INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru
ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು



Compendium-6
From Vol.6, No.63
(October 2025)
to Vol.7, No.74
(September 2026)

Newsletters
ಸುದ್ದಿಪತ್ರಗಳು
2025 - 2026

Chief Editor
T.M. Vijay Bhaskar, IAS (Retd.)

Editor
D. Jeevan Kumar

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW **DELHI**

Public Administration has always implied 'government' when 'public' actually means community or people. In the post-colonial, post-independence paradigm of the early 1950s, Public Administration really meant providing service to the people by the State apparatus, using the ground rules of justice, ethics and fair-play. This was the intention of the visionary first Prime Minister of India Jawaharlal Nehru when he inaugurated the Indian Institute of Public Administration on 29th March 1954, based on the recommendations of a survey carried out in 1953 by Prof. Paul H. Appleby, Dean, Maxwell School of Citizenship and Public Affairs, Syracuse University when he was invited by the Government of India to give advice on the subject.

As the Institute's first President for a decade, Prime Minister Nehru placed great emphasis on 'decolonializing' the mindset of administration, making it more people oriented. And he placed a great responsibility upon the IIPA to enhance the frontiers of knowledge in Public Policy and Governance through applied research and education, as well as training of administrators to serve the people of India. Enhancing leadership and managerial qualities on the one hand, and developing a service-orientation on the other, are the thrust areas of the Institute's education and training activities. Its faculty is involved with research work mainly to simplify procedures and suggest policy changes to ensure improved delivery of public services.

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2025-2026

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For copies please contact
Indian Institute of Public Administration
Karnataka Regional Branch
Room No. 4 & 5, Ground Floor
M.S. Building, 5th Block
Bengaluru-560001
Phone No: 080-22372897

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Vignesh Graphics
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Bengaluru

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Compendium-6

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INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch

Three years after the establishment of IIPA, New Delhi in 1954, the Mysore Local Branch of the IIPA was formed in Bangalore in April 1957. It was inaugurated by the Chief Minister of the then State of Mysore, Sri. S. Nijalingappa. It was converted into a Regional Branch in July 1957. The first Chairman of the Branch was the then Chief Secretary of Mysore State, Sri. P.V.R. Rao, ICS. Till 1990, the Chief Secretaries of the Government of Karnataka were Chairpersons of the Branch in an ex-officio capacity. Particular mention may be made of the services rendered by late Sri. T.R. Satish Chandran, IAS (Retd.), who served as Chairman of the Branch from 1984 to 1987.

In June 2007, the then Chief Secretary of the State Sri. P. B. Mahishi sanctioned rent-free accommodation measuring nearly 1,000 sq. ft. in M.S. Building, Bangalore. Since then, the Branch has been able to extend its activities and function more effectively.

To commemorate the Golden Jubilee of our Branch in 2007, a publication titled 'History of Karnataka Regional Branch 1957-2011' was released by Shri. T. N. Chaturvedi, former Governor of Karnataka and Chairman, IIPA, New Delhi, in the presence of His Excellency, the Governor of Karnataka Shri. H. R. Bharadwaj and Justice Shri. N. Santosh Hegde, former Karnataka Lokayukta, at a function held on 17th December 2011.

The Branch regularly organizes seminars, webinars, conferences, panel and book discussions, training programmes and workshops in the areas of administration, governance and public policy. It has signed Memoranda of Understanding with leading institutions, in Bengaluru which include Jain (DTB) University, the Institute for Social and Economic Change, Bangalore University, BMS College of Law, M.S. Ramaiah University of Applied Sciences, Public Affairs Centre, St. Joseph's University, Mahatma Gandhi Rural Development and Panchayat Raj University, Gadag, Dr. B.R. Ambedkar School of Economics University, Christ University and Fiscal Policy Institute in order to organize collaborative programmes. The Branch is bringing out monthly newsletters regularly since August 2020. The Branch has more than30 publications to its credit.

The current Executive Committee consists of Mr. T. M. Vijay Bhaskar, IAS (Retd.) as Chairperson; Ms. Uma Mahadevan, IAS as Vice-Chairperson; Dr. D. Jeevan Kumar as Secretary; and Prof. R. Madhwaraj as Treasurer. Executive Committee members include distinguished serving and retired administrators, as well as academicians.

CHIEF EDITOR'S NOTE



T. M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary, Government of Karnataka
Former Chairman, Karnataka Administrative Reforms Commission-II
Chairman, Indian Institute of Public Administration
Karnataka Regional Branch

It gives me immense pleasure to place before the General Body of the Indian Institute of Public Administration, New Delhi, as well as before the Government of Karnataka and the IIPA fraternity in Karnataka, Compendium-6 of our Newsletters (ಸುದ್ದಿಪತ್ರಗಳು)from Vol.6, No.63 (October 2025) to Vol.7, No.74 (September 2026). These are online monthly newsletters which we are being diligently bringing out, since the onset of the pandemic, COVID-19.

Under the able and inspiring leadership of Mr. S. Ramanathan, we formed an Editorial Board and tentatively launched our first Virtual Newsletter in August 2020. Out Memoranda of Understanding with leading academic and research institutions, notably Jain (DTB) University, the Institute for Social and Economic Change, Bangalore University, BMS College of Law, M.S. Ramaiah University of Applied Sciences, Public Affairs Centre, St. Joseph's University, Mahatma Gandhi Rural Development and Panchayat Raj University, Gadag, Dr. B.R. Ambedkar School of Economics University, Christ University and Fiscal Policy Institute - has paid rich dividends. With the active assistance of these institutions, as well as with other institutions like the IAS and IPS Officers' Association, National Law School of India University, KLE Law College and Kristu Jayanti University, we have been able to hold webinars, seminars, panel discussions, special lectures, book discussions and the like. Reports of these events are all being carried in the newsletters.

Our Lead Articles are written by eminent civil servants and academicians. We are able to carry the highlights of reports from reputed international and national organizations like the UNDP, V-Dem Institute, NITI Ayog, CAG and others. We highlight important policy decisions of the Government of Karnataka. We carry Book Reviews of publications by academicians and civil servants. We are able to give links to documents, articles and videos, which can be viewed online. We have been forced to increase the length of each newsletter to around 20 pages.

The response has been very encouraging. We do hope this Compendium too, as in the case with earlier Compendiums, will afford readers the pleasure of leafing through the pages of a document, in black and white, that has been prepared meticulously and laboriously. We will also have things on record, to be circulated to those in authority, our collaborating institutions and public libraries to be preserved for posterity.

I will be failing in my duty if I do not acknowledge with immense gratitude, the singular effort of Prof. D. Jeevan Kumar, Secretary, IIPA-KRB and Editor of our Newsletters in collecting the most appropriate material and drafting most of the other contents of the monthly newsletters. The Branch wishes to place on record its appreciation of his untiring efforts in this endeavour.

I wish toalso place on record our appreciation of the technical inputs being provided by Dr. Annapoorna Ravichander,former Professor of Practice, Department of Public Policy, Manipal Academy of Higher Education, Bengaluruin designing the newsletters and enhancing their quality and readability.

Do write to us, after going through this Compendium, with your suggestions for improvement. Our email address is :<iipakrb.bangalore@gmail.com >
Soft copies of all our Newsletters can also be accessed from our website: http://www.iipa-krb.org.in

T.M. Vijay Bhaskar
Chief Editor



INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

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Former Chief Secretary, Government of Karnataka
Former Chairman, Karnataka Administrative Reforms Commission-2
Chairperson, Indian Institute of Public Administration
Karnataka Regional Branch



I am happy to place before readers the **October 2025** issue of our **Newsletter**, the 63rd issue since we began this initiative.

Our Lead Story is on the conference organized by us recently, in collaboration with the **Centre for Global Health and Development, School of Economics and Public Policy** of **R.V. University,** Bengaluru on the theme, '***Reducing Maternal Mortality in Karnataka'.*** We highlight the Key Observations, Commitments & Proposals made by **Shri Dinesh Gundu Rao, Health & Family Welfare Minister, Government of Karnataka** in his Inaugural Address. We also identify the major challenges requiring policy initiatives that were discussed at the conference. The links to the media coverage of the event are provided, as well as a YouTube link.

Our **Lead Feature** is on the **Expert Committee Report on *Integration and Reorganization of Farm Universities in Karnataka*** which I had the privilege of heading. The report marks a significant step towards strengthening farm education, research and extension in Karnataka, ensuring that farmers benefit from integrated solutions tailored to modern farm challenges.

Our **Policy Brief** this time is on ***Migrant Workers in Karnataka.*** Penned by our Editor, **Dr. D. Jeevan Kumar**, it delves into the status, challenges and policy options on the issue.

In our Reports of Branch Activities, we sketch out the following events organized by us: (1) The **Annual General Meeting** of our Branch; (2) Release of **Compendium-5** of our monthly newsletters; (3) The **Online Certificate Course** on '***Public Policy and Governance***' organized by us in collaboration with the Department of Political Science of Bangalore University.

In our column on **Branch Members in the Media,** we provide links to the articles penned on/by the following members: (1) Smt. Uma Mahadevan, IAS; (2) Shri G. Gurucharan, IAS (Retd.); (3) Dr. Annapoorna Ravichander; (4) Dr. M.J. Vinod and (5) Dr. D. Jeevan Kumar.

In our column on **Books by Members**, we provide details of the publication titled, ***Between Economy and Ecology – Policies and Practices of Sustainable Development***, edited by **Dr. Anil Kumar Vaddiraju, Dr. K.C. Smitha** and **Dr. D. Jeevan Kumar.**

We end this issue with a set of **Gandhian quotes** to remember the Mahatma on his birth anniversary.



Lead Story

Reducing Maternal Mortality In Karnataka

Shri T.M. Vijay Bhaskar, Chairperson, IIPA-KRB, **Shri M.P. Shyam**, President of Rashtriya Shikshana Trust, **Dr. Dwarika Prasad Uniyal,** Pro-Vice-Chancellor, R.V. University and **Prof. Ranjini**, Dean, School of Economics and Public Policy, R.V. University.



Photo above shows (L to R) Prof. Ranjini, Shri T.M. Vijay Bhaskar, Shri Dinesh Gundu Rao, Shri S. Ramanathan, Shri M.P. Shyam and Dr. D.P Uniyal. A Memorandum of Understanding between IIPA-KRB and RV University was exchanged on the occasion.

A day-long conference on ***Reducing Maternal Mortality in Karnataka*** was organized jointly by the **Karnataka Regional Branch** of the **Indian Institute of Public Administration (IIPA-KRB)** and **RV University's Centre for Global Health and Development** at R.V. Teachers College, Bengaluru on 26th September 2025.

The Inaugural Address was delivered by **Shri Dinesh Gundu Rao,** Health & Family Welfare Minister, Government of Karnataka. Present on the occasion were **Shri S. Ramanathan**, Chairman Emeritus of IIPA-KRB, **The Keynote Address was delivered by Dr. Sharana Prakash Patil,** Minister of Medical Education and Skill Development, Government of Karnataka. Other speakers at the Plenary Sessions were **Shri Harsh Gupta**, Principal Secretary, Health and Family Welfare department, GoK, **Dr. Sujatha Rathod**, Director of Medical Education, GoK and **Dr. Rajkumar,** Deputy Director of Maternal Health, Dept. of Health and Family Welfare, GoK.

The event brought together policymakers, public health experts, academicians, and practitioners to deliberate on the high Maternal Mortality Ratio (MMR) in Karnataka, identify gaps, review successful models, and chart a roadmap for lowering maternal deaths. The state's current MMR was cited at **68 per 100,000 live births**, which is among the highest among neighbouring States.

The conference Panels included: "*Preventing Maternal Deaths: Solutions and Strategies," "Translating Evidence into Policy: NGOs and Research Perspectives on MMR,"* and "*Strengthening Health System Capacities for Safe Motherhood Across Levels of Care*."

The following are the **Key points** made by **Shri Dinesh Gundu Rao, Health & Family Welfare Minister, Government of Karnataka** in his Inaugural Address:



1. **Mission for "Zero Preventable Maternal Deaths" launched by GoK in 2025**
    - Shri Gundu Rao articulated a vision to move toward "zero preventable maternal deaths" in Karnataka.
    - He said that GoK has set a target to reduce the MMR from 68 to 40 per 100,000 over the next 2½ years, and in the medium term to 20.
2. **Allocation of Mission Fund (~ ₹320 crore)**
    - Shri Gundu Rao flagged the allocation of a dedicated mission fund of ₹320 crore in the Budget 2025-26 to support the Mission for Zero Preventable Maternal Deaths.
    - He emphasized that the fund is not merely an allocation, but a "guarantee" by the State Government to back the mission.
3. **Strengthening Human Resources & Infrastructure in Peripheral Hospitals**
    - Shri Gundu Rao announced that Government had recently approved that all **Taluk Hospitals** will have a "double triad" of two *gynecologists*, *two pediatricians*, and *two anesthetists* along with *radiologists so that safe deliveries could be done round the clock,* 24×7.
    - He said this would be done by redeploying the specialists from underperforming Community Health Centres (CHCs) with low number of deliveries to Taluk Hospitals to provide the double triad. However, remote CHCs with poor access to Taluk Hospitals would retain their specialists.
    - He also said that receiving Taluk Hospitals will be strengthened by redeploying additional nurses and paramedical staff from the low performing CHCs.
    - He said that all Taluk Hospitals and well-functioning CHCs would function as **CEmONC** (Comprehensive Emergency Obstetric & Newborn Care) centres to reduce dependence on referrals.
4. **Transparency, Accountability & Use of Evidence/Audit Data**
    - Shri Gundu Rao referred to recent maternal deaths audit findings, indicating that more than 70% of maternal deaths between April–December 2024 in Karnataka could have been prevented, and that negligence by service providers was a contributing factor.
    - He emphasized that investigations would be conducted to find root causes and fix accountability (e.g. for deaths tied to misuse of Ringer's lactate solution).
    - He also undertook that there should be no cover-up — "*we are putting all this before the people*" — in respect of maternal death audits.
5. **Karnataka's Performance Relative to Neighbours**
    - Shri Gundu Rao acknowledged that Karnataka has lagged behind its neighbours, despite being a relatively well-resourced state.
    - He framed maternal health as foundational: A "*healthy mother means a healthy child"* and hence is central to societal progress.

Challenges in Reducing MMR

- **A large proportion (≈ 70%) of maternal deaths in Karnataka are considered preventable**, with contributing factors such as clinical negligence, delays in referral, lack of adequate infrastructure, and resource constraints.
- Hospitals in Bengaluru were reported to have seen 71 maternal deaths between April and December 2024 — the highest among all districts in the state — emphasizing the scale of transfers from rural areas and urban maternity burden.
- The conference recognized that **reducing maternal mortality requires not only facility-level interventions** (obstetric, anesthesia, neonatal care) **but also pre-conception care, community outreach, early detection of high-risk pregnancies, strengthened referral systems, and social determinants such as nutrition, antenatal care, transport, and gender equity.**
- **The need to translate evidence into policy** (so that research and audit findings drive state-level strategies) **was a recurring theme, with calls that data gaps, and implementation lags must be addressed.**

Outcomes of Conference

- **The conference underscored both the urgency and possibility of reducing Maternal Mortality in Karnataka, by combining political will, financial resources, and evidence-driven interventions.**
- **The Government of Karnataka's decisions on human resources, infrastructure, mission funding, and audit transparency marked a strong signal of concrete action.**
- **The overall thrust was that to succeed in accelerating the reduction of the Maternal Maternity ratio, the state must not only upgrade hospitals and staffing but also ensure accountability, continuous auditing, responsive referral networks, stakeholder support, community engagement, and data-driven governance.**

The conference was very ably organized by **Dr. Ranjini Raghavendra**, Executive Director, Centre for Global Health and Development in the School of Economics and Public Policy at **R.V. University**, Bengaluru, with her team of colleagues and volunteers. A set of **Policy Recommendations** on **Reducing Maternal Mortality in Karnataka** will soon be submitted to the Government of Karnataka.

Links to Press Reports of Event

https://www.thehindu.com/news/national/karnataka/karnataka-records-highest-maternal-mortality-in-south-in-2023-experts-calls-for-urgent-action/article70098280.ece#:~:text=Our%20immediate%20target%20is%20to,medical%20training%20and%20workforce%20planning.

https://www.vijayavani.net/goal-to-reduce-maternal-mortality-rate-to-zero-minister-dinesh-gundu-raos-says

https://www.newindianexpress.com/cities/bengaluru/2025/Sep/27/rs-320-crore-mission-to-bring-down-maternal-mortality-rate-in-karnataka#:~:text=Karnataka's%20maternal%20mortality%20ratio%20(MMR)%20currently%20stands%20at%2068%20per,latest%20Sample%20Registration%20System%20data.

https://mail.google.com/mail/u/0?ui=2&ik=150f0c592a&attid=0.1&permmsgid=msg-f:1844726166535515875&th=1999c8acb837aee3&view=att&disp=safe&realattid=1999c8a8b764fcdf6551&zw

Link to YouTube Video of Event

https://youtu.be/UjI-I-lmsuc



Lead Article

Expert Committee Report on

INTEGRATION AND REORGANISATION OF FARM UNIVERSITIES IN KARNATAKA



The Expert Committee submitted its report to the ***Hon'ble Minister for Agriculture of the Government of Karnataka, Shri N. Chaluvarayaswamy*** *on 4th September 2025. Seen above are the Chairperson and Members of the Expert Committee with him. (*From L to R*): Dr. M.G. Patil, Dr. P.M. Salimath, Shri T.M. Vijay Bhaskar, Shri N. Chaluvarayaswamy, Dr. Vishnuvardhana, Dr. K.C. Veeranna and Dr. S.V. Suresha.*

Preamble

The Government of Karnataka constituted an **Expert Committee** under the chairmanship of **Shri T.M. Vijay Bhaskar, IAS (Retd.), former Chief Secretary**, to examine the reorganisation of agricultural, horticultural, animal husbandry, veterinary and forestry colleges across the State for the establishment of integrated farm universities.

The Committee visited all **seven farm universities** in Karnataka over a period of three months (April–June 2025). It conducted extensive field visits covering **18 colleges, 16 research stations, and 11 Krishi Vigyan Kendras (KVKs)/extension units**, and interacted with over **2,600 students, 900 faculty members, 350 farmers, and 38 industry representatives**. Consultations were also held with Vice-Chancellors, senior officials, former Vice-Chancellors, and departmental Secretaries.

