and also rebuilt the faith of performers in the transparency and efficiency of the system. The drive should lift faculty morale in a few clear ways:

i. ***Recognition of completed work :*** Faculty who finished their projects years ago now see that the Institute values those deliverables, which counters the sense of being ignored.

ii. ***Relief from long uncertainty:*** Many claims had been pending since 2015–16. Clearing them removes a source of stress and resentment.

iii. ***Trust in the system :*** The audit and the two-phase payment show that the administration has taken ownership of the problem and is following through.

iv. ***Fairness :*** Payments are now made on time and in a consistent manner, which removes any doubt about fairness in disbursement and ensures that no claim is overlooked.

The above is placed before the Executive Council for information.

Item No.328.6 One Nation One Subscription (ONOS) Scheme at IIPA Library

The **One Nation One Subscription (ONOS)** Scheme is a significant initiative of the Government of India aimed at facilitating access to scholarly journals and research publications and strengthening the academic and research ecosystem. It provides access to a wide range of scholarly literature, supporting teaching, learning, research and knowledge creation. At the Indian Institute of Public Administration (IIPA), the ONOS facility was implemented on 2 June 2026, following the sustained efforts and initiatives of the Director General, IIPA. The facility has expanded the scholarly resources available to IIPA Library users and strengthened the library's research support services.

1. Scenario Before the Implementation of ONOS

   Until 2025, IIPA subscribed to a wide range of national and international journals, magazines, and other scholarly publications through both online and print subscriptions. The online resources included ProQuest, ABI/INFORM, Sage journals, Harvard Business Review, and several other reputed publications. In addition to online subscriptions, the Library purchased approximately 85 print journals from national and international publishers. Some journals were received as gifts and others through exchange arrangements with different institutions. Overall, the Library maintained a collection of approximately 200 journals and periodicals through these various channels.

2. Scenario after the Implementation of ONOS

   With the implementation of the One Nation One Subscription (ONOS) scheme, the Library has witnessed a significant improvement in access to scholarly resources, accompanied by a substantial reduction in expenditure. At present, users can search and access more than 1,500 scholarly journals through ONOS. Those journals from several renowned international publishers, including SAGE, Oxford University Press, Wiley, and other leading publishers, are now available through the scheme. Consequently, the Library no longer needs to purchase many of these journals separately, resulting in considerable financial savings.

   Although magazines are not covered under ONOS and may still require separate subscriptions, the scheme provides access to a much wider range of scholarly journals than the Library could previously afford through individual subscriptions.

3. Significant Financial Savings on Journal Subscriptions

   Before the implementation of ONOS, IIPA Library annual expenditure on journals and magazines was approximately ₹15,91,000 in 2024–25, which decreased to ₹3,94,000 in 2025–26, representing a reduction of ₹11,97,000. The Library previously subscribed to online journals and databases such as JSTOR, Economic and Political Weekly, ProQuest, The Economist and Harvard Business Review. ONOS provides an opportunity to further optimize subscription expenditure by reducing overlapping subscriptions covered under the scheme. Actual savings attributable to ONOS will be assessed against expenditure incurred after its implementation.

4. Improved Access to Scholarly Literature

   ONOS has broadened access to scholarly journals and research articles from leading International publishers. Users can search for relevant literature according to their subjects, research topics and areas of interest, making it easier to identify and access research material for academic and professional purposes.

5. Enhanced Reference and Research Services

   The IIPA Library assists users in identifying relevant scholarly articles and accessing available resources through ONOS. The Reference Section and Library staff provide guidance in locating research literature and responding to article-related queries, thereby strengthening the Library's information and research support services.

6. Remote Access Facility

   Eligible users can access available scholarly resources remotely through authorised login credentials, subject to the applicable access arrangements. This facility offers greater flexibility to users who need to consult research literature outside the Institute's premises.

7. Support for Faculty, Research Scholars and Students

   ONOS is beneficial to faculty members, project staff, research scholars and students engaged in research, academic writing and publication activities. Access to scholarly literature supports literature reviews, research papers, Ph.D. theses, books, project reports and other academic publications. It also enables APPPA participants and other training participants to consult relevant studies on Public Administration, Governance, Public Policy and related subjects.

8. Services for Life Members and External Academic Users

   The IIPA Library also assists life members and visiting academic users, including faculty members and researchers from institutions such as the University of Delhi and IGNOU, in identifying relevant research literature. Articles may be provided electronically or in printed form, wherever permitted under the applicable copyright and licensing conditions.

9. Wider Access to Electronic Resources

   The availability of scholarly resources through ONOS enables the Library to review its existing subscriptions and identify opportunities to reduce duplication. It also strengthens the Library's electronic resource collection and provides users with access to a wider range of national and international scholarly publications.

ONOS is an important development for IIPA Library, combining wider access to scholarly literature with opportunities for more efficient utilisation of institutional resources. The facility benefits faculty members, research scholars, students, project staff, APPPA participants, life members and other authorised users. Its effective utilisation will further strengthen the Institute's academic, research and training activities.

Item No.328.7 IIPA Internship programme

The IIPA has been providing internship opportunities to students and researchers for several years. Earlier, the process was largely informal, with students approaching individual faculty members directly for internship opportunities. There was no centralized advertisement, uniform duration, or institutional record-keeping mechanism. The internships were unpaid.

To bring greater transparency, standardization, and institutional oversight, IIPA introduced a structured Internship Programme in 2026. Faculty members were invited to specify their requirements, following which internship opportunities were widely publicized through the Institute's website and social media platforms. A competitive selection process was adopted, and centralized records are now maintained by the Training Section.

Under the Summer Internship Programme (May 2026), 157 applications were received for 34 positions. Subsequently, a second round was launched in September 2026 for a three-month duration, attracting 131 applications for 25 positions. Formal joining letters and completion certificates are being issued to interns.

The structured internship programme has enhanced transparency, widened access to students, strengthened institutional record management, and contributed to capacity building in the areas of public administration, public policy, and governance.

The Executive Council may take note of the structured Internship Programme introduced by the Institute and its implementation during 2026-27 and subsequent years.

The above is placed before the Executive Council for information.

Item No.328.8 Receivable of pending rent of NTRI from Ministry of Tribal Affairs (MoTA)

IIPA Annexure Building was handed over to Ministry of Tribal Affairs (MoTA), Government of India through a MoU on 1st September 2020 for the establishment of National Tribal Research Institute (NTRI) on annual rent of Rs 7,09,28,328/- (Seven Crore Nine Lakh Twenty-Eight Thousand Three Hundred Twenty-Eight only) (including GST) with an annual increment of 10%.

The total amount of rent pending from NTRI as of Feb 2026 was Rs 12.60 crore. From the very beginning (Septemebr 2020), there was inconsistency in payment of rent by MoTA. In F.Y 2022, amount of rent received in July only and no other payment was received. In F.Y 2023, amount of rent was received in April and then in November and December. In F.Y 2024-25, amount received in April and then in January 2025. In F.Y 2025-26, no amount was received from MoTA during May 2025 to January 2026.

The matter of inconsistency in payment and of pending rent of Rs 12.60 crore was discussed in meetings with the Secretary, Ministry of Tribal Affairs in March, 2026 and subsequent to that MoTA released the pending rent of Rs12.46 crore in March 2026.

The above is placed before the Executive Council for information.

Item No.328.9 Creation and encadrement of 01 post of Deputy Secretary, 01 post of Under Secretary, 02 posts of Section Officers from CSS and 01 post of Senior Accounts Officer/DCA/CA, 02 posts of Senior Accountants from CCAS in the Indian Institute of Public Administration (IIPA)

The Indian Institute of Public Administration (IIPA) engaged in training, research, consultancy and capacity building in the field of public administration for Central and State Governments and other organisations. The effective discharge of these functions requires an adequate administrative and accounts establishment capable of handling establishment matters, service-related issues, financial management, procurement, audit compliance and coordination with various Ministries/Departments of the Government of India. The staff strength in IIPA has got reduced gradually due to superannuation etc. The existing establishment is, therefore, required to manage an increasing volume of work with limited manpower, particularly in matters requiring familiarity with Government of India rules, regulations, procedures and financial instructions.

2. In view of the above, it has become necessary to strengthen the Institute's administrative and accounts set-up by obtaining the services of experienced officers familiar with Central Government procedures. The proposed arrangement would provide appropriate supervisory guidance, improve the quality and timeliness of disposal of official work, strengthen financial scrutiny and compliance, and facilitate better coordination with the administrative Ministry and other Government authorities. It would also enable the existing staff to discharge their assigned responsibilities more effectively under appropriate administrative and professional supervision.

3. As per 2008 Service Bye-Laws of IIPA, there are three posts of Deputy Registrar at level-12. As per work allocation OM of April 10, 1996, the work amongst these three Deputy Registrars is: Administration, Academic Support and Finance & Accounts. There has been no regular appointment of Deputy Registrar (Administration) after 02.02.2015. However, on 02.07.2017 Finance Officer was also designated as Deputy Registrar (Finance & Administration). At present Deputy Registrar (Academic Support) is only a regular appointee of IIPA.

4. A retired Under Secretary without the knowledge of Finance & Account matters was holding the charge of Finance Officer in IIPA since 03.02.2017 and his term was extended from time to time till 22.06.2026.

5. The posts of Deputy Registrar (Administration) and Deputy Registrar (Finance & Accounts) are required permanently for better administrative and financial management of IIPA. Executive Council is requested to permanently convert these posts to fill the same from Central Secretariat Service (CSS) and Central Civil Accounts Services (CCAS) respectively. The Service Bye-Laws of IIPA may be amended to that effect. Furthermore, for ensuring fairness and transparency, the officer should not be occupying the post for a very long time. The reasonable tenure for these officers can be of three years and extendable by a duration of one year, i.e., total duration of any officer can occupy the post of DR (Administration) & DR (Finance & Accounts) is a maximum period of four (4) years.

6. To ensure continuity of work below Deputy Secretary/Finance Officer level, it is proposed that one Under Secretary and two Section Officers from CSS and two Senior Accountants from the

Central Civil Accounts Service may also be considered for temporary attachment to the Institute, subject to availability of suitable officers and approval of the respective cadre-controlling authorities. The service Bye-Laws of CSS and CCAS may be incorporated in Service Bye-Laws of IIPA accordingly.

7. Accordingly, it is proposed that the following consolidated posts/positions may be considered and approved by Executive Council for creation in IIPA, subject to the applicable cadre-specific procedures:

S. No.	Post	Service/Cadre	Pay Level indicated	No. of posts
1.	Deputy Secretary	Central Secretariat Service (CSS)	Level 12	1
2.	Under Secretary	Central Secretariat Service (CSS)	Level 11	1
3.	Section Officer	Central Secretariat Service (CSS)	Level 8	2
4.	Senior Account Officer/ Deputy Controller of Accounts/Controller of Accounts	Central Civil Account Service (CCAS)	Level 10/Level 11/Level12	1
5.	Senior Accountants	Central Civil Account Service (CCAS)	Level -6	2
	Total			7

8. The proposal will be processed in accordance with the applicable instructions of the Government of India governing creation, conversion, transfer or other treatment of posts in autonomous bodies, the governing rules and regulations of IIPA, and the relevant service and cadre instructions applicable to CSS and the CCAS.

9. In view of urgency, all above proposals (excluding two posts of Section Officers) have been approved by Hon’ble MoS (M/o PPG&P) and Chairman, Executive Council, IIPA and submitted to DoPT & Controller General of Accounts (CGA) for necessary action. At present one Deputy Secretary, one Under Secretary and one Sr. Account Officer (Finance Officer) have been posted at IIPA on attachment basis.

Item No.328.10 Termination of the MoU dated 15 February 2023 executed between IIPA and Prints Publications Pvt. Ltd. (PPPL), Delhi and publication of Lok Prashashan (Hindi Journal of Public Administration and Public Policy) as an Open-Access journal

An assessment of the records relating to the publication of Lok Prashan (Hindi Journal of Public Administration and Public Policy), one of the flagship journals of the Institute, has brought to light significant procedural, governance, financial, and academic concerns associated with the publication arrangement entered into with Prints Publications Pvt. Ltd. (PPPL) in February 2023. Prior to this arrangement, the quarterly journal had been published in-house by the Institute since 2008.

The records do not reveal the existence of any competitive selection process or comparative assessment of publishers. No proposals received from prospective publishers are available on file, and even the proposal submitted by PPPL has not been traced in the records. Further, the available documentation suggests that the Memorandum of Understanding (MoU) dated 15 February 2023 was executed before the matter was formally placed before the Director General and subsequently considered by the Executive Council, raising concerns regarding the sequence of approvals and institutional decision-making processes.

The MoU also appears to have been executed without incorporating customary legal and administrative safeguards ordinarily expected in such arrangements. Significantly, the agreement contains no provisions relating to periodic review, termination, performance evaluation, pricing regulation, or an institutional exit mechanism, all of which constitute standard elements of prudent contractual and publishing practices.

The review has further brought out material inconsistencies between the proposal approved by the Executive Council and the terms ultimately incorporated in the executed MoU. The commitment approved by the Executive Council regarding free online access to Lok Prashan for Life Members of IIPA was diluted through the insertion of the qualifying words “if any” in the executed agreement. Moreover, the approved concession was not implemented in practice, thereby frustrating the intent underlying the approval granted by the Executive Council.

The arrangement has also failed to adequately safeguard the academic and public-interest character of a publicly funded journal. Under the prevailing model, access to Lok Prashan has effectively been commercialised, with both journal issues and individual articles placed behind a paywall. As a result, research produced under a publicly funded academic programme has become inaccessible to a substantial section of researchers, students, practitioners, policy-makers, and governance stakeholders. Such an approach is inconsistent with evolving scholarly publishing practices, which increasingly emphasise open access and wider dissemination of knowledge.

From an academic standpoint, the arrangement has not resulted in any measurable improvement in the journal's visibility, readership, scholarly engagement, citation impact, institutional reputation, or national and international outreach. No documentary evidence is available to support the original assertion that association with the publisher would significantly enhance the journal's academic standing or discoverability. On the contrary, the subscription-based

access model appears to have constrained dissemination and diminished the broader public value of research supported through public resources.

Financially, the arrangement has also proved disadvantageous to the Institute. During the period 2023-25, the Institute incurred publication expenditure of ₹4.80 lakh and received royalty of only ₹7,560, apart from a limited number of printed copies. A comparative examination of the pre-MoU and post-MoU periods indicates increased expenditure, lower cost recovery, reduced circulation, and an absence of any commensurate academic or institutional benefit. The arrangement has, therefore, neither fulfilled its stated objectives nor produced any discernible advantage for the Institute.

The cumulative effect of these deficiencies has been a weakening of institutional control over a flagship academic journal, restriction of public access to publicly funded research, diminution of academic outreach, and continuation of an arrangement that has proved procedurally deficient, financially unsustainable, and academically unproductive. The arrangement has, in effect, failed to achieve the principal objective of enhancing the visibility and reach of the journal.

In view of the foregoing, it has been decided with the approval of Chairman, Executive Council, to terminate the MoU with PPPL and publish *Lok Prashan* as an as an Open-Access journal from the March 2026 issue under the direct academic stewardship of IIPA with its scholarly content being made freely accessible to readers to achieve the objective of visibility.

Only such limited number of print copies as may be necessary for statutory, archival, library, exchange, and institutional purposes shall be produced. The Director General shall take such further administrative, financial, and operational measures as may be required for implementation of this decision and for ensuring a smooth transition to the open-access publication model.

The above is placed before the Executive Council for information. The Executive Council may also take note of the procedural, governance, contractual, and implementation-related lapses brought out during the review of the arrangement with PPPL.

भारतीय लोक प्रशासन संस्थान
इन्द्रप्रस्थ एस्टेट, रिंग रोड, नई दिल्ली–110002
INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI -110002 (INDIA)

19 October 2026

The Managing Director
Prints Publications Pvt. Ltd. (PPPL)
Viraj Towers, 4259/3 Ansari Road
Darya Ganj, New Delhi 110002

Sir,

Subject: Termination of the Memorandum of Understanding dated 15 February 2023 for publication of *Lok Prashasan (Hindi Journal on Public Administration and Public Policy)*

I am directed to refer to the Memorandum of Understanding (MoU) dated 15 February 2023 executed between the Indian Institute of Public Administration (IIPA) and Prints Publications Pvt. Ltd. (PPPL) for the publication of *Lok Prashasan (Hindi Journal on Public Administration and Public Policy)* commencing with Volume 15 (2023). It may be noted that prior to this the journal had been published by the Institute from 2008.

2. The Institute has reviewed the existing publication arrangement in the light of its academic objectives, administrative procedures, and financial implications. Upon consideration of the matter, it has been decided to discontinue the existing arrangement with PPPL and bring the MoU to an end with immediate effect.

3. The review has highlighted several concerns regarding the terms and implementation of the MoU, including the absence of an express termination and exit mechanism. Further, discrepancies have been observed between the proposal approved by the Institute and the terms incorporated in the executed MoU.

4. The review has revealed that PPPL has been charging ₹3,000 for a volume of the journal and ₹251 for access to an individual article. These charges are considered excessively high and constitute a significant barrier to access, thereby undermining the journal's primary objective of ensuring the wide dissemination of scholarly content among researchers, students, practitioners, and policymakers.

5. The review has further revealed that the primary commitment under the MoU to provide free online access to the journal to IIPA Members has not been implemented. It has been noted that not a single copy of the journal has been made available to IIPA Members under the said arrangement, thereby defeating the intended purpose of this provision.

6. The review has also indicated that the existing model has not demonstrated commensurate benefits in terms of revenue, circulation, accessibility, or wider dissemination of the journal's scholarly content.

7. Lok Prashasan, is the flagship scholarly journal of IIPA, published in Hindi language and serves an important public academic purpose. The Institute intends to publish the journal directly

+91-11-23468300, Fax: +91-11-23702440, +91-11-23356528 (Training), +91-11-24468383 (Admin)
helpdesk.iipa@gmail.com www.iipa.org.in @iipaofficial @iipa9

through its official website under an Open Access model, thereby facilitating free and unrestricted access to its contents and promoting wider dissemination of research and knowledge in public administration and public policy in Hindi language.

8. Accordingly, this letter may be treated as formal communication of the Institute's decision to discontinue the existing publication arrangement and terminate the MoU dated 15 February 2023 with immediate effect, i.e the 19 October 2026.

9. You are further requested to:

i. Provide a statement of account of all payments, royalties, subscriptions, and other financial transactions relating to the journal up to the date of termination.

ii. Submit details of all pending publication, printing, distribution, and subscription-related obligations, if any, along with their current status.

iii. Provide the Institute with the publication-related material, records, files, and other content pertaining to Lok Prashasan that are held by PPPL and are required for continuity of publication.

iv. Reconcile and settle all outstanding dues and financial claims, if any.

v. Refrain from entering into any fresh commitments or incurring expenditure on behalf of the Institute in relation to future issues of the journal.

vi. Submit the soft copy of each journal published so far by the PPPL between January 2023 and December 2025.

vii. Stop the sale of the current and previous issues in any form including the soft copy of Lok Prashasan through the website of PPPL.

10. You are requested to acknowledge receipt of this communication and cooperate with the Institute and transfer of publication-related responsibilities and records. The Institute reserves all its rights and remedies under the MoU and applicable law.

11. This communication is being issued in the interest of the Institute and to facilitate the continued publication of Lok Prashasan in-house under an Open Access model in furtherance of its academic mandate and public purpose.

Yours sincerely,

MBarua
19/10/26.

Mithun Barua
Deputy Registrar (AS)
Indian Institute of Public Administration
New Delhi

Copy to:

1. The Director General, IIPA, for kind information.
2. The Publication Section, IIPA, for information and follow-up action.

सत्यमेव जयते

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AMITABH RANJAN
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MEMORANDUM OF UNDERSTANDING

Subject: Agreement for Publication of "Lok Prakashan"
A Journal of Indian Institute of Public Administration

This memorandum is signed in respect of the above one Journal,
On 15th Day of February 2023, Between

Prints Publications Pvt Ltd
Viraj Tower - 2, 4259/3, Ansari Road, Darya Ganj, New Delhi – 110 002. INDIA

And

Indian Institute of Public Administration
I P Estate, Ring Road, ITO, New Delhi-110002

The Terms and Conditions are as follows:

1. **Lok Prashasan** will remain an academic publication of **Indian Institute of Public Administration (IIPA)**, who will be the owner and copyright holder of the journal.

2. **Prints Publications Pvt. Ltd (PPPL)** will be entrusted with the management of the publication of journal – **'Lok Prashasan'** for a period of 5 Years starting with **Volume 15 (2023).**

3. After completion of 5 years, and on mutual agreement, MOU can be renewed for a further period.

4. **IIPA**, through the Managing Editor of the journal, would be responsible to procure research articles, surveys, book reviews, etc. for the journal; and to maintain standards in regard to contents and to do final editing for uniformity.

5. **PPPL** would be responsible for all printing, distribution, subscriptions, dispatch, sales promotion and other business related matters in regard to journal. In addition to hard copy printing, PPPL will also produce the journal electronically to put it on the internet for online access and also for distribution of the electronic version. The entire expenditure involved in this venture will be borne by PPPL.

For PRINTS PUBLICATIONS PVT. LTD.

Director

AMITABH RANJAN

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6. Edited manuscripts sent by the editor would be type-set by Publisher in accordance with the journal format, and then sent to the Editor for proof corrections. The Proof corrected pre-print version would be subsequently sent to the Editor for Final approval.

7. The Publisher will not accept any article for printing in the journal, which has not been duly reviewed and approved by the Editor. However, the publisher will be free to insert any advertisement/notification relating to academic matters.

8. The editor is expected to provide edited manuscript well in time, normally 3-4 months before the due date of release. The Publishers will bring out the issue at an earliest date.

9. The Publisher would be entirely responsible for all printing, distribution, subscriptions, dispatch, sales promotion and other business related matters in regard to journal. In addition to hard copy printing, the publisher will also produce the journal electronically to put it on the internet for online access and also for distribution of the electronic version.

10. The Publisher will advertise the Journal through their efforts in India and abroad. IIPA would extend their support in this venture through academia and for the qualitative upkeep of journal.

11. The Publisher will decide the price of the hard and soft copy of the journal in consultation with the Managing editor of the Journal.

12. PPPL will provide 50 No. of copies to IIPA for **Lok Prashasan** as complimentary, which will be distributed among the members of Editorial Board, Contributing, members of IIPA, Libraries, Ministries as well as the esteemed dignitaries that visit to IIPA. Prints Publications will provide the respective no. of copies to IIPA only for INDIVIDUALS. The journal issues should not be circulated to any institution, Organization, Society, Library, University, Bookseller, Distributor, Subscription Agents or any person involved in commercial business of buying and selling of journals. Apart from this, if IIPA requires more copies of the journal, then IIPA will be charged at Fifty Percent (50%) discount on the printed price as for member of the Institute.

13. The Publisher will give free access to the Online Version of **Lok Prashasan** to all Life Member of Association, if any.

14. The Publisher will circulate the journal within their existing customers and will try to fetch business. The Institute will also extend their support in getting more subscribers.

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15. The **Royalty Amount** to be paid to the **Institute** will based on the ***10% Net Sale Proceeds*** from the Subscription of Journals, both print and electronic versions.

16. Keeping in view the present scenario and low volume of subscription of publications, Institute will pay Prints Publication an amount of Rs. 40,000/- per issue up to 5 Years.

17. The above amount is being agreed that each issue will not be beyond 220 pages or consolidating all the four issues beyond 900 pages per volume. Any increase beyond this has to paid in proportionate to the agreed commercials.

18. The views expressed in the Journal are those of the authors/Editors, the Publisher takes no responsibility for any of the statements.

AMITABH RANJAN
Registrar
Indian Institute of Public Administration
New Delhi

For PRINTS PUBLICATIONS PVT. LTD.

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Item No.328.11 Termination of the MoU executed between IIPA and Prints Publications Pvt. Ltd. (PPPL), Delhi and publication of Nagalok as an Open-Access journal

A review of the records relating to the publication of *Nagarlok*, the flagship journal of the Centre for Urban Studies (CUS), has revealed serious procedural, governance, financial, and academic concerns associated with the publication arrangement entered into with Prints Publications Pvt. Ltd. (PPPL) in February 2023. Prior to this, this quarterly journal had been published' in house by the Institute for 55 years.

The records do not disclose any competitive selection process or comparative evaluation of publishers. No proposals received from prospective publishers are available on file, and even the proposal of PPPL has not been placed on record. Further, available records suggest that the Memorandum of Understanding (MoU) dated 15 February 2023 was executed prior to the matter being placed Director General and before the Executive Council, thereby raising concerns regarding the sequence of approvals and decision-making.

It has also been observed that there is no evidence on record indicating that the proposal was deliberated upon or recommended by the Centre for Urban Studies, notwithstanding the fact that *Nagarlok* constitutes a core academic activity of the Centre and is funded through grants received from the Ministry of Housing and Urban Affairs. The MoU appears to have been executed without the customary legal and administrative safeguards. Notably, the agreement contains no provision for review, termination, performance assessment, pricing control, or exit mechanism, which are standard features of institutional publishing arrangements.

The review has further revealed material inconsistencies between the proposal approved by the Executive Council and the MoU eventually executed. The commitment approved by the Executive Council regarding free online access for Life Members of IIPA was diluted in the executed MoU by insertion of the qualifying words "if any". Moreover, the approved provision has not been implemented in practice, thereby defeating the very purpose for which the Executive Council accorded its approval.

The arrangement has also failed to protect the academic and public-interest character of a publicly funded journal. Under the existing model, access to *Nagarlok* has effectively been commercialised, with issues and individual articles being placed behind a paywall. As a consequence, research produced under a publicly funded academic programme has become inaccessible to a large segment of researchers, students, practitioners, policy-makers, and urban governance stakeholders. This runs contrary to contemporary scholarly publishing practices, which increasingly favour wider dissemination through open-access models.

From an academic perspective, the arrangement has not demonstrated any measurable enhancement in the journal's visibility, readership, scholarly engagement, citation impact, institutional reputation, or national and international outreach. No evidence is available to substantiate the original claim that association with the publisher would significantly improve the journal's academic standing or discoverability. On the contrary, the subscription-based access

model appears to have restricted dissemination and reduced the public value of research supported from public funds.

2. Financially, the arrangement has also been unfavourable. During 2023-25, the Institute paid ₹4.80 lakh towards publication charges and received royalty amounting to only ₹19,710, while also receiving a limited number of hard copies. Comparative examination of the pre-MoU and post-MoU periods indicates higher expenditure, lower cost recovery, reduced circulation, and no corresponding academic or institutional gains. The arrangement has therefore neither achieved its stated objectives nor yielded any discernible benefit to the Institute.

The cumulative effect of these deficiencies has been a loss of institutional control over a flagship academic journal, restricted public access to publicly funded research, weakened academic outreach, and an arrangement that has proved procedurally deficient, financially unviable, and academically unproductive as it failed to achieve the very objective of ‘visibility’.

In view of above, it has been decided with the approval of Chairman, Executive Council, to terminate the MoU with PPPL and publish Nagarlok as an as an Open-Access journal from the March 2026 issue under the direct academic stewardship of the Centre for Urban Studies, IIPA with its scholarly content being made freely accessible to readers to achieve the objective of visibility.

Only limited print copies, as may be considered necessary for statutory, archival, library, and institutional purposes, shall be produced, and that the Director General shall take such further administrative and operational measures as may be required to implement this decision.

Submitted for kind information of the Executive Council. The Executive Council may also take note of these lapses.

भारतीय लोक प्रशासन संस्थान
इन्द्रप्रस्थ एस्टेट, रिंग रोड, नई दिल्ली–110002
INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI -110002 (INDIA)

12 October 2026

The Managing Director
Prints Publications Pvt. Ltd. (PPPL)

Sir,

Subject: Termination of the Memorandum of Understanding dated 15 February 2023 for publication of *Nagarlok: Quarterly Journal of Urban Affairs*

I am directed to refer to the Memorandum of Understanding (MoU) dated 15 February 2023 executed between the Indian Institute of Public Administration (IIPA) and Prints Publications Pvt. Ltd. (PPPL) for the publication of Nagarlok: Quarterly Journal of Urban Affairs, commencing with Volume 55 (2023). It may be noted that prior to this the journal had been published by the Institute for decades.

2. The Institute has reviewed the existing publication arrangement in the light of its academic objectives, administrative procedures, and financial implications. Upon consideration of the matter, it has been decided to discontinue the existing arrangement with PPPL and bring the MoU to an end with immediate effect.

3. The review has highlighted several concerns regarding the terms and implementation of the MoU, including the absence of an express termination and exit mechanism. Further, discrepancies have been observed between the proposal approved by the Institute and the terms incorporated in the executed MoU;

4. The review has revealed that PPPL has been charging ₹3,000 for a volume of the journal and ₹251 for access to an individual article. These charges are considered excessively high and constitute a significant barrier to access, thereby undermining the journal's primary objective of ensuring the wide dissemination of scholarly content among researchers, students, practitioners, and policymakers.

5. The review has further revealed that the primary commitment under the MoU to provide free online access to the journal to IIPA Members has not been implemented. It has been noted that not a single copy of the journal has been made available to IIPA Members under the said arrangement, thereby defeating the intended purpose of this provision.

6. The review has also indicated that the existing model has not demonstrated commensurate benefits in terms of revenue, circulation, accessibility, or wider dissemination of the journal's scholarly content.

7. Nagarlok is the flagship scholarly journal of the Centre for Urban Studies (CUS), IIPA, and serves an important public academic purpose. The Institute intends to publish the journal

directly under the aegis of CUS through its official website under an Open Access model, thereby facilitating free and unrestricted access to its contents and promoting wider dissemination of research and knowledge in urban affairs.

8. Accordingly, this letter may be treated as formal communication of the Institute's decision to discontinue the existing publication arrangement and terminate the MoU dated 15 February 2023 with immediate effect, i.e the 12 October 2026.

9. You are further requested to:

i. Provide a statement of account of all payments, royalties, subscriptions, and other financial transactions relating to the journal up to the date of termination.
ii. Submit details of all pending publication, printing, distribution, and subscription-related obligations, if any, along with their current status.
iii. Provide the Institute with the publication-related material, records, files, and other content pertaining to Nagarlok that are held by PPPL and are required for continuity of publication.
iv. Reconcile and settle all outstanding dues and financial claims, if any.
v. Refrain from entering into any fresh commitments or incurring expenditure on behalf of the Institute in relation to future issues of the journal.
vi. Submit the soft copy of each journal published so far by the PPPL between January 2023 and December 2025.
vii. Stop the sale of the current and previous issues in any form including the soft copy of Nagarlok through the website of PPPL.

10. You are requested to acknowledge receipt of this communication and cooperate with the Institute and transfer of publication-related responsibilities and records. The Institute reserves all its rights and remedies under the MoU and applicable law.

11. This communication is being issued in the interest of the Institute and to facilitate the continued publication of Nagarlok in furtherance of its academic mandate and public purpose.

Yours sincerely,

MBarua 12/10/26

Mithun Barua
Deputy Registrar (AS)
Indian Institute of Public Administration
New Delhi

Copy to:

1. The Director General, IIPA, for kind information.
2. The Professor and Coordinator, Centre for Urban Studies, IIPA, for necessary action.
3. The Publication Section, IIPA, for information and follow-up action.

सत्यमेव जयते

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MEMORANDUM OF UNDERSTANDING

Subject: Agreement for Publication of "Nagarlok: Quarterly Journal of Urban Affairs"
A Journal of Indian Institute of Public Administration

This memorandum is signed in respect of the above one Journal,
On 15th Day of February 2023, Between

Prints Publications Pvt Ltd
1. Viraj Tower - 2, 4259/3, Ansari Road, Darya Ganj, New Delhi – 110 002. INDIA

And

Indian Institute of Public Administration
I P Estate, Ring Road, ITO, New Delhi-110002

The Terms and Conditions are as follows:

2. **Nagarlok: Quarterly Journal of Urban Affairs** will remain an academic publication of **Indian Institute of Public Administration (IIPA)**, who will be the owner and copyright holder of the journal.

3. **Prints Publications Pvt. Ltd (PPPL)** will be entrusted with the management of the publication of journal – **'Nagarlok: Quarterly Journal of Urban Affairs'** for a period of 5 Years starting with **Volume 55 (2023)**.

4. After completion of 5 years, and on mutual agreement, MOU can be renewed for a further period.

5. **IIPA**, through the Managing Editor of the journal, would be responsible to procure research articles, surveys, book reviews, etc. for the journal; and to maintain standards in regard to contents and to do final editing for uniformity.

6. **PPPL** would be responsible for all printing, distribution, subscriptions, dispatch, sales promotion and other business related matters in regard to journal. In addition to hard copy printing, PPPL will also produce the journal electronically to put it on the internet for online access and also for distribution of the electronic version. The entire expenditure involved in this venture will be borne by PPPL.

AMIT [illegible] NIAN

For PRINTS PUBLICATIONS PVT. LTD.

Director

Indian I...

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7. Edited manuscripts sent by the editor would be type-set by Publisher in accordance with the journal format, and then sent to the Editor for proof corrections. The Proof corrected pre-print version would be subsequently sent to the Editor for Final approval.

8. The Publisher will not accept any article for printing in the journal, which has not been duly reviewed and approved by the Editor. However, the publisher will be free to insert any advertisement/notification relating to academic matters.

9. The editor is expected to provide edited manuscript well in time, normally 3-4 months before the due date of release. The Publishers will bring out the issue at an earliest date.

10. The Publisher would be entirely responsible for all printing, distribution, subscriptions, dispatch, sales promotion and other business related matters in regard to journal. In addition to hard copy printing, the publisher will also produce the journal electronically to put it on the internet for online access and also for distribution of the electronic version.

11. The Publisher will advertise the Journal through their efforts in India and abroad. **IIPA** would extend their support in this venture through academia and for the qualitative upkeep of journal.

12. The Publisher will decide the price of the hard and soft copy of the journal.

13. PPPL will provide 50 No. of copies to IIPA for **Nagarlok** as complimentary, which will be distributed among the members of Editorial Board, Contributing, members of IIPA, Libraries, Ministries as well as the esteemed dignitaries that visit to IIPA. Prints Publications will provide the respective no. of copies to IIPA only for INDIVIDUALS. The journal issues should not be circulated to any institution, Organization, Society, Library, University, Bookseller, Distributor, Subscription Agents or any person involved in commercial business of buying and selling of journals. Apart from this, if IIPA requires more copies of the journal, then IIPA will be charged at Fifty Percent (50%) discount on the printed price as for member of the Institute.

14. The Publisher will give free access to the Online Version of **Nagarlok** to all Life Member of Association, if any.

15. The Publisher will circulate the journal within their existing customers and will try to fetch business. The Institute will also extend their support in getting more subscribers.

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Director

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16. The **Royalty Amount** to be paid to the **Institute** will based on the ***10% Net Sale Proceeds*** from the Subscription of Journals, both print and electronic versions.

17. Keeping in view the present scenario and low volume of subscription of publications, Institute will pay Prints Publication an amount of Rs. 40,000/- per issue up to 5 Years.

18. The above amount is being agreed that each issue will not be beyond 220 pages or consolidating all the four issues beyond 900 pages per volume. Any increase beyond this has to paid in proportionate to the agreed commercials.

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New Delhi

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Item No.328.12 Review of the Status and Functioning of Regional and Local Branches of IIPA and Constitution of a Committee for Revitalization of Defunct Branches

The Indian Institute of Public Administration (IIPA) presently has the following 26 Regional Branches and 43 Local Branches across the country. These branches have traditionally served as important institutional mechanisms for promoting the objectives of the Institute through academic, training, research, publication, and outreach activities at the regional and local levels.

Regional Branch (26)	Karnataka, Jammu & Kashmir, Maharashtra, Puducherry, Assam, Mizoram, Manipur, Tamil Nadu, Jharkhand, Chhattisgarh, Punjab & Chandigarh, Delhi, Goa, Uttarakhand, West Bengal, Himachal Pradesh, Meghalaya, Gujarat
Local Branch (43)	Howrah, Tirupati, Tirupattur, Madurai, Burdwan, Badaun, Karimnagar, Cuddalore, Villupuram, Vadodara, Visakhapatnam, Kanpur, Dharwad, Gulbarga, Cuttack, Bareilly, Muzaffarpur, Nanded, Patiala, Agra, Chhatrapati Sambhajinagar, Coimbatore, Dindigul, Indore, Jabalpur, Jamshedpur, Meerut, Mysore, Nagpur, Nasik, Patliputra, Pune, Saidapet, Salem, Sangali, Sirohi, Thajavur, Tiruchirapally, Vallabh Vidyanagar, Vellore, Virudhnagar, Warangal

A review of the functioning of the branches indicates that a number of challenges have emerged over the years, affecting their effectiveness and sustainability. Significant concerns are summarized below:

1. **Non-conduct of Elections and Governance Issues:**

The Constitution of IIPA envisages periodic elections of office-bearers of Regional and Local Branches at prescribed intervals of two years. However, elections have not been conducted in several branches within the stipulated timeframe, while some branches have remained without duly elected office-bearers for extended periods. In certain cases, no elections have been held for many years, resulting in weakened institutional governance and accountability.

Year of conduct of elections	**Name of Regional Branch**
2026	J&K
2025	Kerala, Madhya Pradesh, Karnataka, Odisha, Telangana & Andhra Pradesh, Uttarakhand
2024	Bihar, Jharkhand, Maharashtra, Mizoram, Puducherry
2023	Chhattisgarh, Punjab & Chandigarh
2022	Assam, Uttar Pradesh
2018	Delhi, Rajasthan
No Elections	Gujarat, Haryana, Manipur, Tamil Nadu, West Bengal, Goa, Himachal Pradesh, Meghalaya,

2. **Declining Academic and Professional Activities:**

An analysis of branch activities during the period 2015-2025 reveals considerable variation in performance. While a few branches have remained active and have organized a substantial number of training programmes, seminars, conferences, lectures, publications, and research activities, several branches have reported only limited activities. Further,

some branches have remained virtually inactive, with no significant academic or professional engagement during the period under review.

3. **Defunct and Non-functional Branches:**

Out of the 26 Regional Branches, four branches, namely Gujarat, Himachal Pradesh, Meghalaya, and, West Bengal, are presently non-functional, with no office-bearers and no recorded activities. Similarly, 24 out of 43 Local Branches are presently defunct or inactive.

4. **Resource Constraints:**

Most branches operate with limited financial and infrastructural resources. Except for the Jammu & Kashmir Regional Branch, which has its own premises, the branches function largely from accommodations provided by State Governments or other institutions. Only a few branches receive financial assistance from State Governments. Limited resources have adversely affected their ability to undertake regular programmes, attract memberships, and sustain meaningful institutional activities.

In view of the above, there is a need for a comprehensive review of the functioning of Regional and Local Branches, including their governance structures, election processes, financial sustainability, infrastructure, membership participation, and programme activities. Such a review would facilitate the formulation of a strategy for strengthening operational branches, augmenting their resources, and reviving defunct and non-functional branches.

Proposal

There is need of a detailed study on the working of the branches. The Executive Council may consider constituting a Committee on Revitalization and Strengthening of Regional and Local Branches to:

- Undertake a comprehensive assessment of the status and functioning of all Regional and Local Branches;
- Examine issues relating to governance, elections, membership, finances, infrastructure, and activities;
- Identify factors contributing to the inactivity or decline of branches;
- Recommend measures for resource mobilization and institutional strengthening;
- Propose a framework for revival, merger, restructuring, or closure of defunct branches, wherever considered appropriate; and submit its recommendations to the Executive Council within a stipulated timeframe.

Item No.328.13 - 274th Executive Council Decision regarding retirement age of faculty in IIPA.

As per the Agenda Item No. 230.6, IIPA has to follow UGC pay scales and the age of superannuation of its faculty members from 60 to 62 years.

2. Based on the **239th Executive Council** decision dated **18.10.2001** and Circular dated **02.01.2002**, the age of superannuation of faculty members of IIPA was raised from **60 to 62 years**. Also, Shri B.C. Mathur Committee report constituted by the EC, the age of retirement of IIPA faculty members is 62 years equivalent.

3. The **274th** meeting of the Executive Council held on **11.09.2009** has approved the age of superannuation of IIPA faculty from 62 to 65 years under revised policy of University Grant Commission (UGC) vide circular dated 31.12.2008. A suggestion was made that there should be a screening process, and the Chairman indicated that he will look into it as to how the excellence and the need to avoid any delay in considering such cases can be ensured. Some members stressed the need for keeping record of work by the faculty year-wise to facilitate the matters.

4. A circular dated 01.07.2010 was issued under the signature of the then Director (IIPA) in which it was mentioned that for the purpose of making recommendations for enhancement in the age of retirement on superannuation of the faculty members from 62 to 65 years, 3 months prior to the due date of retirement on a concerned faculty member, the Director will submit and make a presentation regarding the details of the academic contribution made by the faculty members during the preceding last five years, to a Screening Committee, for evaluation and submission of recommendations to the Chairman, comprising:

(i) Chairman, Standing Committee – Chairman
(ii) Hony. Treasurer
(iii) & (iv) Two EC members - (to be nominated by the Chairman)
(v) Director - Member-Secretary.

5. Subsequently circular dated 17.06.2011 was issued under the signature of then Director Dr. Rakesh Hooja reiterating the method as given para 04 above.

6. The following faculty members were granted extension of retirement of 65 years as under:-

Sr. No	Name	Date of birth	Date of retirement	Retired	Age in 65 year
1.	Prof. V.K.Sharma	15.01.1948	2010	31.01.2013	65
2.	Prof Bharti Sharma	31.05.1948	2010	31.05.2013	65
3.	Prof. Rajesh Singh	07.09.1948	2010	30.09.2013	65
4.	Prof. Jaytilak Guha Roy	12.09.1948	2010	30.09.2013	65
5.	Prof. Sujata Singh	31.03.1949	2011	30.11.2014	65
6.	Prof. S.S. Singh	20.06.1949	2011	19.9.2013	64#
7.	Prof.Lipi Mukhopadhyay	22.11.1949	2011	30.11.2014	65
8.	Prof. R.K. Barik	12.09.1950	2012	28.02.2014	63.4*
9.	Prof. Anil C. Itteyerah	11.02.1951	2013	31.12.2015	65
10.	Prof. P.K. Chaubey	01.07.1951	2013	30.06.2016	65

Note: The services of Prof. Barik were terminated on Administrative grounds before attaining the age of 65 years.

7. **In 294th EC meeting held on 28.08.2014** it was opined that Prof. Rakesh Gupta has been dealing with some important projects and has been given extension for only one year. The Chairman responded that it is a policy decision to provide extension for one year only on achieving the age for superannuation of 62 years in case of faculty. Extension afterwards may be given on **performance review of the concerned faculty on a year to year basis**. If the some project is ongoing, that can be handled by another faculty as per prevalent practice in case of extension is not granted.

8. **295th EC 09.10.2014, item no 294.11 (ix)** regarding enhancement of age of retirement of Prof. Rakesh Gupta:- Sh M.C Gupta EC member desired to know as to what is the policy of EC for enhancement in the retirement age for faculty members. It was clarified that the IIPA's bye-laws provides that the age of retirement of faculty on superannuation is 62 years. However as per the recommendation of the screening committee, the enhancement in age of retirement of individual faculty members are considered. In the instant case, the screening committee has recommended for extension for one year being the age of retirement for Prof. Rakesh Gupta. **The Chairman mentioned that some decisions had to be taken to maintain academic discipline. He also clarified that it is to be treated as policy decision. Chairman observed that, however, no deserving person would have any cause for grievance in this regard.**

9. **301st EC Meeting held on 11.04.2016**, the **Chairman, IIPA has expressed the opinion that IIPA Service Bye-laws provides the retirement age of faculty as 62 years** and that matter is also being deliberated in the **Hon'ble High Court of Delhi in related cases**. **Deserving candidates are being re-employed in IIPA after the retirement age of 62 years after review by the screening committee**. The Director also commented that Dr. Girish Kumar, who is an EC member also, has joined IIPA on re-employment for a period of 02 years after his retirement at the age of 62 years after his performance review by the screening committee and the system seems to be working well.

10. Following faculty members have superannuated at the age of 62 years:

Sr. No.	Name with discipline	Date of birth	Date of retirement	Attaining the Age of retirement
1.	Prof. Pranab Banerji	29-07-1953	31.07.2015	62 years
2.	Dr. Girish Kumar	09.12.1953	31.12.2015	62 years
3.	Prof. (Mrs.) Aasha Kapur Mehta	20-04-1954	30.04.2016	62 years
4.	Prof. K.K. Pandey	07-01-1955	31.01.2017	62 years
5.	Prof. (Ms.) Dolly Arora	25-08-1956	31.08.2018	62 years
6.	Prof. (Ms.) Sushma Yadav	09-08-1958	31.08.2020	62 years
7.	Prof. Suresh Misra	26-11-1958	30.11.2020	62 years
8.	Dr. Kusum Lata	18.05.1964	31.05.2026	62 years

11. The following faculty members have served IIPA after superannuation on re-employment/contract basis:

Sr. No.	Name	Date of birth	Date of retirement	Age upto which served in IIPA	Approval of Screening Committee taken or not
1.	Prof. V.K. Sharma	15.01.1948	31.01.2013	78 years, 1 month &13 days	No
2.	Prof. K.K. Pandey	07.01.1955	31.01.2017	71 years, 24 days	Yes, screening committee approval for 02 years and after that no approval of SC.
3.	Prof. Ashok Kumar Vishandass	10.07.1956	31.07.2016 retired from GoI	70 years, 21 days (term is upto 03.11.2026)	No
4.	Prof. Suresh Mishra	26.11.1958	30.11.2020	68 years, 5 days (term is upto 31.01.2027)	No
5.	Dr. Girish Kumar	09.12.1953	31.12.2015	64 years, 22 days	Yes
6.	Prof. (Mrs.) Aasha Kapur Mehta	20.04.1954	30.04.2016	64 years, 10 days	Yes
7.	Prof. Rakesh Gupta	26.06.1952	30.062014	63 years, 4 days	Yes

12. After going through the past history it appears that **there has been no consistent policy on re-employment of faculty. Further, the Internal Audit Wing of DoPT has raised the issue that Prof. K.K. Pandey, Prof. Vinod Kumar Sharma, Prof. Suresh Mishra & Prof. Ashok Vishandass were continuing in service beyond the age of 65 years without obtaining the concurrence of Department of Expenditure.**

13. **Executive Council in its 274th Meeting** has approved the enhancement of age of faculty from 62 to 65 years on the pattern of UGC. Accordingly circular dated 01.07.2010 & 17.06.2011 were issued on the process to be adopted for enhancing the age of superannuation. Subsequently, the age of retirement has been reduced from 65 to 62 years without approval of Executive Council.

Executive Council may take a decision regarding 274th EC meeting, about the age of superannuation of faculty in IIPA.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW DELHI

July 1, 2010

CIRCULAR

Sub:- Submission of an annual work plan as per work load norms prescribed by the B.C. Mathur Committee and duly approved by the Executive Council.

The recommendations of the B.C. Mathur Committee regarding work load norms for the faculty were duly approved by the Executive Council in its meeting held on 18.10.2001. Accordingly, with the approval of the Chairman, each faculty member is required to prepare and submit before the commencement of fresh academic year his/her proposed work plan to the Director containing a mix of activities listed below in consonance with the objectives of the Institute and in fulfilment of the overall expectations of the academic output of the Institute as per the recommendations of the B.C. Mathur Committee as were circulated vide office circular dated 2.01.2002:-

1. Conduct training programmes (at least 2 to 3 in a year including one fee based course)
2. Organising Seminars/Symposium/Workshop/Conference (at least one in a year)
3. Undertaking Research/Case Studies/Consultancy (at least one in a year)
4. Authoring professional books and contributing papers/articles in professional journals; and
5. Networking with Local/Regional Branches to facilitate their activities.

The exact quantum of the output under each head will be determined on an annual basis in consultation with the Director. Some flexibility may be allowed, going by the interest of the faculty member and the needs of the Institute.

The final work plan will be signed by the concerned faculty member and the Director. After the end of the each academic year, the faculty members will also submit their output report with reference to the approved work plan, to the Director.

For the purpose of making recommendations for enhancement in the age of retirement on superannuation of the faculty members from 62 to 65 years, 3 months prior to the due date of retirement of a concerned faculty member, the Director will submit and make a presentation regarding the details of the academic contribution made by the faculty members during the preceding last five years, to a Screening Committee, for evaluation and submission of recommendations to the Chairman, comprising:

1.	Chairman, Standing Committee	Chairman
2.	Hony. Treasurer	
3. & 4.	Two EC members	(to be nominated by the Chairman)
5.	Director	Member-Secretary

Accordingly, all the faculty members are requested to submit their work plan annually on these lines. The work plan for the academic year 2010-11 may kindly be submitted by 31 July, 2010.

(B.S.Baswan)
Director

All Faculty Members
Registrar
All Dy. Registrars

CC for information to :-

Chairman, IIPA
Chairman, Standing Committee
Hony. Treasurer

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW DELHI

June 17, 2011

CIRCULAR

Sub: Submission of an annual work plan as per work load norms prescribed by the B.C. Mathur Committee and duly approved by the Executive Council.

The recommendations of the B.C. Mathur Committee regarding work load norms for the faculty were duly approved by the Executive Council in its meeting held on 18.10.2001. Accordingly, with the approval of the Chairman, each faculty member is required to prepare and submit before the commencement of fresh academic year his/her proposed work plan to the Director containing a mix of activities listed below in consonance with the objectives of the Institute and in fulfilment of the overall expectations of the academic output of the Institute as per the recommendations of the B.C. Mathur Committee as were circulated vide office circular dated 2.01.2002:

1. Conduct training programmes (at least 2 to 3 in a year including one fee based course)
2. Organising Seminars/Symposium/Workshop/Conference (at least one in a year)
3. Undertaking Research/Case Studies/Consultancy (at least one in a year)
4. Authoring professional books and contributing papers/articles in professional journals; and
5. Networking with Local/Regional Branches to facilitate their activities.

The exact quantum of the output under each head will be determined on an annual basis in consultation with the Director. Some flexibility may be allowed, going by the interest of the faculty member and the needs of the Institute.

The final work plan will be signed by the concerned faculty member and the Director. After the end of the each academic year, the faculty members will also submit their output report with reference to the approved work plan, to the Director.

For the purpose of making recommendations for enhancement in the age of retirement on superannuation of the faculty members from 62 to 65 years, 3 months prior to the due date of retirement of a concerned faculty member, the Director will submit and make a presentation regarding the details of the academic contribution made by the faculty members during the preceding last five years, to a Screening Committee, for evaluation and submission of recommendations to the Chairman, comprising:

1.	Chairman, Standing Committee	Chairman
2.	Hony. Treasurer	
3&4.	Two EC members	(to be nominated by the Chairman)
5.	Director	Member-Secretary

Accordingly, all the faculty members are requested to submit their work plan annually on these lines. **The work plan for the academic year 2011-12 may kindly be submitted by 31 July, 2010.**

(Rakesh Hooja)
Director

All Faculty Members
Registrar
All Dy. Registrars

CC for information to:

Chairman, IIPA
Chairman, Standing Committee
Hony. Treasurer

Item No.328.14 Status of Research by IIPA Faculty

Will be submitted separately.

Item No.328.15 Agenda for the Annual Meeting of the General Body.

NOTICE of the Annual Meeting of the General Body of the Indian Institute of Public Administration

Notice is hereby given that the Seventy-second Annual Meeting of the General Body of Indian Institute of Public Administration will be held on 31st October, 2026 at 11:30 a.m. in the premises of the Institute.

The Agenda of the Meeting will be as follows:

1. Welcome Address by the Director General of the Institute.
2. Opening Remarks by the Chairman of the Institute.
3. Conferring of `Paul H. Appleby Award' for distinguished services to public administration and to IIPA.
4. Conferring of Dr. Rajendra Prasad Award for Academic Excellence.
5. Award to IIPA Regional and Local Branches for best performance.
6. Shri T.N. Chaturvedi Award for best article in Indian Journal of Public Administration and Lok Prashasan.
7. Award of prizes to the winners in the Annual Essay Competition.
8. Award of prizes to the winners in the Case Study Competition.
9. Address by the President of the Institute.
10. Condolence resolution to mourn the demise of Members.
11. Confirmation of the report of proceedings of the 71st AGM held on 31st October, 2025.
12. Consideration of the Annual Report for 2025-26.
13. Consideration of the Balance Sheet and the Audited Accounts for 2025-26.
14. Appointment of Auditors for 2026-27 and fixing their remuneration.
15. *Such other business as may be brought forward with the permission of the presiding officer as provided in Rule 19 of the Rules of the Institute.
16. Words of thanks.

** Rule 19: No business other than the business included in the notice convening the meeting or business of which notice has been given to the Director General at least seven days before the date of the meeting, shall be discussed in the meeting except with the permission of the presiding officer.*

Item No.328.16 Paul H. Appleby Award for 2026.

A meeting of the Committee with following members was constitutued for consideration of nominations for the Paul H. Appleby Award 2026 was held on 7 October, 2026 at 2:00 p.m.

a) Dr. Ashok Bhan - In the Chair
b) Dr. Sudhir Krishna - Member
c) Prof. Suresh Misra - Member
d) Prof. V.N. Alok - Member
e) Dr. Surendrakumar Bagde - Member Secretary

Following due deliberation, the Committee unanimously resolved to recommend the following persons for conferment of the Paul H. Appleby Award 2026 in the order given below:

1. Shri S.S. Kshatriya, IAS (Retd.) former Chief Secretary, Govt. of Maharashtra
2. Shri D.P. Tiwari, IAS (Retd)
3. Shri B.R. Sharma, IAS (Retd.) former Chief Secretary, Govt. of Jammu & Kashmir

The Minutes of the Committee are annexed.

Indian Institute of Public Administration

Minutes of the Meeting of the Committee for the Paul H. Appleby Award, 2026

A meeting of the Committee constituted for consideration of nominations for the Paul H. Appleby Award, 2026 was held on 7 October 2026 at 2:00 P.M. in Samiksha Hall-I, Indian Institute of Public Administration (IIPA), New Delhi. The following members attended the meeting:

a) Dr. Ashok Bhan - In the Chair
b) Dr. Sudhir Krishna - Member
c) Prof. Suresh Misra - Member
d) Prof. V.N. Alok - Member
e) Dr. Surendrakumar Bagde - Member Secretary

2. The Committee considered the issue of the number of awardees to be recommended for the Award and resolved that more than one individual may be nominated in a given year. In arriving at this decision, the Committee noted the precedent of the Award having been conferred upon more than one recipient on earlier occasions.

3. A suggestion was placed before the Committee that former Chairmen, Directors and Faculty Members of the Institute may also be considered for the Award, subject to their fulfilling the prescribed eligibility criteria.

4. The Committee considered the six nominations received through the Regional Branches of the Institute. Upon detailed examination, the nominations placed at Serial Nos. 4, 5 and 6 were found not to satisfy the prescribed criteria to the extent required, particularly with regard to their contributions to the activities of the Institute and/or its Regional/Local Branches.

5. At the end, Dr. Ashok Bhan, Chairperson of the Committee, recused himself from the deliberations and decision-making process concerning the nomination placed at Serial No. 2, as the same had been proposed by him. The remaining members thereafter considered the said nomination independently.

6. Following due deliberation, the Committee unanimously resolved to recommend the following persons, for conferment of the Paul H. Appleby Award, 2026 in the order given below:

1. Shri Swadheen Shivraj Kshatriya
2. Shri D.P. Tiwari
3. Shri B.R. Sharma

7. The Committee further deliberated upon the desirability of prescribing an upper age limit and reducing the minimum age limit for prospective awardees and agreed that the matter may be examined for appropriate incorporation in the Award guidelines.

There being no other item for consideration, the meeting concluded with a vote of thanks to the Chair.

(Prof V N Alok)

(Prof Suresh Misra)

(Dr Sudhir Krishna)

(Dr Surendrakumar Bagde)

(Dr Ashok Bhan)

Item No.328.17 Dr. Rajendra Prasad Award for Academic Excellence for 2026.

A meeting of the Committee with following members was constitutued for evaluating the nominations for the Dr. Rajendra Prasad Award for Academic Excellence, 2026 was held on 9 October, 2026 at 3:45 p.m.:

Dr. Surendrakumar Bagde	-	In the Chair
Prof. Vimal Kumar	-	Member
Prof. V.N. Alok	-	Member
Dr. Amitabh Ranjan	-	Member

Following due deliberation, the Committee unanimously resolved to recommend conferring the Award to Prof. Dr. K. Chockalingam, former Vice Chancellor, Manonmaniam Sundaranar University, Tirunelveli, Tamilnadu and former Professor & Head, Department of Criminology, University of Madras, Chennai.

The Minutes of the Committee are annexed.

Indian Institute of Public Administration

Minutes of the Meeting of the Committee for the Dr. Rajendra Prasad Award for Academic Excellence-2026

The Committee constituted for evaluating the nominations received for the Dr. Rajendra Prasad Award for Academic Excellence, 2026 convened in virtual mode on 9 October 2026 at 3:45 p.m. The meeting was attended by the following members:

a) Dr. Surendrakumar Bagde - In the Chair
b) Prof. Vimal Kumar - Member
c) Prof. V.N. Alok - Member
d) Dr. Amitabh Ranjan - Member

2. The Committee examined the four nominations in detail. After due consideration, the nominations at Serial Nos. 1 and 3 were assessed as not sufficiently fulfilling the prescribed criteria, especially with regard to demonstrated contributions to academic activities in the field of Public Administration and Governance, as evidenced through publications in reputed national and international books, journals and articles, editorials, academic distinctions, seminars, and national and international conferences. Further, their role in providing academic leadership was also found to be relatively limited.

3. Following due deliberation, the Committee unanimously resolved to recommend the following person for conferment of the Dr. Rajendra Prasad Award for Academic Excellence-2026:

- Prof. (Dr.) K. Chockalingam

There being no other item for consideration, the meeting concluded with a vote of thanks to the Chair.