The Committee received numerous written representations and opinions both in favour of and against the integration of farm universities. After carefully considering these inputs, the Committee has prepared its Report that has been submitted to **Shri N. Chaluvarayaswamy, Hon'ble Minister for Agriculture, Government of Karnataka** on 4th September 2025.

The Committee noted the need for Integration of farm universities in Karnataka for the following reasons:

1. Over the years, farmers in Karnataka have increasingly shifted towards **integrated farming systems**, combining agriculture, horticulture, forestry, sericulture, dairy and animal husbandry, to enhance incomes and meet growing food and nutritional security demands.
2. Modern farming requires **multi-disciplinary expertise** delivered at one place to improve farmer incomes and reduce costs.
3. Shared infrastructure and faculty will reduce duplication, encourage **interdisciplinary research** and expand extension services.
4. Experience from integrated universities in other Indian States and globally demonstrates that quality of education and research is not compromised.
5. While separate universities for agriculture, horticulture and veterinary sciences were set up in Karnataka between 2004 and 2012, **there is now a strong case for bringing these disciplines under integrated institutions to provide holistic solutions to farmers.** The Committee also noted that Karnataka is the only major State with multiple agricultural universities of regional jurisdiction alongside a separate horticultural university, unlike other States that have broader integrated structures.

In the light of the above, the Committee has made the following key recommendations:

Integration may be done in two Phases.

Phase I

1. In Phase I the Committee has recommended the **Integration of Agriculture and Horticulture Universities** comprising agriculture, horticulture, forestry and sericulture disciplines into **six integrated farm universities** with district-wise jurisdiction.
2. **Creation of specialized horticulture departments** (Fruit Science, Vegetable Science, Plantation & Spices, Floriculture, Post-Harvest Management) within each integrated university.

3. **Establishment of Associate Director of Research** position for Horticulture in each integrated university.
4. **Designation of crop/theme-specific research stations** for focused research.
5. **Upgradation of Krishi Vigyan Kendras** and extension units into multi-disciplinary farmer training centres.
6. **Strengthening of coordination mechanisms** between Agriculture, Horticulture and Animal Husbandry departments with joint ministerial oversight.
7. **Steps to merge existing University Acts into one comprehensive Integrated Farm University Act.**

Phase II – Future Integration

8. Integration of **veterinary, animal husbandry, dairy and fisheries sciences** into the restructured universities after required infrastructure and faculty deployment as per **Veterinary Council of India (VCI) norms**.

The report marks a significant step towards strengthening farm education, research and extension in Karnataka, ensuring that farmers benefit from integrated solutions tailored to modern farm challenges.

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ಕರ್ನಾಟಕದ ಕೃಷಿ ವಿಶ್ವವಿದ್ಯಾಲಯಗಳ ಏಕೀಕರಣ ಮತ್ತು ಮರುಸಂಘಟನೆ ಕುರಿತು

ತಜ್ಞರ ಸಮಿತಿ ವರದಿ

ಪ್ರಸ್ತಾವನೆ

ರಾಜ್ಯಾದ್ಯಂತ ಕೃಷಿ, ತೋಟಗಾರಿಕೆ, ಪಶುಸಂಗೋಪನೆ, ಪಶುವೈದ್ಯಕೀಯ ಮತ್ತು ಅರಣ್ಯ ಕಾಲೇಜುಗಳನ್ನು ಸಮಗ್ರ ಕೃಷಿ ವಿಶ್ವವಿದ್ಯಾಲಯಗಳ ಸ್ಥಾಪನೆಗಾಗಿ ಮರುಸಂಘಟಿಸುವ ಬಗ್ಗೆ ಪರಿಶೀಲಿಸಲು ಕರ್ನಾಟಕ ಸರ್ಕಾರವು ಮಾಜಿ ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿ ಶ್ರೀ ಟಿ.ಎಂ. ವಿಜಯ್ ಭಾಸ್ಕರ್, ಐಎಎಸ್ (ನಿವೃತ್ತ) ಅವರ ಅಧ್ಯಕ್ಷತೆಯಲ್ಲಿ ತಜ್ಞರ ಸಮಿತಿಯನ್ನು ರಚಿಸಿತು.

ಸಮಿತಿಯು ಮೂರು ತಿಂಗಳ ಅವಧಿಯಲ್ಲಿ (ಏಪ್ರಿಲ್-ಜೂನ್ 2025) ಕರ್ನಾಟಕದ ಎಲ್ಲಾ ಏಳು ಕೃಷಿ ವಿಶ್ವವಿದ್ಯಾಲಯಗಳಿಗೆ ಭೇಟಿ ನೀಡಿತು. ಇದು 18 ಕಾಲೇಜುಗಳು, 16 ಸಂಶೋಧನಾ ಕೇಂದ್ರಗಳು ಮತ್ತು 11 ಕೃಷಿ ವಿಜ್ಞಾನ ಕೇಂದ್ರಗಳು (ಕೆವಿಕೆಗಳು)/ವಿಸ್ತರಣಾ ಘಟಕಗಳನ್ನು ಒಳಗೊಂಡಂತೆ ವ್ಯಾಪಕವಾದ ಕ್ಷೇತ್ರ ಭೇಟಿಗಳನ್ನು ನಡೆಸಿತು ಮತ್ತು 2,600 ಕ್ಕೂ ಹೆಚ್ಚು ವಿದ್ಯಾರ್ಥಿಗಳು, 900 ಅಧ್ಯಾಪಕರು, 350 ರೈತರು ಮತ್ತು 38 ಕೈಗಾರಿಕಾ ಪ್ರತಿನಿಧಿಗಳೊಂದಿಗೆ ಸಂವಾದ ನಡೆಸಿತು. ಕುಲಪತಿಗಳು, ಹಿರಿಯ ಅಧಿಕಾರಿಗಳು, ಮಾಜಿ ಕುಲಪತಿಗಳು ಮತ್ತು ಇಲಾಖಾ ಕಾರ್ಯದರ್ಶಿಗಳೊಂದಿಗೆ ಸಮಾಲೋಚನೆಗಳನ್ನು ಸಹ ನಡೆಸಲಾಯಿತು.

ಕೃಷಿ ವಿಶ್ವವಿದ್ಯಾಲಯಗಳ ಏಕೀಕರಣದ ಪರವಾಗಿ ಮತ್ತು ವಿರುದ್ಧವಾಗಿ ಸಮಿತಿಯು ಹಲವಾರು ಲಿಖಿತ ಪ್ರಾತಿನಿಧ್ಯಗಳು ಮತ್ತು ಅಭಿಪ್ರಾಯಗಳನ್ನು ಸ್ವೀಕರಿಸಿತು. ಈ ಒಳಹರಿವುಗಳನ್ನು ಎಚ್ಚರಿಕೆಯಿಂದ ಪರಿಗಣಿಸಿದ ನಂತರ, ಸಮಿತಿಯು ತನ್ನ ವರದಿಯನ್ನು ಸಿದ್ಧಪಡಿಸಿದ್ದು, ಅದನ್ನು ಸೆಪ್ಟೆಂಬರ್ 4, 2025 ರಂದು ಕರ್ನಾಟಕ ಸರ್ಕಾರದ ಮಾನ್ಯ ಕೃಷಿ ಸಚಿವರಾದ ಶ್ರೀ ಎನ್. ಚಲುವರಾಯಸ್ವಾಮಿ ಅವರಿಗೆ ಸಲ್ಲಿಸಲಾಗಿದೆ.

ಕರ್ನಾಟಕದಲ್ಲಿ ಕೃಷಿ ವಿಶ್ವವಿದ್ಯಾಲಯಗಳ ಏಕೀಕರಣದ ಅಗತ್ಯವನ್ನು ಸಮಿತಿಯು ಈ ಕೆಳಗಿನ ಕಾರಣಗಳಿಗಾಗಿ ಗಮನಿಸಿದೆ:

ವರ್ಷಗಳಲ್ಲಿ, ಕರ್ನಾಟಕದ ರೈತರು ಆದಾಯವನ್ನು ಹೆಚ್ಚಿಸಲು ಮತ್ತು ಬೆಳೆಯುತ್ತಿರುವ ಆಹಾರ ಮತ್ತು ಪೌಷ್ಟಿಕಾಂಶ ಭದ್ರತಾ ಬೇಡಿಕೆಗಳನ್ನು ಪೂರೈಸಲು ಕೃಷಿ, ತೋಟಗಾರಿಕೆ, ಅರಣ್ಯ, ರೇಷ್ಮೆ ಕೃಷಿ, ಹೈನುಗಾರಿಕೆ ಮತ್ತು ಪಶುಸಂಗೋಪನೆಯನ್ನು ಒಟ್ಟುಗೂಡಿಸಿ ಸಮಗ್ರ ಕೃಷಿ ವ್ಯವಸ್ಥೆಗಳತ್ತ ಹೆಚ್ಚು ಹೆಚ್ಚು ಬದಲಾಗುತ್ತಿದ್ದಾರೆ.

ರೈತರ ಆದಾಯವನ್ನು ಸುಧಾರಿಸಲು ಮತ್ತು ವೆಚ್ಚವನ್ನು ಕಡಿಮೆ ಮಾಡಲು ಆಧುನಿಕ ಕೃಷಿಗೆ ಒಂದೇ ಸ್ಥಳದಲ್ಲಿ ಬಹು-ಶಿಸ್ತಿನ ಪರಿಣತಿಯನ್ನು ನೀಡಬೇಕು.

ಹಂಚಿಕೆಯ ಮೂಲಸೌಕರ್ಯ ಮತ್ತು ಅಧ್ಯಾಪಕರ ಸಹಭಾಗಿತ್ವ ತೆಗೆದುಕೊಂಡರೆ, ನಕಲು ಮಾಡುವಿಕೆ ಕಡಿಮೆ ಆಗುವುದು, ಅಂತರಶಿಸ್ತೀಯ ಸಂಶೋಧನೆಯನ್ನು ಪ್ರೋತ್ಸಾಹಿಸುವುದು ಮತ್ತು ವಿಸ್ತರಣಾ ಸೇವೆಗಳನ್ನು ವಿಸ್ತರಿಸುವುದು.

ಭಾರತದ ಇತರ ರಾಜ್ಯಗಳು ಮತ್ತು ಜಾಗತಿಕವಾಗಿ ಸಂಯೋಜಿತ ವಿಶ್ವವಿದ್ಯಾಲಯಗಳ ಅನುಭವವು ಶಿಕ್ಷಣ ಮತ್ತು ಸಂಶೋಧನೆಯ ಗುಣಮಟ್ಟದಲ್ಲಿ ಯಾವುದೇ ಧಕ್ಕೆಯಾಗಿಲ್ಲ ಎಂಬುದನ್ನು ತೋರಿಸುತ್ತದೆ.

2004 ಮತ್ತು 2012 ರ ನಡುವೆ ಕರ್ನಾಟಕದಲ್ಲಿ ಕೃಷಿ, ತೋಟಗಾರಿಕೆ ಮತ್ತು ಪಶುವೈದ್ಯಕೀಯ ವಿಜ್ಞಾನಗಳಿಗೆ ಪ್ರತ್ಯೇಕ ವಿಶ್ವವಿದ್ಯಾಲಯಗಳನ್ನು ಸ್ಥಾಪಿಸಲಾಗಿದ್ದರೂ, ರೈತರಿಗೆ ಸಮಗ್ರ ಪರಿಹಾರಗಳನ್ನು ಒದಗಿಸಲು ಈ ವಿಭಾಗಗಳನ್ನು ಸಮಗ್ರ ಸಂಸ್ಥೆಗಳ ಅಡಿಯಲ್ಲಿ ತರುವುದಕ್ಕೆ ಈಗ ಬಲವಾದ ಕಾರಣವಿದೆ. ವಿಶಾಲವಾದ ಸಂಯೋಜಿತ ರಚನೆಗಳನ್ನು ಹೊಂದಿರುವ

ಇತರ ರಾಜ್ಯಗಳಿಗಿಂತ ಭಿನ್ನವಾಗಿ, ಪ್ರತ್ಯೇಕ ತೋಟಗಾರಿಕಾ ವಿಶ್ವವಿದ್ಯಾಲಯದ ಜೊತೆಗೆ ಪ್ರಾದೇಶಿಕ ನ್ಯಾಯವ್ಯಾಪ್ತಿಯ ಬಹು ಕೃಷಿ ವಿಶ್ವವಿದ್ಯಾಲಯಗಳನ್ನು ಹೊಂದಿರುವ ಏಕೈಕ ಪ್ರಮುಖ ರಾಜ್ಯ ಕರ್ನಾಟಕ ಎಂದು ಸಮಿತಿ ಗಮನಿಸಿದೆ.

ಮೇಲಿನ ಹಿನ್ನೆಲೆಯಲ್ಲಿ, ಸಮಿತಿಯು ಈ ಕೆಳಗಿನ ಪ್ರಮುಖ ಶಿಫಾರಸುಗಳನ್ನು ಮಾಡಿದೆ:

ಏಕೀಕರಣವನ್ನು ಎರಡು ಹಂತಗಳಲ್ಲಿ ಮಾಡಬಹುದು.

ಹಂತ I

ಮೊದಲ ಹಂತದಲ್ಲಿ ಸಮಿತಿಯು ಕೃಷಿ, ತೋಟಗಾರಿಕೆ, ಅರಣ್ಯ ಮತ್ತು ರೇಷ್ಮೆ ವಿಭಾಗಗಳನ್ನು ಒಳಗೊಂಡ ಕೃಷಿ ಮತ್ತು ತೋಟಗಾರಿಕೆ ವಿಶ್ವವಿದ್ಯಾಲಯಗಳನ್ನು ಜಿಲ್ಲಾವಾರು ನ್ಯಾಯವ್ಯಾಪ್ತಿಯೊಂದಿಗೆ ಆರು ಸಮಗ್ರ ಕೃಷಿ ವಿಶ್ವವಿದ್ಯಾಲಯಗಳಾಗಿ ಸಂಯೋಜಿಸಲು ಶಿಫಾರಸು ಮಾಡಿದೆ.

ಪ್ರತಿ ಸಂಯೋಜಿತ ವಿಶ್ವವಿದ್ಯಾಲಯದೊಳಗೆ ವಿಶೇಷ ತೋಟಗಾರಿಕೆ ಇಲಾಖೆಗಳನ್ನು (ಹಣ್ಣು ವಿಜ್ಞಾನ, ತರಕಾರಿ ವಿಜ್ಞಾನ, ತೋಟಗಾರಿಕೆ ಮತ್ತು ಮಸಾಲೆಗಳು, ಹೂಗಾರಿಕೆ, ಕೊಯ್ಲಿನ ನಂತರದ ನಿರ್ವಹಣೆ) ರಚಿಸುವುದು.

ಪ್ರತಿ ಸಂಯೋಜಿತ ವಿಶ್ವವಿದ್ಯಾಲಯದಲ್ಲಿ ತೋಟಗಾರಿಕೆಗಾಗಿ ಸಹಾಯಕ ಸಂಶೋಧನಾ ನಿರ್ದೇಶಕ ಹುದ್ದೆಯ ಸ್ಥಾಪನೆ.

ಕೇಂದ್ರೀಕೃತ ಸಂಶೋಧನೆಗಾಗಿ ಬೆಳೆ/ವಿಷಯ-ನಿರ್ದಿಷ್ಟ ಸಂಶೋಧನಾ ಕೇಂದ್ರಗಳ ನಿಯೋಜನೆ.

ಕೃಷಿ ವಿಜ್ಞಾನ ಕೇಂದ್ರಗಳು ಮತ್ತು ವಿಸ್ತರಣಾ ಘಟಕಗಳನ್ನು ಬಹು-ಶಿಸ್ತಿನ ರೈತ ತರಬೇತಿ ಕೇಂದ್ರಗಳಾಗಿ ಉನ್ನತೀಕರಿಸುವುದು.

ಜಂಟಿ ಸಚಿವರ ಮೇಲ್ವಿಚಾರಣೆಯೊಂದಿಗೆ ಕೃಷಿ, ತೋಟಗಾರಿಕೆ ಮತ್ತು ಪಶುಸಂಗೋಪನಾ ಇಲಾಖೆಗಳ ನಡುವಿನ ಸಮನ್ವಯ ಕಾರ್ಯವಿಧಾನಗಳನ್ನು ಬಲಪಡಿಸುವುದು.

ಅಸ್ತಿತ್ವದಲ್ಲಿರುವ ವಿಶ್ವವಿದ್ಯಾಲಯ ಕಾಯಿದೆಗಳನ್ನು ಒಂದು ಸಮಗ್ರ ಕೃಷಿ ವಿಶ್ವವಿದ್ಯಾಲಯ ಕಾಯಿದೆಯಾಗಿ ವಿಲೀನಗೊಳಿಸಲು ಕ್ರಮಗಳು.

ಹಂತ II - ಭವಿಷ್ಯದ ಏಕೀಕರಣ

ಭಾರತೀಯ ಪಶುವೈದ್ಯಕೀಯ ಮಂಡಳಿ (ವಿಸಿಐ) ಮಾನದಂಡಗಳ ಪ್ರಕಾರ ಅಗತ್ಯವಿರುವ ಮೂಲಸೌಕರ್ಯ ಮತ್ತು ಅಧ್ಯಾಪಕರ ನಿಯೋಜನೆಯ ನಂತರ ಪುನರ್ರಚಿಸಲಾದ ವಿಶ್ವವಿದ್ಯಾಲಯಗಳಲ್ಲಿ ಪಶುವೈದ್ಯಕೀಯ, ಪಶುಸಂಗೋಪನೆ, ಡೈರಿ ಮತ್ತು ಮೀನುಗಾರಿಕೆ ವಿಜ್ಞಾನಗಳ ಏಕೀಕರಣ.

ಕರ್ನಾಟಕದಲ್ಲಿ ಕೃಷಿ ಶಿಕ್ಷಣ, ಸಂಶೋಧನೆ ಮತ್ತು ವಿಸ್ತರಣೆಯನ್ನು ಬಲಪಡಿಸುವ ನಿಟ್ಟಿನಲ್ಲಿ ಈ ವರದಿಯು ಮಹತ್ವದ ಹೆಜ್ಜೆಯನ್ನು ಗುರುತಿಸುತ್ತದೆ, ಆಧುನಿಕ ಕೃಷಿ ಸವಾಲುಗಳಿಗೆ ಅನುಗುಣವಾಗಿ ಸಮಗ್ರ ಪರಿಹಾರಗಳಿಂದ ರೈತರು ಪ್ರಯೋಜನ ಪಡೆಯುತ್ತಾರೆ ಎಂಬುದನ್ನು ಖಚಿತಪಡಿಸುತ್ತದೆ.



Policy Brief

MIGRANT WORKERS IN KARNATAKA

Status, Challenges and Policy Options

D. Jeevan Kumar

1. Background

- Karnataka, particularly **Bengaluru**, is a major destination for migrant workers, largely in construction, garment, domestic work, and platform-based services.
- Recent estimates (Deccan Herald, August 2025) suggest **85% of migrant workers come from six states**: Bihar, Assam, Odisha, Jharkhand, West Bengal, and Uttar Pradesh.
- The **Labour Department lacks accurate real-time data**; statistics rely mainly on employer filings, under-reporting self-employed and informal migrants.
- COVID-19 highlighted the vulnerability of migrant workers—loss of jobs, housing insecurity, and barriers to accessing welfare benefits.

2. Evidence from Studies

- **ISEC Bengaluru (2025)**: Educational disadvantages among migrant children, with poor access to hostels and scholarships.
- **CBPS (2021)**: *Life and Livelihoods of Migrant Labourers in Bangalore* (COVID period)—workers faced wage loss, food insecurity, and limited welfare coverage.
- **Azim Premji University**: *State of Working India* reports and ward-level surveys showed significant job loss among informal migrants in Bengaluru.
- **IIHS Studies**: Migrants in construction and platform work face precarious conditions, occupational hazards, and lack of bargaining power.
- **Health studies** (NIMHANS, St. John's, etc.): High prevalence of occupational health risks and substance use among young male construction workers.
- **Regulatory audits**: CAG flagged major irregularities in Karnataka's Building and Other Construction Workers' (BOCW) Board, including bogus registrations and unspent welfare funds.

3. Key Challenges

- **Data deficit**: No reliable estimates of inter-state migrant numbers, skill categories, or welfare coverage.
- **Insecure livelihoods**: Informality, wage theft, lack of social security, and weak enforcement of labour laws.
- **Housing and services gap**: Migrants rely on slums or makeshift camps; women and children face heightened risks.
- **Limited welfare portability**: Though *One Nation One Ration Card (ONORC)* and *e-Shram* exist, coverage in practice is patchy.
- **Weak grievance redressal**: Migrants face language barriers and lack accessible complaint mechanisms.
- **Climate vulnerability**: Outdoor workers face heat stress and inadequate protection in urban settlements.

4. Policy Options for Karnataka

A. Data & Governance

- Create a **Migration Dashboard** (quarterly) combining employer filings, e-Shram registrations, EPFO/ESIC data, and ward-level surveys.
- **Clean and digitize BOCW records**; link welfare disbursals to verified beneficiaries.
- Establish **inter-state MoUs** with sending states (Bihar, Odisha, Jharkhand, WB, Assam, UP) for coordinated registration and worker tracking.

B. Social Security & Entitlements

- Strengthen **ONORC implementation** in Bengaluru and industrial belts.
- Integrate **e-Shram ID** with state health, accident, and education schemes; organize on-site registration camps.
- Implement the new **Karnataka Platform-Based Gig Workers' Act (2025)** effectively—constitute a Welfare Board and collect aggregator contributions.

C. Housing & Services

- Expand **dormitory-style hostels** and **rental housing complexes** near industrial zones (PPP model).
- Provide **women's hostels and family housing units** with childcare facilities.
- Ensure migrants' settlements have **basic civic services** (water, sanitation, electricity, digital access).

D. Health & Safety

- Launch **mobile health units** at major worksites and settlements.
- Provide **occupational safety audits**, multilingual awareness campaigns, and emergency helplines.
- Introduce **Kerala-style schemes** (e.g., Aawaz health insurance, Apna Ghar housing) tailored to Karnataka.

E. Education & Skill Development

- Ensure continuity in **schooling for migrant children** (transfer certificates, bridge courses, bus passes).
- Provide **scholarships, hostels, and vocational training** for migrant youth.

F. Climate & Resilience

- Integrate migrants into **city Heat Action Plans**; mandate shaded rest areas and hydration facilities at worksites.
- Retrofit **cool roofs/ventilation** in slum settlements.

G. Civil Society Partnerships

- Fund **help desks and worker facilitation centres** at bus stations, industrial hubs, and labour nakas in partnership with CSOs and academic institutions (APU, IIHS, ISEC, CBPS).

5. Way Forward

Karnataka has taken positive steps, including temporary housing complexes and gig-worker welfare legislation. However, further **systemic improvements in the areas of**:

1. **Reliable data and monitoring**
2. **Stronger welfare portability and enforcement**
3. **Affordable housing and services**
4. **Health, safety, and climate resilience measures**
5. **Collaborative governance with source states and civil society**

A comprehensive approach will not only improve **migrant well-being and security** but also ensure **urban economic stability and social harmony** in Karnataka.



Reports of Branch Activities

1. Annual General Meeting

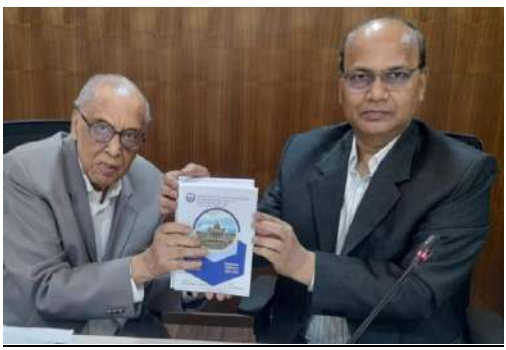
The **Annual General Meeting** of the **Karnataka Regional Branch of the IIPA** was held on 20th September 2025 at the IAS Officers Association Building, Infantry Road, Bengaluru-560001. It was held in hybrid mode. The following matters were transacted at the meeting:

1. Confirmation of the Minutes of the AGM held on 28th September 2024;
2. Consideration and Adoption of the Annual Report and Annual Accounts for the year 2024-25; and

Appointment of Auditor for the year 2025-26.

2. Annual Release of Compendium of Newsletters of 2024-25

Compendium-5 of the Newsletters of the Branch (from October 2024 to September 2025) was released at the meeting by **Chairman Emeritus of the Branch, Shri S. Ramanathan, IAS** (Retd.). Photo (*below*) shows **Shri S. Ramanathan** (*at left*) holding the compendium, with **Shri T.M. Vijay Bhaskar, IAS** (Retd.), Chairperson of the Branch.



3. Annual Online Certificate Course on Public Policy and Governance

In collaboration with the **Department of Political Science** of **Bangalore University**, the Branch organized a 21-day 36-hour online **Certificate Course** on ***Public Policy and Governance*** from 8th to 30th September 2025.

The following senior serving and retired Civil Servants and Academicians delivered lectures, as per details given below:

1. ***Inaugural Lecture on Administrative Reforms*: Shri T.M. Vijay Bhaskar,** IAS (Retd.) Former Chief Secretary of Karnataka, Chairperson, IIPA -KRB
2. ***Public Policy Formulation Process*: Shri S.V. Ranganath, IAS (Retd.),** Former Chief Secretary, Govt. of Karnataka
3. ***Gender and Public Policy*: Smt. Uma Mahadevan, IAS**, Additional Chief Secretary and Development Commissioner, Govt. of Karnataka
4. ***Public Finance*: Shri I.S.N. Prasad, IAS (Retd.),** Former Additional Chief Secretary, Finance Department, Govt. of Karnataka
5. ***Preparation of Budget*: Mohd. Ikramulla Shariff, IAS,** Joint Secretary (Budget and Resources) Finance Department, Govt. of Karnataka
6. ***Education Policy*: Dr. Sanjay Kaul, IAS** (Retd.)
7. ***Wicked Problems in Public Policy*: Dr. D. Jeevan Kumar,** Hon. Professor, Mahatma Gandhi Rural Development and Panchayat Raj University, Gadag
8. ***Agriculture Policy*: Shri. Y. S. Patil IAS,** Commissioner, Agriculture Department, Govt. of Karnataka
9. ***Public Health Policy*: Dr. Y. Naveen Bhat, IAS**, Chief Executive Officer, Zilla Panchayat, Chikkaballapur District
10. ***E-Governance Initiatives*: Shri. T. Bhoobalan IAS**, CEO, Centre for E-Governance, Department of e-Governance, Govt. of Karnataka
11. **Industries Policy: Smt. Gunjan Krishna, IAS**, Commissioner for Industrial Development, Govt. of Karnataka
12. ***MSME Policy*: Shri. Nitesh Patil, IAS,** Director, Micro, Small and Medium Enterprises, Commerce and Industries Department, Govt. of Karnataka
13. ***Land Policy*: Shri. Rajender Kumar Kataria, IAS,** Principal Secretary, Revenue Department, Govt. of Karnataka
14. ***Urban Governance*: Shri Munish Moudgil**, IAS Special Commissioner (Revenue and IT), Greater Bengaluru Authority.

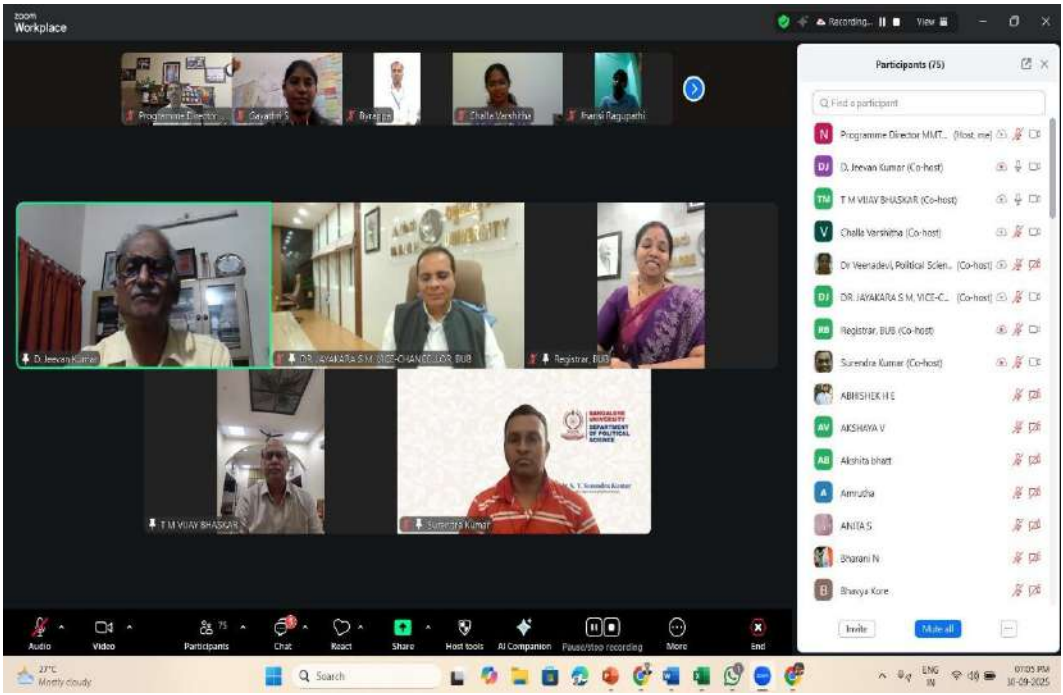
15. ***Social Audit:*** **Shri Nalin Atul, IAS,** Secretary, Kalyana Karnataka Region Development Board, Kalaburagi
16. ***MGNREGA*: Shri. P. Anirudh Sravan, IAS**, Private Secretary, Minister for Finance and Corporate Affairs, M/o Corporate Affairs, New Delhi
17. ***COVID Vaccination Policy*: Dr. Arundhati Chandrashekar,** IAS, Commissioner, Panchayat Raj, RDPR Department, Govt. of Karnataka
18. ***Panchayati Raj:*** **Smt. Priyanka Mary Francis, IAS,** Director, National Gallery of Modern Art, Bengaluru.

The **Valedictory Address** was delivered by the **Vice-Chancellor of Bangalore University, Dr. S.M. Jayakar** on 30th September 2025. **Shri T.M. Vijay Bhaskar, IAS (Retd.),** Chairperson of IIPA-KRB made concluding observations. **Dr. D. Jeevan Kumar** welcomed the guests and participants. **Prof. S.Y. Surendra Kumar** proposed a Vote of Thanks.

The **Certificate Course** attracted nearly 100 participants from across the country, comprising of students, teachers and researchers. The **Registrar of Bangalore University**, **Smt. K.T. Shantala, KAS** who had enrolled for the course and was an active participant, appreciated the theme of the course, its structure and the wisdom and rich experience of serving and retired Civil Servants that was shared in their lectures.

The **Certificate Course** was very ably coordinated by **Prof. S.Y. Surendra Kumar**, with the active assistance of **Deputy Coordinators**, **Dr. Chaitra Prasad** and **Ms. Varshita** of the **Department of Political Science, Bangalore University**.

Below:
A Screenshot of the Valedictory Programme



Uma Mahadevan Dasgupta: Library as a Catalyst of Change

Priya Ramani

A social miracle unfolded when the IAS officer put rural local bodies in charge of community transformation



The article argues that a public library — when placed at the centre of a participatory, decentralized governance model — can become a powerful instrument for social change. Rather than being a passive repository of books, the library becomes a node around which community engagement, local leadership, and capacity building can cluster.

In ***The Hindu*** dt. 25 September 2025
https://share.google/4YzSCGpLQFBnePDV3

Branch Members' Writings

In Popular Media

Gurucharan Gollerkeri, IAS (Retd.)
Director, School of Social Sciences
MS Ramaiah University of Applied Sciences



The Forgotten Language Arts of Listening and Speaking

In ***Deccan Herald*** dt. 28 September 2025

https://www.deccanherald.com/opinion/the-forgotten-language-arts-of-listening-and-speaking-3745698

What Can India weather the Neighbourhood Storm?

In ***Deccan Herald*** dt. 16 September 2025

https://www.deccanherald.com/opinion/can-india-weather-the-neighbourhood-storm-3729359

Dr. Annapoorna Ravichander
Freelance Consultant



Flipbook: Voices of the Voiceless Stray Animals and Birds

https://tinyurl.com/2hheyy57

Podcast: Aggressive Communication

https://www.deccanherald.com/lifestyle/travel/port-blair-where-patriotism-meets-paradise-3672087

Why India's nonprofits must embrace data culture?

In ***Deccan Herald*** dt. 20 September 2025

https://www.deccanherald.com/opinion/why-india-s-nonprofits-must-embrace-data-culture-3736487

Collaboration as Strategy: Strengthening ties Within and Outside

In ***Meghalaya Monitor***

https://meghalayamonitor.com/collaboration-as-strategy-strengthening-ties-within-and-outside/

Dr. D. Jeevan Kumar
Hon. Professor, Mahatma Gandhi Rural Development & Panchayat Raj University, Gadag; Visiting Professor, St. Claret College, Ziro, Arunachal Pradesh; Adjunct Professor, Kristu Jayanti University, Bengaluru



Towards a genuine Atmanirbhar Bharat

In ***Deccan Herald*** dt. 30 September 2025

https://www.deccanherald.com/opinion/towards-a-genuine-atmanirbhar-bharat-3746334

Dr. M.J. Vinod
Professor, Department of International Studies, Political Science and History
Christ (Deemed to be) University, Bengaluru



Is the US abandoning its Role as the Global Anchor of Democracies?

In ***Telangana Today*** dt. 11 September 2025

https://telanganatoday.com/opinion-is-the-us-abandoning-its-role-as-the-global-anchor-of-democracies

Books By Members



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Between Economy and Ecology

Policies and Practices of Sustainable Development

Editors

Anil Kumar Vaddiraju
Institute for Social and Economic Change (ISEC), Bangalore, India
K C Smitha
Institute for Social and Economic Change (ISEC), Bangalore, India
D Jeevan Kumar
Mahatma Gandhi Rural Development and Panchayat Raj University, India

This book consists of rigorous studies that explore various dimensions of sustainable development from the perspective of developing countries. The chapters address topics such as sustainable agriculture, sustainable cities, and alternative visions for sustainable development. The book examines both the policies and practices shaping sustainability efforts across the developing world, with a particular focus on India. The insights, experiences, and strategies presented in the book will be of significant relevance to stakeholders in both developing and developed nations.

Interdisciplinary in nature, the book highlights the intellectual contributions emerging from India on the subject of sustainable development. It will appeal to scholars, researchers, graduate students, policy makers in government and multinational organizations, donors, and NGOs. In today's world, this book offers timely and essential perspectives for anyone concerned with environmental issues, climate change, sustainability, and the ecologically consequential development processes.

Readership: Environmental Researchers; researchers of sustainable development; scholars of economics; political science and public administration; environmental specialists; journalists and student; governments; policy makers; NGOs; development professionals; undergraduate students; multinational donors and organizations.

Contents

- Introduction: Global Accumulation and Finite Nature *(Anil Kumar Vaddiraju)*
- Climate Change and Sustainability: Understanding India's Coastal States *(Geethu Paul)*
- Gender Disparities in Indian Agriculture *(Munna Rabha, Kishav Kumar Gajula and Phanindr Goyari)*
- Sustainability Challenges of Traditional Farmers in Kerala *(P P Sajimon and V B Hans)*
- Precautionary Principle and Sustainable Development in India *(Pavan V, Guruprasad Desai D R, C G Manjunatha)*
- Railways in Mitigating Climate Change: India's Railway Electrification Programme *(Chitresh Shrivastava)*
- Sustainable Packaging Startups — Assessing Their Profile *(Amrin Kamaluddin Fakih)*
- Development-Induced Rehabilitation of Slums in Bengaluru: Gendar Sensitivity and Agency *(K C Smitha)*
- SSustainable Development and Goal 11: Sustainable Cities and Communities *(Sumithra R and Jayasheela)*
- A Gandhian Alternative Vision of Sustainable Development *(D Jeevan Kumar)*
- Dilemmas of Indian Political Economy: Modern versus Post-Modern Development *(Anil Kumar Vaddiraju)*

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Food For Thought



- *Nature has everything for man's need, but not for his greed.*
- *Live simply so that others may simply live.*
- *Non-violence is the greatest force at the disposal of mankind.*
- *An eye for an eye will only make the whole world blind*
- *Be the change that you wish to see in the world.*
- *Strength does not come from physical capacity. It comes from an indomitable will.*
- *Truth stands, even if there be no public support. It is self-sustained.*
- *Happiness is when what you think, what you say, and what you do are in harmony."*
- *The greatness of a nation can be judged by the way its animals are treated.*
- *Freedom is not worth having if it does not include the freedom to make mistakes.*



INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

Newsletter | ಸುದ್ದಿಪತ್ರ

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Shri T.M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary, Government of Karnataka
Former Chairman, Karnataka Administrative Reforms Commission-2
Chairperson, Indian Institute of Public Administration
Karnataka Regional Branch



I am happy to place before readers the **November 2025** issue of our **Newsletter,** the **64th issue** since we began this initiative.