09/10/26

(Dr. Amitabh Ranjan)

(Prof V N Alok)

(Prof. Vimal Kumar)

(Dr Surendrakumar Bagde)

Item No.328.18 Award to IIPA Branches for Best Performance.

A meeting of the Committee constituted for consideration of the Awards for the Best Performing IIPA Regional and Local Branches for the year 2025-26 was held on 15 October 2026 at 4:30 PM and subsequently on 21st October, 2026 at 12.00 Noon. The following members attended the meeting:

1. Prof (Dr.) Rajvir Sharma — In the Chair
2. Dr. Surendrakumar Bagde IAS, DG — Member
3. Prof V.N Alok — Member
4. Prof Charru Malhotra — Member
5. Dr. Amitabh Ranjan, Registrar — Member

The Committee evaluated the activities reports received from 15 Regional and 13 Local Branches for the year 2025-26.

The Committee reconvened on 21 October 2026 at 12.00 Noon and considered the revised information received from the concerned Branches. After a comprehensive evaluation of the activities undertaken by the eligible Branches during the year 2025-26, and keeping in view the prescribed parameters of assessment, the Committee made the following recommendations:

First Prize (Cash Prize of Rs 10,000/-)	Uttar Pradesh Regional Branch
Second Prize (Cash Prize of Rs 7,500/-)	Keralam Regional Branch
Third Prize (Cash Prize of Rs 5,000/- each)	Madhya Pradesh Regional Branch and Puducherry Regional Branch (Jointly)

The Committee noted that the Karnataka Regional Branch recorded the highest number of activities among all participating Branches across the prescribed categories of evaluation. However, it was further noted that the Karnataka Regional Branch had been conferred the First Prize for Best Branch during the preceding award cycle.

The Committee observed that Clause 4 of the Award Guidelines, 2020 stipulates as follows:

"The Branch which gets award for the best branch will not be entitled for the same award for the next three years."

In view of the above restriction, the Committee concluded that the Karnataka Regional Branch was not eligible for consideration for the same award during the current cycle. Nevertheless, in recognition of its commendable performance and sustained institutional engagement, the Committee recommended that the Branch be accorded a Certificate of Appreciation.

The Committee took note of the outstanding performance of the Tirupattur Local Branch, which conducted six seminars, one training programme, and entered into collaborative arrangements through Memoranda of Understanding with higher educational institutions during the year under review.

Recognising the comparatively limited institutional resources and membership strength available to Local Branches vis-à-vis Regional Branches, the Committee was of the considered view that the achievements of the Tirupattur Local Branch merited special recognition. The Committee, accordingly, recommended that the Branch be awarded a Certificate of Appreciation.

The Minutes of the Committee are annexed.

Indian Institute of Public Administration
New Delhi

21 October 2026

Minutes of the Meeting of the Committee for Selection of the Best Performing IIPA Regional/Local Branches 2025-2026

A meeting of the Committee constituted for consideration of the Awards for the Best Performing IIPA Regional and Local Branches for the year 2025-26 was held on 15 October 2026 at 4:30 PM in Samiksha Hall-I and subsequently on 21st October, 2026 at 12.00 Noon. The following members attended the meeting:

1. Prof (Dr.) Rajvir Sharma	In the Chair
2. Dr. Surendrakumar Bagde, IAS, DG	Member
3. Prof V.N Alok	Member
4. Prof Charru Malhotra	Member
5. Dr. Amitabh Ranjan, Registrar	Member

The Committee evaluated the activities of the following Regional and Local Branches for the year 2025-26.

Regional Branches	Local Branches
1. Assam	1. Bareilly
2. Bihar	2. Badaun
3. Delhi	3. Burdwan
4. Jammu & Kashmir	4. Dharwad
5. Jharkhand	5. Gulbarga
6. Karnataka	6. Howrah
7. Keralam	7. Kanpur
8. Madhya Pradesh	8. Madurai
9. Maharashtra	9. Tirupati
10. Mizoram	10. Tirupattur
11. Puducherry	11. Vadodara
12. Punjab & Chandigarh	12. Villupuram
13. Rajasthan	13. Visakhapatnam
14. Telangana & A.P	
15. Uttar Pradesh	

The activities of the branches are evaluated in the following parameters:

1. Seminar/Conference/Workshop
2. Lecture/Meetings/Discussions
3. Training Programme
4. Research Studies
5. Publications (Books, Papers, Magazine, Newsletter, Research Report etc.
6. Other Activities

2. Parameters of Evaluation

The activities of the branches were evaluated on the basis of the following parameters:

1. Seminars, Conferences and Workshops
2. Lectures, Meetings and Discussions
3. Training Programmes
4. Research Studies
5. Publications (Books, Papers, Magazines, Newsletters, Research Reports, etc.)
6. Other Activities

The Committee checked the activities of all Regional and Local Branches, which have submitted and found that there are lack of clarity and details with respect to the activities mentioned by some Branches, specifically Assam, Jharkhand, Rajasthan, Puducherry, Uttar Pradesh. The Committee decided that the Membership Section will collect the required details from the Branches and revised details will be prepared.

3. Scrutiny of Submissions

The Committee undertook a detailed examination of the reports and supporting documents submitted by the participating Regional and Local Branches. Upon scrutiny, it was observed that the information furnished by certain Regional Branches, namely Assam, Jharkhand, Rajasthan, Puducherry and Uttar Pradesh, lacked adequate particulars and supporting details in respect of some of the activities reported.

After due deliberation, the Committee resolved that the Membership Section may obtain the requisite clarifications and supporting information from the concerned Branches and place the revised particulars before the Committee for final consideration.

4. Final Consideration and Recommendations

The Committee reconvened on 21 October 2026 at 12.00 Noon in Samiksha Hall-I and considered the revised information received from the concerned Branches. After a comprehensive evaluation of the activities undertaken by the eligible Branches during the year 2025-26, and keeping in view the prescribed parameters of assessment, the Committee made the following recommendations:

First Prize (Cash Prize of Rs 10,000/-)	Uttar Pradesh Regional Branch
Second Prize (Cash Prize of Rs 7,500/-)	Keralam Regional Branch
Third Prize (Cash Prize of Rs 5,000/- each)	Madhya Pradesh Regional Branch and Puducherry Regional Branch (Jointly)

4.2 Karnataka Regional Branch

The Committee noted that the Karnataka Regional Branch recorded the highest number of activities among all participating Branches across the prescribed categories of evaluation. However, it was further noted that the Karnataka Regional Branch had been conferred the First Prize for Best Branch during the preceding award cycle.

The Committee observed that Clause 4 of the Award Guidelines, 2020 stipulates as follows:

"The Branch which gets award for the best branch will not be entitled for the same award for the next three years."

In view of the above restriction, the Committee concluded that the Karnataka Regional Branch was not eligible for consideration for the same award during the current cycle. Nevertheless, in recognition of its commendable performance and sustained institutional engagement, the Committee recommended that the Branch be accorded a Certificate of Appreciation.

4.3 Tirupattur Local Branch

The Committee took note of the outstanding performance of the Tirupattur Local Branch, which conducted six seminars, one training programme, and entered into collaborative arrangements through Memoranda of Understanding with higher educational institutions during the year under review.

Recognising the comparatively limited institutional resources and membership strength available to Local Branches vis-à-vis Regional Branches, the Committee was of the considered view that the achievements of the Tirupattur Local Branch merited special recognition. The Committee, accordingly, recommended that the Branch be awarded a Certificate of Appreciation.

5. Activities Excluded from Evaluation

The Committee further examined certain activities reported by the Branches and, after careful consideration, concluded that the following activities did not qualify for assessment under the approved parameters of evaluation and, therefore, ought not to be taken into account for the purpose of determining the awards:

Branch	Activity Reported	Remarks
Madhya Pradesh Regional Branch	Book titled *Prashasak Parshasika*	The publication is a compilation of activities undertaken by the Branch during the year and does not qualify as an independent publication for evaluation purposes.
Rajasthan Regional Branch	Seventeen virtual lecture topics	Of the seventeen topics reported, only four were found to be directly related to Public Administration and Governance.
Telangana & Andhra Pradesh Regional Branch	Research Study: *Implementation, Challenges and Outcomes of the Rythu Bharosa Programme in Telangana*	The study was undertaken in an individual capacity and cannot be considered a research project of the Branch.

Uttar Pradesh Regional Branch	Meeting with the Director General, IIPA	Not considered an activity for the purpose of the Award.
Uttar Pradesh Regional Branch	Receipt of Second Prize	Not considered an activity for the purpose of the Award.

6. Review of Award Guidelines

During the course of deliberations, the Committee observed that the existing Guidelines for the Award of Best Performing Regional and Local Branches, framed in 2020, contain certain ambiguities regarding the presentation, scope, weightage and admissibility of activities for evaluation.

The Committee, therefore, recommended that the Guidelines be comprehensively reviewed and suitably revised with a view to enhancing transparency, objectivity, consistency and uniformity in the assessment process.

21/10/26

(Dr. Amitabh Ranjan)

31/10/26

(Prof. Charru Malhotra)

(Prof. V N Alok)

(Dr. Surendrakumar Bagde)

(Prof. Rajvir Sharma)

Item No.328.19 Award of Prize to the winners of Essay Competition 2026.

A meeting of the Committee to finalize the Essay Prize Competition 2026 was held on 21st October, 2026 at 11:30 AM. The following were present:

1. Dr. Sachin Chowdhry
2. Dr. Saket Bihari
3. Dr. Amit K. Singh

IIPA has received total 16 Essays, out of which 11 Essay were in English and 05 Essay were in Hindi as follows:

After evaluating the essays for quality and checked for their plagiarism, the Committee has finalized that no essay entries to were found suitable for 1st & 3rd prize and selected the following winner :

S.No.	Name of the Winner	Topic	Prize
1.	**Ms. Sneha Shivdas Bhowmick** G.S. College of Commerce and Economics Nagpur-440001 Email: adminoffice@gsen.edu.in	भारतीय शहरों में शहरी आवागमन की समस्या का समाधान: आगे की राह	Second Prize of Rs.7000.00

Item No.328.20 Award of Prize to the winner of Case Study Competition 2026.

This year three case studies were received by IIPA. These Case Studies were in English. The Case studies were evaluated by the committee members. On the basis of their evaluation, the following Case Study is selected for the award of Prize as under:

First Prize of Rs. 10,000/- None was found suitable.

Second Prize of Rs. 6,000/- None was found suitable

Third Prize of Rs. 4,000/- to:

Shri Senthil Kumar Anantharaman, Chennai, Tamil Nadu for his case study on "The Parandur Crossroads: A Decision on Chennai's Second Airport"

Item No.328.21 Shri T.N. Chaturvedi Award for Best Article in IJPA and Lok Prashasan.

A meeting of the Committee constituted of the following members for the selection of the Best Article for the T.N. Chaturvedi Award was held on 22 October, 2026:

Dr. Surendrakumar Bagde	- Chairperson
Prof. Prakash Chand Kandpal, JNU	– Member
Dr. Shymali Singh, SAU	– Member
Dr. Bharti Yadav, NLU Delhi	– Member
Dr. Parma Chakravati from IEG	– Member
Prof. Ashok Vishandass, Editor, Lok Prashasan	– Member
Dr. Sachin Chowdhry, Editor, IJPA	– Member

The Committee finalise the Best Article as follows:

IJPA Best Article

Catalysing Water Governance: Empowering Communities for Sustainable Water Management (M. Venu Madhav)

Lok Prashashan Best Article

उत्तर प्रदेश के शामली ज़िले में राष्ट्रीय आजीविका मिशन द्वारा महिलाओ की निर्णयन क्षमता के विकास का विश्लेषणात्मक अध्ययन (अंशुल भारद्वाज एवं दुर्गेश नंदिनी)

The Minutes of the Committee are annexed.

Date: October 22, 2026

Minutes of the Meeting of the Committee for Selection of the Best Article for the T.N. Chaturvedi Award

A meeting of the Committee constituted for the selection of the Best Article for the T.N. Chaturvedi Award was held on October 22, 2026 under the chairmanship of the Director General, Sh. Surendrakumar Bagde, IIPA in Samiksha Hall.

The Committee comprised the following members—

Dr. Surendrakumar Bagde---Chairperson

Prof. Prakash Chand Kandpal, JNU—Member

Dr Shymali Singh, SAU---Member

Dr Bharti Yadav, NLU Delhi--Member

Dr Parma Chakravati from IEG---Member

Prof. Ashok Vishandass, Editor, *Lok Prashasan*--Member

Dr. Sachin Chowdhry, Editor, *IIPA*---Member Secretary

The meeting was held in both VC and physical mode.

The meeting was chaired by the Director General, IIPA.

The Members who attended online were---

Dr Prakash Kandpal, Visiting Professor, ICCR Chair of Indian Studies, University of Southampton, London

Dr Parma Chakrabarty, Institute of Economic Growth, University Enclave, University of Delhi (North Campus).

Dr Bharti Yadav, Associate Professor of Law, National Law University Delhi, In Charge, S. K. Malik Chair on Access to Justice Course Coordinator, UGC Swayam MOOCS on Access to Justice & UGC ePG Course on Access to Justice Secretary, Executive Committee and Member Steering Committee, Global Alliance for Justice Education (GAJE)

Dr Shyamli Singh, Associate Professor, Centre for Climate Change, South Asian University

Members who attended offline were as follows--

1. Dr Ashok Vishandass, Editor *Lok Prashasan*
2. Sachin Chowdhury, Editor *IJPA*

Agenda: (a): To finalise and choose the best article after thorough deliberations by the Committee Members.

(b): To shortlist the Theme/Topic for the Special Edition *of Indian Journal of Public Administration* and *Lok Prashasan* 2026.

During the meeting, the shortlisted articles were discussed in detail, focusing on:

1. Originality and Contribution to Knowledge;
2. Methodological Rigour;
3. Policy Relevance and Practical Utility;
4. Clarity of Expression and Structure;

The following four articles were shortlisted among all the four issues of IJPA, 2025—

1. Catalysing Water Governance: Empowering Communities for Sustainable Water Management (M. Venu Madhav)
2. Political and Programmatic Health Decentralisation in Karnataka State: An Evidence-based Rural Participatory Decision-making (D.C. Nanjunda)
3. Public Perception of Women's Police Cells: A Case Study in Faridabad (Twinkal Dograand and Ashish Kumar)
4. Unravelling Assam's Water Woes: Exploring Floods, Erosion and Disaster Governance in the Brahmaputra Valley (Chuchengfa Gogoi, Silu Das, Tulika Senapati and Uttam Narah)

लोक प्रशासन के सम्पादक व अन्य सदस्यों द्वारा चार निम्नलिखित शोध पत्र चयनित किए गए थे, जो क्रमशः निम्नलिखित है:

1. उत्तर प्रदेश के शामली जिले में राष्ट्रीय आजीविका मिशन द्वारा महिलाओं की निर्णयन क्षमता के विकास का विश्लेषणात्मक अध्ययन (अंशुल भारद्वाज एवं दुर्गेश नंदिनी)

2. वस्तु एवं सेवा कर (जी.एस. टी) और भारतीय संघवादः एक आलोचनात्मक विश्लेषण (शम्भू नाथ दुबे)
3. पारंपरिक भारतीय मौसम पूर्वानुमान तकनीक की वैज्ञानिकता एवं प्रासंगिकता की समीक्षाः भारतीय ज्ञान परंपरा में एक अध्ययन (शशि भूषण)
4. प्रवासन एवं असंगठित क्षेत्र में कामगार महिलाएं : एक जेंडर परिप्रेक्ष्यात्मक दृष्टिकोण (मोनिका वर्मा एवं विभूति भूषण मलिक)

The committee appreciated the strong empirical foundation, methodological rigour, and policy relevance of the paper, *Catalysing Water Governance: Empowering Communities for Sustainable Water Management* (M. Venu Madhav's) in 71.1 edition of *IJPA*, particularly its contribution to participatory water governance and sustainable water management. The article, उत्तर प्रदेश के शामली जिले में राष्ट्रीय आजीविका मिशन द्वारा महिलाओं की निर्णयन क्षमता के विकास का विश्लेषणात्मक अध्ययन (अंशुल भारद्वाज एवं दुर्गेश नंदिनी) in 17.2 edition of लोक प्रशासन has been selected for its grassroots perspective on women's empowerment, its analysis of implementation challenges under the National Rural Livelihood Mission, and its practical recommendations for strengthening rural development and women's decision-making capacity.

With regard to the second agenda of the meeting, concerning the finalisation of the theme for the special issue of the *Indian Journal of Public Administration (IJPA)*, the members were kindly requested to email a couple of suggested themes for consideration of the DG,IIPA.

22.10.26

Prof. Ashok Vishandass

Sachin Chowdhry

Dr. Sachin Chowdhry

Dr. Surendrakumar Bagde

Item No.328.22 Theme for Special Issue of IJPA and Lok Prashasan for 2027.

Will be submitted separately.

Item No.328.23 Annual Report for 2025-26.

Will be submitted separately.

Item No.328.24 Balance-sheet and Audited Statement of Accounts for 2025-26 together with the Report of the Chartered Accountants.

Will be submitted separately.

Item No.328.25 Appointment of Auditors for the year 2026-27.

Under Rule 14(c) of the MoA of the Institute, the appointment of Auditors as well as fixing their fee is decided by the General Body.

It is proposed that M/s Arora & Bansal may be appointed as auditors for IIPA, New Delhi for the year 2026-27 and an audit fee of Rs.1,50,000/- (plus 18% GST) may be approved for audit fee. The matter of appointment of auditors will be put up to General Body for approval in its meeting in October, 2026.

Item No.328.26 Admission of new Life Members.

A meeting of the Membership Screening Committee consisting of the following members was held on 15th January, 2026 at 12:00 Noon as under:

1. Shri Surendra Nath Tripathi, Director General, IIPA
2. Prof. Vinod K. Sharma
3. Prof. K.K. Pandey
4. Shri Amitabh Ranjan, Registrar IIPA

The Committee scrutinised 120 applications for Life membership, 30 for Student membership and recommended for Membership as under:

S.No.	Category	Nos.
1.	Life Members	70
2.	Student Members	30

The service category-wise applicants recommended for Life membership are as under:

IAS (Serving)	04
IAS (Retd.)	04
Other Civil Servants (Serving)	02
Other Civil Servants (Retd)	03
State Civil Servants/PSUs	26
Academicians: (a) Professors – 11 (b) Associate Professors - 05 (c) Assistant Professors - 09	25
Others	06
Total	70

The Hon'ble Minister and Chairman IIPA EC Dr. Jitendra Singh has kindly approved the recommendations of the Committee on file. The list of applicants recommended for membership is annexed at Annexure B.

Item No.328.27 Removal of Annual and Corporate Members due to non-payment of membership fee.

Rule 31(1) of the MoA of the Institute provides that `**the name of any member whose subscription falls in arrears for more than two years shall be removed from the Roll of Members of the Institute unless the Executive Council decide otherwise'.**

As per records, there are 04 Annual and 05 Corporate Members who have yet to renew their subscription in spite of efforts to persuade them to renew their subscription.

As we have not received the membership subscription from these defaulting members, as such it is proposed that the names of such members may be removed from the roll of membership under Rule 31(1) of the Rules of the Institute. The names of defaulting Annual and Corporate Members are as under:

1. Annual Members

S.No	Membership No.	Name	W.E.F.	Fee paid upto
1.	O-6167	Dr. Shardha Chandra A-2 Shiv Ram Chandra Mission Ashram Campus, IIM Road Lucknow – 226013, U.P	1.1.2014	2022
2.	O-4135	Dr. Muralidharan Menon Shiv Bhawan, Medamukhu Attukel Thiruvanantthapuram, Kerala	1.1.1994	2023
3.	O-5439	Mr. Subhash Chandra Rudra Flat No-C.15-9 Manjulika 'A' E.C.T.P. Phase IV, E. M. Bypass Kolkata , West Bengal	1.4.1998	2024
4.	O-6140	Ms. Sangeeta Chatterjee Flat No.2-B, 23, Banmali Naskar Road Kolkata -700060 (West Bengal)	1.1.2014	2023

2. Corporate Members

S.No	Membership No.	Name	W.E.F.	Fee paid upto
1.	CM/125	The Founder Sulabh International Social Service Organization, RZ – 83, Mahavir Enclave New Delhi- 110045	1.4.2002	31.12.2023
2.	CM/128	The Director Institute for Human Development 84, Patparganj Industrial Area Delhi-110092	1.7.2003	31.12.2023

3.	CM/129	The Executive Director Power Grid Corporation of India Ltd., Plot No. 2, Sector – 29, Gurgaon – 122001	1.7.2003	31.12.2023
4.	CM/134	The Registrar National Museum Institute of History of Art Conservation & Museology, C/o National Museum Janpath, New Delhi	1.1.2004	31.12.2023
5.	C M/375	Mr. T. Mohan Rao Chairman & CEO M/s Prashanti Hospital No- 7-3-94 Machilibazar Hanamakonda Warangal (Telangana)	1.4.2023	31.12.2023

Item No.328.28 Office replies on the suggestions/observations made by the Members in the AGM held on 31st October 2025.

S.No	Suggestions/Observations	Office Replies
1.	**DR. PRADEEP B. LONDHE:** Under the umbrella of Hon'ble Vice President of India, of course, our Chairman Sir, Dr. Jitendra Singh, our DG Shri S.N. Tripathi Ji, effective communicators, Shri Amitabh Ranjan Ji, and Shri Mithun Barua. I am delighted that every year new subjects are launched. All of us know, this is not the traditional or a new thing. Like in the human being, there are physiological changes – we find something is different, morning, afternoon, evening. Likewise, expectations of the market, expectations of the industry, expectations of the research which is going on, all our bureaucracy and technocracy is I mean it's fantastic there is a change, and we have to accept that change and move. So, this is what I feel. So, I think the IIPA has helped me and my career a lot, so I feel very comfortable when I come to IIPA. Second thing is, every year, there are very good things which has to be appreciated. Every small thing which is expected like hospitality etc. and all are comparatively good. Thirdly, the help extended by the authorities and by ancillary staff and the other staff is also to be appreciated. So once again I appreciate all these efforts by the DG Sir. As the Executive Committee Member for the last three terms in Maharashtra Branch under the Chairmanship of our stalwarts ex-Chief Secretary Shri Swadheen Kshatriya, we are striving for IIPA, we would strive in future. Thank you so much, and thanks for giving me this opportunity to speak.	Noted with thanks.
2	**DR. RAGHVENDRA SHUKLA** आदरणीय महानिदेशक महोदय, रजिस्ट्रार साहब एवं हमारे सभी साथियो का अभिनंदन और नमन है। मेरा पहला सबमिशन यह है हमारे संस्थान की ओर से लोक प्रशासन के पुरुजाई लौहपुरुष सरदार बल्लभभाई पटेल जी की जयंती राष्ट्रीय एकता दिवस पर एक कार्यक्रम होना चाहिए वह शायद अभी तक नहीं हो रहा है, उसको रेगुलर हर साल जो है एक कार्यक्रम छोटा सा ही हो, उसमें सभी मेम्बर्स को बुलाया जाए, जो आ सकते हों। जो नया आईआईपीए भवन बनाया है, उसे पूर्व प्रधानमंत्री जो हमारे लोक प्रशासन के पुरुजाई अटल बिहारी	Noted with thanks.

	बाजपेई के नाम पर बाजपेई भवन रखा जाए। इसको थोड़ा सा देखा जाए। क्षेत्रीय शाखाओं, स्थानीय शाखाओं की वित्तीय सहाय ता बहुत कम है इसको बढ़ाया जाए और जहां तक वर्तमान में जो धनराशि दी जा रही है उसको चार गुना, जैसे 20 हजार दी जा रही है तो 80 हजार करने का प्रयास किया जाए या उस पर विचार कि या जाए ऐसा सभी लोगों का मानना है और कहना है। हास्टल में रुकने के लिए जो 70 वर्ष से अधिक आयु के मेम्बर हैं उनके साथ जो एटेंडेन्ट हैं, उसको फ्री किया जाए। ऐसा विचार रखा जाए या किया जाए ऐसा सभी लोगों का कहना है, वह हम आपको पहुंचा रहे हैं। सदस्यों के लिए एक अलग स्थान बैठने के लिए जहां वह डिस्कसन कर सकें कभी भी, ऐसा कोई प्रोविजन किया जाए और कोई स्थान यहां है नहीं जहां पर बैठ सके। रहने के लिए तो है लेकिन कोई मेम्बर आए वह कहीं बैठ कर कोई विचार करना चाहे तो ऐसा कोई स्पेस यहां पर बना दिया जाए तो ठीक रहेगा, जहां वार्तालाप कर सके। हिंदी में कोई विशेष कार्यक्रम हमारे संस्थान द्वारा नहीं हो रहा है इस पर थोड़ा सा ध्यान दिया जाए विशेष रूप से, हमारा गृह मंत्रालय भी बार बार कह रहा है, सबको बोलता है लेकिन कोई यहां पर प्रगति नहीं हुई है। पिछले तीन साल से हम कह रहे हैं इसको बढ़ाया जाए। इस पर गंभीरतापूर्वक विचार हो और कार्य हो। राम राज्य हमारा सबसे महान गवर्नेंस है बल्कि विश्वभर की सबसे महान शासन पद्धति है, इस पर आईआईपीए को गंभीरतापूर्वक कार्य करना चाहिए। हमने कई बार इस बात को उठाया है, लेकिन अभी तक कोई विशेष कार्य आईआईपीए द्वारा न हीं किया गया है। यदि हो सके तो अगला जो थीम है इसको रामराज्य पर कर सकते हैं या कोई कार्यक्रम भी कर सकते हैं और सबसे बड़ा है कि इस पर एक पृथक विभाग यदि हो सके, गवर्नमेंट ऑफ इंडिया को हम भी अप्रोच करेंगे। आप तो कर ही सकते हैं, आपकी तो कोई बात ही नहीं है। हम कम से कम नहीं तो 50 एमपी इसको लिख करके और आपको देंगे कि एक अलग विभाग यहां पर स्थापित हो। यदि उसके फंड की कोई जरूरत है तो गृह मंत्रालय से कह करके इसको किया जाएगा। यह एमपीज से बात हुई है तीन एमपीज कम से कम तैयार है इसके लिए तो जैसा आप बताएगें उसको आगे किया जाए और जो मेम्बर सहयोग कर सकते हैं, वहीं करेंगे जो आप चाहेंगे। मेम्बर को कभी कहा नहीं जाता कि आप क्या सहयोग करना चाहते हैं तो कृपया इसको करेंगे तो हम करने को तैयार हैं। हम लोगों की जो उपस्थिति है, वह उप स्थिति बढ़े, इसी पर मुझे कहना है। यह जो एजीएम की बैठक 29, 30, 31 पिछले चार पांच सालों से होती आ रही है या पहले भी यह एक ऐसी तिथि है कि इस तिथि को ही छठ पर्व होता है। छठ पर्व अब केवल बिहार का पर्व नहीं रह गया है, महापर्व हो गया है। पूरे देश में करीब करीब साउथ को छोड़कर पूरे देश में मनाया जाता है। उस छठ पर्व के दिन उसके बाद 27 को पहला अर्घ था, दूसरा अर्घ 28 को था हम लोगों को आना था यह बात कहनी थी इसलिए हम 27 को ही चल दिए थे।	

	इस बात को कहने के लिए कि मैं वहां पर आवाज उठा सकूं कि यहां के पदाधिकारीगण बहुत ही जागरुक है। आप लोग कृपया इस पर विचार किया जाए। आज फिर उपराष्ट्रपति जी ने कहा है कि सारी बैठकें 31 अक्टूबर को ही होंगी, लेकिन जब सब कुछ में संशोधन हो सकता है तो इसमें भी संशोधन होना चाहिए। आज उन्होंने फिर भी कहा है वी विल फालो दिस तो इससे उपस्थिति कम हो जाती है बहुत सारे लोग बिहार, पटना, आरा, गया के एक तरफ टिकट ले लिए थे, नही मिला, अचानक आता है, तो कृपया इसको ध्यान में रखा जाए और हम लोगों का थिन अटेन्डेन्स बता रहा है फ्यूचर को इंडिकेट कर रहा है। फिर भी सारी चीज आप लोगों को करनी है, संपन्न कराना है, जो हमारे अधिकारी चाहेंगे वहीं होगा, इसलिए अपनी शुभकामना सहित केवल एक ही सलाह देना चाहते हैं, all is well that ends well, Thank You. Jai Hindi. धन्यवाद आप लोगों का।	
3	**DR. ASHOK BHAN** The DG of IIPA Shri S.N. Tripathi Saheb, Shri Amitabh Ranjan, Hon'ble Members, Faculty members, ladies and gentlemen. AGM is an occasion for Members to take stock of the progress in achieving our goals and resolve ourselves to the cause of the spirit of the institution meant for capacity building for seamless delivery of public services to the satisfaction of the people. We heard the words of wisdom from our President, IIPA and the Hon'ble Vice President of India, Shri C.P. Radhakrishnan Ji, and our Chairman and the Hon'ble Union Minister Dr. Jitendra Singh Ji, we are grateful to them for their vision, their blessings and their commitment to the IIPA. Friends, it is very gratifying to note that the spectrum of training programmes, their content, our reach and target audience has shown a remarkable improvement in the past two years. Not only Government officials but also elected representatives, representatives of local bodies, judiciary, etc. have been added to the training profile making it need-based now. Training of State Civil Services officers is a welcome addition. I happen to attend to one of those sessions; it is very interesting to see young inducted into Civil Services coming to the IIPA from various States and undergoing some basic training. IIPA also intends to extend its expertise for organizing the regular training programmes for the corporate sector in the future and that will be a big introduction into our curriculum. Friends, the financial health of IIPA has improved. This you have to agree that till some years	IIPA appreciate the remarks of the Hon'ble Member.