I am delighted to inform readers that the **Karnataka Regional Branch** of IIPA secured the coveted ***Best Branch Award*** for **2024-25**, on the strength of our manifold activities which include seminars, conferences, workshops, special lectures, panel discussions, training programmes, evaluation studies, online certificate course, essay competition, MoUs entered into, publications, and the launch of our own website. Our **Lead Story** captures this laudatory moment at the AGM of the IIPA in New Delhi last month.

Our ***Lead Article*** is on ***AI-Assisted Hybrid Governance*** by two eminent scholars, **Dr. K. Gireesan** and **Dr. Jos Chathukulam**. In the context of Albania's recent experiment with ***Diella,*** the world's first AI-powered **Virtual Minister**, their article offers an important case study for reflection, particularly in large and complex democracies like India.

In our column on ***Audit Matters***, **Shri T. Sethumadhavan** places before us the highlights of a ***Decadal Analysis of State Finances*** from 2013-14 to 2022-23, based on a report released by the **CAGI.** The Report will be a useful aid to policy makers and students of Public Finance and Fiscal Studies.

In our column on ***Communication Pulse*****, Dr. Annapoorna Ravichander** asks and answers the question: ***Does AI stand for Act of Ignorance, Act of Interference or Act of Innocence?*** She rightly argues that digital technology, including Artificial Intelligence, should always comply with a human-centred vision of education, and not substitute face-to-face interaction with teachers.

In our column on ***Branch News*****,** we carry reports of the following: (1) Appointment of **Prof. V.N. Alok as IIPA Lead Faculty** of our Branch; (2) Our **Prelude Conference** organized in collaboration with **Maharani Cluster University**; (3) The **Prelude Conference** organized by our **Dharwad Local Branch;** and (4) The **Special Lecture** delivered by **Shri T. Thimme Gowda, IAS** (Retd.) at Government First Grade College, Bidadi.

In our column on ***Branch Members in the Popular Media***, we provide the links to articles published by our following Life Members from Karnataka: (1) **Dr. A. Ravindra, IAS** (Retd.); (2) **Shri G. Gurucharan, IAS** (Retd.); and (3) **Dr. Annapoorna Ravichander.**

We end this issue with our column on **Food for Thought** where we share some quotes from eminent Kannada litterateurs on the occasion of **Karnataka Rajyotsava 2025**.



Lead Story

Karnataka Regional Branch receives Best Branch Award among Regional Branches for 2024-25



We are delighted to inform our readers that the **Karnataka Regional Branch** has received the ***Best Branch Award among Regional Branches*** for **2024-25**. The award was presented by the **Hon. Vice-President of India, Shri C.P. Radhakrishnan**, in the presence of the **Minister for Personnel, Public Grievances and Pensions**, **Government of India**, **Dr. Jitendra Singh** and the **Director-General of IIPA, Shri S.N. Tripathi, IAS** (Retd.) at the **AGM** of **IIPA** on 31st October 2025.

*Photo, above, shows **Shri T.M. Vijay Bhaskar, IAS** (Retd.), **former Chief Secretary of Karnataka** and **Chairperson of the Karnataka Regional Branch** receiving the award.*

Activities of the Branch during 2024-25

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C. Training Programmes	= 05
D. Online Certificate Course	= 01
E. Essay Competition	= 01
F. MoUs (Total MoUs=13)	= 04
G. Evaluation Studies of GoK Guarantee Schemes	= 02
H. Publications	= 04
I. Monthly Newsletters	= 12
J. Launch of Website: https://www.iipa-krb.org.in	

The following publications of our Branch were also released at the AGM of IIPA:

1. ***Management of Covid-19 in Karnataka: Lessons for the Future*** **–** Edited by **Shri. T. M. Vijay Bhaskar, IAS** (Retd.)
2. **Evaluation Study of '*Shakti*' Scheme of Govt. of Karnataka**, jointly conducted by **Prof. Sandeep Shastri** of the Nitte Group of Institutions and **Prof. Veena Devi**, Professor of Political Science, Bangalore University, Bengaluru.
3. **Evaluation Study of *Gruha Lakshmi Yojana* of Govt. of Karnataka**, conducted by **Dr. Sudeshna Mukherjee** and her team of researchers from the Centre for Women's Studies, Bangalore University, Bengaluru
4. **Compendium-5** of the **Monthly Newsletters** of the **Branch** from **Vol.5, No.51 (**October 2024) to **Vol.6, No.62** (September 2025), edited by **Shri. T. M. Vijay Bhaskar, IAS** (Retd.)



*Photo above shows the Director-General of IIPA, **Shri S.N. Tripathi** (centre) with IIPA Karnataka Regional Branch Chairperson, **Shri T.M. Vijay Bhaskar** (at right) and **Prof. V.N. Alok**, IIPA Lead Faculty of our Branch (at left), after releasing a set of our publications at the AGM of the IIPA at New Delhi last month.*

We are grateful to:

1. The **Government of Karnataka**, in particular the **Department of Personnel and Administrative Reforms (Administrative Reforms)** for the annual grant for running the office, organizing programmes, conducting Training Programmes and Evaluation Studies of GoK schemes, and bringing out policy briefs, documents and publications.
2. **Director-General, Registrar, Faculty and staff in IIPA, New Delhi** for the support extended by them to the Karnataka Regional Branch.
3. The **distinguished persons** who spared their valuable time and delivered lectures or participated in our activities, conferences and seminars, or contributed to our publications.
4. **Members of the Executive Committee** and **Members of the Branch** for their support and sustained interest in our activities.

AI-ASSISTED HYBRID GOVERNANCE

Co-Existence of Human Intelligence and Digital Technology in Public Administration

Dr. K. Gireesan
Head, Dept. of Public Administration
Rajiv Gandhi National Institute of Youth Development
gireesan.decentralisation@gmail.com

Dr. Jos Chathukulam
Former Chair Professor,
Institute for Social and Economic Change, Bengaluru
joschathukulam@gmail.com

Artificial Intelligence (AI) has emerged as a defining force in transforming governance worldwide, influencing how states deliver public services, engage citizens, and ensure administrative efficiency. Within this evolving landscape, the concept **of AI-assisted hybrid governance**—where human intelligence and digital technologies coexist—has gained significance in Public Administration. It aims to strike a balance between over-bureaucratisation, which slows down processes through excessive red tape, and over-automation, where decision-making loses human accountability and empathy. In this context, Albania's recent experiment with **Diella,** the world's first AI-powered Virtual Minister, offers an important case study for reflection, particularly in large and complex democracies like India. The central question this article explores is whether a virtual minister or a virtual bureaucrat could address India's governance challenges more effectively.

On 11 September 2025, Albania's Prime Minister Edi Rama introduced **Diella,** marking a global milestone in digital governance. Initially functioning as a virtual assistant that provided more than 1,000 services and issued over 36,000 documents, **Diella** was elevated to ministerial rank to enhance transparency and curb corruption. Emerging from a context of widespread financial crime and administrative inefficiency, **Diella**—designed as a woman in traditional Albanian attire—symbolizes integrity, accessibility, and technological modernity. She remains a supplement, not a substitute, for elected leaders by creating a digital bridge between state and citizens.

This innovation aligns with hybrid governance, which merges human and technological capacities for better decision-making. Humans contribute compassion, ethical reasoning, and accountability, while AI offers speed, scale, and precision. Together, they can make governance faster, fairer, and more citizen centric. Hybrid governance distributes administrative workloads intelligently—machines process routine tasks, while humans handle complex or emotionally charged issues—thereby combining efficiency with empathy.

Globally, similar initiatives have taken shape. The **United Kingdom's Humphrey project** uses generative AI to help civil servants analyze data and consultations, reducing bias and workload. **France's Albert AI tool** assists public officials by simplifying communication, answering citizen queries, and supporting administrative procedures. Such tools illustrate that AI can strengthen governance without undermining human authority.

India presents a contrasting context due to its population size, linguistic diversity, and institutional complexity. Despite major digital initiatives like Digital India, Aadhaar, CoWIN, and DigiLocker, administrative bottlenecks persist—citizens face delays, red tape, and communication gaps. This raises a pertinent question: **should India adopt a virtual minister or a virtual bureaucrat?** The article analyses both options through political, ethical, and administrative lenses.

A **virtual minister** could enhance transparency by explaining policies and maintaining 24/7 communication with citizens. However, this idea faces constitutional and democratic barriers. Ministers are elected representatives accountable to the legislature and the public, while a virtual minister lacks political legitimacy and moral responsibility. Delegating authority to an algorithm could undermine trust and accountability in a democracy.

Conversely, a **virtual bureaucrat** is more feasible and socially acceptable. It could automate repetitive administrative functions—file tracking, grievance redressal, and multilingual citizen support—reducing delays and human errors. It promises efficiency and transparency but also poses challenges of algorithmic bias, data privacy, and lack of empathy.

Therefore, **implementation must ensure strict accountability and ethical safeguards.** Pilot projects in ministries such as Rural Development or Panchayati Raj, managing schemes like PMAY or MGNREGS, could demonstrate its practicality and impact.

Conceptually, the virtual bureaucrat resonates with Max Weber's ideal-type bureaucracy, emphasizing rationality, procedural consistency, and impersonality. By standardizing decisions and eliminating personal bias, AI extends Weber's notion of rational-legal authority into the digital era. Yet, as the article cautions, **machines cannot replicate the moral reasoning essential to human administration.**

Recent policy directions in India support such technological integration. **On 29 September 2025, Union Minister of State, Shri Jitendra Singh who chaired the 327th meeting of the Executive Council of the Indian Institute of Public Administration (IIPA) emphasized the need to link governance training with AI and data-driven tools, reflecting growing institutional readiness for digital-era reforms.**

While a virtual minister remains politically untenable and ethically contentious, a virtual bureaucrat represents a viable and transformative step toward hybrid governance. It could cut red tape, reduce corruption, and make administration more transparent and citizen-friendly. The future of governance lies not in replacing humans with algorithms but in achieving synergy—where AI ensures speed, scale, and efficiency, and humans uphold compassion, ethics, and accountability. For India, such a balanced hybrid governance model could represent not only administrative modernization but also a deeper democratization of technology in public service.

(This is an abridged version of the article published in ***Mainstream*** Weekly on 11 Oct 2025)

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ಪ್ರಮುಖ ಲೇಖನ

ಕೃತಕ ಬುದ್ಧಿಮತ್ತೆ-ಸಹಾಯದ ಹೈಬ್ರಿಡ್ ಆಡಳಿತ

ಸಾರ್ವಜನಿಕ ಆಡಳಿತದಲ್ಲಿ ಮಾನವ ಬುದ್ಧಿಮತ್ತೆ ಮತ್ತು ಡಿಜಿಟಲ್ ತಂತ್ರಜ್ಞಾನದ ಸಹಬಾಳ್ವೆ

ಡಾ. ಕೆ. ಗಿರೀಸನ್

ಮುಖ್ಯಸ್ಥರು, ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ವಿಭಾಗ, ರಾಜೀವ್ ಗಾಂಧಿ ರಾಷ್ಟ್ರೀಯ ಯುವ ಅಭಿವೃದ್ಧಿ ಸಂಸ್ಥೆ
gireesan.decentralisation@gmail.com

ಡಾ. ಜೋಸ್ ಚತುಕುಲಂ

ಹಿಂದಿನ ಅಧ್ಯಕ್ಷ ಪ್ರೊಫೆಸರ್, ಸಾಮಾಜಿಕ ಮತ್ತು ಆರ್ಥಿಕ ಬದಲಾವಣೆ ಸಂಸ್ಥೆ, ಬೆಂಗಳೂರು.
joschathukulam@gmail.com

*ವಿಶ್ವಾದ್ಯಂತ ಆಡಳಿತವನ್ನು ಪರಿವರ್ತಿಸುವಲ್ಲಿ ಕೃತಕ ಬುದ್ಧಿಮತ್ತೆ (AI) ನಿರ್ಣಾಯಕ ಶಕ್ತಿಯಾಗಿ ಹೊರಹೊಮ್ಮಿದೆ, ರಾಜ್ಯಗಳು ಸಾರ್ವಜನಿಕ ಸೇವೆಗಳನ್ನು ಹೇಗೆ ಒದಗಿಸುತ್ತವೆ, ನಾಗರಿಕರನ್ನು ಹೇಗೆ ತೊಡಗಿಸಿಕೊಳ್ಳುತ್ತವೆ ಮತ್ತು ಆಡಳಿತ ದಕ್ಷತೆಯನ್ನು ಖಚಿತಪಡಿಸುತ್ತವೆ ಎಂಬುದರ ಮೇಲೆ ಪ್ರಭಾವ ಬೀರುತ್ತದೆ. ಈ ವಿಕಸನಗೊಳ್ಳುತ್ತಿರುವ ಭೂದೃಶ್ಯದಲ್ಲಿ, ಮಾನವ ಬುದ್ಧಿಮತ್ತೆ ಮತ್ತು ಡಿಜಿಟಲ್ ತಂತ್ರಜ್ಞಾನಗಳು ಸಹಬಾಳ್ವೆ ನಡೆಸುವ **AI-ನೆರವಿನ ಹೈಬ್ರಿಡ್ ಆಡಳಿತದ ಪರಿಕಲ್ಪನೆಯು** ಸಾರ್ವಜನಿಕ ಆಡಳಿತದಲ್ಲಿ ಮಹತ್ವವನ್ನು ಪಡೆದುಕೊಂಡಿದೆ. ಅತಿಯಾದ ಕೆಂಪು ಪಟ್ಟಿಯ ಮೂಲಕ ಪ್ರಕ್ರಿಯೆಗಳನ್ನು ನಿಧಾನಗೊಳಿಸುವ ಅತಿಯಾದ ಅಧಿಕಾರಶಾಹಿ ಮತ್ತು ನಿರ್ಧಾರ ತೆಗೆದುಕೊಳ್ಳುವಿಕೆಯು ಮಾನವನ ಹೊಣೆಗಾರಿಕೆ ಮತ್ತು ಸಹಾನುಭೂತಿಯನ್ನು ಕಳೆದುಕೊಳ್ಳುವ ಅತಿಯಾದ ಯಾಂತ್ರೀಕರಣದ ನಡುವೆ ಸಮತೋಲನವನ್ನು ಸಾಧಿಸುವುದು ಇದರ ಗುರಿಯಾಗಿದೆ.*

ಈ ಸಂದರ್ಭದಲ್ಲಿ, ವಿಶ್ವದ ಮೊದಲ AI-ಚಾಲಿತ ವರ್ಚುವಲ್ ಮಂತ್ರಿ **ಡಿಯೆಲ್ಲಾ** ಅವರೊಂದಿಗಿನ ಅಲ್ಬೇನಿಯಾದ ಇತ್ತೀಚಿನ ಪ್ರಯೋಗವು, ವಿಶೇಷವಾಗಿ ಭಾರತದಂತಹ ದೊಡ್ಡ ಮತ್ತು ಸಂಕೀರ್ಣ ಪ್ರಜಾಪ್ರಭುತ್ವಗಳಲ್ಲಿ ಚಿಂತನೆಗೆ ಒಂದು ಪ್ರಮುಖ ಪ್ರಕರಣ ಅಧ್ಯಯನವನ್ನು ನೀಡುತ್ತದೆ. ವರ್ಚುವಲ್ ಮಂತ್ರಿ ಅಥವಾ ವರ್ಚುವಲ್ ಅಧಿಕಾರಿ, ಭಾರತದ ಆಡಳಿತ ಸವಾಲುಗಳನ್ನು ಹೆಚ್ಚು

ಪರಿಣಾಮಕಾರಿಯಾಗಿ ಪರಿಹರಿಸಬಹುದೇ ಎಂಬುದು ಈ ಲೇಖನವು ಪರಿಶೋಧಿಸುವ ಕೇಂದ್ರ ಪ್ರಶ್ನೆ.

ಸೆಪ್ಟೆಂಬರ್ 11, 2025 ರಂದು, ಅಲ್ಬೇನಿಯಾದ ಪ್ರಧಾನ ಮಂತ್ರಿ ಎಡಿ ರಾಮ ಅವರು **ಡಿಯೆಲ್ಲಾ** ಅವರನ್ನು ಪರಿಚಯಿಸಿದರು, ಇದು ಡಿಜಿಟಲ್ ಆಡಳಿತದಲ್ಲಿ ಜಾಗತಿಕ ಮೈಲಿಗಲ್ಲನ್ನು ಗುರುತಿಸಿತು. ಆರಂಭದಲ್ಲಿ 1,000 ಕ್ಕೂ ಹೆಚ್ಚು ಸೇವೆಗಳನ್ನು ಒದಗಿಸುವ ಮತ್ತು 36,000 ಕ್ಕೂ ಹೆಚ್ಚು ದಾಖಲೆಗಳನ್ನು ನೀಡುವ ವರ್ಚುವಲ್ ಸಹಾಯಕರಾಗಿ ಕಾರ್ಯನಿರ್ವಹಿಸುತ್ತಿದ್ದ **ಡಿಯೆಲ್ಲಾವನ್ನು**, ಪಾರದರ್ಶಕತೆಯನ್ನು ಹೆಚ್ಚಿಸಲು ಮತ್ತು ಭ್ರಷ್ಟಾಚಾರವನ್ನು ನಿಗ್ರಹಿಸಲು ಮಂತ್ರಿ ವರ್ಗದ ಸ್ಥಾನಕ್ಕೆ ಬಡ್ತಿ ನೀಡಲಾಯಿತು. ವ್ಯಾಪಕವಾದ ಆರ್ಥಿಕ ಅಪರಾಧ ಮತ್ತು ಆಡಳಿತಾತ್ಮಕ ಅಸಮರ್ಥತೆಯ ಸಂದರ್ಭದಿಂದ ಹೊರಹೊಮ್ಮಿದ **ಡಿಯೆಲ್ಲಾ** - ಸಾಂಪ್ರದಾಯಿಕ ಅಲ್ಬೇನಿಯನ್ ಉಡುಪಿನಲ್ಲಿ ಮಹಿಳೆಯಾಗಿ ವಿನ್ಯಾಸಗೊಳಿಸಲಾಗಿದೆ - ಸಮಗ್ರತೆ, ಪ್ರವೇಶಸಾಧ್ಯತೆ ಮತ್ತು ತಾಂತ್ರಿಕ ಆಧುನಿಕತೆಯನ್ನು ಸಂಕೇತಿಸುತ್ತದೆ. ರಾಜ್ಯ ಮತ್ತು ನಾಗರಿಕರ ನಡುವೆ ಡಿಜಿಟಲ್ ಸೇತುವೆಯನ್ನು ರಚಿಸುವ ಮೂಲಕ ಚುನಾಯಿತ ನಾಯಕರಿಗೆ ಪರ್ಯಾಯವಾಗಿ ಅಲ್ಲ, ಪೂರಕವಾಗಿ ಅವರು ಉಳಿದಿದ್ದಾರೆ.

ಈ ನಾವೀನ್ಯತೆ ಹೈಬ್ರಿಡ್ ಆಡಳಿತದೊಂದಿಗೆ ಹೊಂದಿಕೊಳ್ಳುತ್ತ, ಇದು ಉತ್ತಮ ನಿರ್ಧಾರ ತೆಗೆದುಕೊಳ್ಳುವಿಕೆಗಾಗಿ ಮಾನವ ಮತ್ತು ತಾಂತ್ರಿಕ ಸಾಮರ್ಥ್ಯಗಳನ್ನು ವಿಲೀನಗೊಳಿಸುತ್ತದೆ. ಮಾನವರು ಸಹಾನುಭೂತಿ, ನೈತಿಕ ತಾರ್ಕಿಕತೆ ಮತ್ತು ಹೊಣೆಗಾರಿಕೆಯನ್ನು ಕೊಡುಗೆ ನೀಡುತ್ತಾರೆ, ಆದರೆ AI ವೇಗ, ಪ್ರಮಾಣ ಮತ್ತು ನಿಖರತೆಯನ್ನು ನೀಡುತ್ತದೆ. ಒಟ್ಟಾಗಿ, ಅವರು ಆಡಳಿತವನ್ನು ವೇಗವಾಗಿ, ನ್ಯಾಯಯುತವಾಗಿ ಮತ್ತು ಹೆಚ್ಚು ನಾಗರಿಕ-ಕೇಂದ್ರಿತವಾಗಿ ಮಾಡಬಹುದು. ಹೈಬ್ರಿಡ್ ಆಡಳಿತವು ಆಡಳಿತಾತ್ಮಕ ಕೆಲಸದ ಹೊರೆಗಳನ್ನು ಬುದ್ಧಿವಂತಿಕೆಯಿಂದ ವಿತರಿಸುತ್ತದೆ - ಯಂತ್ರಗಳು ದಿನನಿತ್ಯದ ಕಾರ್ಯಗಳನ್ನು ಪ್ರಕ್ರಿಯೆಗೊಳಿಸುತ್ತವೆ, ಹಾಗೆಯೇ ಮಾನವರು ಸಂಕೀರ್ಣ ಅಥವಾ ಭಾವನಾತ್ಮಕವಾಗಿ ಆವೇಶದ ಸಮಸ್ಯೆಗಳನ್ನು ನಿರ್ವಹಿಸುತ್ತಾರೆ - ಆ ಮೂಲಕ ದಕ್ಷತೆಯನ್ನು ಸಹಾನುಭೂತಿಯೊಂದಿಗೆ ಸಂಯೋಜಿಸುತ್ತದೆ.

ಜಾಗತಿಕವಾಗಿ, ಇದೇ ರೀತಿಯ ಉಪಕ್ರಮಗಳು ರೂಪುಗೊಂಡಿವೆ. **ಯುನೈಟೆಡ್ ಕಿಂಗ್‌ಡಮ್‌ನ ಹಂಫ್ರೆ ಯೋಜನೆಯು** ನಾಗರಿಕ ಸೇವಕರು ಡೇಟಾ ಮತ್ತು ಸಮಾಲೋಚನೆಗಳನ್ನು ವಿಶ್ಲೇಷಿಸಲು, ಪಕ್ಷಪಾತ ಮತ್ತು ಕೆಲಸದ ಹೊರೆಯನ್ನು ಕಡಿಮೆ ಮಾಡಲು ಸಹಾಯ ಮಾಡಲು ಜನರೇಟಿವ್ AI ಅನ್ನು ಬಳಸುತ್ತದೆ. **ಫ್ರಾನ್ಸ್‌ನ ಆಲ್ಬರ್ಟ್ AI ಪರಿಕರವು** ಸಂವಹನವನ್ನು ಸರಳಗೊಳಿಸುವ ಮೂಲಕ, ನಾಗರಿಕ ಪ್ರಶ್ನೆಗಳಿಗೆ ಉತ್ತರಿಸುವ ಮೂಲಕ ಮತ್ತು ಆಡಳಿತಾತ್ಮಕ ಕಾರ್ಯವಿಧಾನಗಳನ್ನು ಬೆಂಬಲಿಸುವ ಮೂಲಕ ಸಾರ್ವಜನಿಕ ಅಧಿಕಾರಿಗಳಿಗೆ ಸಹಾಯ ಮಾಡುತ್ತದೆ. ಮಾನವ ಅಧಿಕಾರವನ್ನು ದುರ್ಬಲಗೊಳಿಸದೆ AI ಆಡಳಿತವನ್ನು ಬಲಪಡಿಸಬಹುದು ಎಂದು ಅಂತಹ ಪರಿಕರಗಳು ವಿವರಿಸುತ್ತವೆ.

ಭಾರತವು ತನ್ನ ಜನಸಂಖ್ಯೆಯ ಗಾತ್ರ, ಭಾಷಾ ವೈವಿಧ್ಯತೆ ಮತ್ತು ಸಾಂಸ್ಥಿಕ ಸಂಕೀರ್ಣತೆಯಿಂದಾಗಿ ವ್ಯತಿರಿಕ್ತ ಸಂದರ್ಭವನ್ನು ಪ್ರಸ್ತುತಪಡಿಸುತ್ತದೆ. ಡಿಜಿಟಲ್ ಇಂಡಿಯಾ, ಆಧಾರ್, ಕೋವಿನ್ ಮತ್ತು ಡಿಜಿಲಾಕರ್‌ನಂತಹ ಪ್ರಮುಖ ಡಿಜಿಟಲ್ ಉಪಕ್ರಮಗಳ ಹೊರತಾಗಿಯೂ, ಆಡಳಿತಾತ್ಮಕ ಅಡಚಣೆಗಳು ಮುಂದುವರಿಯುತ್ತವೆ - ನಾಗರಿಕರು ವಿಳಂಬ, ಕೆಂಪು ಟೇಪ್ ಮತ್ತು ಸಂವಹನ ಅಂತರವನ್ನು ಎದುರಿಸುತ್ತಾರೆ. ಇದು ಒಂದು ಸಂಬಂಧಿತ ಪ್ರಶ್ನೆಯನ್ನು ಹುಟ್ಟುಹಾಕುತ್ತದೆ: **ಭಾರತವು ವರ್ಚುವಲ್ ಮಂತ್ರಿಯನ್ನು ಅಳವಡಿಸಿಕೊಳ್ಳಬೇಕೇ ಅಥವಾ ವರ್ಚುವಲ್ ಅಧಿಕಾರಿಯನ್ನು ಅಳವಡಿಸಿಕೊಳ್ಳಬೇಕೇ?** ಲೇಖನವು ರಾಜಕೀಯ, ನೈತಿಕ ಮತ್ತು ಆಡಳಿತಾತ್ಮಕ ಮಸೂರಗಳ ಮೂಲಕ ಎರಡೂ ಆಯ್ಕೆಗಳನ್ನು ವಿಶ್ಲೇಷಿಸುತ್ತದೆ.

ವರ್ಚುವಲ್ ಸಚಿವರು ನೀತಿಗಳನ್ನು ವಿವರಿಸುವ ಮೂಲಕ ಮತ್ತು ನಾಗರಿಕರೊಂದಿಗೆ 24/7 ಸಂವಹನವನ್ನು ನಿರ್ವಹಿಸುವ ಮೂಲಕ ಪಾರದರ್ಶಕತೆಯನ್ನು ಹೆಚ್ಚಿಸಬಹುದು. ಆದಾಗ್ಯೂ, ಈ ಕಲ್ಪನೆಯು ಸಾಂವಿಧಾನಿಕ ಮತ್ತು ಪ್ರಜಾಪ್ರಭುತ್ವದ ಅಡೆತಡೆಗಳನ್ನು ಎದುರಿಸುತ್ತಿದೆ. ಮಂತ್ರಿಗಳು ಶಾಸಕಾಂಗ ಮತ್ತು ಸಾರ್ವಜನಿಕರಿಗೆ ಜವಾಬ್ದಾರರಾಗಿರುವ ಚುನಾಯಿತ ಪ್ರತಿನಿಧಿಗಳು, ಆದರೆ ವರ್ಚುವಲ್ ಸಚಿವರಿಗೆ ರಾಜಕೀಯ ನ್ಯಾಯಸಮ್ಮತತೆ ಮತ್ತು ನೈತಿಕ ಜವಾಬ್ದಾರಿಯ ಕೊರತೆಯಿದೆ. ಅಲ್ಗಾರಿದಮ್‌ಗೆ ಅಧಿಕಾರವನ್ನು ನಿಯೋಜಿಸುವುದು ಪ್ರಜಾಪ್ರಭುತ್ವದಲ್ಲಿ ನಂಬಿಕೆ ಮತ್ತು ಹೊಣೆಗಾರಿಕೆಯನ್ನು ದುರ್ಬಲಗೊಳಿಸಬಹುದು.

ಒಬ್ಬ ವರ್ಚುವಲ್ ಸಚಿವರು ನೀತಿಗಳನ್ನು ವಿವರಿಸುವ ಮೂಲಕ ಮತ್ತು ನಾಗರಿಕರೊಂದಿಗೆ 24/7 ಸಂವಹನವನ್ನು ನಿರ್ವಹಿಸುವ ಮೂಲಕ ಪಾರದರ್ಶಕತೆಯನ್ನು ಹೆಚ್ಚಿಸಬಹುದು. ಆದಾಗ್ಯೂ, ಈ ಕಲ್ಪನೆಯು ಸಾಂವಿಧಾನಿಕ ಮತ್ತು ಪ್ರಜಾಪ್ರಭುತ್ವದ ಅಡೆತಡೆಗಳನ್ನು ಎದುರಿಸುತ್ತಿದೆ. ಮಂತ್ರಿಗಳು ಶಾಸಕಾಂಗ ಮತ್ತು ಸಾರ್ವಜನಿಕರಿಗೆ ಜವಾಬ್ದಾರರಾಗಿರುವ ಚುನಾಯಿತ ಪ್ರತಿನಿಧಿಗಳು, ಆದರೆ ವರ್ಚುವಲ್ ಮಂತ್ರಿಯು ರಾಜಕೀಯ ನ್ಯಾಯಸಮ್ಮತತೆ ಮತ್ತು ನೈತಿಕ ಜವಾಬ್ದಾರಿಯನ್ನು ಹೊಂದಿರುವುದಿಲ್ಲ.

ಅಲ್ಗಾರಿದಮ್‌ಗೆ ಅಧಿಕಾರವನ್ನು ನಿಯೋಜಿಸುವುದು ಪ್ರಜಾಪ್ರಭುತ್ವದಲ್ಲಿ ನಂಬಿಕೆ ಮತ್ತು ಹೊಣೆಗಾರಿಕೆಯನ್ನು ದುರ್ಬಲಗೊಳಿಸಬಹುದು.

ಇದಕ್ಕೆ ವಿರುದ್ಧವಾಗಿ, **ವರ್ಚುವಲ್ ಅಧಿಕಾರಿಯು** ಹೆಚ್ಚು ಕಾರ್ಯಸಾಧ್ಯ ಮತ್ತು ಸಾಮಾಜಿಕವಾಗಿ ಸ್ವೀಕಾರಾರ್ಹ. ಇದು ಪುನರಾವರ್ತಿತ ಆಡಳಿತಾತ್ಮಕ ಕಾರ್ಯಗಳನ್ನು ಸ್ವಯಂಚಾಲಿತಗೊಳಿಸಬಹುದು - ಫೈಲ್ ಟ್ರ್ಯಾಕಿಂಗ್, ಕುಂದುಕೊರತೆ ಪರಿಹಾರ ಮತ್ತು ಬಹುಭಾಷಾ ನಾಗರಿಕ ಬೆಂಬಲ - ವಿಳಂಬ ಮತ್ತು ಮಾನವ ದೋಷಗಳನ್ನು ಕಡಿಮೆ ಮಾಡುತ್ತದೆ. ಇದು ದಕ್ಷತೆ ಮತ್ತು ಪಾರದರ್ಶಕತೆಯನ್ನು ಭರವಸೆ ನೀಡುತ್ತದೆ ಆದರೆ ಅಲ್ಗಾರಿದಮಿಕ್ ಪಕ್ಷಪಾತ, ಡೇಟಾ ಗೌಪ್ಯತೆ ಮತ್ತು ಸಹಾನುಭೂತಿಯ ಕೊರತೆಯ ಸವಾಲುಗಳನ್ನು ಒಡ್ಡುತ್ತದೆ. ಆದ್ದರಿಂದ, **ಅನುಷ್ಠಾನವು ಕಟ್ಟುನಿಟ್ಟಾದ ಹೊಣೆಗಾರಿಕೆ ಮತ್ತು ನೈತಿಕ ಸುರಕ್ಷತೆಗಳನ್ನು ಖಚಿತಪಡಿಸಿಕೊಳ್ಳಬೇಕು.** ಗ್ರಾಮೀಣಾಭಿವೃದ್ಧಿ ಅಥವಾ ಪಂಚಾಯತ್ ರಾಜ್‌ನಂತಹ ಸಚಿವಾಲಯಗಳಲ್ಲಿನ ಪೈಲಟ್ ಯೋಜನೆಗಳು, PMAY ಅಥವಾ MGNREGS ನಂತಹ ಯೋಜನೆಗಳನ್ನು ನಿರ್ವಹಿಸುವುದು, ಅದರ ಪ್ರಾಯೋಗಿಕತೆ ಮತ್ತು ಪ್ರಭಾವವನ್ನು ಪ್ರದರ್ಶಿಸಬಹುದು.

ಕಲ್ಪನಾತ್ಮಕವಾಗಿ, ವರ್ಚುವಲ್ ಅಧಿಕಾರಿಯು ಮ್ಯಾಕ್ಸ್ ವೆಬರ್ ಅವರ ಆದರ್ಶ-ರೀತಿಯ ಅಧಿಕಾರಶಾಹಿಯೊಂದಿಗೆ ಪ್ರತಿಧ್ವನಿಸುತ್ತದೆ, ವೈಚಾರಿಕತೆ, ಕಾರ್ಯವಿಧಾನದ ಸ್ಥಿರತೆ ಮತ್ತು ವ್ಯಕ್ತಿಗತತೆಯನ್ನು ಒತ್ತಿಹೇಳುತ್ತದೆ. ನಿರ್ಧಾರಗಳನ್ನು ಪ್ರಮಾಣೀಕರಿಸುವ ಮೂಲಕ ಮತ್ತು ವೈಯಕ್ತಿಕ ಪಕ್ಷಪಾತವನ್ನು ತೆಗೆದುಹಾಕುವ ಮೂಲಕ, AI ವೆಬರ್‌ನ ತರ್ಕಬದ್ಧ-ಕಾನೂನು ಅಧಿಕಾರದ ಕಲ್ಪನೆಯನ್ನು ಡಿಜಿಟಲ್ ಯುಗಕ್ಕೆ ವಿಸ್ತರಿಸುತ್ತದೆ. ಆದರೂ, ಲೇಖನವು ಎಚ್ಚರಿಸಿದಂತೆ, **ಯಂತ್ರಗಳು ಮಾನವ ಆಡಳಿತಕ್ಕೆ ಅಗತ್ಯವಾದ ನೈತಿಕ ತಾರ್ಕಿಕತೆಯನ್ನು ಪುನರಾವರ್ತಿಸಲು ಸಾಧ್ಯವಿಲ್ಲ.**

ಭಾರತದಲ್ಲಿ ಇತ್ತೀಚಿನ ನೀತಿ ನಿರ್ದೇಶನಗಳು ಅಂತಹ ತಾಂತ್ರಿಕ ಏಕೀಕರಣವನ್ನು ಬೆಂಬಲಿಸುತ್ತವೆ. **ಸೆಪ್ಟೆಂಬರ್ 29, 2025 ರಂದು, ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆಯ (IIPA) ಕಾರ್ಯಕಾರಿ ಮಂಡಳಿಯ 327 ನೇ ಸಭೆಯ ಅಧ್ಯಕ್ಷತೆ ವಹಿಸಿದ್ದ ಕೇಂದ್ರ ಸಚಿವ ಜಿತೇಂದ್ರ ಸಿಂಗ್, ಆಡಳಿತ ತರಬೇತಿಯನ್ನು AI ಮತ್ತು ಡೇಟಾ-ಚಾಲಿತ ಪರಿಕರಗಳೊಂದಿಗೆ ಜೋಡಿಸುವ ಅಗತ್ಯವನ್ನು ಒತ್ತಿ ಹೇಳಿದರು, ಇದು ಡಿಜಿಟಲ್-ಯುಗದ ಸುಧಾರಣೆಗಳಿಗೆ ಬೆಳೆಯುತ್ತಿರುವ ಸಾಂಸ್ಥಿಕ ಸಿದ್ಧತೆಯನ್ನು ಪ್ರತಿಬಿಂಬಿಸುತ್ತದೆ.**