	ago, IIPA was short of finances, how to pay salaries to faculty and staff. Today, that situation is not there. So, the financial health of the IIPA has tremendously improved and I congratulate you Sir and the Dr. Jitendra Singh because the Government of India has owned this Institute, a very prestigious Institute, whatever little difficulties it has faced some time ago, you have brought it back on track. And the Government has extended its hand. A number of infrastructure upgrading programmes have been completed and are in pipeline. In essence, the Government has owned this valuable asset in providing funds and promoting our programmes to various government projects. For these achievements, as I said, we are grateful to Dr. Jitendra Singh and to the DG, who have infused a new life into this prestigious Institute. So, thank you DG Shri Tripathi ji. You are presenting the best of IIPA to the outside world and we can see it. The Faculty and every staff member of IIPA need to be congratulated for this performance. The quality of research work and learning modules have been of a very high standard. I see some of them. Friends, let us focus in our deliberations certain things. I suggest three areas that should need your attention. Firstly, I would suggest to make concrete suggestions for improvement to achieve our mandate for capacity building for good governance. All such suggestions will be well received and we welcome those. But let there be concrete suggestions. Secondly, suggest how your Branch can contribute in better achieving of these goals. Ask not what IIPA can do for you. Tell us how Branches can make a valuable addition to strengthen the parent body, IIPA. Every time asking for increasing the funds and multiplying it three or four times. It is not possible. Nobody is going to listen to it. We have to see how at the Regional Branch level or Local Branch level we can produce funds. We have to look after our interests ourselves. IIPA will not help you; try to find out how you can help IIPA rather than how IIPA can help you. Thirdly, give suggestions on cooperation between different Branches and between Branches and the Headquarters so that we make use of media platforms for sharing online training programmes and other activities. On the issue of cooperation between Branches, let us fulfil the vision of the EC by holding Regional Conferences as was suggested time and again. The DG also talked about it and create synergy between Regional Partners. For this, some Branches must explore setting up of digital studios to facilitate sharing of training materials and programmes with	

	other Branches and Headquarters and between the Headquarters and the Branches. Friends, IIPA is on the right path. Let us all work together so that IIPA can take its legitimate place as an Institute of national importance. Thank you very much. God bless you all.	
4	**MRS. MEENAKSHI HOOJA** Shri S.N. Tripathi Ji, Director General of IIPA, Shri Amitabh Ranjan Ji, Registrar and distinguished members of the IIPA. In the first place, I once again thank in this AGM of IIPA for conferring upon me the Paul H. Appleby Award 2025. I am grateful and honoured and I see that this institution was set up in 1954 has made many strides and progress and it has seen some remarkable progress during the directorship and leadership of Director General of Shri Tripathi. I congratulate him for it and congratulate allthe Faculty, the team members, the staff and the workers who give us food to eat and manage our stay in hostel and organise the Conference sessions and all the staff for their excellent arrangements. This time, and for the last few years that I have been attending the Annual Conferences and the AGMs, the Keynote Addresses in particular have been excellent by the Faculty and they have really added to our knowledge. I keep them like precious documents in the locker because I must be able to access them whenever I need them. There is so much information and references. If someone wants to understand what is digitization or sustainable development, you have some excellent presentations. I must say, truly speaking that they are world class. So, congratulations and thank you for that. One thing I would like to add is that through some process or whatever decisions the EC takes or the AGM takes, we need to increase the membership of younger people. Many of us are retired and then became members long back during our service careers in 1982 but we must see an active participation of younger people. For any institution to grow or even a family also to grow, you need three generations or four generations. Then it comes a line because you have the views and thinking of grandparents, parents, children, grandchildren. So this way, we need to bring in some young people and one distinctive mark of IIPA as I understand from 1960s is that it has got an all-India network. There are very few institutions which may be of national importance, but they don't have a	Noted with thanks. IIPA have inducted new members including serving Officers of Central/State Governments and also academicians and other professionals.

	complete all-India network and even some excellent universities have only campuses, from franchise, teaching or trading. So I feel like academies and we have state institutes but for one institution this is such a distinctive mark, and that must be really encouraged and it has been that some every time we come we see some of the best Branches being rewarded and awarded. That gives us a lot of joy and to me, because right from the time of Independence, our aim has been unity in diversity and to keep the nation together and uphold the Constitution, to uphold the democratic values, to give a place to everyone, make the country a beautiful bouquet that seems to me a utopian idea. Soon in our minds, when we were school children that we are really diverse and how to explain diversity to children, the way we were taught was that we had different flaws all together and make a beautiful bunch and a decoration piece also, because flowers are beautiful to hold, and so is our country. So are our people. So to have an all-India network, connecting really from Kashmir to Kanyakumari, from Goa to Mizoram, Manipur, this is a very distinctive mark which we should all keep reminding ourselves. And that is the progress this institution has made. We have had some remarkable progress in the last four or five years as I have been coming in terms of infrastructure, in terms of training, in terms of our hostel facilities, and I really thank IIPA for it. Obviously there may or may not be some kind of shortcomings. We don't have to be worked up with them. We can just bring them to the notice of the administration and suggestions come out of this Conference. I thank each one of you for being present during the ceremony in the morning. I would like to take a copy back of the 100 ideas that you have listed out with so much thinking so that it gives a boost to progress, governance and public administration, as both as a subject, as a discipline and as a way of implementing, or even suggesting policies to the government. Thank you very much once again.	
5	**PROF. RUMKI BASU** The DG of the IIPA Shri S.N. Tripathi Ji, Shri Amitabh Ranjan Ji, Registrar of IIPA. Today is a very happy day for me personally because two of my 2025 publications were released thereafter by the kind of gesture which I'm, you know, more familiar with coming on stage and the publications being released. That is what had been used to traditionally in IIPA. Almost all my publications and books have been released first.	

	This is an event I look forward to but that has been a gap of a few years, but before that, let me briefly tell you, I've grown with IIPA as a young lecturer teaching public administration, which used to be a punishment paper, let me tell you, I go back to the years when you know the syllabus of public administration as a course in the Delhi University at the undergraduate level was revised. This was in the 1980s. And being the junior most Lecturer in the Delhi University College, I was given this paper to teach. I considered myself a political science Lecturer. I was appointed in the Political Science Department and the last paper that I imagine that would be given to teach in that College was public administration. I would have been happier if I had been given political theory to teach which you know I was more familiar with. However, I was the young teacher in the college, I had no choice. I started teaching that paper. The more I went into the syllabus I realised why there was so much disconnect between the syllabuses. The course that was framed in the 1980s by the University and the students, who were the recipients of the knowledge product that is, the course that was being taught was complete unfamiliarity of the students with anything of public administration practice. They were doing administrative theory, they were doing Indian administration without ever having visited a government office at any level, local, State or at the Central level, they really had nothing to do with civil servants or the way public administration was practiced at the ground level. So the paper appeared to be dry, boring, and technical. As a teacher, I was equally disconnected about what I would say theory and the practice of that course. Anyhow, I struggled with that course and in the next few years, I published my first book and that really started my journey of public administration as a discipline, the journey of teaching and the journey of writing books and of course, the journey of trying to connect public administration theory, the way it was taught in universities. I was part of the academia not of a civil service, but yet public administration was also a discipline and it had to be taught to students. Why is it that even today, you know, students of political science do not feel naturally very connected with the subject of public administration because it has a practical ground element to it, which they don't feel necessarily connected with. Therefore, that struggle was something of my personal struggle over the years and later when I left the College to join Jamia Millia Islamia Central	IIPA appreciates the remarks of Hon'ble Member.

	University in Delhi and to date the only University in Delhi to offer a regular MA program in Public Administration. IGNOU also offers it but IGNOU offers it in the distance mode. JNU has a Centre for Governance but they don't have MA programme. So therefore, Jamia still remains to this day the only place where you can do a regular MA program and in that 16 years journey as a Professor of Public Administration in Jamia Millia Islamia - so many of my students I can see them here today, they are already teaching - it has been my personal mission to connect administration theory the way it is taught in universities and academic and how it is practised at the ground level. So, IIPA became a temple to me where I would constantly come to all their programs, meet the civil servants, and go deep into why this government program is going the way it is or how the civil servants look at governments or governance or public policy. There was a lot of learning to do as essentially as a Professor of Political Science I was trying to connect with public administration. And today I must say this was my personal journey. And today I must say this was my personal journey and the way IIPA in front of my eyes and in my experience, I became a life member very early on. I advised all my students to become the member of IIPA and I continuously wanted youth connected with the IIPA which happened slowly, very gradually. Today, I am very happy to see the young people who are connected with the IIPA here because they find the forum meaningful and perhaps they see the connect much better now. I congratulate all the staff, faculty, and kind of transformative changes I see in the last five years under the helm of the current Director General, these are to my mind very welcome changes because you are trying to connect with global governance, with national governance, and also seeing the ground realities and of course, thanks to our Prime Minister Modi, he ensures that these think-tanks like IIPA are virtually funded well by the government and they are able to take up the kind of dreams they have, probably and many of the faculty also had which is possible with sufficient funding. So, the fund issue that have been resolved to a great extent. I am extremely happy because funding is very important. After my retirement from Jamia Millia Islamia, in my new avatar, as a Senior Fellow and Head of the Centre for Public Policy and Governance in research institute which is a 40 year old think-tank, I know that how difficult it is to get funding from the market for all that I wish to do. So, I do see IIPA as a point of connect between theory	

	and practice, between practitioners and academic. I am part of the academia and it is always my mission to write what I think are meaningful books for students. I address my books essentially even today for the students and teachers of the discipline, academia. I am very gratified when I see civil servants also, who do feel connected with my books. I am grateful to IIPA for the kind of journey I have had; I have been connected and I am very much connected. Thank you very much for releasing both my books. I hope you read them. The academic and students present here, and also the civil servants present and those retired civil servants present here today would have the look at the books. If they find them interesting, I would expect the feedback from them because I hope the books go on for several editions. The first edition of my first book has gone into the 17th edition, you know. This was written in the 1980s and now 17 editions are over and I am going for the 18th edition. So relevance is important. You have to keep up to changes at all levels of policy and governance globally or nationally. So, being connected, staying relevance is my motto. In my new avatar, I expect a feedback from all of you. Thank you so much Shri Tripathi Ji and Shri Amitabh Ranjan Ji for doing me the honours today.	
6	**SHRI T.M. VIJAY BHASKAR** Shri S.N. Tripathi, DG IIPA, Shri Amitabh Ranjan, Registrar and dear fellows of IIPA. First of all, I thank the IIPA for recognising Karnataka Regional Branch as the Best Performing Branch. It motivates us a lot. As one of our colleagues was saying yesterday, this is a motivating factor. I think this is recently introduced, not there earlier. This is certainly helping Branches to become more active. I suggest that probably a similar separate prize can be given for active Local Branch for the best performing Local Branch so that they also get motivated. When they are active, then IIPA will reach out to the remote parts of the country. Shri Ashok Bhan has talked about there is increase in diversity of training programme of IIPA which the honorable minister, Dr. Jitendra Singh has also mentioned in his morning address. I'm a newcomer to the IIPA. I have seen improvements in infrastructure in IIPA. Every time I come, I see something new. I have to congratulate the Director General and Registrar and all of you for these improvements in the infrastructure and also I was told last year that	The suggestion is well received. IIPA appreciates the remarks of Hon'ble Member.

	the new building has been constructed and the rent from that is partially funding IIPA. This is a very good model of monetization. In fact, I have cited it in Bangalore also to some senior officers saying that - even to the University of Bangalore - each of our universities, they sit on thousands, sometimes hundreds, sometimes thousands of acres of land and they are dependent; they don't have money to pay pensions; they don't have sometimes money to pay salaries also. With the discussions with the Universities and its Vice chancellors and other officers, I said that we should try to monetize our land assets like I cite the example of IIPA saying that they get a rental income annually. It is good. So, this is a big sum for the organizations with a budget of Rs.40 crore. Even if a small portion of the land is monetised, this is a good example on which a case study may be conducted by the IIPA and then circulate it to all the States. IIPA faculty are extremely active as we can see from the number of publications that they have brought out. In Karnataka, whenever we try to organize programmes for IIPA in Universities, I think Dr. Basu was saying that we should try to bridge theory and practice. Yesterday also, Shri Ramani, Uttar Pradesh Chairman was saying something similarly. Mr. Ghuman said that they are trying to bridge it. Bridging does not mean talking about the latest programmes of the government, it does not be talking about Amrit Kaal or Atmanirbhar Bharat, bridging means, as Dr. Basu was, when academicians talk to administrators or administrators talk to academicians, find out about what is the actual reality. When academicians go to the grounds, when students of political science or public administration go to the field how government programmes are reaching people, what are the problems that they face for getting these programs implemented. That is where we can try to bridge the gap between theory and practice. I only cite the example of Universities in the US where there is a constant to and fro between academicians and administrators. A Professor becomes the Secretary or Minister and a Minister becomes the Professor. Therefore, there is a constant renewal of ideas in both in academia and administration. In IIPA, I think, has a unique role in this. I was reading through the speeches of our first President of IIPA, Prime Minister Shri Jawaharlal Nehru, the compendium of his speeches has been	

	brought up, I found them very knowledgeable, very interesting. His vision was that IIPA should try to change the administrative culture so that we as was being said that we change from a colonial mind-set of control and revenue collection to a mind-set of reaching out to the people and development. At that time, `development' was the mantra. Now, it is of course more citizen-centric governance. Whenever I go to talk about our programmes organised by the IIPA in universities, talking to students, I always say that to perk up their interests in IIPA because many of them may not have heard of IIPA, and they may be wondering this is some such small organisation. So, I always say that IIPA was set up in 1954 and it was founded by the Prime Minister of India Shri Jawaharlal Nehru and he was the President of IIPA for 10 years. He spoke from such forums and addresses all of us for ten years. This is how I always start. This is immediately perks up interest among the students. This is a great heritage, legacy we have. IIPA have a unique role in bridging the gap between administrators and academicians and also the public. Many in the public may not be aware of for instance, our new criminal law, how do they affect the public, how it would affect the administrators. These are things where IIPA has got the unique position, we have a unique role which other organisations may not be able to take up. What Pandit Jawaharlal Nehru envisaged as the training programme or training Institute for administrators, now each State has administrative training institute which conducts both induction and in-service training. Though in service training are not too many. IAS officers go for five phases of training, as you know, I do not know whether it is reduced. I think the time duration has been reduced; foreign components have been reduced. It has all been cut down. But the State Civil Service officers do not have in-service training. In some cases, they may not have induction training. Even if they have induction training, after the first two years, the rest of the career they are never sent on training. So, we, in IIPA have tried to reach out to the State Civil Service officers, and give them training in Karnataka. This way, IIPA have got a very unique role and we have thanks to the leadership and guidance of our DG, and our Minister Dr. Jitendra Singh, who is the Chairman of the Executive Council, who has been the pillar of strength. I have been a Member of the EC for a couple of years. I have seen how he has always been supportive of the IIPA and has been very generous in	

	providing Government funds. Thanks to their support, IIPA is progressing very well. I hope that we will do even as well and better in the future. Thank you all.	
7	**DR. R.R. DHANAPALL** First of all, I wanted to thank the real pillars, Director General and Registrar and his team in the IIPA. In the last more than 28 years, I am watching and attended almost all the AGMs. We are running our Puducherry Branch, which is also nearly 50 years old. We are going to celebrate, commemorate the diamond jubilee in Puducherry. We got a lot of information, system training programme from our IIPA apex body. It is very useful for the administrators. According to our experience in the field of public administration, we found that a lot of problems in between the administrator and academia and judiciary. Now, we all are thinking about it that administrator is running the country. No, the Judiciary, starting from the small court to the Supreme Court, giving directions for all the administrative and other problems also. The main problem is that there is no connectivity for public administration. Today, the big allergy is in the name of administration – whether it is the personal life or public life. After 70 years, we have been introducing good teams, introducing public policy and public administration. We get the public policy from the bottom level, not the top level – Panchayati Raj or Zila Parishad level. There is no awareness or education about public administration at the Zila Panchayat, or municipality or corporation levels. There is allergy about `public administration' because the Government of India is coming up with a lot of initiatives in the public administration system, particularly in the North India, where there is a lot of awareness. But in the Southern part of India, there is no awareness about the public administration. This is the pathetic situation. There is imbalancing of public administration system, be it in theory and in practice. Fortunately, our IIPA is doing a fantastic job for more than 70 years. In the last five years, whenever I go throughout India, they refer to the IIPA books and guidance and teams. Now, they are discussing the initiatives of the IIPA also. After we conducted the Southern Regional Conference on June 30, 2025, the Hon'ble Minister Dr. Jitendra Singh Ji inaugurated it in the University campus. We had the whole activities. Now, the IIPA and public administration has spread all over the	IIPA appreciates the activities conducted by the Branch.

	South. It received a very good response. We are very happy. In fact, the previous year, after conducting this programme, we are very happy to inform that from North to East and South to North, we received good response to the Regional Conference conducted through the Regional Branches. So, we need coordination between the Regional and Local Branches for many years. Still, the problem is exists. Now, Regional Branches have become big brothers. Whether they receive the money or not but we got a lot of problems. In most of the Branches we do not have people with public administration background or service people. There is no IAS people or even academic people in the Local and Regional Branches. Our DG and Registrar visited and provide more motivation for the development of the Branches and activities of the Branches. We are the benefiters. We really express thanks to the apex IIPA body and the whole team. Thank you very much.	
8	**DR. N.N. MISRA** Presently, I am one of the Executive Committee Members of Odisha Regional Branch. At the outset, my salutation to Hon'ble President IIPA and Vice President of India and Chairman, Rajya Sabha for his very inspiring and erudite talks. I salute him. I tell you all gentlemen, I was very much impressed when he said about the Elders Club. When I go back to Bhubaneshwar, I would meet Bhabaneshwar Municipality Corporation, a young IAS officer Mr. Chanchal Rana and the Khurda Collector. I live in the Lingaraj Temple area in old Bhubaneshwar. There are many deserted houses. I am very much inspired that at least one Elderly Club is set up so that these senior citizens are helped. Similarly, I salute our esteemed Chairman Dr. Jitendra Singh Ji. I was in the Kendriya Vidyalaya Kishtwar, J&K and from that day, while I was there, I was very much in touch in person with Sir. He is a very thorough gentleman. With my interaction, Sir also told many innovative things. I would visit Utkal University to enthuse the students so that some of these students may become IAS or IPS. There is a Local Branch at Cuttack, I think, if Sir would write a letter, it can be revived. Also one academician as Sir pointed out today, Dr. Prakash Sarangi, he received the Award from the hands of the Hon'ble Vice President of India. I used to meet him when he comes to deliver his lecture in our Odisha Regional Branch. Today, it is the 150th Anniversary of Sardar Patel. I have gone to ITO and participated in the `Run for Unity'	Noted with thanks.

	campaign which was inaugurated by the Police Commissioner and participated in it. It is really a landmark in this historic campus. I salute for the wonderful Conference and the AGM under the dynamic leadership of Shri Tripathi Sir and the Registrar Sir Shri Amitabh Ranjan Ji and for the hospitality for these two days. I was inspired again by the Hon'ble Vice President who read a couplet in Tamil. I am reciting in Odiya – Utkal Mani, which means the Jewel of Odisha. (The couplet was recited in Odiya). In English it means - let my body mingle with mother earth, and the countrymen walk on my back. You see the brilliant line. Father of the Nation, Mahatma Gandhi told that it is a wonder to see a person like Gopa Bandhu, who was a freedom fighter. Today, in Odisha, they call him as the Gandhi of Odisha, the Utkal Mani, Pandit Gopa Bandhu Das. Hon'ble President, Smt. Droupadi Murmu has written a book on Utkal Mani Pandit Gopa Bandhu Das. Our President has written a book on him. It is really an honour for Odisha. I congratulate all of you who are sitting from morning till now and listening to our thoughts so that we interact. Again, I thank for taking up the different stages in the esteemed organised. Sometimes, I feel why not IIPA become a Central University. With the work going on, and the Chairman like Dr. Jitendra Singh, I think, what I am uttering now, it may become a Central University. Thank you very much.	
9	**DR. G.L. SRIVASTAVA** नमस्कार, मैं डॉ. जीएल श्रीवास्तव। दो दिन से हम लोग यहां पर हैं और आप सब लोग प्रारंभ से लेकर अब तक सुन रहे हैं। आप सभी लोगों का मैं अभिनंदन करता हूं कि इस समय भी हॉल लगभग आधे से ज्यादा खाली है फिर भी आप लोग हैं और हम सर के लिए क्या कहें , सर का जो प्रयास है , महानिदेशक साहब का , निश्चित रूप से वह प्रेरणादायक है और हमने आकर के दो दिनों में काफी कुछ सीखा है , जो वेदना थी कि कैसे हम अपनी ब्रांच को आगे बढ़ा सकें, कुछ न कुछ टिप्स यहां से जरूर मिले हैं , जैसे कि हम उसके आधार पर फण्ड्स भी जनरेट कर सकते हैं और उसे आगे बढ़ा भी सकते हैं। इसमें कई सालों से मैं लगातार आता रहा हूं लेकिन कुछ परिवर्तन विगत सालों में जो देखने के मिले हैं निश्चित रूप से उस पर जो अमिट छाप पड़ी है वह अपने महानिदेशक श्री सुरेन्द्र नाथ त्रिपाठी जी की पड़ी है , इसलिए मैं इन्हें कहता हूं कोई चलता है पदचिह्नों पर कोई पदचिह्न बनाता है , कोई चलता है पदचिह्नों पर	Noted with thanks.

	कोई पदचिह्न बनाता है , है जग में वही सूरमा जो अप ने कामों से जाना जाता है, जो अपने कामों से जाना जाता है। हमारे त्रिपाठी जी किसी के बनाए गए पदचिह्न पर नहीं चलते बल्कि वह खुद बनाते है, रोल मॉडल है और आईआईपीए उनके निर्देशन में निरंतर आगे बढ़ रहा है , ब्रांचेज भी फल- फूल रही है और इधर जैसे कर्नाटक ब्रांच, जम्मू कश्मीर ब्रांचेज के जो उदाहरण आए हैं कि 25 लाख, 20 लाख, 15 लाख, 10 लाख रुपए फण्ड ये लोग जनरेट कर ले रहे हैं हमको भी प्रेरणा मिली है कि हमने रमानी साहब से कहा है कि आप लखनऊ में हैं, उत्तर प्रदेश में सेक्रेटरी रहे हैं, आप लोकल ब्रांचेज को थोड़ा-सा मदद करिए क्योंकि आप हेडक्वार्टर में है। कानपुर में ऐसा कोई नहीं है जो फण्ड दे सके , जो फण्ड मिलना है वह लखनऊ से मिलना है , स्टेट गवर्नमेंट से मिलना है तो उन्होंने कहा कि हम बुलाते है, हम उनसे लगातार तीन साल से कह रहे हैं कि आप रिजनल कॉन्फ्रेंस तो कराइये , अपने सारे लोकल ब्रांचेज को मिलकर तो करिए तो हम चाहेंगे कि अपने त्रिपाठी जी के माध्यम से कुछ चीजें इनिसिएट करा दें कि एक रिजनल कॉन्फ्रेंस हो जिसमें ब्रांचेज तो उत्तर प्रदेश में रिजनल ब्रांच है, कानपुर ब्रांच है , इसके अलावा आगरा ब्रांच है , मेरठ ब्रांच है , बरेली ब्रांच है, लेकिन मुझे नहीं लगता कि बरेली, मेरठ और आगरा बहुत ज्यादा सक्रिय रहती हैं तो एक सक्रियता आ जाएगी तो मैं त्रिपाठी जी से अनुरोध करूंगा कि इस विषय पर थोड़ा सा चिंतन करेंगे। अभी मेरे दिमाग में आ रहा था कि हम लोग क्या कर सकते हैं। दिल्ली में तो बहुत सारे प्रोग्राम हो सकते हैं प्रशिक्षण के , लखनऊ में भी हो सकते हैं जो स्टेट गवर्नमेंट के जो ऑफिसर्स हैं लेकिन कानपुर जैसे शहर में हम क्या कर सकते हैं तो मेरे दिमाग में एक बात आई कि हमारे यहां म्युनसिपल कॉरपोरेशन हैं , कम से कम 110 वार्ड हैं हम इन सभासदों को तो ट्रे निग दे सकते हैं। कैसे इन्हें काम करना चाहिए , कैसे पॉलिसी सेट करनी चाहिए इनके एडमिनिस्ट्रेशन को जो वहां का जो एडमिनिस्ट्रेटिव जो सिस्टम है उसमें कैसे परिवर्तन ये ला सकते हैं तो वहां कार्य कर सकते हैं। इसमें जो है पंचायत राज में ग्राम प्रधानों को इतने अधिकार दिए गए हैं, इतनी योजनाएं आती हैं लेकिन उन योजनाओं का जो लाभ है वह ग्रामीण के स्तर पर नहीं प्राप्त हो पाता तो क्या हम ग्राम प्रधानों का भी कोई प्रशिक्षण कर सकते हैं तो हमें लगता है कि हम उनका यदि प्रशिक्षण करेंगे तो निश्चित रूप से इसमे सफलता होगी। दो दिन तक जो हमको यहां पर खाने- पीने, रहने की व्यवस्था थी इसके लिए हम आप सब लोगों के आभारी हैं। नॉट ऑनली फूड बट आईटेनिक फूड भी मिला है जो हमको यहां से जो हम लेकर के जाएंगे जो एक साल तक हमारे साथ रहेगा फिर अगले साल आएंगे, फिर हम लोग रिवाइव करेंगे अपने आपको , फिर आगे बढ़ेंगे। इन्हीं शब्दों के साथ मैं आप लोगों को धन्यवाद देता हूं , आभार व्यक्त करता हूं, जय हिन्द, जय भारत।	

10	**DR. AWADHESH KUMAR SINGH** डीजी साहब और हमारे सामने बैठे रेस्पेक्टेड मेम्बर। मुझे भी यही कहना है कि लोकल ब्रांचेज को भी कुछ मौका दिया जाना चाहिए उन्हें भी अपनी कार्य क्षमता बढ़ाने का भी अवसर मिलना चाहिए। कल हमने कहा था कि ऑफिसर्स मिटिंग में लोकल ब्रांचेज को नहीं मौका मिला , आपने कहा कल मिलेगा। इसलिए मैं अपनी बात संक्षिप्त में रखना चाहूंगा। लोकल ब्रांच का मैं सेक्रेट्री हूं और इस रूप में हमने रिजनल ब्रांच के कोलावरेशन के साथ आईआईपीए , न्यू दिल्ली में जोनल कॉन्फ्रेंस का आयोजन किया था। उसमें मैंने भी अपना पेपर प्रेजेंट किया था। ग्रास रूट गवर्नेंस एंड एसडीजी सस्टेनेबल डेवलेपेंट गोल्स ऑफ यूएन और उसमें हमने रखी थी यही बात जो आज बहुत चर्चा भी चली जो पंचायती राज जो सिस्टम संस्थान है उनमें ऐसी परेशानियां होती हैं जो धरातल के स्तर पर जो कार्य उन्नति की तरफ दिखते है और जो प्रधानमंत्री के द्वारा हमने चर्चा की थी लॉन्च किया गया है एस्पिरेशनल ब्लॉक प्रोग्राम और एस्पिरेशन ल महत्वाकांक्षी जिला प्रोग्राम्स कार्यक्रम लेकिन धरातल पर मैं जाता हूं, जुड़ता हूं, देखता हूं तो वहां पर जो ब्लॉक हैं, शीर्ष हैं जिनको ट्रेनिंग की जरूरत है , जो इम्पलिमेंटरी ऑथोरिटी भी हैं , ब्लॉक लेवल पर उनकी क्या भूमिका है तो मैं देखता हूं कि वह इतनी बाधाओं से, इतने कॉन्सट्रेंट से जूझ रहे हैं। बहुत सारे जो पॉलिटिशियन हैं, ग्राम स्तर पर जो मुखिया हैं या जो भी पंचायती प्रतिनिधि हैं उनकी कुछ अलग मांगे होती हैं उनके पैसे कैसे फण्ड को वितरित किया जाए , कैसे व्यक्तिगत लाभ में अधिक से अधिक उनका उपयोग कर सके और इसमें वह ब्राइट भी करते हैं अधिकारियों को जो एस्पिरेशनल ब्लॉक प्रोग्राम में बहुत ही अच्छी बातें ऊपर से कहीं गई है , सैद्धान्तिक रूप से बहुत अच्छी तरह से ट्रेन्ड किया जाए। ऑफिसर्स को लीडरशिप ट्रेनिंग दिया जाए। कैपेसिटी बिल्डिंग हो , ये सब बातें हम लोग करते आए हैं यहां लेकिन धरातल पर नहीं होता है। बहुत अच्छा सजेशन बहुत लोगों ने दिया भी है कि ब्लॉक लेवल ऑफिसर्स की भी ट्रेनिंग होनी चाहिए और इसके लिए डिस्ट्रिट एडमिनिस्ट्रेशन के द्वारा इनेसिएटिव लिया जाना चाहिए कि उनको ट्रेन्ड किया जाए। जो स्किल प्रोब्लम सबसे ज्यादा है, डिजिटल गवर्नेंस की बात नहीं हो पाती है वहीं पर सारी बातें, सारी योजनाएं ध्वस्त हो जाती हैं। इसको क्या कहें , पब्लिक एडमिनिस्ट्रेशन कहे , बहुत से लोगों ने कहा थ्योरी। हम भी एकेडमिक प्रोफेसर से रिटायर किए हैं। ट्रेनिंग उनको भी होनी चाहिए और धरातल पर क्या-क्या बाधाएं आ रही हैं तो जो पीआरआई, पंचायती राज इंस्टीट्यूशन के रिप्रजनटेटिव है उनकी ट्रेनिंग की भी जरूरत है और जो एडमिस्ट्रेटर हैं उनमें भी लीडरशिप क्वालिटी गर्वनेंस कैसे विकसित किया जाए यह भी होनी चाहिए तभी हम व्यावहारिक स्तर पर जो आकांक्षाएं है , जो यहां के उद्देश्य हैं उनको धरातल	Noted with thanks.