ವರ್ಚುವಲ್ ಸಚಿವರು ರಾಜಕೀಯವಾಗಿ ಸಮರ್ಥನೀಯವಲ್ಲದ ಮತ್ತು ನೈತಿಕವಾಗಿ ವಿವಾದಾತ್ಮಕವಾಗಿ ಉಳಿದಿದ್ದರೂ, ವರ್ಚುವಲ್ ಅಧಿಕಾರಿ ಹೈಬ್ರಿಡ್ ಆಡಳಿತದ ಕಡೆಗೆ ಒಂದು ಕಾರ್ಯಸಾಧ್ಯ ಮತ್ತು ಪರಿವರ್ತನಾಶೀಲ ಹೆಜ್ಜೆಯನ್ನು ಪ್ರತಿನಿಧಿಸುತ್ತಾರೆ. ಇದು ಕೆಂಪು ಪಟ್ಟಿಯನ್ನು ಕಡಿತಗೊಳಿಸಬಹುದು, ಭ್ರಷ್ಟಾಚಾರವನ್ನು ಕಡಿಮೆ ಮಾಡಬಹುದು ಮತ್ತು ಆಡಳಿತವನ್ನು ಹೆಚ್ಚು ಪಾರದರ್ಶಕ ಮತ್ತು ನಾಗರಿಕ ಸ್ನೇಹಿಯನ್ನಾಗಿ ಮಾಡಬಹುದು. ಆಡಳಿತದ ಭವಿಷ್ಯವು ಮನುಷ್ಯರನ್ನು ಅಲ್ಗಾರಿದಮ್‌ಗಳೊಂದಿಗೆ ಬದಲಾಯಿಸುವುದರಲ್ಲಿ ಅಲ್ಲ, ಆದರೆ ಸಿನರ್ಜಿಯನ್ನು ಸಾಧಿಸುವಲ್ಲಿ ಇದೆ - ಅಲ್ಲಿ AI ವೇಗ, ಪ್ರಮಾಣ ಮತ್ತು ದಕ್ಷತೆಯನ್ನು ಖಚಿತಪಡಿಸುತ್ತದೆ ಮತ್ತು ಮಾನವರು ಸಹಾನುಭೂತಿ, ನೀತಿಶಾಸ್ತ್ರ ಮತ್ತು ಹೊಣೆಗಾರಿಕೆಯನ್ನು ಎತ್ತಿಹಿಡಿಯುತ್ತದೆ. ಭಾರತಕ್ಕೆ, ಅಂತಹ ಸಮತೋಲಿತ ಹೈಬ್ರಿಡ್ ಆಡಳಿತ ಮಾದರಿಯು ಆಡಳಿತಾತ್ಮಕ ಆಧುನೀಕರಣವನ್ನು ಮಾತ್ರವಲ್ಲದೆ ಸಾರ್ವಜನಿಕ ಸೇವೆಯಲ್ಲಿ ತಂತ್ರಜ್ಞಾನದ ಆಳವಾದ ಪ್ರಜಾಪ್ರಭುತ್ವೀಕರಣವನ್ನೂ ಪ್ರತಿನಿಧಿಸುತ್ತದೆ.

(ಇದು 11 ಅಕ್ಟೋಬರ್ 2025 ರಂದು ಮೇನ್‌ಸ್ಟ್ರೀಮ್ ವೀಕ್ಲಿಯಲ್ಲಿ ಪ್ರಕಟವಾದ ಲೇಖನದ ಸಂಕ್ಷಿಪ್ತ ಆವೃತ್ತಿಯಾಗಿದೆ)

ಅನುವಾದಕಿ: ಡಾ. ಮೈಥಿಲಿ ಪಿ ರಾವ್, ಶಿಕ್ಷಣ ತಜ್ಞೆ ಮತ್ತು ಸ್ವತಂತ್ರ ಅನುವಾದಕಿ



Audit Matters

STATE FINANCES 2013-14 to 2022-23: A DECADAL ANALYSIS

Highlights of the Report released at the Conference of State Finance Secretaries by the Comptroller & Auditor-General of India



Shri Thayyil Sethumadhavan, IA&AS (Retd.)
Formerly Principal Accountant -General
Madhya Pradesh

The CAG held the Second Annual Conference of State Finance Secretaries on 19th September 2025 to discuss the management of States' Finances and other pertinent issues including leveraging IT systems and digital platforms for better governance. On the occasion, CAG released a Publication on **States' Finances for the 10-year period from 2013-14 to 2022-23** with aggregated data and analysis. The publication provides a wealth of data and information about the fiscal performance of all 28 States with focus on revenue, expenditure, public debt and liabilities.

Main points brought out in the Report are extracted below:

Receipts of the States

1. The total receipts of all States put together during the Financial Year (FY) 2022-23 came to Rs. 35,13,095 crores consisting of Rs. 16,98,675 crores as States' Own Tax Revenue (SOTR), Rs.2,74,000 (including 27,373 crores from interest, dividends and profits) as States' Non-Tax Revenue (SNTR), and Rs.9,48,590 crores as States' Share of Union Taxes and Duties. In addition, Rs.2,74,365 crores was received as Grant-in-Aid for Centrally Sponsored Schemes (CSS) and Rs. 3,17,44 crores as other GIA. The Gross States Domestic Product (GSDP) for the year was Rs. 2,59,57,705 crores and the total receipts came to 13.53% of GSDP.
2. During the 10-year period, the SOTR, on average, came to 47% of total revenue receipts and States' Share of Union Taxes and Duties was 27%. At the same time, GIA was 17% and SNTR was only 8%. Four States, namely, Haryana, Telangana, Maharashtra and Gujarat raised maximum own revenue (Tax and Non-Tax) which was about 70-80% of their revenue receipts. **Karnataka was in the next group (60-70%)** along with Tamil Nadu, Goa and Kerala. Mineral rich States raised maximum SNTR.
3. **In 2023, Karnataka was among the top 7 States which had more than 50% of the revenue from SOTR with a figure of 63%.**
4. Except for Andhra Pradesh and Punjab, all States doubled their SOTR during the 10-year period. During 2022-23, 16 States were revenue surplus while the remaining were revenue deficit. **Karnataka was a revenue surplus State.**
5. The States' Share of Union Taxes and Duties showed an increase from Rs.3,14,131 crores in 2023-24 to Rs.9,48,590 crores in 2022-23. Of this, 72% went to just 10 States with Uttar Pradesh getting 10.07%, Tamil Nadu 4.08% and **Karnataka 3.65%.**
6. In 2022-23, 14 States together received 81% of the total Grants and Central Assistance with Uttar Pradesh getting 10.12% and **Karnataka 6.23%.** The trend remained during the entire 10-year Period.
7. The largest kitty of XV Finance Commission's revenue deficit grant went to West Bengal and Kerala. **Karnataka was Revenue Surplus (Rs.13,496 crores).** Uttar Pradesh had the highest surplus of Rs. 37,263 crores in 2022-23 while Andhra Pradesh had the maximum revenue deficit of Rs.43,488 crores.
8. Total public debt receipts of all States in 2022-23 were Rs. 13,56,297 crores, which accounted for 5.23% of their combined GSDP. During the 10-year period, internal debt receipts rose from Rs.2,87,259 crores to Rs.12,46,875 crores.

Expenditures of the States

9. During the 10-year period of 2013-14 to 2022-23, the share of budgetary spending of all States, on average, ranged between 15.10% to 16.35% of the combined GSDP. (The budgetary spend, with the Union included, came to 29.98% to 36.28% of GDP.) For comparison, the Union expenditure was Rs. 45,50,514 crores against the States' combined expenditure of Rs.42,43,920 crores. Together, they accounted for roughly one-third of the GDP.
10. States spent maximum resources for the general sector (30.34 %), social sector (38.34%) and economic sector (28.90%) respectively. Expenditure on social and economic sector put together was Rs. 28,49,588 crores (67% of the total expenditure of Rs. 42,43,920 crores.) Capital expenditure came to only 15.27% of the total expenditure in 2022-23.

11. A large part of the revenue expenditure was for committed expenditure, namely, salary, pension and interest payment. In 2022-23, out of total revenue expenditure of Rs. **35,95,736** crores, Rs. **15,63,649** crores went for committed expenditure; subsidies took Rs.**3,09,625** crores and Grant-in-Aid availed Rs. **11,26,486** crores.
12. Committed expenditure as a percentage of revenue expenditure was the highest in Nagaland (74%) and the lowest in Maharashtra (32%), with **Karnataka following closely (32.59%).**
13. Government salaries and allowances came to more than 20% of the total budgetary spending in 16 States. Only in 4 States, **including Karnataka**, it was less than 10% of the total expenditure. Pension charges were 15% or more in 5 States, 10-15% in 14 States, and less than 10% in the rest. **Karnataka had it at 8.70%.**

Public Debt and Public Account Liabilities

14. Total Public Debt of all 28 States together was Rs.59,60,428 crores in 2022-23 which worked out to 22.96 % of their combined GSDP. On average, public debt of the States has been about 150% of their revenue receipts.
15. **Capital expenditures in 11 States were less than their net borrowings, indicating that part of it was used for revenue expenditures. Karnataka is an exception.**
16. The total outstanding liability of all States combined, at the end of 2022-23 was Rs.72, 66,052 crores, of which public debt was 82% and public accounts liability was the rest. Totally, they came to 28% of GSDP.

General Observations

1. The financial data brought out in the CAG's Publication enables a comparative review of the fiscal performance of the States during the 10-year period from 2013-14 to 2022-23 and will enable the States to consider measures to improve the fiscal management.
2. Among other points, it brings out that States should enhance their mobilization of SOTR and SNTR.
3. The high element of committed expenditures as a share of the total revenue receipts should receive special attention.
4. The low allocation for capital expenditure is another area of concern.
5. Generally, States will have to focus both on resource mobilization as well as expenditure control with sharp targets before them.
6. The State of Odisha's example of establishing fiscal rules at the disaggregate levels, for instance, limits for salaries and interest payments as a ratio of SOTR, may be worth emulating.
7. A downside of the CAG's Report is the time lag between the period covered and its presentation. The data on which the report is based are two years old (2023) and the ground situation may be different in the meanwhile.
8. CAG's general recommendations, based on the analyses of the data and an overall performance review would have strengthened the report.
9. However, the Report will be a useful aid to policy makers and students of fiscal studies.



Is AI Act of Ignorance, Act of Interference or Act of Innocence?

Dr. Annapoorna Ravichander
Bengaluru-based Communication Specialist and Trainer



In recent times, there has been a lot of discussion on the use, importance and disadvantages of **Artificial Intelligence** (AI). One of the most affected audience is children. They are given access to mobile phones, computers, laptops to either access knowledge since parents are busy and hence these devices are given to "entertain" them or keep them engaged. Some parents give their children mobile phones since they want to be in touch with them.

However if one looks at the **three Acts of AI framework – Act of Ignorance, Act of Interference** or **Act of Innocence** that is generally used in academic hearings, debates, and discussions, it broadly refers to the ethical and governance aspects in AI.

When one speaks about **ignorance** it typically referes to lack of awareness or understanding of the importance, usage and danger it can lead to if not used ethically. This despite ignorance not being spiteful can end up in damaging outcomes. In the case of **interference** AI is used as a tool to manipulate, create disturbances and, most important, influence hiuman behaviour. As an Act of **innocence,** AI can be a harmless tool, not biased and technical.

In short

- **Ignorance** = harm from not knowing.
- **Interference** = intentional manipulation.
- **Innocence** = pretending AI has no responsibility or consequences.

If the above is understood by all stakeholders, then it is important to bring in some strict rules and laws on why and how children need to restrict their use of AI. This article focuses on children specifically, because they are the most vulnerable audience. They easily get attracted to technology, either out of curiousity or out of sheer laziness to read reports/articles to get information and gain knowledge.

One can learn from Texas which recently passed some pertinent laws curbing the use of mobile phone as a personal communication tool, especially in schools. This includes cell phones, smartwatches, tablets etc.

Broadly the law states all public schools that follow some basic norms should not allow students to use "personal communication devices" during school time. To elaborate this means, from the first bell to the last bell rung, to include lunch breaks and other intermissions between classes.

It has been mandated that the policy woud be put in place from September 1, 2025. Schools have been provided clear instructions on how to store the devices in safety-lockers, pouches etc. It also mandates clear disciplinary actions if the laws are flouted.

There is no ban on mobile phones outside school hours and it does not stop adults from using phones. School staff can use the device as per the recommendations/suggestions adopted by their respective schools.

How can the Governments in India tackle this?

The findings of the *State of Elementary Education in Rural India* report published in August 2023, depicts that in rural India around 49.3% students have access to smartphones. However, while around 76.7% use it for entertainment purposes, only 34% use it for studies and 18% to access online learning tutorials.

Banning the use of mobile phones will enhance learning approaches and reduce peer pressure. It will also avoid disparity among students who can and cannot afford Smartphones. On the flipside, banning the use of phone in schools may cause some concern for parents who rely on this communication device and hence access to important information can be hampered.

The following **recommendations** can be considered should the Government or schools deliberate the ban on use of mobile phones or other personal communication devices:

1. Ensure a safe and secure place to keep the phones and establish a protocol where parents can contact their children during emergencies.
2. Explore technological solutions by using firewalls, signal jammers.

3. Introduce a high subscription rate, should students want to use the Internet for reasons other than for studies.
4. Encourage parents to also develop such rules at home.
5. Encourage the need for digital wellbeing than just focusing on prohibition by developing digital literacy awareness campaigns.
6. Stipulate alternative options like using school computer labs for e-learning.
7. Publish the policy under the Right to Education (RTE) Act for legitimacy.
8. Organize awareness campaigns on cyber safety, online scams and health risks that may occur. In fact, make it part of the curriculum as a mandatory subject.

If a balanced approach is adopted, the challenge can be tackled. **Build digital literacy, alternative access and create parental awareness rather than just banning use of mobile phones.** This will clearly empower children and not just focus on restricting and controlling them.

Governments and schools should understand that the digital revolution has a high level of potential but only if used sensibly, ethically, and managed and monitored by stakeholders.

Digital technology, including Artificial Intelligence, should always comply with a human-centred vision of education, and not substitute face-to-face interaction with teachers.



Branch News

1. Newly appointed IIPA Lead Faculty of Karnataka Regional Branch

Karnataka Regional Branch warmly welcomes **Prof. V.N. Alok**, the newly appointed **Lead Faculty from IIPA** of our Branch. The Lead Faculty is the link between the Branch and the IIPA. Role includes liaising with the Branch and providing relevant advice and guidance. Prof. Alok's profile is given below:



- **Dr. V. N. Alok** is **Professor** in the **Indian Institute of Public Administration (IIPA)**, New Delhi since 1999 and a Public Finance Economist whose primary interest is in fiscal federalism, local public finance and public governance. He has been Member of Delhi Finance Commission. He has contributed to almost all successive Union and State Finance Commissions since 1995 in different capacities.
- Dr. Alok conceptualized the '**Devolution Index**' by ranking States. He constructed it annually from 2009 to 2015, and in the year 2023-24 as well. On this basis, the Prime Minister awards the top ranked States every year on National Panchayat Day celebrated on 24th April.
- Dr. Alok received **Economics Award in Public Finance** in **2025** by the **Skoch India Economic Forum**.
- Dr. V. N. Alok has led and conducted many research studies funded by Union and State Governments in India, multi-lateral organizations on a range of public policy issues.
- Dr Alok has written several books and articles in reputed journals and economic dailies on spheres of Public Finance and Policy. His most recent book is from Palgrave Macmillan on '***Fiscal Decentralization in India: Outcome Mapping of State Finance Commissions'.***
- Dr. Alok has designed and conducted various international and national training workshops for policy makers and senior civil servants, in parts of Asia and Africa as well as Brazil, on spheres of Public Finance including fiscal federalism, tax reform, local governments etc. with the support of the Government of India, the World Bank, the Forum of Federations, Canada and Hanns Seidel Foundation.
- He has also organized **Induction Programmes** for Joint Secretaries/Directors/Deputy Secretaries who joined Government of India through Lateral Entry in 2019, 2022 and 2024.

2. Recent Trends in Public Policy and Public Administration

Report on Prelude Conference



The Karnataka Regional Branch of the IIPA held its **Prelude Conference 2025**, on the theme, "***Recent Trends in Public Policy and Public Administration'*** on 18th October 2025. The event was held in collaboration with the **Department of Political Science of Maharani Cluster University**, Bengaluru. The following **Resource Persons** made presentations on the sub-themes indicated:

1. ***Public Administration in the Era of Artificial Intelligence***
   Shri T. Krishnakumar of E Gov Foundation, Bengaluru.
2. ***Universal Welfare Schemes and Fiscal Challenges***
   Shri T. Sethumadhavan, **IA&AS** (Retd.), Former Principal Accountant-General, Madhya Pradesh
3. ***Way Forward towards Fiscal Sustainability of States in India***
   Shri I.S.N. Prasad, IAS (Retd.), Former Additional Chief Secretary of Karnataka
4. ***Global Trends in Public Administration***
   Prof. Arnab Mukherji, Indian Institute of Management, Bangalore.

In his **Introductory Remarks** at the inauguration of the conference, **Shri S. Ramanathan, IAS** (Retd.), **Chairman Emeritus** of the Branch stated that the fields of Public Policy and Public Administration are undergoing

significant transformations globally and in India. The 21st century has seen the emergence of complex governance challenges—ranging from digital governance, climate change, pandemic response, to participatory policymaking. In this context, he said that it is imperative to deliberate upon evolving theories, models, practices, and emerging trends that are reshaping governance structures and administrative mechanisms.

In his **Inaugural Address, Prof. D. Govindappa**, **Vice-Chancellor of Maharani Cluster University** appreciated the Karnataka Regional Branch of IIPA for collaborating with the University in organizing an important conference on a significant theme and hoped that the event would be beneficial to the students of Public Administration.

The first Panelist, **Shri T. Krishnakumar** of **E-Gov Foundation** in his speech on *Public Administration in the Era of Artificial Intelligence* stated that Artificial Intelligence (AI) has moved from futuristic speculation to an omnipresent reality shaping the daily functioning of governments, markets, and citizens. From predictive health governance to algorithmic procurement and welfare delivery, AI now operates both as an operational enabler and as a governance actor. He explored how Public Administration must evolve to design institutions fit for a *hybrid future*—one in which human judgment and machine intelligence co-create governance outcomes. He critically examined the conceptual distinction between AI in operations and AI in governance, evaluated emerging global examples, identified key challenges, and proposed a framework for ethical and accountable institutional design. In his words, "*the future of governance is not about choosing between man and machine. It's about designing systems where both serve the public good—transparently, inclusively, and ethically.*"

The next Panelist, **Shri T. Sethumadhavan**, **IAAS** (Retd.) in his speech on *Universal Welfare Schemes and Fiscal Challenges,* stated that fiscally unsustainable welfare measures will invariably lead to budget deficits, tax burden, austerity measures, lost opportunity costs, less capital expenditures, and unsustainable public debt. The issue of tackling welfare measures is more political than economic or fiscal. Political parties have to realize that welfare measures, though having electoral appeal, are fraught with huge fiscal implications. Suggestions to save Public Finance from the shackles of unsustainable welfare measures include amending the FRBM Act with limits at the disaggregate level, expansion of the scope of Model Code of Conduct, pressurizing political parties to balance announcements of additional welfare measures with fiscal responsibility, sunset clauses etc. There should be attempt to evolve a national policy in concert with all concerned. An established system of periodic evaluation of welfare schemes at the top level in the administration will also help, concluded the speaker.

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

The last Panelist, **Prof. Arnab Mukherji** spoke on *Global Trends in Public Administration.* In the past 200 years, the role of the state has expanded in scope, scale and financing. As we observe a transition from legacy monarchic states to democratic political systems globally, there has been a significant increase in the average size of government participation in total economic activity across countries. A natural subsequent question is how the state decides to spend money and in what ways this can happen. Prof. Mukherji looked at this in the context of the *Washington Consensus* and the recently announced *London Consensus*, where the world is moving from the perspective of a narrow role for a state as markets emerge, to a world in which global challenges such as climate change, wars, and pandemics, create a revised expectation of the state to step in and take on a stronger social protection role.

In his Presidential remarks, **Shri T.M. Vijay Bhaskar**, IAS (Retd.), former Chief Secretary of Karnataka and Chairperson of the Karnataka Regional Branch of IIPA emphasized the importance of **Collaborative Governance** where government institutions, citizens and other stakeholders come together to design, implement and evaluate public policies and programmes. By engaging citizens as co-creators, Collaborative Governance fosters a sense of ownership and responsibility, leading to more effective and sustainable outcomes, he concluded.

Prof. C.M. Nagesh of the Department of Political Science at Maharani Cluster University welcomed the speakers and guests. **Dr. D. Jeevan Kumar**, Secretary of the Karnataka Regional Branch of IIPA proposed a Vote of

Thanks. The conference was ably organized by **Prof. Helen Nalini Paul** and her colleagues at **Maharani Cluster University**, Bengaluru.



3. Report on Prelude Conference 2025 of Dharwad Local Branch on "Emerging Trends in Public Policy"

Dr. Basappa Athani,
Secretary, IIPA Dharwad Local Branch



Dr. A.M. Khan, Vice-Chancellor of Karnatak University, is seen lighting the lamp to inaugurate the Prelude Conference. Others in the photograph are Dr. V.N. Torgal, Dr. S.S. Patagundi, Dr. S.T. Bagalkoti. Dr. B.H. Nagoor, Dr. N.S. Mugadur and Dr. Kadam.

The **Prelude Conference** of the **Dharwad Local Branch** of IIPA on "***Emerging Trends in Public Policy***" was held on October 28, 2025, in the Department of Economics, Karnatak University, Dharwad (KUD).

The conference was inaugurated by **Dr. A. M. Khan,** Vice-Chancellor of Karnatak University who emphasized the relevance of Public Policy research in addressing emerging socio-economic challenges in India. The **Keynote Address** was delivered by **Dr. Vijayakumar N. Torgal, KAS** (Retd.), Former Secretary to the Governor of Karnataka. In his address, he highlighted the dynamics of policy formulation and the need for evidence-based decision-making in governance.

In the first Technical Session, **Dr. S. T. Bagalkoti**, Registrar, Haveri University, Haveri spoke on "*Regional Imbalances and Policy Response: Lessons from Karnataka*". His presentation focused on regional disparities in Karnataka, exploring the causes and policy measures adapted to bridge development gaps. **Dr. H.H. Bharadi**, Professor, Department of Economics, KUD was in the chair.

In the second Technical Session, **Dr. S. S. Patagundi**, Former Chairman, IIPA Local Branch, Dharwad spoke on "*Public Policy Making: Issues and Problems*". He discussed the complexities of policy formulation in India, emphasizing administrative challenges, political constraints, and implementation issues. **Dr. M. G. Khan**, Adjunct Professor, Department of Political Science, KUD was in the chair.

In the third Technical Session, **Dr. B. H. Nagoor**, Chairman, Department of Economics, KUD spoke on "*Public Policies for Achieving the Sustainable Development Goals (SDGs)".* He elaborated on the interlinkages between national policy priorities and the UN Sustainable Development Goals, highlighting the importance of inclusive and sustainable approaches in governance. **Dr. S. V. Mangasuli** was in the chair.

Dr. N. S. Mugadur, Assistant Professor, Department of Economics, KUD extended a warm welcome to the dignitaries, guests, and participants at the start of the programme. **Dr. Manoj Dolli**, Professor, Department of Economics, KUD introduced the distinguished guests to the gathering. **Dr. Basappa Athani**, Secretary, IIPA Dharwad Local Branch proposed a vote of thanks.

The conference successfully provided a platform for academicians, administrators, and research scholars to deliberate on emerging dimensions of Public Policy in India. The discussions enriched participants' understanding of policy processes and fostered meaningful academic dialogue.

4. ಆಡಳಿತದ ಅಂಗಳದಲ್ಲಿ

Report of Special Lecture

The **Karnataka Regional Branch** of the IIPA, in collaboration with the **Department of Political Science**, **Government First Grade College, Bidadi** organized a **Special Lecture** by **Shri. T. Thimme Gowda**, **IAS** (Retd.) on his book, ***ಆಡಳಿತದ ಅಂಗಳದಲ್ಲಿ*** *(In the Realm of Administration)* on 17 October 2025 for the benefit of the students and Faculty of the college.

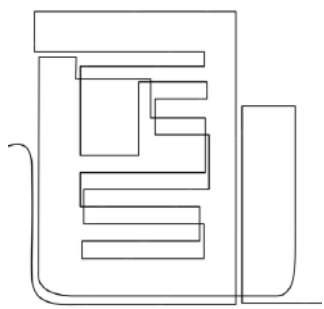
Shri T.M. Vijay Bhaskar, **IAS** (Retd.), former Chief Secretary of Karnataka and Chairperson, IIPA-KRB, in his Introductory Remarks, spoke of the outreach programmes being organized by the Branch to expose the student community to the roles played by eminent civil servants in promoting good governance. He advised them to put in hard work to achieve their career goals.

Prof. S.C. Channegowda, Principal, Government First Grade College, Bidadi, presided over the programme. **Dr. K.C. Sujatha**, Professor of Political Science in the college, welcomed and introduced the dignitaries. **Dr. D. Jeevan Kumar,** Secretary, IIPA-KRB proposed a vote of thanks.



Mr. Thimme Gowda dwelt at length on the challenges he faced in administration, and the innovative and courageous measures taken by him to resolve issues. In the many positions occupied by him, as Deputy Commissioner in districts, or as the head of government departments, he said the qualities of dedication, integrity and empathy held him in good stead, which received appreciation both from his bosses as well as from the public. He lamented the present state of corruption in politics, the root cause being the high cost of contesting elections. He quoted the example of T.N. Seshan who, as Chief Election Commissioner, was able to singlehandedly cleanse the electoral system. He called upon the students to study the lives of inspiring leaders like A.P.J. Abdul Kalam who are role models for society.

Seen in the photo above are, (from L to R) Prof. K.C. Sujatha, Prof. S.C. Channegowda, Shri T.M. Vijay Bhaskar, Shri T. Thimme Gowda, Dr. D. Jeevan Kumar and Dr. Niranjan Patel.



Branch Members' Writings

In Popular Media



Dr. A. Ravindra, IAS (Retd.),
Former Chief Secretary of Karnataka

Modernise crowd management with technology for safer mass gatherings

In ***Deccan Herald*** dt. 8 October 2025

https://www.deccanherald.com/opinion/modernise-crowd-management-with-technology-for-safer-mass-gatherings-3756181

Mr. Gurucharan Gollerkeri, IAS (Retd.)
Director, School of Social Sciences
MS Ramaiah University of Applied Sciences



The vulnerability of India's new middle class

In ***Deccan Herald*** dt. 21 October 2025

https://www.deccanherald.com/opinion/the-vulnerability-of-india-s-new-middle-class-3770531

Politics of outrage: Where dialogue dies in moral binaries

In ***Deccan Herald*** dt. 26 October 2025

https://www.deccanherald.com/opinion/politics-of-outrage-where-dialogue-dies-in-moral-binaries-3775391

Dr. Annapoorna Ravichander
Freelance Consultant



Reverse Research in Action: Aligning Research with Governance

https://meghalayamonitor.com/reverse-research-in-action-aligning-research-with-governance/

Why India's nonprofits must embrace data culture?

In ***Deccan Herald*** dt. 20 September 2025

https://www.deccanherald.com/opinion/why-india-s-nonprofits-must-embrace-data-culture-3736487

Moments in the land of endless skies: My Australian Odyssey

In ***Meghalaya Monitor*** dt. 8 November 2025

https://meghalayamonitor.com/moments-in-the-land-of-endless-skies-my-australian-odyssey/

Dr. D. Jeevan Kumar

Hon. Professor, Mahatma Gandhi Rural Development & Panchayat Raj University, Gadag



Trade to Progress: Still a Rough Path

For countries like India and states like Karnataka that aspire to deepen global linkages, UNCTAD's agenda offers valuable lessons.

In ***Deccan Herald*** dt. 03 November 2025

https://www.deccanherald.com/opinion/trade-to-progress-still-a-rough-path-3784127

Food For Thought



A few **inspirational quotes by renowned Kannada litterateurs**, on the occasion of Karnataka **Rajyotsava Day (1st November)** — celebrating the language, culture, and spirit of Karnataka.

Kuvempu (ಕುವೆಂಪು)

"ನಮ್ಮ ದೇಶವು ಜಗತ್ತಿಗೆ ಮಾದರಿಯಾಗಲಿ, ನಮ್ಮ ಕನ್ನಡ ನಾಡು ಮಾನವತೆಗೆ ಬೆಳಕಾಗಲಿ."

"May our nation be a model for the world and may our Kannada land be a light for humanity."

D.R. Bendre (ಡಿ. ಆರ್. ಬೇಂದ್ರೆ)

"ನದಿಗಳು ಸೇರಿ ಸಾಗರವಾಗುವಂತೆ, ನಾವು ಸೇರಿ ಕನ್ನಡವಾಗೋಣ."

"Just as rivers unite to become the ocean, let us unite to become Kannada."

K.S. Nissar Ahmed (ಕೆ. ಎಸ್. ನಿಸಾರ್ ಅಹ್ಮದ್)

"ಈ ನಾಡಿನ ಸಿರಿ, ಈ ನಾಡಿನ ಸೌಂದರ್ಯ — ನನ್ನ ಕನ್ನಡ ನಾಡು ನನ್ನ ಹೆಮ್ಮೆ!"

"The wealth and beauty of this land — my Kannada land, my pride!"

Gopalakrishna Adiga (ಗೋಪಾಲಕೃಷ್ಣ ಅಡಿಗ)

"ನಾವೆಲ್ಲರೂ ಈ ಮಣ್ಣಿನ ಮಕ್ಕಳು; ನಮ್ಮ ಹೃದಯದಲ್ಲಿ ಕನ್ನಡದ ತಾಯಿ."

"We are all children of this soil; in our hearts live Mother Kannada."

Chandrashekhara Kambar (ಚಂದ್ರಶೇಖರ ಕಂಬಾರ)

"ಕನ್ನಡ ಎನ್ನುವುದು ಕೇವಲ ಭಾಷೆಯಲ್ಲ, ಅದು ಬದುಕಿನ ಬಣ್ಣ."

"Kannada is not merely a language; it is the very colour of life."

G.S. Shivarudrappa (ಜಿ. ಎಸ್. ಶಿವರುದ್ರಪ್ಪ)

"ನಿನ್ನಲ್ಲಿ ಬೆಳೆಯಲಿ ಮಾನವತೆ, ಕನ್ನಡ ನಾಡೇ ನನ್ನ ನಂಬಿಕೆ."

"May humanity blossom in you — O Kannada land, you are my faith."

Editorial Board

Chief Editor



Shri T. M. Vijay Bhaskar, IAS (Retd.)



Shri S. Ramanathan,
IAS (Retd.)



Shri S.V. Ranganath,
IAS (Retd.)



Dr. A. Ravindra,
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Dr. Priyanca Mathur



Dr. D. Jeevan Kumar
Editor

Feedback/Contributions/Ideas/Book Reviews/Report Summaries may kindly be mailed to

iipakrb.bangalore@gmail.com with a copy to jeeves0607@yahoo.com

Designed by annaravi.consultant@gmail.com



INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

Newsletter | ಸುದ್ದಿಪತ್ರ

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Shri T.M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary, Government of Karnataka
Former Chairman, Karnataka Administrative Reforms Commission-2
Chairperson, Indian Institute of Public Administration
Karnataka Regional Branch



I am happy to place before readers the **December 2025** issue of our **Newsletter,** the **65th issue** since we began this initiative.

Our **Lead Story** is on the **Bangalore Tech Summit 2025** which took place last month. The Government of Karnataka used this platform to signal a strategic shift: from a predominantly IT-services-driven growth model to a diversified, deep-tech and regionally decentralized tech economy.

Our **Lead Article** is by **Dr. A. Ravindra**, **IAS** (Retd.) on ***Ethics in Politics and Governance.*** He argues that ethical standards in Indian politics and governance have steadily eroded since Independence and calls for a renewed commitment to *dharma*, transparent governance, and ethical decision-making.

In our section on **Branch Activities,** we report on two events held last month: (1) The Prize Distribution ceremony of our **3rd Annual Essay Competition-2025**; and (2) The Panel Discussion on ***"Click to Empower – Harnessing Social Media for Good Governance".***

In our section on **Branch Members in the News**, we carry a photograph of **Dr. S.S. Meenakshisundaram, IAS** (Retd.) inaugurating a National Seminar organized by the Centre for Multi-Disciplinary Research, Dharwad on "Role of Gram Panchayats in Viksit Bharat" last month.

In our regular section on **Branch Members' Writings in the Popular Media,** we provide links to articles penned by the following Life Members from Karnataka: (1) Dr. A. Ravindra, (2) Shri G. Gurucharan, (3) Smt. Uma Mahadevan, (4) Shri T. Sethumadhavan (5) Dr. Annapoorna Ravichander, and (6) Dr. D. Jeevan Kumar.

In our **Book Review** section, we carry Dr. D. Jeevan Kumar's review of the recent publication, ***Reconstructing the Global Order: Challenges in the Post-Pandemic World***, edited by Dr. Amrita Purkayastha and Dr. Sneha Yadav of JAIN (dtb) University, Bengaluru

We end the issue with our **Food for Thought** section.



Lead Story

BENGALURU TECH SUMMIT 2025

Innovation, Inclusion and Decentralisation



The **Bengaluru Tech Summit 2025 (BTS 2025)**, held from 18–20 November 2025, marked the 28th edition of Karnataka's flagship technology summit. The Government of Karnataka used this platform to signal a strategic shift: from a predominantly IT-services-driven growth model to a **diversified, deep-tech and regionally decentralized tech economy**.

Over **90,000 participants from 57 countries** attended the summit, including startup representatives, investors, industry leaders and policymakers. The Chief Minister explicitly framed the summit as **"*Karnataka's invitation to the world*"** to co-create a future led by AI, quantum, biotech, space, and green tech.

Key Announcements and Decisions

1. The "Triad" of Policies: IT, Space-Tech and Startup (2025–2030)

At the inaugural session, the Chief Minister unveiled three major policies:

1. **Karnataka IT Policy 2025–2030**
   - Focus on **emerging technologies** (AI, cybersecurity, semiconductor design, cloud, etc.) and large-scale job creation.
   - Strong emphasis on **"Beyond Bengaluru"** – pushing IT growth into tier-II and tier-III cities with incentives, including relocation perks of up to **₹50,000 per employee** for companies that move talent outside Bengaluru.

Karnataka Startup Policy 2025–2030

- Aims to nurture **up to 25,000 startups**, including **10,000 outside Bengaluru**, over five years.
- Public outlay of about **₹518 crore** for early-stage funding, incubators, R&D hubs and specialised skilling.

2. **Karnataka Space-Tech Policy 2025–2030**
   - Seeks to position Karnataka as India's leading space-tech hub, with a goal of capturing **50% of the national market and 5% of the global market by 2034**.
   - Includes testing-support provisions and incentives for private space companies and startups.

2. Deep-Tech and AI: ₹400-crore Boost

A major decision at the **Future Makers Conclave**, the summit's flagship startup event, was a joint commitment by the State Government and venture capital funds to support **deep-tech and AI startups**:

- **₹400 crore** was earmarked for AI and deep-tech ventures.
- The funds will back startups in AI, robotics, semiconductors, biotech, climate-tech and defence/ESDM, signalling a clear move away from a pure IT-services dependence.

3. "Beyond Bengaluru" and LEAP: Decentralizing the Tech Economy

The Chief Minister emphasized **inclusivity and decentralization** as "defining features" of Karnataka's tech strategy.

- **Beyond Bengaluru initiative** – aims to develop **Tier-II Innovation Clusters** and extend digital opportunities across districts.
- **Local Economy Accelerator Programme (LEAP)** – under which:
  - Karnataka signed **Letters of Intent (LoIs) worth around ₹2,600 crore**, expected to generate **3,500 jobs** in electronics, EV systems, battery recycling, biotech and drone testing.
  - **Elevate Next (Deep-Tech)** and **Elevate Beyond Bengaluru** provide grants between **₹50 lakh and ₹1 crore** to startups, particularly in Tier-II/III cities.
  - In all, **143 new Elevate awardees** were announced at BTS 2025, taking the total supported startups to 1,084, including 390 from Beyond Bengaluru clusters.