	पर हम तैयार कर सकेंगे। बहुत अच्छा कहा है कर्नाटका के चेयरमेन ने कि नेहरू जी क्या चाहते थे , नेहरू जी का क्या उद्देश्य था। नेहरू जी अपने रिसर्च के क्रम में हर महीने लेटर लिखकर प्रायः लेटेस्ट चीफ मिनिस्टर एवरी मन्थ बंच जैसी मोटी उनकी किताबें, उसमें उन्होंने कहा है , चीफ मिनिस्टर को लिखते थे कि तुम ब्लॉक ऑफिसर को, ब्लॉक डेवलेपमेंट ऑफिसर को कहो तुम सेवक हो , तुम पब्लिक सर्वेंट हो , तुम ऑफिसर्स नहीं हो। मुख्यमंत्रियों को चिट्ठी लिखते थे कि तुम ऐसा करो , ब्लॉक लेवल को समझाओ, ऑफसर्स को समझाओं कि दी आर पब्लिक सर्वेंट , नोट देयर आर एडमिस्ट्रेटर। वे साहब नहीं हैं , वे पब्लिक सेवक हैं, वे लोक सेवक हैं, ऐसी शिक्षा दो, मुख्यमंत्रियों को लेटर हमने लिखा है तो ये बातें धरातल पर तभी जाएंगी जब हम निचले स्तर पर जो कोलबरेशन हो , ब्लॉक लेवल पर डिस्ट्रिक्ट महत्वाकांक्षी योजना है, जो एसपिरेशन डिस्ट्रिक्ट प्रोग्राम है , खानापूर्ति मैं देख रहा हूं , मैंने बहुत करीब से मुज्जफरपुर में ब्लॉक का अध्ययन किया है। महत्वाकांक्षी योजना महत्वाकांक्षी ब्लॉक लेवल है लेकिन उसके पैरमीटर्स व्यावहारिक स्तर पर मैं देख रहा हूं तो बहुत निराशाजनक स्थिति है। तो कैसे हो तो इसमें कुछ एडमिस्ट्रेटर भी दिखते हैं उनपर दबाव होते है कि हमको आना चाहिए , हमको यह बात होनी चाहिए तो खानापूर्ति ज्यादा होता है। वह चाहते है लेकिन वह भी बहुत सारे कॉन्स्ट्रन फेस करते हैं इनको कैसे दूर करे, कैसे हो , यह इनिसिएटिव्स जैसे लोकल या जो रीजनल कॉन्फ्रेंसेस हुए हैं उस आधार पर प्रशासन के , जिला प्रशासन के साथ भी कोलाबरेशन हो , हमने अपना रखा है प्रोग्राम अपने डिस्ट्रिक्ट मुजफ्फरपुर में डीएम से मिलकर चूंकि मेरे चेयरमेन महोदय भी हमारे चीफ सेकेट्री के पिता जी हैं और ब हुत अच्छा हम लोगों का एजडस्टमेंट है तो हमने रखा है प्रोग्राम। जैसा श्रीवास्तव जी ने कहा कि डिस्ट्रिक्ट और म्यूनिस्पिल कमीशनर हैं , उनको बुलाकर जो वहां पर हमने टॉपिक रखा है अर्बन डेवलेपमेंट, जो हम करने जा रहे हैं। अर्बन डेवलेपमेंट- इसमें क्या-क्या बाधाएं हैं, जाम का समस्या है, वाटर लोगिंग है , बहुत सारी समस्याएं हैं उनको कैसे एडमिनिस्ट्रेटर , डिस्ट्रिक्ट एडमिनिस्ट्रेशन कोलेबरेशन के साथ मिलकर कैसे जनसमस्याओं को दूर किया जाए। बस , मैं यह समाप्त कर रहा हूं और दूसरी बात मैं आपके लीडरशीप में , डायनामिक लीडरशिप में हमा रे रजिस्ट्रार महोदय रंजन जी , विदेशों में और देशों में एकेडमी इंस्टीट्यूशन्स में जाकर पब्लिक एडमिनिस्ट्रेशन और आईएपीए की बात करते हैं तो हम काफी गौरवान्वित महसूस करते हैं। इसके लिए बहुत-बहुत धन्यवाद।	
11	**PROF. MADHUPRABHA SINGH** मैं प्रोफेसर मधुप्रभा सिंह, प्रिंसिपल जगत नारायण लाल कॉलेज, खगौल, पाटलिपुत्र युनिवर्सिटी। मैं आईआईपीए की मेम्बर 2007 से हूं लेकिन दूर्भाग्य रहा कि मैं इसकी मिटिंग्स को अटेंड नहीं कर सकी, सबसे पहले मैं डीजी महोदय, रजिस्ट्रार महोदय का	Noted with thanks

	अभिनंदन करती हूं साथ ही सभा गार में उपस्थित जितने सज्जन है, महानुभाव हैं, अतिथिगण हैं सबका हार्दिक अभिनंदन। दो दिनों से जो हमारे यहां कल से इमरजिंग ट्रेंड इन पब्लिक पॉलिसी एंड पब्लिक एडमिस्ट्रेशन की बात हो रही है और बहुत सारे विचार इसमें उभर कर आए जो कि बड़े ही ज्ञानवर्धक थे और जो सु झाव दिए गए हैं वह बड़े ही सकारात्मक थे तथा उपयोगी थे , जिनको यदि हम अपने कार्यक्षेत्र में लागू करें तो हमें सफलता मिल सकती है। एआई की बात की गई , डिजिटलाइजेशन की बात की गई, डेटाबेस की बात की गई , क्लाउड की बात की गई , नैतिकता की बात की गई , सहानुभूति, इम्पैथी की बात की गई तो ये सारी चीजें जब हमारे एडमिनिस्ट्रेटिव पॉलिसी , पब्लिक पॉलिसी में आएंगी तो हमारी जनता बड़ी सुखी रहेगी क्योंकि हमारे माननीय प्रधानमंत्री जी की यह उद्घोषणा ही है कि सबका साथ सबका विकास। और सबका साथ कब मिलेगा, जब हम संतुष्ट रहेंगे, हमारी जनता जब संतुष्ट होगी तभी हमें सभी के साथ की हमारी संभावनाएं बनेंगी। जब तक हम सबको संतुष्ट नहीं करेंगे , सभी को संतुष्ट करना संभव नहीं है लेकिन हम सुविधाएं सभी को देंगे तो जनता हमारी सरकार के प्रति आभार प्रकट करेगी और उनका साथ देगी तो हम सभी एनडीए का साथ दे रहे हैं । हमारे बिहार में भी सात निश्चय दो चरण में लागू हुआ और हमारे यहां उसको लागू किया गया। घर-घर में सोलर की व्यवस्था की गई , महाविद्यालयों में हम लोगों को सोलर उपलब्ध कराया गया। इंटरनेट की सुविधा दी गई, पर्यावरण के लिए बहुत सारे काम किए गए। जल की व्यवस्था के लिए भी तरह- तरह के सुझाव आए और वहां के प्रशासनिक अधिकारियों ने हम लोगों के साथ मिटिंग की। साथ ही सबसे महत्वपूर्ण चीज है मतदान। मतदान में ट्रेडिक चेंज आया और जो ईवीएम है और बहुत सारी चीजें हैं मतदान को बहुत स्पष्ट और पारदर्शी बनाया है। तो हम लोग , यहां अधिकारी आते हैं, एसडीएम आते हैं, सिविल एसडीओ आते हैं , वह हमारे छात्र- छात्राओं को बताते हैं कि मतदान आप कैसे करें। आपके मतदान का कितना महत्व है तो हमें ऐसा लगता है कि यदि प्रशासन और पब्लिक के बीच जो पॉलिसी है वह सकारात्मक रहे और उसका सकारात्मक ढंग से क्रियान्व यन किया जाए तो मुझे लगता है कि असंतुष्ट होने का किसी का सवाल नहीं रहेगा, सभी संतुष्ट रहेंगे लेकिन यहां बाधा उस समय उपस्थित होती है कि जब पब्लिक प्रशासन के पास जाती है तो तरह- तरह के व्यवधान उपस्थित होते हैं। वो है कभी मुझे नहीं कहना चाहिए, कभी पैसे की बात हो ती है, कभी कुछ की बात होती है जनता को इतना परेशान किया जाता है कि उनमें एक एनॉवन्स होता है। तो उसका भी एक माध्यम निकाला गया कि बहुत-सारी चीजें ऑनलाइन कर दी गई , और बहुत-सारे जो पैसे स्थानान्तरित किए जाते हैं वो डाइरेक्ट उपभोक्ता के खाते में चले जाते हैं। तो हमारी सरकार नए- नए इमर्जिंग ट्रेन्ड को अपनाकर जनता को सुख-सुविधा देने के लिए पूरी तरह कटिबद्ध है , प्रतिबद्ध	

	है जो कि एक अच्छी पहल है जहां तक प्रशिक्षण की बात है तो हमारे बिहार में बिपार्ट के थ्रू प्रशिक्षण दिया जाता है। बीपीएससी के लोगों को , सीईओ को , टीचर्स को यहां तक कि हमारे यहां अब बिपार्ट के टीचर्स को भी प्रशिक्षित किया जा रहा है यदि आप सबके यहां नहीं होता हो तो आप हमारे बिहार गवर्नमेंट के लोगो से बात करके इसके बारे में प्रशिक्षण देने के लिए आप बात कर सकते हैं और आप प्रशिक्षण की सुविधा का लाभ उठा सकते हैं। यहां तक कि हम सब गए हुए हैं बिपार्ट में प्रशिक्षण के लिए हम लोगों की थ्री डेज ट्रेंनिंग प्रोग्राम था प्रिंसिपल्स का उसमें बिहार के सभी प्रिंसिपल यूनिवर्सिटी वाइस ट्रेंनिग के लिए गए थे। तो ट्रेंनिग एक बहुत अच्छा माध्यम होता है अपने कार्य को सुगति देने का हम ट्रेन्ड होतें हैं तो हमें चलता है कि हमें कहां क्या नहीं करना चाहिए कहां क्या करना चाहिए। तो ट्रेनिंग एक बहुत अच्छी चीज है और हमें उसे उत्साह के साथ करना चाहिए उसे बोझ नहीं समझना चाहिए, कभी-कभी कुछ लोग इसे बोझ भी समझते हैं कि अब हम इतने बड़े हो गए हैं हमें ट्रेंनिग की क्या जरूरत है तो मैं यह मानती हूं कि जो सीखना है वह एक सतत प्रक्रिया है आप हर समय सीखने के लिए तैयार रहिए तभी आप जो यह नवयुग आ रहा है उसके लिए हरे साबित होंगे। सर , मैं आपके आईआईपीए की सदस्य तब बनी थी जब वहां बिहार चैप्टर में एक वर्कशॉप करवाया था। तो मैं सबसे पहले उस वर्कशॉप के माध्यम से ही आईआईपीए से अच्छी तरह से परिचित हुई और उसी समय से मैं इसकी मेंबर हूं। तो वह बहुत अच्छा वर्कशॉप हुआ , तो आप सभी अपने- अपने स्टेट में, अपने-अपने रीजन में, लोकल बाडीज में आप इस तरह के कार्यक्रम करवाकर के बा हरी लोगों को भी जोड़ सकते हैं केवल उसमें प्रिंसिपल ही नहीं थे बहुत सारे लोग थे टीचर थे , प्रिंसिपल थे, एनजीओ के लोग थे , तो उन्होंने दस दिन का प्रोग्राम रखा था , उस दिन के प्रोग्राम मे पास करने के बाद इसके बाद उन्होंने एक डिटेल प्रोग्राम करवाया था , उसमें उन्हों ने फिर हम लोगों को सर्टिफिकेट दिया था और वे प्रोजेक्ट देते हैं उसमें बहुत अच्छी ट्रेंनिग थी , उन्होंने बहुत अच्छे से ट्रेन्ड किया था तो मुझे अच्छा लगा तो आप लोगों से जोड़ने के लिए यह कार्यक्रम हर लोकल जो सेकेट्री हैं यह कर सकते हैं जहां तक पैसे की बात है तो सीएसआर आप मदद ले सकते हैं जैसे हम लोग महाविद्यालय में हैं तो हमारे बैंक्स जितने हैं तो हम उनसे कहते हैं कि आप हमें सीएसआर के थ्रू हमें पैसा दीजीए ताकि हम कोई सेमिनार करा सके या कोई काम करवा सके। आप मेंरे यहा लाइटनिंग करवा दीजिए तो हम लोग इस तरह से कंपनीज को बड़े-बड़े बिजनेसमैन को पकड़ते हैं और कहते हैं कि आप ये सुविधाएं छात्र-छात्राओं के हितों में आप करें, तो आप फंड का कलेक्शन इस तरह से सीएसआर के माध्यम से आप कर सकते हैं। तो मैं यह कहूंगी की यह दो दिन हमारा बहुत ही अच्छा बीता इसके लिए मैं आपको बहुत- बहुत धन्यवाद देती हूं और चाहूंगी कि आप लोग भी हर रीजन में जाकर सेमिनार कराएं कोई एकदम इमर्जिंग टापिक पर हो उसको लेकर कभी बिहार में , कभी	

	उत्तरप्रदेश में यदि संभव हो तो आप इस तरह से प्रत्येक स्टेट में आप करवाएगें, तो आपके आईआईपीए का प्रसार भारत स्तर पर होगा। धन्यवाद।	
12	**PROF. ANIL MEHTA** At the outset, I express heartfelt compliments to you and your team for organising such a wonderful Conference and providing us a wonderful forum to interact with each other also. I also hold the position of Professor of Management in the Department of Legal Studies, Vanasthali Vidyapeeth. Sir, I would like to bring to your consideration not only to you but also to all the members the kind of challenges that we face at the Branch level, undoubtedly, we are having a very rich pool of highly experienced people, retired bureaucrats, existing officers who are experts in their areas. We want to organise training programmes, we want to take the full benefits of their expertise. But there are two problems. Firstly, how to proceed to organise such programmes at the Branch level because of the resource crunch. Secondly, getting nomination from different departments is extremely difficult. In that case, most of us and I hope that the same problem with other Branches also that our activities at the Branch level is confined to lectures, and discussions mainly. In spite of inviting the best talents available in the State and at the local levels, we are not getting the expected number of presence there. तमाम कोशिश करने के बाद भी और मेम्बर से पर्सनल कॉन्टेक्ट करने के बाद भी ब्रांच लेवल पर ढाई सौ- तीन सौ मेम्बर होते हुए भी जब प्रोग्राम्स होते हैं तो कई बार संख्या बहुत कम होती है और उससे ब्रांच ऑफिस को थोड़ा सा डि- मोटिवेशन मिलता है तो आपसे यह निर्देशन और सुझाव प्राप्त करना चाह रहे थे हम लोग कि किस प्रकार से ब्रांच लेवल पर मेम्बर्स का इन्वॉल्मेंट बढ़ाया जाए और अटेन्डेंस बढ़ाई जाए और यदि हमारे पास रिसॉर्से स है तो हम खास तौर से ट्रेनिंग्स प्रोग्राम हम कैसे ऑर्गेनाइज अपने लेवल पर कर सकते हैं उसकी प्रमाणिकता भी हो और हमें आसानी के साथ नॉमिनेशन मिल सके, धन्यवाद।	The Branches may encourage the Members to participate in their activities.
13	**DR. RAJESH KUMAR PANDEY** आदरणीय त्रिपाठी साहब, रजिस्ट्रार साहब, दो-तीन बाते हैं। पहली बात तो यह है कि आईआईपीए में मैं कई सालों से आता रहा हूं और काफी बदलाव, पॉजिटिव बदलाव आया है उसके लिए आप धन्यवाद के पात्र हैं और आने वाले दिनों में और प्रगति करेगा और इसके फाइनेंसेस के बारे में भी जैसा आपने बताया कि काफी प्रगति हो रही है। मैं यहां आया हूं केवल एक छोटा-सा सुझाव लेकर	Noted with thanks

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

Item No.328.29 Office replies on the suggestions/observations made by the Office Bearers of the Branches in its meeting held on 30th October, 2025.

S. No.	Suggestions/observations	Office Replies
1.	Shri S.S. Kshatriya, Chairman Maharashtra Regional Branch said that excellent presentations were made by Punjab and Uttar Pradesh Branches. He mentioned that training has been a very important responsibility and mandate of the IIPA Branches and they have to play a role in capacity building and how it could be done. He informed that their branch have very close cooperation with the State Government and its departments. The Branches those having funds constraint to conduct their activities to have good relations with their respective State Government so that they could gets funds from the Government. The State Government would provide them meeting halls, conference facilities, resource persons and financial grants. So, with all these the Maharashtra Branch has been getting Rs.10 lakhs from the Government. He has learned from Karnataka Branch and represented to the State Government by giving the example of Karnataka, they have got Rs.25 lakh last year. He suggested the branches to make sincere efforts and get grants from the State Government and have good relations with them. He has been suggesting that wherever a new branch is set up, if it could have the collector of the District as an ex-officio Chairman of the Branch so that it helps in handholding of the branch at least in the initial years. It has been concrete example of Nanded which has been just formed a Local Branch and the Collector allotted premises to them in the administrative building which is rent-free and has asked the PWD to carrying out necessary modifications and renovations. This is possible if the Branch have good relations with the States. He said that all must strive to encourage innovations and the Branch rewarded the innovation done by an officer, Vijayalakshmi because she has used technology, MRSAC an institution in Nagpur, satellite used to carry out *Panchnama.* This year, the Branch rewarded an IPS officer who has taught us AI for crime control, for crowd management and now Government has formed an SPV. He suggested identifying innovations and documenting them to present it to the Government in such a fashion that it is replicated elsewhere.	IIPA appreciates and compliments the Branch for their various activities and efforts. IIPA HQ extends full cooperation to the Branches where ever required for getting space and funds from the State Governments. IIPA HQ requested Institute of Management in Government (IMG), Government of Kerala and BIPARD, Government of Bihar, for providing space in their premises to our Kerala and Bihar Regional Branches for their activities in 2025.

	He informed that the Branch has its Library and they have created special space and section for young students who desire to study and aspire for civil services. Books required for competition exams are also available. He suggested other Branches to develop a library and that library can be of use for others and for the students also. The Branch has been assigned the task of writing administrative history of the State in the regional language to be written in Marathi. It has been a very good initiative. He informed that the name of Aurangabad has been officially changed to Chhatrapati Shambhaji Nagar and he requested to change the name of the Local Branch. The Branch representative has been present here. He further suggested the Branches could undertake document district governance study and the local branches could also undertake the study. Most of the States have some kind of a law for giving services to the citizens in an expeditious manner. The Branches could undertake this study and they could ascertain the data from the government. He also suggested signing a MoU with some reputed institutions would help Branches to organize their activities. They have MoUs with Yashwantraorao Chavan Centre, University of Mumbai and with some Colleges and conducts regular programmes with them.	
2	Shri S.K. Misra, Chairman Chhattisgarh Regional Branch informed that the Branch gets two rooms for their office accommodation from the IAS Association. He mentioned that the State Government has agreed to an annual grant of Rs.2.00 lakh to the Branch. He requested that some publications/books, journals could be made available to the Branch so that it could be displayed and becomes more interesting and people come to see. He said that their Branch organized a lecture on Future of AI and possible applications in various departments delivered by the Vice Chancellor of Amity University. The other lecture was Management of Elections in Chhattisgarh and in Bastar specifically. The Branch would undertake documenting district governance study of Jaspur district, which is a tribal area and the Chief Minister has been from that district. They are going to start an Essay competition on 25 years of Chhattisgarh.	IIPA provides IJPA to the Branches and some of the books on complimentary/ concessional rates.
3	Shri T.M. Vijaybhaskar, Chairman Karnataka Regional Branch mentioned that funds are very important for activities of Branch and they are	IIPA appreciates and compliments the Branch for their various activities and efforts.

	very thankful to the Government of Karnataka as they are providing grant of Rs.25 lakh every year. Three years ago, they were giving Rs.12 lakh. Then, it was increased to Rs.20 lakh. Since for the last three years, it was Rs.25 lakhs. In addition, they have got Rs.20 lakh for preparing the District Good Governance Index, which they are going to prepare in collaboration with Dr. B.R. Ambedkar School of Economics, Bengaluru. The Branch is taking technical assistance from IIPA, New Delhi. They made a proposal to the State Government and they immediately agreed, sanctioned and released money for this. He mentioned that this is for training of civil servants and improving their capacity. The IAS Officers get training but the State Civil Services officers do not get regular training. So, they have proposed to the Government of Karnataka to train State officers' on e-governance applications, which is very important. Many of them would say that they do not know and need to more about e-office, e-procurement, public grievances, treasury, HRMS. The Karnataka have four divisions and they organized it in all of them. The success of this that the Chief Secretary herself requested them to organize training programmes for Taluka Nodal Officers. So, each Taluka is just as senior officer is in charge of Taluka to coordinate with different departments. She requested us to hold training programmes for 134 Taluka Nodal Officers on public grievances and increasing GDP of the district. So, they have organized in all the four divisions. He informed that Chief Minister himself came to the last programme in Mysore and addressed all the trainees. He said that some of them were resource officers, serving officers and some are academicians. For instance, for increasing the State GDP, they took up subjects like increasing secondary and tertiary education enrolment, increasing skill development in the district, facilitating MSMEs in the State. These are three-four subjects they took up. Administrators and academicians collaborated for training. This was also very well received. He informed that the Branch has now focusing more on the training programmes and to undertake research studies. He said that every State is organising and announcing welfare schemes and their State have announced five schemes, welfare measures, which are called guarantees. The Branch take up research projects for evaluation of those schemes. One is Grihalakshmi where every woman is given	

	Rs.2,000/- per month. It is paid to the woman of the household. Shakti scheme is aimed at facilitating free travel scheme. It they got through Bangalore University with which they have an MoU. This is a small study and it did not cost them much. They paid Rs.80,000/- to the University and they used their own students and prepared the questionnaire and canvassed it in the neighbouring districts. This was handed out to the Government. The Chief Minister himself received it and the Deputy Chief Minister called all the researchers to know the details. The State have also two more schemes – 200 units of electricity free of charge and another one on giving unemployment allowance to graduates for two years. These are two research projects which they have done. He mentioned that Shri S. Ramanathan who was Chairman for more than 30 years is now the Chairman Emeritus. He has instituted in his Father's name, Mr. K.S. Iyer Endowment Lecture and endowed with Rs.5 lakhs to the Branch. They organised first inaugural lecture delivered by Justice B.V. Nagarathna of the Supreme Court of India. It was a very well attended and a successful lecture. He informed that the branch conducted online certificate course with Jain University last year and this year with Bengaluru University on good governance. IIPA is the USP of the Branches in getting serving officers to give lectures. This year, 18 lectures by different serving officers on different subjects – health policy, education policy, skill development, etc. About 95 students paid Rs.1500/- to enroll in this many of them were lecturers and research scholars, civil service aspirants. This was all completely online. In fact, they had to stop registration because of the technical limit. They organised this time and generate funds for Branch. He suggested to other branches to organise online certificate course in collaboration with university and they could get registration fee for the same. They organised a consumer protection, trainers training workshop to take it forward. The Branch have MoU with 14 universities and institutions. They have also entered into MoUs with Manipal Academy of Higher Education, Christ University and RV University and now entering a MoU with State Institute of Rural Development, Maharani Cluster University and M.S. Rama University. The Branches have brought out a Compendium of all the Monthly Newsletters requested IIPA to display it.	

	These are some of the activities they are taking up apart from Lectures. They request lecturers who are coming through Karnataka or Bangalore and who are teaching in US universities. Mr. Karthik Muralidharan wrote a book on State-led Development in India. He gave two lectures – one to IAS officers and members and Bangalore University. He said that they tried to bring academicians and administrators closer together.	
4	Shri B.R. Sharma, Chairman Jammu and Kashmir Branch informed that the Branch received grant of Rs.15 lakh per year from State Government. The Branch has taken up evaluation study on prevention of SC/ST Atrocities Act assigned by State Welfare Board. They have series of different programmes such as two debates for studies to engage with the young stakeholders. Earlier they do it in Jammu and now doing in Srinagar, Kashmir also. They are trying to start civil defence management to look civil preparedness, especially in Jammu area. There were a lot of air fighter activities going on, drone activities and there were regular blackouts. The branch have started a pilot project for coordination between civil defence volunteers, Home Guards under the District Collector, NCC volunteers and civil volunteers etc. in collaboration with the State Police and State Disaster Management Programme. Regarding the training programme they focused on three areas – criminal laws, civil bureaucracy and policy bureaucracy and gave training to officers and staff from the prosecution department and courts who deal with new criminal laws which are very voluminous. Other training on cyber security in collaboration with Central Government Pensioners Welfare Association. The Branch have signed MoUs with Jammu University, Kashmir University and Government of India.	Noted with thanks
5	Prof. Anil Mehta, Rajasthan Regional Branch informed that they are organizing programmes in the form of workshops, lectures from academicians and bureaucrats. The Branch also organized some programmes for the students particularly those who are preparing for the Civil Services apart from that they prepare them for the soft skills also. He mentioned about Prakrut Bharati Institution, Jaipur which have provided them Conference Hall. They have their own library particularly for those students who are aspiring for civil services exam and these	Noted with thanks

	programmes organize in there hall.	
6	Shri Arun Kumar, Jt. Secretary, Jharkhand Regional Branch informed that the Branch hopes to get some funds from State Government as the Finance Department has agreed to release and they are going to allocate funds in their Budget in the ensuing Winter Session. In due course of time, they have office in Smart City but it is not complexly operational because of lack of funds. As soon as they get the funds, it would get operational. The Branch has planned some activities in the offices of government departments. They are trying to increase their membership strength.	The Branch may pursue the State Government.
7	Dr. G.L. Shrivastava, Hony. Secretary, Kanpur Local Branch डॉ. जी. एल. श्रीवास्तव, कानपुर ब्रांच। सर, हमारी ब्रांच साल में दो बड़े प्रोग्राम सेमीनार या बरसात के रूप में करती है। विगत वर्ष जिसके कि जो मैं रिपोर्ट इस समय दे रहा हूं रॉल आफ आरटिफिसियल इंटेलिजेंस (एआई) इन गुड गवर्नेंस विद द स्पेशल रेफरेश टू इंडिया 29 मार्च, 2025 को ये एसएसडी कॉलेज में संपन्न किया गया था। उसमें जो है डेड़ लोग प्रतिभाग वहां के टिचर्स और स्टॉफ मिलकर के और टेक्निकल कॉलेजेज के टिचर्स, इसमें एआई का कैसे क्या है, उस पर विषत रूप से चर्चा हुई। इसके साथ ही जो दूसरा प्रोग्राम हम लोग एनुअल एस्से (essay) कंप्टिशन का जो आया था जो विषय यहां से दिए गए थे उसको विभिन्न विद्यालयों में और उन सब में कराया गया कॉलेजेज में के साथ में। इसके अलावा एक कार्यक्रम जो विशेष रुप से हम हर साल किया करते हैं, रिपोर्ट में भेजते भी हैं। जुलाई में एक प्लांटेशन का लोगों के साथ मिलकर के प्लांटेशन का कार्य करते हैं। इसके साथ ही एक इको ब्रिक, इस समय जैसा कि सवेरे भी हमने कहा था कि पर्यावरण को बचाने के लिए जो पॉलिथीन है, सिंगल यूज पॉलिथीन, तो उसके डिस्पोजल की जो प्रॉब्लम्स को सॉल्व करने के लिए एक हम लोग ये प्रयोग कराते हैं और हर एक कॉलेजेज में और बच्चों के साथ कि इको ब्रेक, ये बोटल जो है, इसमें जो है घर में जो पॉलिथीन आती है तो इसको इसके अंदर डालकर के तीन महीने में जितनी पॉलिथीन आएगी एक लीटर की बोतल में वो समा जाती है। तो वो घर से बाहर नहीं जाएगी नाली में नहीं जाएगी तो इसका एक प्रकार से इको ब्रिक बनाने का ट्रेनिंग प्रोग्राम ये बच्चों और कॉलेजेज के साथ मिलकर के ये करते हैं हमने एक हमने एमओयू साइन किया है, एसएसडी कॉलेज से जैसे की जैसा कि बातचीत में चर्चा आई कि कुछ फंड को करने के लिए तो उनके साथ एक प्रोग्राम हर साल हम करते ही करते हैं क्योंकि	The Branch may coordinate with Uttar Pradesh Regional Branch and take help of the District Administration for fund and activities etc.

	उन्होंने साइन किया तो हम कहते हैं कि भाई आपको तो करवाना ही करवाना है, तो उनके साथ एक प्रोग्राम हो जाता है। इसके अलावा सर जो है मुझे जैसा कि मुझे हमारे रीजनल ब्रांच के चूंकि रीजनल ब्रांच के लोग स्टेट हैडक्वाटर पर हैं, जहां पर सरकार हैं और हमारे अभी तक जो पूर्व के वक्ता थे वह आईएएस अधिकारी हैं, सचिव रहे हैं और अच्छे पदाधिकारी हैं तो उनके माध्यम से उनको जो है वह फंड्स मिल जाता है। हमारा यहां पर थोड़ा सा ये सजेशन था हमारे रमनीश साहब यहां पर हैं जो वो भी जो है चीफ सेकेरेट्री रहे हैं, आईएएस आफिसर हैं तो उत्तर प्रदेश जो रीजनल ब्रांच है हम लोग, कानपुर हैं या मेरठ हैं या आगरा हैं, जो हमारे लोकल ब्रांच हैं तो जो रीजनल ब्रांच है, वो लीड करें। लोकल ब्रांच को लेकर के और वहां से फंड दिलाने में करें, कुछ प्रोजेक्ट कानपुर पर हो, इन शहरों पर आधारित हों तो हम लोगों को ट्रेनिंग के लिए दे दें तो फंड का प्रस्ताव बनाकर के हम लोग देंगे लेकिन उनको थोड़ा सा लीड करना पड़ेगा और हम लोगों को थोड़ा असिस्ट करना पड़ेगा बुलाकर के तो हम चाहेंगे कि रमनीश साहब इसको आगे बढ़ावे तो हम लोग उनके साथ मिलकर के इस कार्य को करें। इस तरीके से जो है अब बाकि कुछ चीजें आज सुनने को मिली हैं, तो फंड हम लोग जनरेट करेंगे।	
8	Prof. A.V.N. Reddy, Hony. Secretary, Telengana and Andhra Regional Branch informed that the State has been bifurcated in June 2014. It may not be proper to use Andhra Pradesh in the name of the Branch. Hence, he requested to rename the Branch as Telangana Regional Branch. Earlier, they we had some MoUs with some universities and unless the name of the Branch would not change, they are not going to renew to MoU. They are organizing the programmes like seminars, workshops, symposiums on contemporary issues with the help of universities in a collaborative manner. The Chenna Reddy Institute of the State Government has been running regular programmes with the modules, etc. Yet the Government is not in a position to give training to IIPA and other universities also.	The Executive Council has approved the name of the Branch as Telangana and Andhra Pradesh Regional Branch till separate Branch for Andhra Pradesh is formed.
9	Dr. G. Radhakrishna Kurup, Hony. Secretary, Kerala Regional Branch informed that they conducted 11 seminars in different colleges and universities. This year they extended their Seminars to colleges in rural and hilly areas to introduce IIPA to the students coming from rural background. Region-wise they conducted three seminars in North Kerala, two seminars in Central Kerala and 6 seminars in South Kerala.	IIPA appreciates and compliments the Branch for their various activities and efforts.

	He informed that they are completing the project - Public Policy and Public Administration in the context of Indian Literature. They have spent a huge amount for that work. He informed the successful launching of an Online Certificate Course on Indian Constitution and Governance for more than 100 students from campuses from all over Kerala on a very low fee of Rs.500 for 60-hour classes. The first session will be completed in December 2025. There is great demand for this course and they are thinking of continuing throughout the tenure of the programme.	
10	Dr. R.R. Dhanapall, Chairman, Puducherry Regional Branch mentioned that the Branches needs to make it themselves in the Branch the SWOT analysis to know the strength and weakness. How to improve the strength and remove weakness? Need to bring in balance according to that of state/local government. They do get support from people and experts. They have started the SWOT analysis. They wish to introduce many training programs to the government employees. Karmyogi programme has given work for them – to prepare and design the course material for the PCS officials. They have started the programme both online and offline parallelly because they were not able to understand online mode. Some people are going through the Google and received certificate for this course.	The other Branches may take a lead from Puducherry Regional Branch to conduct their activities.
	They have conducted the zonal conference successfully with the support of Director General and Registrar IIPA. The Hon'ble Minister has kindly graced the occasion as Chief Guest and was happy to attend the conference. The state ATI has taken one Resource Person from the Branch to design the course and to maintain the Library. The Branch has a very good Library in the Central University for the training program. They are organizing essay competition in English and Tamil and distributed more than 21 prizes to the students and e-certificate online. The Branch has been doing coaching for civil services for around 3500 students every year. Most of the students clear their examination at the state level and some from Tamil Nadu have become Deputy Collector and Deputy Superintendent of Police and also District Revenue Officers. They are teaching in the local languages. They are also doing this programme for Pondicherry University for over 8000 students. The Branch has tied up with FICCI, Industry and Commerce Association who are asking about consumer rules. They are doing training programme for PWD department.	IIPA appreciates and compliments the Branch for their various activities and efforts.

11	Prof. Rajvir Sharma, Chairman, Delhi Regional Branch informed that the Branch has been focusing mainly on lecture meetings. They conducted three Lecture meetings on good governance, consumer rights and one nation one election. The Branch has been in process to enter into some kind of collaborative studies with the National Institute of Social Defense and sign a MoU.	Noted with thanks.
12	Prof. Prakash Sarangi, Odisha Regional Branch informed that altogether 12 programmes were organized such as Seminars, Talks, Discussions and there are also competitions among students for writing essays and to have debates. The Branch has to undertaken research on administration, policies and implementation particularly on Adivasis. They also published journal *The Prashahan* and a book on *Arthasastra* and *Lok Prashahan* in Oriya written by Sanjay Patnaik.	Noted with thanks.
13	Shri D.P. Tiwari, Hony. Secretary, Madhya Pradesh Regional Branch mentioned that they have registered the Branch as a society under the M.P. Registration Act. They are holding monthly meetings and seminars. Next seminar will be on 15th November on Role of NGOs for Viksit Bharat. The Branch has been publishing a monthly bulletin, *Prashahan Pradhika.* They have conducted essay competition where more than 1,000 participants participated and they gave certificates to all the participants besides first, second, third and fourth prizes. They also have collaboration with other universities. He informed that they are going to organize the Regional Conference at Ujjain.	IIPA appreciates and compliments the Branch for their various activities and efforts.
14	Shri P.C. Lawmkunga, Chairman, Mizoram Regional Branch requested that the faculty coordinator attached with their branch may visit Mizoram Branch to enlighten them about what activities they should take up in future. The Branch has organized Prelude Conference on Emerging trends in public policy and public administration. Many research scholars presented their papers on this topic. He suggested that some research may be done on Forest Conservation Amendment Act as it has been very important for North Eastern States in the international border areas. It is for the welfare and safety of the North Eastern States, especially tribal areas.	The Branch may coordinate with IIPA Faculty attached with the Mizoram Regional Branch.

Item No.328.30 A brief report on the important activities of the Institute during October, 2025 to September, 2026 relating to (a) Training Programmes and (b) Status of Research Projects.

During the period from October 2025 to September 2026, IIPA conducted 103 training programmes and trained 4094 officials.

As research projects are concerned, IIPA completed 43 research projects during this period and 13 research projects are ongoing.

Annexed as Annexure C.

Item No.328.31 Nomination/Co-option of the Members of the Executive Council for the term 2026-28 after the AGM of 2026.

As per Rule 11 (vii), (ix) & (x) of the MoA, the nomination/co-option of the following has to done by the Executive Council.

Rule 11 (vii): Chairmen of five Regional Branches to be co-opted in rotation by the Executive Council for a two year term, one each from North, South, East, West and North-East zones of India, as may be prescribed (ex-officio)

The Regional Branches zone-wise are given below:

North	1. Delhi 2. Jammu & Kashmir 3. Haryana 4. Himachal Pradesh (defunct) 5. Punjab & Chandigarh 6. Uttarakhand (defunct)	South	1. Karnataka 2. Kerala 3. Puducherry 4. Tamil Nadu 5. Telangana & Andhra Pradesh
East	1. Bihar 2. Chhattisgarh 3. Jharkhand 4. Odisha 5. Uttar Pradesh 6. West Bengal (defunct)	West	1. Goa (defunct) 2. Gujarat 3. Madhya Pradesh 4. Maharashtra 5. Rajasthan
North East	1. Assam 2. Manipur 3. Meghalaya (defunct) 4. Mizoram		

For the present term of 2024-26, the Chairmen of the five Regional Branches have been co-opted by the E.C. from Delhi (North), Puducherry (South), Chhattisgarh (East), Rajasthan (West) and Assam (North East).

It is proposed that the Chairmen of the Regional Branches from _____ (North), _____ (South), _____ (East), _____ (West) and _____ (North East) may be co-opted for the two year term 2026-28.

Rule 11 (ix): Two eminent persons to be co-opted by the Executive Council for a two year term

For the present term of 2024-26, the eminent members co-opted are Shri S.S. Kshatriya, Former Chief Secretary of Maharashtra and Chairman, Maharashtra Regional Branch and Dr. Ashok Bhan, former D.G.P. of Jammu & Kashmir and Patron of J&K Regional Branch.

It is proposed that following eminent member be co-opted for the term of two year for 2026-28:

1.
2.

Rule 11 (x): One IIPA faculty to be co-opted by the Executive Council for a two year term

For the present term of 2024-26, Prof. Neetu Jain was co-opted as member from Faculty.

It is proposed that _____ be co-opted as member from Faculty for a two year term. As per tradition, the faculty member should have been at the rank of Professor.

Item No.328.32 Items to Report:

(i) Topics for the Annual Essay Prize Competition and Theme of the Members' Annual Conference 2026.

The Competent Authority has approved the following Topics/Theme as under:

(a) Topics for Annual Essay Prize Competition

1. Climate Change, El Nino and India's Monsoon
2. Easing the urban mobility conundrum in Indian cities: the way out
3. Growing use of AI and receding creativity

(b) Theme of the Members' Annual Conference

Citizen Services in the Age of AI

(ii) Renaming of Aurangabad Local Branch to Chhatrapati Sambhajinagar Local Branch

We have received a letter dated 22.10.2025 from Dr. Abhijit Pilkhane, Hony. Secretary, Aurangabad Local Branch, Maharashtra requesting to change the name of the Branch from Aurangabad to Chhatrapati Sambhajinagar as the Govt. of Maharashtra has changed the name of Aurangabad to Chhatrapati Sambhajinagar.

With the approval of the Competent Authority the name of Aurangabad Local Branch has been changed to Chhatrapati Sambhajinagar Local Branch. The Branch has been informed accordingly in this regard.

(iii) Retirement of Director General and Faculty

1. Shri Surendra Nath Tripathi, IAS (Retd.), Director General IIPA has completed his term on 31.01.2026.
2. Prof. Vinod K. Sharma, Professor of Disaster Management has completed his term on 28.02.2026.
3. Prof. K.K. Pandey, Professor of Urban Management has completed his term on 28.02.2026.

(iv) Appointments/Promotion/Extension of Service (on contract basis)

1. Dr. Surendrakumar Bagde, IAS, Director General National Centre for Good Governance, New Delhi has been given additional charge of Director General, IIPA w.e.f 01.02.2026 for an initial period of three months or till appointment of the new incumbent, whichever is earlier, extended subsequently for another 06 months till 31.10.2026 or till appointment of new incumbent whichever is earlier.

2. The term of engagement of Dr. Amit Kumar Singh, Assistant Professor of Urban Development on contract basis has been extended for a period of one year w.e.f 28.10.2025 to 27.10.2026.

3. The term of engagement of Prof Ashok Kumar Vishandass, Professor of Economics/Applied Economics on contract basis has been extended for a period of one year w.e.f 04.11.2025 to 03.11.2026.

4. The term of engagement of Prof. Suresh Misra, Professor of Public Administration (with specialization in Consumer Affairs) on contract basis has been extended for a period of one year w.e.f 03.01.2026 to 31.01.2027.

5. The term of engagement of Dr. Shweta Mittal, Adjunct Faculty has been extended for a period of one year w.e.f 07.11.2025 to 06.11.2026. Her engagement has subsequently been terminated w.e.f. 09.08.2026.

6. The term of engagement of Sh.O.P. Chawla, Deputy Registrar (F&A) on contract basis has been extended for a period of one year w.e.f 01.02.2026 to 31.01.2027. His engagement has subsequently been terminated w.e.f. 22.06.2026.

7. The term of engagement of Sh. K S Ranga, Executive Engineer on contract basis has been extended for a period of one year w.e.f 14.02.2026 to 13.02.2027.

8. The term of engagement of Ms Rakhee Bakshee, Communication Adviser (Part time) on contract basis has been extended for a period of one year w.e.f 14.01.2026 to 13.01.2027.

9. Shri Jag Mohan Singh, Senior Account Officer has joined his duties at IIPA w.e.f. 11.05.2026 (F.N) and shall draw his pay and allowances from Principal Accounts Office, M/o PPG&P, New Delhi.

10. Dr. Surendrakumar Bagde, IAS, DG NCGG with charge of DG, IIPA was on leave w.e.f. 01.06.2026 to 12.06.2026. Sh. Manoj Kumar Dwivedi, IAS, Additional Secretary, DoPT, Govt. India held the charge of DG, IIPA during his leave period.

11. Dr. Yogesh Kataria has been engaged as Hony. Medical Officer on contract basis for a period of one yar w.e.f. 13.04.2026.

12. Shri Ram Naresh, Deputy Secretary, DoPT has joined IIPA w.e.f. 19.06.2026 (F.N) and he shall draw his pay and allowances from the DoPT, GoI.

13. The term of appointment of Prof. Nupur Tiwary as Chair Professor (Dr. Ambedkar Chair in Social Justice) on deemed deputation basis has been extended for a period of one year beyond 27.02.2026 i.e. till 27.02.2027.

14. The temporary charge of Librarian has been assigned to Mrs. Meena Mishra, senior-most Professional Assistant with immediate effect till further orders.

15. Shri Dhruv Kumar Pandey, Assistant Engineer (Civil) CPWD has joined IIPA w.e.f. 07.08.2026 (FN) and he will draw his pay allowances from the CPWD, Government of India.

16. Additional charge of Publication Section has been assigned to Shri Mithun Barua, Deputy Registrar (AS) w.e.f. 24.06.2026.

17. Mrs. Poonam Arora, Private Secretary has been designated as Sr. Private Secretary on seniority-cum-fitness basis without financial implications.

18. Shri Sunil Kumar, Private Secretary has been promoted as Sr. Private Secretary in the pay level-8 w.e.f. 03.09.2026.

19. Shri Manish Rawat, Assistant has been placed in the next higher pay level-7 w.e.f 17.02.2026 under Time Bound Personal Promotion Scheme.

20. Shri Mithilesh Kumar Sah, Assistant has been designated as Superintendent under seniority cum-fitness basis in the pay level-7 w.e.f. 21.09.2026 without financial implication.

21. Shri Dheerendra Mohan Khare, Under Secretary, DoPT has joined IIPA w.e.f. 24.09.2026 (F.N) and he shall draw his pay and allowances from the DoPT, GoI.

22. The following posts are advertised:

    a. Assistant Professor (Dr. Ambedkar Chair in Social Justice) in pay level-10 on contract/deputation basis (under Dr. Ambedkar Foundation), (DAF).

    b. Managing Editor for IJPA in Publication Section, IIPA.

(v) Probation period completed

The following Superintendents and Assistants have completed their two years probation period:

Sr. No	Name	Designation	Pay Matrix	Date of probation period from	Date of completed the probation period
1.	Shri Parveen Kumar	Superintendent	Pay Level-7 of Rs.44900-142400	22.09.2023	21.09.2025
2.	Mrs. Sarita	Superintendent	Pay Level-7 of Rs.44900-142400	22.09.2023	21.09.2025
3.	Shri Harish Dhaundiyal	Superintendent	Pay Level-7 of Rs.44900-142400	04.10.2023	03.10.2025
4.	Shri Tajber Singh	Assistant	Pay Level 6 of Rs.35400-112400	22.09.2023	21.09.2025
5.	Shri Bal Krishan	Assistant	Pay Level 6 of Rs.35400-112400	22.09.2023	21.09.2025

(vi) Foreign Visit of Director General/Faculty

1. Shri S.N. Tripathi, DG and Dr. Saket Bihari, Associate Professor & Programme Coordinator with the Group of 14 Participants from Indian Army (12), Indian Air Force and Indian Navy (01 each) visited Australia and New Zealand for the International module of 15 days International Capacity Building Programme on Innovations in Organizational Management, 01-15 December, 2025. It was official visit and the expenses of this visit are covered under the programme fees as additional cost has been budgeted in the programme fees from Departments for the visit of two faculty from IIPA. As such there was no financial liability on IIPA.

2. Prof. V.K. Sharma, Professor of Disaster Management visited Sri Lanka to participate in the Workshop on 'Towards a Just, Resilient and Sustainable Future: Building South Asian Positions' organized by Climate Action Network South Asia (CANSA) from 15-17 October, 2025 in Colombo, Sri Lanka with no financial implications on the part of IIPA.

3. Prof. K.K. Pandey, Professor of Urban Management visited Vietnam from 15.12.2025 to 19.12.2025 for a family vacation in his personal capacity and all expenses borne by him.

4. Prof. Charru Malhotra, Professor in e-Governance and ICT visited Egypt from. 22.12.2025 to 02.01.2026 for a family vacation in her personal capacity and all expenses borne by her.

(vii) Retirement of Faculty/Staff

1. Shri Bhudev Singh, Gardener retired from the services of the Institute on 28.02.2026.

2. Mrs. Sneh Lata, Copy Holder (Sr. Scale) retired from the services of the Institute on 31.03.2026.

3. Shri Parveen Kumar, Superintendent retired from the services of the Institute on 31.03.2026.

4. Mrs. Seema Girdhar, Senior Private Secretary retired from the services of the Institute on 30.04.2026.

5. Shri Hukam Chand Yadav, Librarian on contract basis has completed his term on 23.05.2026.

6. Dr. Kusum Lata, Associate Professor of Urban and Regional Planning retired from the services of the Institute on 31.05.2026.

7. Ms. Meghna Chukkath, Publication Officer on contract basis has completed her term on 15.06.2026.

8. Shri O.P. Chawla, Deputy Registrar (F&A) on contract basis was relieved of his duties w.e.f. 22.06.2026.

9. Dr. Shweta Mittal, Adjunct Faculty has relieved from the service of the Institute on 09.08.2026.

10. Mrs Poonam Arora, Sr. P.S. retired from the services of the Institute on 31.08.2026.

11. Shri Rishi Pal, Library Clerk retired from the services of the Institute on 31.08.2026.

Item No.328.33 Any other business with permission of the Chairman.

Annexure-A

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI

Minutes of the 327th meeting of the Executive Council held on 29th September, 2025 at 11:30 AM

PRESENT

1. Dr. Jitendra Singh, Hon'ble Union Minister and Chairman IIPA E.C.
2. Shri S.S. Kshatriya, IAS (R), Former Chief Secretary of Maharashtra
3. Dr. Ashok Bhan, IPS (R), Former DGP of J&K
4. Shri Sriram Taranikanti, IAS, Director LBSNAA, Mussoorie
5. Prof. Renu Vig, Vice Chancellor, Panjab University
6. Shri Vijay S., Dy. Secretary (Training), Representing Secretary, DoPT
7. Shri Abhimanyu Sahoo, Dy. Secretary, Representing Secretary (Exp.)
8. Shri Rakesh Kumar, Under Secretary, Representing CEO, NITI Aayog
9. Shri Dipak Kumar Sarma, IAS (R), Chairman, Assam Regional Branch
10. Dr. R.R. Dhanapall, Chairman, Puducherry Regional Branch
11. Prof. Neetu Jain, Faculty Representative
12. Shri Surendra Nath Tripathi, IAS (R), Director General & Member-Secretary

Shri Amitabh Ranjan, Registrar assisted in the meeting. Shri Pankaj Dixit, IAS, P.S. to the Hon'ble Union Minister, Shri Mithun Barua, Dy. Registrar (AS) and Shri O.P. Chawla, Dy. Registrar (F & A) were also present.

At the outset, the Executive Council condoled the demise of Shri Shekhar Dutt, Eminent Member of EC and Dr. Sapna Chadah, Associate Professor of IIPA and observed a minute silence to pay tribute to the departed souls.

The Executive Council also welcomed Dr. Ashok Bhan, IPS (R), Patron of Jammu & Kashmir Regional Branch as the new Eminent Member of IIPA EC.

Item No.327.1 Grant of leave of absence to Members.

Shri S.K. Misra, IAS (R), Chairman, Chhattisgarh Regional Branch, Dr. Rajvir Sharma, Chairman, Delhi Regional Branch and Dr. Satish K. Batra, Chairman, Rajasthan Regional Branch could not attend the meeting and were granted leave of absence.

Item No.327.2 (a) Confirmation of the Minutes of the 326th meeting of the Executive Council held on 29th March, 2025.

The Minutes were confirmed.

(b) Action taken on the minutes referred to above.

Confirmed.

Item No.327.3 Paul H. Appleby Award for 2025.

The Executive Council approved the recommendation of the Committee to confer the Paul Appleby Award on **Mrs. Meenakshi Hooja, IAS (Retd)**. She is an IAS officer of 1975 batch of

Rajasthan Cadre and has been an IIPA Member for over 42 years. She has been a very active participant in academic activities of IIPA for a very long time. Her contribution in the field of Public Administration has been outstanding.

Item No.327.4 Dr. Rajendra Prasad Award for Academic Excellence for 2025.

The Executive Council approved the recommendation of the Committee to confer the **Prof. Prakash C. Sarangi,** former Vice Chancellor of Ravenshaw University, Cuttack for Dr. Rajendra Prasad Award for Academic Excellence for 2025. He has been an eminent educationist, academician and writer in academic discipline. He has been an IIPA Member for over 27 years and contributed actively in academic activities of IIPA and development of IIPA Odisha Regional Branch.

Item No.327.5 Award to IIPA Branches for best performance.

The Executive Council approved the recommendation of the Committee to confer the award as under:

1. Karnataka Regional Branch – First Prize carrying a Certificate and cash award of Rs.10,000/-.

2. Uttar Pradesh Regional Branch – Second Prize carrying a Certificate and cash award of Rs.7500/-

3. Madhya Pradesh and Mizoram Regional Branches – Joint Third Prize carrying Certificates and cash awards of Rs.5000/- each.

Item No.327.6 Award of Prize to the winners of Annual Essay Competition 2025.

The Executive Council approved the recommendation of the Committee to award of prizes to the winners of the Essay Competition as under:

First prize of Rs.10,000/- to: Dr. Annita Ranjan, Assistant Professor, Department of Psychology, Gossner College, Ranchi, Jharkhand

Topic: Ease of Living

Second prize of Rs.7000/- to: Mr. Syed Ahmed Afzal, Bhongir, Telangana

Topic: Era of Artificial Intelligence: Transforming Governance, Services and Society

Third prize of Rs.5000/- each jointly to:

Ms. Riddhi Shrivastava, Ghaziabad, U.P. (Topic: Ease of Living)

Ms. Muskan, Rewari, Haryana (Topic: Social Media Challenges and Opportunities)

Item No.327.7 Award of Prize to the winner of Annual Case Study Competition 2025.

The Executive Council approved the recommendation of the Committee to award of prizes to the winner of the Annual Case Study Competition as under:

First Prize of Rs.10,000/- to: Shri Vivek Dixit, Dept. of Orthopedics, AIIMS, New Delhi

Topic: The Third Gender in a Third World Country: Major Concerns and the AIIMS initiative

Item No.327.8 Shri T.N. Chaturvedi Award for Best Article in IJPA and Lok Prashasan.

The Executive Council approved the recommendation of the Committee as under:

Shri T.N. Chaturvedi Award for Best Article in IJPA:

"An Examination of Socio-economic well-being in Aspirational and Non-aspirational Districts of Assam: A Comparative Analysis of their Performance" by Nilanjana Chakrabarty and Juthika Konwar published in Oct-Dec. 2024 edition of IJPA.

Shri T.N. Chaturvedi Award for Best Article in Lok Prashasan to:

"साइबर स्पेस, किशोर अवस्था में महिला उत्पीड़न, सस्थानिक चुनौतियां और उपाय / दिल्ली और चयनित एनसीआर क्षेत्रो का एक अध्ययन" – संजीव कुमार published in July-Sept. 2024 edition of Lok Prashasan.

Item No.327.9 Theme for Special Issue of IJPA and Lok Prashasan for 2026.

The Executive Council approved the theme as under:

Theme for the Special Issue of IJPA

Process Reforms for Promoting ease of living/ and or ease doing business for entrepreneurs

Theme for the Special Issue of Lok Prashasan

उद्यमियों के लिए व्यापार करने में आसानी/ या आसानी को बढ़ावा देने के लिए प्रक्रिया सुधार

Item No.327.10 Annual Report for 2024-25.

The Executive Council confirmed for adoption of the Annual Report by the General Body in its meeting in October, 2025.

Item No.327.11 Balance-sheet and Audited Statement of Accounts for 2024-25 together with the Report of the Chartered Accountants.

The Executive Council confirmed for adoption of the Balance-sheet and Audited Statement of Accounts by the General Body in its meeting in October, 2025.

Item No.327.12 Establishment of Nanded Local Branch.

Confirmed

Item No.327.13 Admission of new Life Members.

Confirmed

Item No.327.14 Removal of Annual & Corporate Members due to non-payment of membership fee.

The Executive Council approved to remove 03 Annual members and 18 Corporate members from membership roll.

Item No.327.15 A brief report on the important activities of the Institute during April to September, 2025 relating to (a) Training Programmes and (b) Status of Research Projects.

Confirmed.

Item No.327.16 Items to Report: Confirmed

(i) Retirement of Staff

(ii) Relieved on Lien

(iii) Promotion/Placement of Staff

(iv) Appointments/Extension of Service (on contract basis)

(v) Foreign visits of Faculty

(vi) Demise of Employees

Item No.327.17 Any other business with permission of the Chairman.

(i) Nomination of Dr. Ashok Bhan as an Eminent Member of Executive Council.

Confirmed.

Dr. Jitendra Singh, Hon'ble Union Minister and Chairman, IIPA EC mentioned that a Dashboard should be created for connecting the Regional Branches about activities of IIPA and activities of the branches giving real-time information and sharing of views/suggestions to add value in the activities and programmes. Hon'ble Minister further mentioned that a WhatsApp group of the Branches may be created so that information could be shared faster and in an easier way among them.

Dr. Ashok Bhan thanked the Hon'ble Minister and Chairman IIPA EC for nominating him as the Eminent Member of IIPA EC and conveyed his gratitude to all EC members.

Director General, IIPA informed that IIPA conducted Regional Conferences in collaboration with Regional Branches of Madhya Pradesh, Bihar, Puducherry, Karnataka and these conferences were very successful.

Dr. Jitendra Singh, Hon'ble Union Minister and Chairman emphasized about publicity of IIPA Library through social media platforms and about the activities to reach out to the students pursuing civil services and higher studies in public administration. The Hon'ble Minister emphasized the need for stronger integration of governance training with emerging technologies such as AI, digital platforms and data-driven tools. He underlined the importance of equipping scientists and academicians—who often transition into senior administrative positions—with governance and communication skills. He also spoke on the evolving role of social media in governance, urging sensitization of officers on responsible use and called for dedicated workshops to address the "How and how not to" of Social Media engagements, noting the risks of

misinformation and the need for credible public communication. He also lauded the expanding footprints of IIPA with Capacity Building Programmes for State Governments and Block level Officers who are the backbones of Grassroot Public Administration and Governance, and opening of new IIPA Branch at Nanded, Maharashtra.

Prof. Renu Vig, Vice Chancellor, Panjab University also endorsed the suggestion of Hon'ble Miniter and further added that there is also need for such type of training programmes for the senior level academicians and university functionaries who come from academic background.

Shri Amitabh Ranajan, Registrar, IIPA informed that IIPA is already providing training to scientists of DRDO, Atomic Energy Department and other scientific institutions of Government of India on leadership, management and administrative skills. DG, IIPA added that IIPA will connect with Prof Ashutosh of INSA and design training programme for INSA and other scientific institutions and bodies. IIPA will also plan for Faculty Development Programme as mentioned by the Vice Chancellor, Panjab University.

Shri S.S. Kshatriya, IAS (R), Former Chief Secretary of Maharashtra and Dr. R.R. Dhanapall, Chairman, Puducherry Regional Branch appreciated the decision of the Hon'ble Minister and Chairman, EC IIPA for opening the membership and this has given new momentum to the Regional and Local Branches. Shri Sriram Taranikanti, IAS, Director LBSNAA, Mussoorie also said that there is need of adding new members, but it should not be made free for all type and there should be proper evaluation of the applications.

Shri S.S. Kshatriya, IAS (R) conveyed that efforts are being made to create new local branches in Ratnagiri and other districts of Maharashtra.

Shri Taranikanti, Director LBSNAA, Dr. Bhan, Shri Kshatriya and Dr. Dhanapall appreciated the efforts put by IIPA in improving its financial position. Shri Tarankanti was of the opinion that there should be more financial support to IIPA from DoPT. DG, IIPA thanked DoPT for extending proper financial and budgetary support to IIPA and conveyed that IIPA is also putting its best efforts to increase its earning potential from training, research and other activities.

Dr. Jitendra Singh, Hon'ble Union Minister and Chairman also said that IIPA is working to increase its earning potential and IIPA should reach out to the private sector on bigger way. IIPA has developed a very good infrastructure and the Auditorium and Conference Halls of IIPA should be hired by other government departments. In this regard, IIPA should reach out to different government organizations informing about its infrastructure and facilities such as the digital studio of IIPA, named, 'Shristi' which is an excellent place for the digital creations. The benefit of this digital studio can be availed by other government departments and organizations for their digital content creation on hired basis.

The meeting ended with thanks to the Chair.

Sd/-
(SURENDRA NATH TRIPATHI)
DIRECTOR GENERAL
AND
MEMBER SECRETARY

Annexure-B

Recommended for Life Members (15th January, 2026)

S. No	App. No.	Name	Service/ Present Designation	Office Address	Residential Address	Edu. Qualifications	Age	Forwarded by Branch/ L.M.
1.	38	Mr. Ajay Aswal	IAS	Director Directorate of Peace & Non Violence, Govt. of Rajasthan Jaipur	D 69, Lakshman Marg, Hanuman Nagar Jaipur 302021	BE MA	52	Ramesh Arora L 1229 Satish Batra L 1379 Rajasthan Branch
2.	61	Mr. Randeep D.	IAS	Secretary Scheduled Tribe Welfare Govt. of Karnataka Bengaluru	No.528, 4th Cross, 9th Main, HAL 2nd Stage Bengaluru 560008	MA	46	Karnataka Branch
3.	114	Dr. Manish Ranjan	IAS	Director General Shri Krishna Institute of Public Administration, Ranchi University Morabadi Jharkhand	Circuit House Deputy Para Ahirtoli Ranchi 834001	Ph.D	50	Neetu Jain Kusum Lata
4.	117	Mr. G.S. Priyadarshi	IAS	Commissioner, Rural Development Govt. of Uttar Pradesh, Lucknow, UP	BG 67, Shalimar Bagh East, New Delhi 110088	PG ICWAI	53	UP Branch
5.	64	Mr. J.P. Vyas	IAS (Retd)	IAS (Retd)	E-1/212, Arera Colony, Bhopal 426016	M.Sc	81	KK Sethi L 190 DP Tiwari L 823
6.	81	Mr. Milind Bhagwan Gawade	IAS (Retd)	IAS (Retd)	202, Green Blaze, Juhu Varsova Link Road, Andheri (W) Mumbai 400053	B.Sc MBA	62	Maharashtra Branch
7.	87	Mr. Zafar Iqbal	IAS (Retd)	IAS (Retd)	4 A, summer Palace 61 B, Pali Hill, Bandra (W) Mumbai 400050	PG LL.B.	75	Maharashtra Branch

8.	92	Mr. Gyanendra D. Badgaiyan	IAS (Retd)	Senior Fellow Artha India Research Advisors Khar West Maharashtra	G 143, Sector 25 Noida U.P. 201301	Ph.D. M.Phil.	64	Charru Malhotra KK Pandey
9.	20	Mr. Rajesh N. Naik	IFS	OSD to Hon. Vice President of India Vice President's Enclave New Delhi	B 59, MEA Residential Complex Chanakyapuri New Delhi 110021	M.Sc.	43	VK Sharma KK Pandey
10.	54	Dr. Sudhanshu Sarangi	IPS	Director General, Fire & Emergency Services, C.G., Home Guards & Director, Civil Defence, Odisha	SO-7, Killafort, Post Buxibazar, Cantonment Road Cuttack 753001	Ph.D	57	Odisha RB
11.	30	Mr. Onkar Prasad Garg	IPS (Retd)	Former D.G.P.	Block B, Flat 503 Tulsi Towers Tulsinagar Bhopal 462003	MA	78	KK Sethi DP Tiwari MP Branch
12.	108	Mr. M.W. Ansari	IPS (Retd)	Retd. D.G.P. Chhattisgarh	Usia Resort (Queens Home), Koh-e-fiza, Ahmedabad Palace Road, Bhopal 462001	PG	68	Neetu Jain KK Pandey
13.	8	Mrs. Ranjini C.R.	Professor	Public Policy R.V. University Kengeri Bengaluru	E 4, Foot Prints Good Earth Malhar Kambipura Karnataka 560060	Ph.D	50	Karnataka Branch
14.	9	Dr. Chidanand P. Mansur	Former Professor (HAG) & Dean (Agri)	College of Agriculture, University of Agricultural Sciences, Dharwad, KAR	MIG 23/A, Shree Siddharoodha Nilaya, Jyoti Colony Sainagar Hubballi-580031 Dist. Dharwad	Ph.D.	64	Karnataka Branch

15.	10	Dr. Ramesh Raybhan Manza	Professor	Deptt. Of Computer Science & IT, Dr. Babasaheb Ambedkar Marathwada University Chhatrapati Sambhajinagar Maharashtra	Row H.No.05, Amazon Park, Nath Vally School Road, Kanchanwadi, Chhatrapati Sambhajinagar Maharashtra 431005	Ph.D.	50	Abhijit Pilkhane L 11091 G.R. Manza L 12170 Aurangabad Branch
16.	24	Dr. L.P. Singh	Dean	Dept. of Law Srikrishna University Chhatarpur, MP	E 202, Janki Apartment Kolar Road Bhopal 462042	Ph.D	61	JK Prabhakar L 11489 Kamlakar Singh L 12307
17.	27	Dr. Sandhya S. Nair	Professor	Dept. of Political Science University College Thiruvananthapuram	Sreelakom Omana Nagar Kattnikkonam PO Thiruvananthapuram 695584	Ph.D	45	Kerala Branch
18.	46	Dr. Vijay Kumar Singh	Dean (Planning & Development) & Professor	Dept. of Physics Sarala Birla University Birla Knowledge City Ranchi, Jharkhand	Khelgaon Housing Complex Flat No.402, Block 1, Sector 4 Hotwar, Ranchi 835103	Ph.D	61	Sudhir Prasad L 11658 Sudhir Kumar L 10390
19.	59	Dr. Meera Vithalrao Phad	Professor	Yeshwant College Nanded	H.No.75, Vrundawan, Konark Vihar, Pharande Nagar Nanded 431605	Ph.D	49	BR Katturwar L 12714 Vyankat Vilegave L 11508
20.	67	Dr. Parminder Kaur Narang	Professor	Deptt. Of Zoology S.G.T.B. Khalsa College, D.U. Delhi	Flat No.17 D.R., Krishna Market, Lajpat Nagar – I, New Delhi 110024	Ph.D. M.Phil	50	Sanjeev Tiwari Delhi Branch Ramveer L 12024
21.	74	Prof. Ashish Bajpai	Director (Faculty, B.H.U)	Institute of Management Studies, Banaras Hindu University, UP	Ashirvad, B 33/13 A, Naria Varanasi U.P. 221005	Ph.D	57	PV Rajeev L 11945 SK Dubey L 11958

22.	94	Mr. Dattatray C. Wabale	Professor & HoD	Dept. of Political Science, Sahebrao S. Dhamdhere Arts & Commerce College, Tal. Shirur Dist. Pune, MS	C 1204, Icon Trinity Housing Society, Ivy Road, Wagholi, Pune 412207	Ph.D M.Phil	55	Shekhar Gaikwad L 12844 Babasaheb Mundhe L 12068
23.	106	Prof. Govind Swaroop Pathak	Professor	Dept. of Management Studies & Industrial Engineering, I.I.T. (ISM) Dhanbad-826004 Jharkhand		Ph.D	56	Amitabh Ranjan Neetu Jain
24.	17	Dr. Sonya J. Nair	Associate Professor & Head	Dept. of English All Saints' College Thiruvananthapuram	10/800 F, Yamuna Nagar Mukhola Kachani Road Thiruvananthapuram 695013	Ph.D	42	G Radhakrishna Kurup RK Suresh Kumar Kerala RB
25.	43	Mr. Sadem Thaviti Naidu	Associate Professor	School of Law VEI Tech University Rangarajan R&D Institute of Science & Tech. Tamilnadu	Flat No.4-11, V 3, Vuda Haritah Apts. ITSEZ, Madhurwada Visakhapatnam AP 530045	Ph.D.	51	A Subrahmanyam L 9486 Suresh Misra L 6143
26.	44	Dr.(Ms) Shagufta Ansari	Reader	Dept. of Political Science Gautam Buddha Mahila College Magadh Univ. Bodhgaya, Bihar	Ahmad Ali House Nagmatia Road Gaya 823001 Bihar	M.Phil Ph.D	57	AK Ghosh L 11849 Priyanka Singh L 12359
27.	91	Dr. D. Prema	Associate Professor	Dept. of Humanities & Social Sciences, Saveetha Institute of Medical & Technical Sciences Chennai, TN	10/20, Thiruvengadam Street, Royapuram Chennai 600013	Ph.D M.Phil	39	Suresh Misra L 6143 Meenakshi Hooja L 3639

28.	107	Dr.(Ms) Shilpee Aggarwal	Associate Professor	Maharaja Agrasen Institute of Management Studies (MAIMS) Sector 22 Rohini, Delhi	A-2/124, II Floor Paschim Vihar Delhi 110063	MBA Ph.D.	43	Charru Malhotra Neetu Jain
29.	1	Dr. Amit Kumar Pandey	Asstt. Professor	Sharadchandra Arts, Commerce & Science College Nanded Dist., MS	Flat No.108 Mogra Apartment, Phrande Park Dist. Nanded Maharashtra 431605	Ph.D.	38	BR Katturwar L-12714 RN Jadhav L-11447
30.	77	Dr.(Ms) V. Mallika Vedantha m	Asstt. Professor	Dept. of Public Admn. Tara Government College, Sangareddy Telangana	4-23-66/17, 2nd Lane, Mutyala Reddy Nagar, A.P. 522007	Ph.D	45	G Sreenivas Reddy L 2890 K Seetharam a Rao L 2707
31.	79	Dr. Chetna Sharma Rajput	Asstt. Professor Grade – I	Dept. of Humanities & Social Sciences N.I.T. , Raipur	Block 5, Flat 5/F, Singapore City Raipur 492010 Chhattisgarh	MBA Ph.D	38	KK Sethi L 190
32.	90	Dr. N. Muthuku mar	Asstt. Professor	Loganatha Narayansamy Govt. College (Autonomous) Ponneri, T.N.	10/20, Thiruvengadam Street, Royapuram Chennai 600013	Ph.D M.Phil	42	Suresh Misra L 6143 Meenakshi Hooja L 3639
33.	98	Dr. Reema Sharma	Asstt. Professor	Govt. College, Karnod Bhopal, MP	B 1-104, Blue Sky High Rise, Aakriti Ecocity, Bawdia Kalan, Bhopal 462039	Ph.D	46	Anita Deshpande L 10992 Dhananjay Verma L 11469
34.	102	Mr. Vishwa Anand	Asstt. Professor	Dept. of Sociology B.R.A. Bihar University Muzaffapur, Bihar	Raghawendra Niwas, Nayatola Muzaffapur 842001	Ph.D.	46	Awadhesh Kumar Singh L 10008 Surendra Kumar L 10917
35.	105	Dr. Snehasish Das	HoD	Deptt. of School Education, SCERT Bihar Patna	Flat No.08, Vishal Nikat Apartment PO Rajendranagar Patna 800016	M.Ed. Ph.D.	56	Rajesh Kumar L 11237 RK Verma L 8800

36.	115	Dr. Annita Ranjan	Asstt. Professor	Dept. of Psychology, Gossner College, Ranchi Jharkhand	R/o Dr. Manish Ranjan, IAS Qtr.No. A3/5, Jawahar Nagar Kanke Road Ranchi 834008	Ph.D	51	Neetu Jain Kusum Lata
37.	23	Mrs. Pooja Rani	Principal	Directorate of Education, Delhi Govt., Level 12 Officer, Research Cell, SCERT, Defence Colony New Delhi	E 62, DDA Flats Ekta Apartment New Delhi 110017	MA M.Phil	59	Charru Malhota Rajiv Arora L 12917
38.	78	Dr. M. Premjit Singh	Registrar	Manipur University Imphal	Keishampat Leimajam Leikai, Imphal 795001	Ph.D.	50	Soram J Singh L 12461 NT Singh L 12598
39.	100	Dr. Sahajana nd Prasad Singh	Registrar	Bihar Council Medical Registration (Health Deptt., Bihar) and Ex. National President, IMA	Sahaj Surgery, Tilak Nagar Kankarbagh Patna 800020	MBBS MS	73	Nishant Kumar L 12077 Neetu Jain
40.	4	Mr. C.L. Shivakum ar	KAS	Special D.C. KIADB O/o Special DC Bengaluru	No.1841, 3rd Main C Block, Sahakarangeva Bengaluru 560092	PG	43	Karnataka Branch
41.	5	Dr.(Ms) N.N. Madhu	KAS	Joint Commissioner Brihat Bengaluru Mahanagara Palika Bengaluru	No.25, Naigere S. Neralakere Post Hosagunga Tq. Chitradurga Dist. Karnataka 577542	MBBS	35	Karnataka Branch
42.	6	Ms. Anitha Lakshmi	KAS	Chief Operating Officer (Skill) Sanjeevini Karnataka Rural Livelihood Mission Bengaluru	No.15, Manjunathapur a Gokulam 4th Stage Mysore, KAR	MA	45	Karnataka Branch

43.	7	Ms. C. Anitha	KAS	Addl. Commissioner Excise Deptt. Govt. of Karnataka Bengaluru	No.299, 17th C Main, 3rd Block Rajajinagar Bengaluru 560010	MBA	50	Karnataka Branch
44.	18	Mr. Rishpal Singh	JKAS	Custodian General Jammu & Kashmir Jammu	Opp. Sparrow Enclave Tulsi Vihar Khanpur, Nagrota J&K 181221	MA	58	JK Branch
45.	25	Mr. Aman Kumar	Addl. Chief Judicial Magistrate	ACJM Civil Court Agra, UP	H.No.2050, Railway Colony New Railway Station Cantt Agra 223007	LL.M.	35	VK Sharma Amitabh Ranjan
46.	26	Ms. Azeeta Seher Qureshi	KAS	Under Secretary LG's Grievance Cell, J&K	H.No.31, Umar Abad, Sector A Peerbagh, Hyderpora Srinagar 190014	MA	35	JK Branch
47.	29	Mr. Mohammad Hussain Malik	JKAS (Retd)	Commissioner / Secretary to Govt. of J&K (Retd)	H.No.10, Lane No.4 Gulmarg Colony Battindi Jammu 181152	MBA	67	JK Branch
48.	45	Dr. Renuka Shrivastava	Dy. Secretary	Urban Development Deptt. Govt. of Chhattisgarh New Raipur	D 1/1, Sector 17 New Raipur Atal Nagar Chhattisgarh 492101	Ph.D	52	Chhattisgarh Branch
49.	50	Mr. K.M. Suresh Kumar	KAS	Addl. Commissioner Excise (Admn) O/o Commissioner of Excise Benguluru	83, 3rd Cross KSFC Layout Mysore 570029 Karnataka	M.Com	52	Karnataka Branch
50.	51	Mr. Umesh J.	KAS	ALAO BDA Head Office Benguluru	15, Mallanakopallu (N), Nagarmangula Taluk, Devalapura (H) Karnataka	B.Com	34	Karnataka Branch

51.	63	Mrs. Huidrom Babita Chanu	Dy. Nursing Supdt. (Group A)	Regional Institute of Medical Sciences Hospital, M/o Health & Family Welfare, GoI, Imphal	Langjing Schoube, Mamang Lierak, N.C. Road Imphal West Manipur-795113	B.Sc GNM	57	LM Singh L 11003 VK Sharma L 8016
52.	66	Mr. Manoj G.	Scientist F	DAIO Biomedical Technology Wing SCTIMST Kerala	Mangalatha Puthen Veddu, Muttubnam Kudavoor P.O. Kerala 695313	Ph.D	46	DST Participant
53.	68	Dr. Krishna Ranjan Sharma	Joint Director (Retd)	Govt. of Bihar State Services Officer	C 163, Ground Floor, South City-2, Sohna Road Gurugram 122018	Ph.D	68	Alok Shrivastava L 12817 KK Pandey
54.	69	Mr. Ajay Singh	Former Chairman	National Bal Bhavan M/o HRD, GoI	Asra S 20/51, Varuna Bridge, Varanasi 221001	Ph.D	74	Vinay Pratap L 12134 Jeevan Kumar C. L-11188
55.	71	Mr. Sreenath S.V.	Asstt. Director	National Savings (Finance) Deptt. Govt. of Kerala Ernakulam, Kerala	`Sreevihar', Shanthummoola, Malayiokeezhu PO Thiruvananthapuram, Kerala	B.Tech MA	36	Kerala Branch
56.	80	Mr. Ajit Kumar Sahu	Deputy Secretary	Lok Sabha Secretariat, EPHA, Parliament of India, New Delhi	H.No.B-6/3, Second Floor, Safdarjung Enclave, New Delhi	PG MBA	45	Training participant KK Pandey Suresh Misra
57.	82	Smt. Mayadevi Hambirao Patole	Joint Secretary	Hon. Chief Minister Secretariat, Govt. of Maharashtra Mumbai	B/204, Bhawani Complex, Bhawani Shankar Road, Dadar (W), Mumbai 400028	PG	50	Maharashtra Branch
58.	83	Mr. Satyavinayak V. Mule	Joint Director (Planning)	Directorate of Economics & Statistics, Govt. of Maharashtra Mumbai	B 703, Janaki Tower, Mahila Samiti School, Thakur L I, Dombivali (E) Dist. Thane, MS	M.Sc	45	Maharashtra Branch

59.	88	Dr.(Ms) Kiran T. Rajurkar	Asstt. Executive Engineer	CIDCO Bhavan CBD Belapur Navi Mumbai, MS	Khanda Colony, Sector 9, Haware Vrundavan, C Wing Tulsi Tower Flat No.401 New Panvel (W) Dist. Raigad MS 410206	ME Ph.D MBA LL.M	47	Maharashtra Branch
60.	95	Ms. Thenmozhi K.	Architect	CPWD, O/o Chief Architect, Rajaji Bhawan Chennai, TN	Block 8/57, CPWD Officers Quarters, Indira Nagar, Adyar, Chennai TN 600020	B.Arch	47	SR Sundaram L 4034 Kusum Lata L 8567
61.	99	Mr. Praveen Kumar Agrawal	Chief Engineer (Civil), CES Group A Officer	C.P.W.D. E.D., Customs Wadala Project, Mumbai, MS	G 19, Hyderabad Estate, Malabar Hills, Napean Sea Road, Mumbai 400006	M.Tech	55	Charru Malhotra Kusum Lata
62.	101	Dr. Hemant Garg	Deputy Director (Group A Officer)	E.S.I.C. (M/o Labour & Employment, GoI) Regional Office Punjab, Chandigarh	H.No.76, Sector 49-A, Young Dwellers Society Chandigarh 160047	BDS LLM MBA PH.D.	45	Suresh Misra Charru Malhotra Training Participant
63.	110	Mr. Pankaj Naithani	Addl. Director	Directorate of Economics & Statistics, Dept. of Planning, Govt. of Uttarakhand Dehradun	769/17, Pragati Vihar, Haridwar Road, Dharampur Dehradun-248001	M.Sc M.Phil	59	Jai Raj N Ravi Shanker
64.	111	Mr. Deependra Kumar Pandey	Librarian	Doon Library & Research Centre Lansdowne Chowk Dehradun	C 47, Doon Enclave Shimla Bypass Sewla Kalan Dehradun-248171	M.Sc. MA M.Lib.Sc	60	Jai Raj N Ravi Shanker
65.	118	Dr. Dilip Kumar Singh	Asstt. Audit Officer	O/o District Audit Officer, Cooperative & Panchayat Dist. Raebareli UP	B 181, Dyal Residency, Chhinat, Opp. B.B.D. University Lucknow 226028	MPA Ph.D	54	UP Branch

66.	11	Mrs. Anita Unmesh Patil	Asstt. Registrar	Dr. Babasaheb Ambedkar Marathwada University Chhatrapati Sambhajinagar Maharashtra	Sai Labh Enclave, Gut No.92, Paithan Road, Itkheda, Chhatrapati Sambhajinagar Maharashtra 431001	BAMS MBA	46	Abhijit Pilkhane L 11091 G.R. Manza L 12170 Aurangabad Branch
67.	13	Ms. Bala Jyoti	District & Sessions Judge	Special Judge Anti Corruption, CBI Jammu	52 A, Phase III, Lane No.09, Tawi Vihar Sidhra, Jammu J&K 180019	LL.B	60	JK Branch
68.	70	Dr. Anil Wasant Kharche	Director	Dr. V.B. Kolte College of Engineering Malkapur Dist. Buldana Maharashtra	Plot No.67, Birla Ganapati Colony, BGTI Road Malakpur Dist. Buldana MS 443101	ME Ph.D MBA	61	Arun Kumar L 12806 PL Kirkire L 4961
69.	119	Dr. Surendra Kumar	Asstt. Professor (Management)	Rajkiya Engineering Collage, Atarra, Banda, U.P. - 210201	Type II, B-101, Rajkiya Engineering Collage Atarra, Banda U.P. - 210201	M.A. MBA Ph.D.	48	UP Branch
70.	120	Dr. Ravij Seth	Professor of Business and Policy Strategy, (Retd. Indian Railway Accounts Service)	Indian Institute of Management, NH-44, Katra Road, Nagrota, Jagti Jammu-181221 (J & K)		M.E Ph.D.	63	JK Branch

Recommended for Student Membership (15th January, 2026)

S.No	Name	College / Institute	Educational Qualifications	Age	email ID
1.	Mr. Kumar Ashutosh S/o Kamleswar Singh Defence Colony, Pakadi ARA Bhojpur, Bihar - 802301 Mob; 9471202128	Pursuing Ph.D. from VKS University Ara	PG	31	94kumarashutos@gmail.com
2.	Miss Preeti B-59 Gali No.4, Mandawali Fazalpur Delhi-110092 Mob: 7217679422	Pursuing higher studies	M. Com	26	preeti120197@gmail.com
3.	Miss Shivani B-59 Gali No-4, Mandawali Fazalpur Delhi-110092 Mob: 9625619695	Pursuing MA from IGNOU	BA	24	sso259072@gmail.com
4.	Miss Vandana 97-A, D-1 DDA Janta Flat, Kondli Mayur Vihar Phase -3 Delhi 110096 Mob; 9354252705	Pursuing higher studies	B.Com	28	vvandu83@gmail.com
5.	Mr. Subham Pradhan Near Kayakud Chock Langabahal Jujomura Sambalpur, Odisha-768105 Mob: 9348036647	Pursuing M.B.A. from NMIMS University, Mumbai	B.Sc	23	pradhansubham.67@gmail.com
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7.	Mr. Shubh Kapoor 45, 1st Floor Indra Vihar Dr. Mukherjee Nagar Delhi- 110009 Mob: 8448220949	Pursuing MBA from IGNOU	BBA	24	shubhkapoor211@gmail.com
8.	Mr. Manchala Kiran Kumar 3-5 -24/N/180, Navodaya Nagar H.B. Colony, Movalaali Hydrabad Mob; 9032361899	Pursuing Ph.D. from Osmania University	PG	27	kirankumar2309.kk@gmail.com
9.	Mr. Puneet Gupta House No. 1797 Gali No-1, Kailash Nagar Delhi-110031 Mob. 9213685617	Pursing MA from IGNOU	B.A	22	gpuneet102@gmail.com

10.	Mr. Ayush Verma S-538, School Block Shakarpur East Delhi-110092 Mob: 7753935049	Pursuing Ph.D. from University of Delhi	PG	22	sverma2525@gmail.com
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14.	Mr. Partik Shawant Parsan Nagar Dumri Road, Gobarsanhi Muzaffarpur - 843113 Bihar Mob: 7050365636	Pursuing higher studies	MA	24	shawantpratik@gmail.com
15.	Mr. Shekhar Oraon Kathitand, Ratu, Ranchi - 835222 Jharkhand Mob; 7992468178	Pursuing higher studies	MA	29	shekharkhakho@gmail.com
16.	Miss Shikha Block -21, House No-21/115 Trilok Puri Delhi-110091 Mob; 990465514	Pursuing MA from IGNOU	BA	22	raikwarshikha992@gmail.com
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19.	Mr. Gourav 4/1595 Gali No-7 Bhola Nath Nagar Shahdara Delhi – 110032 Mob. 8447227548	Pursuing MA from University of Delhi	BA	27	gcg515448@gmail.com
20.	Mr. Sourav 4/1595 Gali No-7 Bhola Nath Nagar Shahdara Delhi – 110032 Mob. 8882197131	Pursuing MA from University of Delhi	BA	22	ckk305097@gmail.com

21.	Mr. Pranshu Singh 17 K / 7 K, Nai Basti, Benjganj, GTB Nagar, P.O. Kareli, Prayagraj, Uttar Pradesh -211016 Mob. 7379099535	Pursuing higher studies	MBA	27	pranshu.singh534@gmail.com
22.	Mr. Kadir S- 53/3A Gandhi Camp SNP, New Delhi -110065 Mob. 8287085095	Pursuing M.A. University of Delhi	BA	21	
23.	Mr. Sandeep Kashyap Flat No.1, H.No.21 B, Tikkar Mohalla, Maidan Garhi, Chhattarpur New Delhi- 110068 Mob. 8969775808	Pursuing Ph.D from IGNOU	PG	27	rajputkashyap98@gmail.com
24	Mr. Pancham Chanjotra H.No.520/2, Narwalpain, Satwari, Jammu Cantt – 180003 Mob. 7051010555	Pursuing PG from Chitkara Univesity Rajpura Punjab	BE	22	
25	Mr. Akash Kumar Maa Ambey Medical Hall, Near Nehru Chowk Nandlal Tola, Gorkha Dhala, Chapra – 841301	Pursuing M.Sc from Delhi University	B.Sc	21	iamakash17241@gmail.com
26	Mr. Mohd. Faisal 2650, Gali Khajoor Wali, Kucha Chelan, Daryaganj, New Delhi-110002 Mob. 7838476199	Pursuing CMA from ICMAI Lodhi Road New Delhi	B.Com	45	faisal.mohammed2010@gmail .com
27	Mr. Ashish Sharma B 279/10 B, St.No.11, Ashok Nagar Delhi 110093 Mob. 9582829099	Pursuing higher studies	B.Tech.	37	flp.ashishsharma@gmail.com
28	Ms. Chandni H.No.297, (Kh.No.160/1) Samta Vihar, Mukundpur Part 2 Delhi 110042 Mob. 8505818346	Pursuing MA from IGNOU	BA	24	chandni202511@gmail.com
29	Mr. Ujjwal Jain 113/3-4, Ansari Road Darya Ganj New Delhi-110002	Pursuing higher studies	B.A.	28	
30	Mr. Ajeet Kumar Village - Sripal Basant, P.O. Basant, P.S. Garkha, Dist. Chapra Saran, Bihar-841202 Mob: 9471051907	Research Scholar Dept. of Political Science, V.K.S. University Ara, Bihar	PG	39	

Annexure C

Training Programmes conducted from October, 2025 to September, 2026

S. No	Programme Name	Duration	Programme Coordinators	No. of Participants
1.	A Six-day Non Residential Programme on "Purchase Management in govt. Offices & Communication Skills for the officials of Indian Coast Guard (Sponsored by Indian Coast Guard)	October 6 - 11, 2025	Dr. Saket Bihari Dr. Manan Diwedi	27
2.	Customized ITEC Programme on Local Governance and Good Governance Ministry of External Affairs (Sponsored by ITEC)	October 6 -17, 2025	Dr. Roma Mitra Dr. Kusum Lata	34
3.	Round Table Discussion with Women Councilors and Officers from Chandigarh Municipal Corporation (Sponsored by Ministry of Women and Child Development, Govt. of India)	October 9, 2025	Dr. Amit Kumar Singh Prof. Suresh Misra	12
4.	Five Day Non Residential Programme on "Communication Skills" for the officials of Coast Guard (Sponsored by Indian Coast Guard)	October 13 - 17, 2025	Dr. Saket Bihari Dr. Manan Diwedi	21
5.	13th Training Programme on Financial Management in Scientific Organizations, (Scientist & Technologist) (All Levels) (Sponsored by DST)	October 13-17, 2025	Dr. Pawan K. Taneja	30
6.	One Week attachment programme for Mizoram Secretariat Service (MSS) Officer, Govt . of Mizoram (Sponsored by ATI, Mizoram)	November 3-7, 2025	Dr. Sachin Chowdhry Prof. K.K. Pandey	25
7.	Foundation Training Programme (FTP) for Block Horticulture Officers, Govt. of Bihar (Sponsored by BIPARD)	Novmeber 3-7, 2025	Dr. Mamta Pathania Dr. Amit Kumar Singh	104
8.	Public Policy and Leadership Programme for DANIPS trainee Officers (Sponsored by Delhi Police)	November 03, 04 & 06, 2025.	Dr. Surabhi Pandey	8
9.	Two week Training Programme for Mizoram Civil Services Officers, Mizoram, Batch of 2023 (Sponsored by ATI, Mizoram)	November 10-21, 2025	Dr. Sachin Chowdhry Prof. K.K. Pandey	19
10.	Two Week Techno-Managerial Skills Development Training Program for Senior Technical Officers, DRDO (Sponsored by DHRD/DRDO HQ)	November 10-21, 2025	Prof. Neetu Jain Dr. Shweta Mittal	34
11.	One Day Special Training Programme on "Sustainable Delivery of Municipal Services" at Hisar	November 11, 2025	Prof. K.K. Pandey	39
12.	Two day non-residential training programme on "Professionalism and Work Ethics" (Sponsored by PRIDE)	November 11-12, 2025	Dr. Mamta Pathania	40

13.	Leadership for the 21st Century Professionals Women (Sponsored by ITEC)	November 11-24, 2025	Dr. Roma Mitra Debnath and Dr. Pawan Taneja	32
14.	Three Day Training Programme on " SMART Public Service Delivery in Urban Planning and Governance (Under CUS)	November 12-14, 2025	Prof. Charru Malhotra	13
15.	19th Capacity Building Programme for Technical Personnel (Sponsored by DST)	November 17-28, 2025	Prof. Vinod K. Sharma Dr. Surabhi Pandey	25
16.	Annual National Conference on Revisioning Rural Development Building Blocks for Viksit Bharat @2047	November 18-19, 2025.	Prof. Suresh Misra Dr. Mamta Pathania	100
17.	Round Table Workshop on Creative Redevelopment Projects held at Gurugram	November 19, 2025	Prof. K.K. Pandey Dr. Amit Kumar Singh	32
18.	Dr. Rajendra Prasad National Convention – V on Swarnim Bharat 2047 (Virasat aur Vikas): Integrating Heritage and Development for a Progressive Future	November 20-21, 2025	Prof. Neetu Jain Dr. Shweta Mittal	60
19.	Training Programme cum Exposure Visit for Provincial Civil Service Officers (Group B) from Maharashtra State (Sponsored by VANAMATI)	November 24-28, 2025	Dr. Sachin Chowdhry Dr. Manan Dwivedi	162
20.	NGO Training on Blended Capacity Building Programme for Stakeholders of River Ganga – Phase II	November 25, 2025	Prof. V.K. Sharma	45
21.	Training Programme on "Leadership for 21st Century Professional Women" for Royal Bhutan Police Officers (Sponsored by Royal Bhutan Police)	December 1-10, 2025	Dr. Surabhi Pandey	5
22.	15-Day International Capacity Building Programme on Innovations in Organizational Management 16-(Sponosred by Indian Army, Indian Air Force and Indian Navy)	December 1-15, 2025	Dr. Saket Bihari	14
23.	Two week International Training Programme on Data Analytics and Financial Modelling (Sponsored by ITEC)	December 02-15, 2025	Dr. Roma Mitra Debnath and Dr. Pawan Taneja	29
24.	Foundation Training Programme (FTP) for Indian Telecommunications Service & Indian Radio Regulatory Service Officer Trainees ITS 2024 Batch & IRRS 2024 Batch (National Telecommunications Academy (T), Ghaziabad)	December 8, 2025 - January 16, 2026	Dr. Roma Mitra Debnath Dr. Kusum Lata	23
25.	Two Week Non Residential Training Programme on "Human Resource Management" for Chief Engineers of MES (Sponsored by Military Engineer Services Ministry of Defence, GoI)	December 8-19, 2025	Prof. Neetu Jain Dr. Shweta Mittal	21
26.	One-Day Workshop on "Artificial Intelligence and Use Cases" for UIDAI officials (Sponsored by Unique Identification	December 08, 2025	Dr. Surabhi Pandey	70

	Authority of India (UIDAI),Aadhaar, GoI.			
27.	8 Week Induction/ Orientation Training Programme of ICMR Scientists newly recruited (Scientist B, C &D) ICMR (Sponsored by Indian Council of Medical Research (ICMR), New Delhi)	December 15, 2026- February 6, 2026	Prof. V.K. Sharma Dr. Surabhi Pandey	38
28.	Induction Training Programme for Newly Recruited Deputy Directors of ESIC (Sponsored by Employees' State Insurance Corporation)	December 15-19, 2025	Prof. Neetu Jain Dr. Shweta Mittal	20
29.	IIPA Kartavya Dialogue (Literature Festival)	December 18, 2025.	Prof. Suresh Misra	60
30.	Capacity Building Programme for Judicial Officers of India on Cyber Security and Digital Forensics Investigation (Sponsored by I4C, MHA)	January 5 - 9, 2026	Dr. Surabhi Pandey	32
31.	Training of National Trainers for Census of India 2027 (Sponsored by O/o the Registrar General and Census Commissioner of India, Ministry of Home Affairs, GoI)	January 5 - 9, 2026	Dr. Surabhi Pandey	50
32.	National Urban Conclave on Envisioning Viksit Bharat@2047: Digital Transformation in Urban Planning and Governance	January 9, 2026	Prof. Charru Malhotra Prof. K.K. Pandey	60
33.	3rd Pilot Programme of Revamped Trainer Development Programme (TDP) (Sponsored by DoPT Trainer -Focused (Package))	January 12-17, 2026	Dr. Amit Kumar Singh	20
34.	23rd Foundation Training Programme for Scientist & Technologists (8 weeks) Scientist, B & C, and Newly Recruited Scientist D, levels and equivalent (Sponsored by Department of Science and Technology, GoI)	January 12, 2026 to March 06, 2026	Prof. Vinod K. Sharma Dr. Surabhi Pandey	21
35.	Training of National Trainers for Census of India 2027 (Sponsored by O/o the Registrar General and Census Commissioner of India, Ministry of Home Affairs, GoI)	January 12-16, 2026	Dr. Surabhi Pandey	50
36.	One-week residential training Programme for newly appointed .Block Horticulture Officers (Sponsored by BIPARD)	January 12-16, 2026	Dr. Mamta Pathania Dr. Amit Kumar Singh	72
37.	Capacity Building Programme for District Ganga Committee under the project "Blended Capacity Building Programme for Stakeholders of River Ganga" – Phase II	January 15-16, 2026	Prof. V.K. Sharma	40
38.	International Conference titled "Reimagining Dr. B.R. Ambedkar's Vision for a Viksit Bharat: Perspectives on Inclusion, Innovation, and Sustainability"	January 19-20, 2026	Prof. Nupur Tiwari	75
39.	Visit of participants of International Training Programme on "Public Policy and	January 27, 2026	Prof. Suresh Misra Prof. K. K Pandey	28

	Governance" conducted by NILERD under ITEC programme to IIPA		Shri Amitabh Ranjan	
40.	Launch of IIPA's Publication on Public Administration in India : Theory I Policy I Practice	January 28, 206	Prof. Ashok Vishan Dass	40
41.	2nd Pilot Programme of Revamped Trainer Development Programme (TDP) (Sponsored by DoPT)	January 28-30, 2026	Dr. Amit Kumar Singh	20
42.	3rd Pilot Programmne Trainer Development Programme (TDP) HR- Focused (Package 3) (Sponsored by DoPT)	February 2-4, 2026	Dr. Amit Kumar Singh	20
43.	BIPARD Veterinary Officers	Feb 2-6, 2026	Dr. Mamta Pathania Dr. Amit Kumar singh	15
44.	**Online** DGC training, under the project "Blended Capacity Building Programme for Stakeholders of River Ganga" - Phase II	February 2-3, 2026	Prof. V.K. Sharma	25
45.	5-Day Residential Training Programme for In-SPACe Employees	Feb 3-7, 2026	Dr. Surabhi Pandey	21
46.	**Online** DGC training, under the project "Blended Capacity Building Programme for Stakeholders of River Ganga" - Phase II	February 4-5, 2026	Prof. V.K. Sharma	23
47.	New Delhi Dialogues AI for Good Governance (Bharat Responsible AI Forum)	February 3, 2026	IIPA	25
48.	Two-Week Residential Techno - Managerial Skills Development Training Programme for Senior Technical Officers of DRDO (Sponsored by DRDO)	February 9-20, 2026	Prof. Neetu Jain Dr. Shweta Mittal	33
49.	Training Programme on Cyber Security and Digital Forensics Investigation for Judicial Officers	February 9-13, 2025	Dr. Surabhi Pandey	34
50.	Foundation Training Programme (FTP) for Assistant Section Officers, Govt. of Bihar (Sponsored by BIPARD)	February 9-13, 2026	Dr. Mamta Pathania Dr. Amit Kumar Singh	30
51.	Two Weeks International Management Development Programme on Project and Risk Management for Public Works (Sponsored by ITEC)	February 11 - 24, 2026	Dr. Roma Mitra Debnath Dr. Pawan Taneja	22
52.	Special Training Program on Role and Responsibilities of Municipal Elected Leaders (MELs) at Thanesar	February 11, 2026	Prof. K.K. Pandey Dr. Amit Kumar Singh	65
53.	**Online** DGC training, under the project "Blended Capacity Building Programme for Stakeholders of River Ganga" - Phase II	February 11-12, 2026	Prof. V.K. Sharma	25
54.	Foundational Training of Gujarat Administrative Service Class-I Officers (Sponsored by SPIPA)	February 16-21, 2026	Dr. Surabhi Pandey	16
55.	Online DGC training, under the project "Blended Capacity Building Programme for Stakeholders of River Ganga" Phase II	February 18 - 19, 2026	Prof. V.K. Sharma	22

56.	Residential Training Programme on "Public Administration" for IDES Officer Trainees of 2025 batch	February 23-27, 2026	Prof. Suresh Misra Dr. Mamta Pathania	6
57.	Management Excellence Programme on Finance, Operations and Project Management for newly appointed Assistant Executive Engineers (ESE-2023 & ESE-2024 Batch) of MoRTH (Sponsored by Indian Academy of Highway Engineers (IAHE))	February 23-March 6, 2026	Dr. Pawan Taneja Dr. Kusum Lata	12
58.	Two day Special Training Programme on Mobilisation of Municipal Own Source Revenue (Sponsored by CUS)	February 24-25, 2026	Dr. Amit Kumar Singh Prof. K.K. Pandey	25
59.	**Online** DGC training, under the project "Blended Capacity Building Programme for Stakeholders of River Ganga" - Phase II	February 25-26, 2026	Prof. V.K. Sharma	40
60.	Visit of students of Manohar Parrikar School of Law, Governance and Public Policy, Goa University	March 5, 2026	Prof. V.N. Alok	35
61.	Master Trainers' Induction Program for Online Crimes Against Women and Children (Sponsored by I4C)	March 9-13, 2026	Dr. Surabhi Pandey	67
62.	Two Weeks International Training Programme on Managing Infrastructure Development Risk : Lessons from India (Sponsored by ITEC)	March 10-23, 2026	Dr. Roma Mitra Debnath Dr. Kusum Lata	28
63.	Workshop on "Research Methodology: Approach, Tools and Techniques"	March 16, 2026	Prof. Nupur Tiwary	27
64.	Training Programme on Cyber Security and Digital Forensics Investigation for Judicial Officers (Sponsored by I4C, MHA)	March 16-20, 2026	Dr. Surabhi Pandey	17
65.	A Three-Week Orientation Course for Officials of Indian Coast Guard on "Excellence in Administration" (Sponsored by Indian Coast Guard)	March 30- 17 April, 2026	Dr. Saket Bihari Dr. Manan Dwivedi	20
66.	Project and Risk Management for Public Works for Mozambique Participants (Sponsored by ITEC)	31 March - 14 April 2026	Dr. Roma Debnath Dr. Pawan Taneja	35
67.	Higher Administration and Leadership Programme for DANIPS Trainee Officers	April 15 - 17, 2026	Dr. Surabhi Pandey	9
68.	One-Week Programme for Joint Secretaries of Government of Sikkim	April 20-24 2026	Prof. V.N. Alok Dr. Pawan Taneja	20
69.	Five-Day Foundational Training Programme Gazetted Officers and Science City Personnel of the Gujarat State (Sponsored by SPIPA, Gujarat)	April 20-24 2026	Dr. Surabhi Pandey	38
70.	A Three-Week Orientation Course for Officials of Indian Coast Guard on "Excellence in Administration" (Sponsored by Indian Coast Guard)	20 April - 08 May, 2026	Dr. Saket Bihari Dr. Manan Dwivedi	9
71.	Visit of Foreign Delegation to IIPA who are participating in the 37th International Training Programme in Legislative	April 21, 2026	Dr. Mamta Pathania	42

	Drafting conducted by the PRIDE			
72.	One day Capacity Building Programmes for Different ULBs of Faridabad District on "Mobilization of Municipal Own Source Revenue" at Faridabad	May 5, 2026	Dr. Amit Kumar Singh	49
73.	18th Dr. B.R. Ambedkar Memorial Lecture on "Dr. B.R. Ambedkar's Vision of Justice and Constitutional Governance of India"	May 15, 2026	Prof. Nupur Tiwari	165
74.	Mid-Career Training Programme for Assistant Registrars (Cooperative Society) & Audit Officers, Govt. Of Bihar (Sponsored by BIPARD)	May 18-22, 2026	Dr. Mamta Pathania Dr. Amit Kumar Singh	12
75.	Master Trainer Workshop on Freedom from Violence: Capacity Building of Elected Women Representatives on Legal provisions for the safety and security of women Panchayat Representatives as the first responders (Sponsored by Ministry of Panchayati Raj)	May 25-27, 2026	Prof. V.N. Alok	40
76.	One Day Special Training Programme on Efficient Delivery of Municipal Services held at Municipal Corporation Sonipat	June 3, 2026	Dr. Amit Kumar Singh	36
77.	Communication & Presentation Skills for the ISS Officers (Sponsored by NSSTA)	June 8-12, 2026	Prof. Neetu Jain Dr. Shweta Mittal	34
78.	Foundation Training Programme for Assistant Section Officers, Govt. of Bihar (Sponsored by BIPARD)	June 8-12, 2026	Dr. Mamta Pathania Dr. Amit Kumar Singh	16
79.	Intra-Sector Peer Learning Programme of IAS 2024 Batch	June 13, 2026	LBSNAA	184
80.	Training of Trainers under the Nirbhaya fund project titled, "Sensitization of Men towards women-related issues, including the Safety and Security of Women" (Sponsored by Ministry of Panchayati Raj)	17-19 June, 2026	Prof. V.N. Alok	36
81.	Special International Training Programme on Project Management for Bhutan Officials (Sponsored by Royal Government of Bhutan)	22-26 June 2026	Dr. Roma Debnath	12
82.	Three week Induction Training Programme for Newly Recruited Planners and Architects of DDA (Sponsored by DDA)	29 June - 17 July, 2026	Dr. Roma Debnath	37
83.	52nd Advance Professional Programme in Public Administration (APPPA)	1 July, 2026 - 30 April, 2027	Prof. Charru Malhotra Dr. Roma Debnath	23
84.	5 Days Management Development Programme (MDP) for Administrative Officers (Gazetted Officers) of the Department of Atomic Energy (Sponsored by Department of Atomic Energy, Ministry of New Renewable Energy)	6-10 July, 2026	Dr. Surabhi Pandey	30

85.	Training Programme for newly promoted officers of Bihar Secretariat Service, Govt. of Bihar (Sponsored by BIPARD)	13 - 17 July, 2026	Dr. Mamta Pathania Dr. Amit Kumar Singh	31
86.	Trainers (ToT) programme on "Water Sufficient Gram Panchayat" (Sponsored by Ministry of Panchayati Raj)	16 July, 2026	Prof. V.N. Alok	37
87.	Three day Training of Trainers (ToT) programme on "Freedom from Violence: Capacity Building of Elected Women Representatives on Legal Provisions on Safety and Security of Women" (Sponsored by Ministry of Panchayati Raj)	27-29 July, 2026	Prof. V.N.Alok	41
88.	Two week Training on "Human Resource Management" (Sponsored by Military Engineers Service)	27 July - 7 August, 2026	Prof. Neetu Jain	29
89.	National Conference on "One Nation One Election: Enhancing Participation of Voters from Marginalised Communities" (Sponsored by Dr. B.R. Ambedkar Chair in Social Justice)	28-29 July, 2026	Prof. Nupur Tiwari	60
90.	Special Training Programme on IT Applications in Urban Governance held at Panchkula (Sponsored by CUS)	29 July, 2026	Dr. Amit Kumar Singh	40
91.	Impact and Insights Workshop : Showcasing Ground -Level Transformational Work through Nokia Smartpur Centers in collaboration with IIPA (Sponsored by REACHA)	31 July -1 August, 2026	Dr. Pawan Taneja	60
92.	In-Service Training Programme for Promoted Officers of Bihar Secretariat Service, Govt. of Bihar (Sponsored by BIPARD)	3-7 August, 2026	Dr. Mamta Pathania Dr. Amit Kumar Singh	33
93.	Delegation from the Vietnam Academy of Social Sciences (VASS)	6 August, 2026		6
94.	15-day Refresher Course and Experience Sharing for Lateral Entrants who joined the Government of India in 2024 Joint Secretaries/Directors/Deputy Secretaries (Sponsored by DoPT)	17-31 August, 2026	Prof. V.N. Alok Dr. Pawan Taneja	17
95.	5 Days Training Module for ITBP Officers of rank Deputy Inspectors General & Commandants (Sponsored by Ministry of Home Affairs)	31 August - 5 September, 2026	Dr. Surabhi Pandey	37
96.	Hindi Diwas on "*Hindi Bhasha aur Bhartiya Gyan Parampara"* By Prof. Arun Diwakar Nath Bajpayee	14 September 2026	Prof. V.N. Alok	150
97.	Foundation Training Programme for Provincial Civil Service Officer, Govt. of Bihar	14-18 September, 2026	Dr. Mamta Pathania Dr. Amit Kumar	87

	(Sponsored by BIPARD, PATNA)		Singh	
98.	One-day workshop on 16th Finance Commission and Municipal finance held at Karnal (Under CUS)	18 September 2026	Prof. V.N. Alok Dr. Amit Kumar Singh	40
99.	Foundation Training Programme for Provincial Civil Service Officer, Govt. of Bihar (Sponsored by BIPARD, Gaya)	21-25 September, 2026	Dr. Mamta Pathania Dr. Amit Kumar Singh	97
100.	International Management Development Programme on Effective Decision Making and Leadership (Sponsored by ITEC)	September 22 – October 5, 2026	Dr. Roma Debnath	36
101.	One-Day Capacity Building Programme for the Officer/ Officials of NALSA "Building Cyber Resilience, Digital Trust and Personal Well-being for Effective Service Delivery	26 September 2026	Dr. Surabhi Pandey	25
102.	Foundation Training Programme for Provincial Civil Service Officer, Govt. of Bihar (Sponsored by BIPARD, PATNA)	28 September - 2 October, 2026	Dr. Mamta Pathania Dr. Amit Kumar Singh	98
103.	Three day non-residential training programme on "Professionalism and Work Ethics" (Sponsored by PRIDE)	September 29-October 1, 2026	Dr. Mamta Pathania Prof. Suresh Misra	40
				4094

Completed Research Projects from October 2025 – September 2026

S. No	Title of Study	Name of Faculty	Ministry/Department
1.	Impact Assessment for MyGov	Prof. Charru Malhotra	Ministry of Electronics and Information Technology
2.	Social Impact Assessment (SIA) & Social Impact Management Plan of Subansiri Upper Hydro Electric Project Arunachal Pradesh	Dr. P.K. Taneja	Govt of Arunachal Pradesh
3.	Assessment of manpower requirement in Ministry of Heavy Industries	Prof. Neetu Jain Dr. Shweta Mittal	Ministry of Heavy Industries
4.	Evaluation cum Impact Assessment Study of Pradhan Mantri Jan Vikas Karyakaram (PMJVK)	Dr. Gadadhara Mohapatra	Ministry of Home Affairs
5.	Evaluation of Pradhan Mantri Swasthya Suraksha Yojana (PMSSY)	Dr. P.K. Taneja	Ministry of Health & Family Welfare (PMSSY Division)
6.	Evaluation Study of Coir Vikas Yojana Scheme	Dr. Sachin Chowdhry	Ministry of Micro, Small and Medium Enterprises
7.	Evaluation of Scheme Venture Capital Fund for Scheduled Tribes	Prof. Nupur Tiwary	Ministry of Tribal Affairs
8.	Evaluation of Scheme Pradhan Mantri Janjatiya Vikas Mission	Prof. Nupur Tiwary	Ministry of Tribal Affairs
9.	Assistance to Training Institutions (ATI)	Prof. Suresh Misra Dr. Amit K Singh	Ministry of MSME
10.	Venture Capital fund for SCs and BCs and Ambedkar Social Innovation Incubation Mission (ASIIM)	Prof. Nupur Tiwari	Ministry of Social Justice & Empowerment
11.	Evaluation of DoTs scheme Technology Development and Investment Promotion (TDIP)	Dr. P.K. Taneja	Ministry of Communications
12.	Evaluation of the Old Pensioners' Portal Scheme and Preparation of a New Scheme: "Improving Pensioners' Welfare through Digital Empowerment" for the Department of Pension and Pensioners' Welfare (DoPPW).	Dr. P.K. Taneja	Ministry of Personnel, PG& Pensions
13.	Evaluation for the schemes Postal Operations & Human Resource Management Department of Posts	Dr. Kusum Lata Dr. Roma Debnath	Ministry of Communications Dept of Posts
14.	Evaluation of the scheme Entrepreneurship and Skill Development Programme (ESDP) of Office of DC (MSME), Ministry of MSME	Dr.Sachin Chowdhry	Ministry of MSME
15.	Impact Assessment for two schemes for Skill Development in ESDM Sector viz. Scheme for Fin Asstt to Select States/UTs for Skill Development in ESDM Scheme (1) & skill Devpt in ESDM for Digital India Scheme (-2)	Prof. Charru Malhotra	Ministry of Electronics and Information Technology

16.	Evaluation of Capacity Building and Skill Development Scheme	Prof. Charru Malhotra	Ministry of Electronics and Information Technology
17.	Evaluation of R&D in Information Technology Electronics and CCBT Scheme (Under the Digital India Umbrella Prog)	Prof. Charru Malhotra	Ministry of Electronics and Information Technology
18.	Impact Assessment of Promotion of IT/ITES Industries Scheme.	Prof. Charru Malhotra	Ministry of Electronics and Information Technology
19.	Evaluation of Electronic Governance Scheme (including EAP)	Prof. Charru Malhotra	Ministry of Electronics and Information Technology
20.	Third Party Evaluation Unnat Bharat Abhiyan	Dr. Saket Bihari	Ministry of Education
21.	Impact Assessment of INUPi 2 Bangalore	Prof. Charru Malhotra	Indian Institute of Sciences Bangalore
22.	Impact Assessment of INUPi 2 Kharagpur	Prof. Charru Malhotra	Indian Institute of Technology Kharagpur
23.	Impact Assessment of INUPi 2 Guwahati	Prof. Charru Malhotra	Indian Institute of Technology Guwahati
24.	Impact Assessment of INUPi 2 Bombay	Prof. Charru Malhotra	Indian Institute of Technology Bombay
25.	Impact Assessment of INUPi 2 Madaras	Prof. Charru Malhotra	Indian Institute of Technology Madaras
26.	Impact Assessment of INUP-i2i Delhi	Prof. Charru Malhotra	Indian Institute of Technology Delhi
27.	To Evaluate establishments which are in sectors receiving subsidy (e.g. Fertilizers) and security services being provided by CISF	Dr. Surbhi Pandey	Ministry of Home Affairs
28.	Evaluation of the Schemes of Safety of Women and Inter-Operable Criminal Justice System (ICJS)	Dr. Saket Bihari	Ministry of Home Affairs
29.	Evaluation Study of Welfare activities being run by Grih Kalyan Kendra (GKK)	Dr. Surbhi Pandey	Ministry of Personnel, Public Grievances and Pensions
30.	Evaluation of State Support Mission (SSM) Scheme NITI Aayog	Dr. Saket Bihari	NITI Aayog
31.	Third Party Evaluation of Pradhan Mantri Uchchatar Shiksha Abhiyan (PM-USHA) for Continuation Beyond 31-03-2026	Dr. Saket Bihari	Ministry of Education
32.	Evaluation of the Umbrella Scheme “Border Infrastructure & Management (BIM)”	Dr. Surabhi Pandey	Ministry of Home Affairs
33.	Evaluation of the scheme Civic Action Programme in NE Region	Dr. Surabhi Pandey	Ministry of Home Affairs
34.	Evaluation of the scheme Civic Action Programme in area other than NE & J&K	Dr. Surabhi Pandey	Ministry of Home Affairs
35.	Evaluation of the scheme Helicopter Service in North East Region and Helicopter service in UTs of J&K, Ladakh & state of Himachal Pradesh	Dr. Surabhi Pandey	Ministry of Home Affairs
36.	Evaluation of the R &D scheme of Ministry of Steel viz. Promoting of R & D in Iron & Steel Sector	Dr. Sachin Chowdhry	Ministry of Steel
37.	Evaluation of Malavia Mission Teachers	Dr. Surbhi Pandey	Ministry of Education

	Training Programme		
38.	Evaluation of the Telecom Technology Development Fund (TTDF) Scheme	Dr. P.K. Taneja	Ministry of Communications
39.	Panchayat Devolution in Gujarat	Prof. V.N. Alok	Gujarat Administrative Reforms Commission (GARC) Govt of Gujarat
40.	Social Impact Assessment for Land Acquisition for Sewerage treatment Plant Pehladpur Banger Delhi	Dr. Amit Kumar Singh	Govt of NCT Delhi
41.	Social Impact Assessment for Land Acquisition for Road Construction at Barwala Village, Delhi	Dr. Amit Kumar Singh	Govt of NCT Delhi
42.	Development of Citizen's Charter of Department of school Education & Literacy	Prof Suresh Misra Dr. Mamta Pathania	Ministry of Education Dept of School Education & Literacy
43.	Revival Plan of Delhi SC/ST/OBC/Minorities/Handicapped Finance and Development Corporation Ltd. (DSFDC)	Prof. Suresh Misra Dr. Sapna Chadah	Govt of NCT Delhi

On-going Research Projects from April 2026

Sr. No.	Title of Study	Name of Faculty	Ministry/Department
1.	Support National Level Monitoring System of Department of Rural Development GOI	Dr. Saket Bihari	Ministry of Rural Development
2.	Impact Assessment of 73rd and 74th Amendments in Indian Constitution	Prof. Suresh Misra Dr. Amit K Singh	National Commission for Women
3.	Study on Human Resource in the Dept./Org, & Training Need Analysis for the Officials in Govt of Puducherry	Dr. Mamta Pathania Dr. Amit K. Singh	A.R. Wing Govt of Pudcharry
4.	Madhaya Pradesh Administrative Unit Reorganization Commission (MPAURC)	Prof. Neetu Jain Dr. Shweta Mittal	Govt. of Madhaya Pradesh
5.	Building Fiscal and Institutional Resilience	Dr. Sachin Chowdhry	Govt. of Punjab
6.	Assessing the Effectiveness of Prescribing Minimum Educational Qualification and Two Child Norm for Contesting Panchayat Election	Prof. Nupur Tiwary	Ministry of Panchayati Raj
7.	Preparing Case Studies on Eight Digital India	Prof. Charru Malhotra	Ministry of Electronics and Information Technology
8.	A Study on the Maintenance and Welfare of Parents and Senior Citizens Act, (MWPSC) 2007.	Prof. Nupur Tiwary	Dr. B.R. Ambedkar Chair Ministry of Social Justice & Empowerment
9.	The Social Economic Impact of Historical Stigma on De-notified Tribes: A Study of Identity, Social Exclusion and Policy Response	Prof. Nupur Tiwary	Dr. B.R. Ambedkar Chair Ministry of Social Justice & Empowerment
10.	National Water Development Agency (NWDA)	Prof. Neetu Jain	Ministry of Jal Shakti
11.	Study of Manpower in Municipal Corporation, Chandigarh	Dr. Sachin Chowdhry	Municipal Corporation, Chandigarh
12.	External Assessment of Central Government Hospitals/Institutes under the Kayakalp Scheme for FY 2026-27	Dr. P.K. Taneja	Ministry of Health & Family Welfare Dept of Health & Family Welfare
13.	Study of Manpower for Chandigarh Police Department	Prof. Neetu Jain	Office of Director General of Police U T Chandigarh