4. Affordable Tech and Inclusion: KEO PC & Women in Tech

Two announcements stand out from a *Social Justice* perspective:

1. **KEO – "AI-powered affordable PC"**
   - Karnataka unveiled **KEO**, branded as "**India's first AI-powered affordable personal computer,**" priced at about **₹18,999**, at BTS 2025.
2. **Women in Global Tech Missions (under IT Policy)**
   - The state announced a plan to **train 1,000 mid-career women** for global tech-leadership roles, with a dedicated budget under the IT Policy 2025-30.

Major Takeaways from *Governance and Social Justice* Lens

1. **From IT-Services to Deep-Tech and R&D**
   BTS 2025 clearly marks a shift from a **services-centric** growth model to an **innovation-centric** one. Deep-tech investments and Space-Tech ambitions can potentially create **high-value jobs** and global linkages, but will also require careful attention to **skill development and access** so that opportunities do not remain confined to a small elite.

2. **Urban Decentralization and Regional Balance**
   The "*Beyond Bengaluru*" and LEAP programmes, relocation incentives, and targeted grants for Tier-II/III startups represent an experiment in **decentralizing the digital economy**.

3. **Inclusive Innovation and Gender Equity**
   The ***Women in Global Tech*** **Missions** and the focus on **women-led enterprises** under the Startup Policy speak to a conscious attempt to embed **gender justice** within tech policy.

4. **Digital Divide and Access to Devices**
   The KEO PC initiative, if scaled and linked to public institutions (schools, libraries, Gram Panchayats), can help address device-level exclusion in digital governance, education and financial inclusion.

5. **Jobs, Labour Rights and Regulation**
   While the Summit foregrounds investment, startups and exports, labour-rights debates are running in parallel – for instance, IT/ITeS unions have raised concerns about **self-certification of labour-law compliance** for tech firms.

6. **Implementation Risks and Governance Capacity**
   The central challenge is now **implementation** where the following questions require close monitoring:
   - ***Can district-level institutions, urban local bodies, and regional universities meaningfully participate in the Beyond Bengaluru vision?***
   - ***Will startup and deep-tech benefits reach marginalized youth or remain concentrated among already privileged groups?***
   - ***How will the state integrate these tech policies with broader agendas on social welfare, climate resilience, public services and Panchayat Raj?***

Conclusion

- **Bengaluru Tech Summit 2025** goes beyond a trade fair or tech expo. It represents **Karnataka's attempt to consolidate its development script**: retaining its edge in IT, leaping into deep-tech and space, decentralizing growth to smaller cities, and inserting questions of inclusion and gender equity into the heart of Tech Policy.

- For scholars and policymakers, the coming years will provide a rich case-study on whether a **state-driven, innovation-led strategy** can be reconciled with **social justice, regional balance and democratic governance**.

How Karnataka manages this balance will have lessons far beyond the state – for India's wider ambitions of '**Viksit Bharat**' and for other regions trying to marry high technology with inclusive development.



Lead Article

Ethics in Politics and Governance

Dr. A. Ravindra, IAS (Retd.)
Formerly Chief Secretary of Karnataka



Ethics is concerned with "*what is good and bad and morally right and wrong*" (Encyclopedia Britannica). Politics is derived from the Greek '*polis*' meaning city or state, a community of citizens under a constitution. The concept of '*state*' has evolved over time and has culminated in the present '*nation state*'.

Governance refers to the exercise of political power to manage a nation's affairs. Politics deals with political parties, legislators and the Council of Ministers. Governance is the responsibility of the Political Executive (Cabinet) and the bureaucracy.

Ethics and Politics

The 2nd Administrative Reforms Commission (2005) in its report on '***Ethics***' observed: "*Any discussion on an ethical framework for governance must begin with ethical values in politics. India was fortunate that high standards of ethical conduct were an integral part of the freedom struggle. Unfortunately, ethical capital started getting eroded after the transfer of power... Abuse of power in public office became a major affliction of the political process over the years.*"

The history of parliamentary practice in India shows a deterioration of ethical standards. A research report reveals that 47% of ministers in India have declared criminal cases against themselves, and one in four ministers in the country faces serious criminal charges. In 1993, a No-Confidence Motion was tabled against Prime Minister Narasimha Rao's government. Although the ruling Congress party was 13 short of majority, the motion was defeated because some MPs allegedly received bribes in exchange for voting against the motion. This illustrates political maneuvering by parties to remain in power, shorn of all ethics.

Ethics in Governance

Three critical issues impinging on ethics in governance pertain to: (1) Corruption (2) Transparency and (3) Accountability. Corruption looms large at all levels, while Transparency and Accountability are lacking in most operations. This is most visible in the construction sector and procurement operations. When I was Commissioner of Bangalore City Corporation, we raised funds through Municipal Bonds for upgrading city road infrastructure. However, the Corporation Council, instead of according approval, suggested that the work be re-tendered, as no bids were received from the 'right people', meaning the local contractors who had been showing favours by compromising on quality. I did not agree, as we were bound by commitments to the subscribers to the bonds and the public. I was left with a choice of making a compromise or face a transfer. I chose the latter, and my attempt to break a nexus between the contractor and the politician failed.

Economic and Social Issues

In education, our system, oriented more towards preparing students for competitive examinations, is driving students to coaching centres. In Maharashtra, 300 Junior Colleges got zero admissions in 2024-25, while the coaching industry is flourishing with an estimated worth of Rs 58,000 crores.

In health, while public hospitals suffer from mismanagement, private hospitals are unaffordable to the common man. The marketing of drugs by pharmaceutical companies, in collusion with the medical profession, reflects utter lack of ethics by both. It is alleged that during COVID-19, a private company spent about Rs. 1000 crores on freebies and gifts to doctors for prescribing Dolo-650.

Has GDP growth translated into better livelihoods? Increasing inequality, crime, caste and communal divides raise some ethical questions. A report by E&Y estimates India's underground economy at 26% of GDP. Several mafias - in coal, sand, water tankers, slums etc., are exploiting public resources, depriving the state of its legitimate revenue.

In society, we are witnessing increasing caste differentiation and religious intolerance. The caste census, intended to count the exact number of people in each caste, seems to have reinforced the battle for reservation and the socially powerful groups competing for political power.

Ethical Dilemmas

In the process of decision-making, we are confronted with ethical dilemmas. In the case of stray dog menace, the Supreme Court directed the Delhi Government to collect every dog within eight weeks and confine them permanently in pounds. This contradicted with the Animal Birth Control Rules and was also impractical. Soon, the court modified its order and directed that the animals be released after sterilizing them. Dilemma: *Which is more important? Protecting human life or preventing cruelty to animals?*

Recently, online gaming was banned as it carried risks of financial fraud and money laundering. Reactions ranged from calling the law ill-conceived leading to loss of jobs and affecting livelihoods, to welcoming it as online gaming led to financial ruin of several families. Both arguments are valid. Similar issues arise between environment and development, between technology and AI and human life. Dilemma: *Which is the right choice?*

The Future: Ethics *vs.* Power Politics

"*Concern for man and his fate must always form the chief interest of all technical endeavours. Never forget this in the midst of your diagrams and equations*", said **Albert Einstein**, the great scientist.

So should it be in politics, the dominant force that decides the fate of people. The first principle in ethics is: *The means to achieve an end is as important as the goal.* This is exemplified by **Mahatma Gandhi**, who said: "*Ahimsa is the means and Truth is the end...If we take care of the means, we are bound to reach the end sooner or later".*

Envisioning the future, we need an alternative to GDP, a measure that integrates ethics with the health and well-being of people. Bhutan has adopted GNH (Gross National Happiness) and the UN SDGs (Sustainable Development Goals). Taking into account all aspects including ethics, I propose **Sustainable Development Product (SDP)** as a new tool to guide the overall progress of a nation. A multi-disciplinary team must deliberate and suggest the criteria to determine the SDP.

The world needs a trustworthy, transparent and accountable political system. The path lies in fostering ethics or *dharma* - that which sustains the universe (*dhriyate loko anena iti dharma*), that which supports the highest good of everything. An illustration of promoting *dharma* is the ***Anubhava Mantapa*** of **Basaveshwara,** where people of all classes and denominations gathered to discuss and work towards the betterment of society. A similar model can be adopted at different levels of governance, with a focus on ethics.

The US Department of Defence has been renamed as the **Department of War** to reshape its military goals. India can create a **Department of Peace and Harmony** to carry the message of *vasudhaiva kutumbakam* across the globe, not as *vishwa guru, but* as *vishwa mitra*, friend of all mankind.

A huge challenge, but it is an *Ethical Imperative.*

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ಪ್ರಮುಖ ಲೇಖನ

ರಾಜಕೀಯ ಮತ್ತು ಆಡಳಿತದಲ್ಲಿ ನೀತಿಶಾಸ್ತ್ರ

ಡಾ. ಎ. ರವೀಂದ್ರ, ಐಎಎಸ್ (ನಿವೃತ್ತ)
ಕರ್ನಾಟಕದ ಮಾಜಿ ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿ

ನೀತಿಶಾಸ್ತ್ರವು "ಯಾವುದು ಒಳ್ಳೆಯದು, ಯಾವುದು ಕೆಟ್ಟದು ಮತ್ತು ನೈತಿಕವಾಗಿ ಸರಿ ಮತ್ತು ತಪ್ಪು" (ಎನ್‌ಸೈಕ್ಲೋಪೀಡಿಯಾ ಬ್ರಿಟಾನಿಕಾ) ಗೆ ಸಂಬಂಧಿಸಿದೆ. ರಾಜಕೀಯವು ಗ್ರೀಕ್ 'ಪೋಲಿಸ್' ನಿಂದ ಬಂದಿದೆ, ಇದರರ್ಥ ನಗರ ಅಥವಾ ರಾಜ್ಯ, ಸಂವಿಧಾನದ ಅಡಿಯಲ್ಲಿ ನಾಗರಿಕರ ಸಮುದಾಯ. 'ರಾಜ್ಯ' ಎಂಬ ಪರಿಕಲ್ಪನೆಯು ಕಾಲಾನಂತರದಲ್ಲಿ ವಿಕಸನಗೊಂಡಿದೆ ಮತ್ತು ಪ್ರಸ್ತುತ 'ರಾಷ್ಟ್ರ ರಾಜ್ಯ'ದಲ್ಲಿ ಪರಾಕಾಷ್ಠೆಯಾಗಿದೆ.

ಆಡಳಿತವು ರಾಷ್ಟ್ರದ ವ್ಯವಹಾರಗಳನ್ನು ನಿರ್ವಹಿಸಲು ರಾಜಕೀಯ ಅಧಿಕಾರವನ್ನು ಚಲಾಯಿಸುವುದನ್ನು ಸೂಚಿಸುತ್ತದೆ. ರಾಜಕೀಯವು ರಾಜಕೀಯ ಪಕ್ಷಗಳು, ಶಾಸಕರು ಮತ್ತು ಮಂತ್ರಿ ಮಂಡಳಿಯೊಂದಿಗೆ ವ್ಯವಹರಿಸುತ್ತದೆ. ಆಡಳಿತವು ರಾಜಕೀಯ ಕಾರ್ಯಾಂಗ (ಕ್ಯಾಬಿನೆಟ್) ಮತ್ತು ಅಧಿಕಾರಶಾಹಿಯ ಜವಾಬ್ದಾರಿಯಾಗಿದೆ.

ನೀತಿಶಾಸ್ತ್ರ ಮತ್ತು ರಾಜಕೀಯ

2ನೇ ಆಡಳಿತ ಸುಧಾರಣಾ ಆಯೋಗ (2005) ಆಡಳಿತಕ್ಕಾಗಿ ಯಾವುದೇ ನೈತಿಕ ಚೌಕಟ್ಟು ರಾಜಕೀಯದಲ್ಲಿ ನೈತಿಕತೆಯಿಂದ ಪ್ರಾರಂಭವಾಗಬೇಕು ಎಂದು ಒತ್ತಿಹೇಳಿತು. ಭಾರತದ ಸ್ವಾತಂತ್ರ್ಯ ಹೋರಾಟದ ಸಮಯದಲ್ಲಿ, ಉನ್ನತ ನೈತಿಕ ಮಾನದಂಡಗಳು ನಾಯಕತ್ವಕ್ಕೆ ಅವಿಭಾಜ್ಯವಾಗಿದ್ದವು. ಆದಾಗ್ಯೂ, ಸ್ವಾತಂತ್ರ್ಯದ ನಂತರ, "ನೈತಿಕ ಬಂಡವಾಳ" ಸವೆಯಲು ಪ್ರಾರಂಭಿಸಿತು, ಇದು

ಸಾರ್ವಜನಿಕ ಕಚೇರಿಯ ದುರುಪಯೋಗ ಮತ್ತು ರಾಜಕೀಯ ನೈತಿಕತೆಯ ಕುಸಿತಕ್ಕೆ ಕಾರಣವಾಯಿತು.

ಸಂಸದೀಯ ಅಭ್ಯಾಸದಲ್ಲಿ ಈ ಅವನತಿ ಸ್ಪಷ್ಟವಾಗಿದೆ. 47% ಭಾರತೀಯ ಮಂತ್ರಿಗಳು ಕ್ರಿಮಿನಲ್ ಪ್ರಕರಣಗಳನ್ನು ಘೋಷಿಸಿದ್ದಾರೆ ಮತ್ತು ನಾಲ್ವರಲ್ಲಿ ಒಬ್ಬರು ಗಂಭೀರ ಆರೋಪಗಳನ್ನು ಎದುರಿಸುತ್ತಿದ್ದಾರೆ ಎಂದು ಸಂಶೋಧನೆ ಸೂಚಿಸುತ್ತದೆ. 1993 ರಲ್ಲಿ ಪ್ರಧಾನಿ ನರಸಿಂಹ ರಾವ್ ಅವರ ಸರ್ಕಾರದ ವಿರುದ್ಧ ಅವಿಶ್ವಾಸ ನಿರ್ಣಯ ಮಂಡಿಸಿದಾಗ ಒಂದು ಗಮನಾರ್ಹ ಉದಾಹರಣೆ ಸಂಭವಿಸಿದೆ. ಬಹುಮತದ ಕೊರತೆಯಿದ್ದರೂ, ಸರ್ಕಾರವು ಬದುಕುಳಿತು - ಸಂಸದರಿಗೆ ನಿರ್ಣಯದ ವಿರುದ್ಧ ಮತ ಚಲಾಯಿಸಲು ಲಂಚ ನೀಡಿದ್ದರಿಂದ ಎಂದು ಹೇಳಲಾಗಿದೆ. ಅಧಿಕಾರವನ್ನು ಉಳಿಸಿಕೊಳ್ಳಲು ರಾಜಕೀಯ ತಂತ್ರವು ಹೇಗೆ ನೈತಿಕ ಪರಿಗಣನೆಗಳನ್ನು ಸಂಪೂರ್ಣವಾಗಿ ತ್ಯಜಿಸುತ್ತದೆ ಎಂಬುದನ್ನು ಈ ಸಂಚಿಕೆಯು ಎತ್ತಿ ತೋರಿಸುತ್ತದೆ.

ಆಡಳಿತದಲ್ಲಿ ನೀತಿಶಾಸ್ತ್ರ

ನೈತಿಕ ಆಡಳಿತದ ಮೇಲೆ ಪರಿಣಾಮ ಬೀರುವ ಮೂರು ಪ್ರಮುಖ ಕಾಳಜಿಗಳೆಂದರೆ ಭ್ರಷ್ಟಾಚಾರ, ಪಾರದರ್ಶಕತೆಯ ಕೊರತೆ ಮತ್ತು ದುರ್ಬಲ ಹೊಣೆಗಾರಿಕೆ. ಭ್ರಷ್ಟಾಚಾರವು ವ್ಯಾಪಕವಾಗಿ ಮುಂದುವರಿದಿದೆ, ಆದರೆ ದೈನಂದಿನ ಕಾರ್ಯಾಚರಣೆಗಳಲ್ಲಿ, ವಿಶೇಷವಾಗಿ ನಿರ್ಮಾಣ ಮತ್ತು ಸಂಗ್ರಹಣೆಯಲ್ಲಿ ಪಾರದರ್ಶಕತೆ ಮತ್ತು ಹೊಣೆಗಾರಿಕೆ ಸಾಕಷ್ಟಿಲ್ಲ.

ಬೆಂಗಳೂರು ನಗರ ನಿಗಮದ ಆಯುಕ್ತರಾಗಿ, ರಸ್ತೆಗಳನ್ನು ನವೀಕರಿಸಲು ಪುರಸಭೆಯ ಬಾಂಡ್‌ಗಳ ಮೂಲಕ ಹಣವನ್ನು ಸಂಗ್ರಹಿಸಲು ಪ್ರಯತ್ನಗಳನ್ನು ಮಾಡಲಾಯಿತು. ನಾಗರಿಕರು ಮತ್ತು ಹೂಡಿಕೆದಾರರಿಗೆ ಈ ಬದ್ಧತೆಯ ಹೊರತಾಗಿಯೂ, ಕಾರ್ಪೊರೇಷನ್ ಕೌನ್ಸಿಲ್ ಮರು-ಟೆಂಡರ್‌ಗೆ ಒತ್ತಾಯಿಸಿತು ಏಕೆಂದರೆ ಬಿಡ್‌ಗಳು "ಸರಿಯಾದ ಜನರಿಂದ" ಬಂದಿಲ್ಲ - ಗುಣಮಟ್ಟದ ಮೇಲೆ ರಾಜಿ ಮಾಡಿಕೊಳ್ಳುವುದರಿಂದ ಲಾಭ ಪಡೆದ ಸ್ಥಳೀಯ ಗುತ್ತಿಗೆದಾರರು. ಈ ಅನೈತಿಕ ಸಂಬಂಧವನ್ನು ಬೆಂಬಲಿಸಲು ನಿರಾಕರಿಸುವುದು ನನಗೆ ಒಂದು ಆಯ್ಕೆಯನ್ನು ಬಿಟ್ಟಿತು: ರಾಜಿ ಮಾಡಿಕೊಳ್ಳುವುದು ಅಥವಾ ವರ್ಗಾವಣೆಯನ್ನು ಸ್ವೀಕರಿಸುವುದು. ನಾನು ಎರಡನೆಯದನ್ನು ಆರಿಸಿಕೊಂಡೆ, ಇದು ಬೇರೂರಿರುವ ಗುತ್ತಿಗೆದಾರ-ರಾಜಕಾರಣಿ ಮೈತ್ರಿಗಳನ್ನು ಸವಾಲು ಮಾಡುವ ಕಷ್ಟವನ್ನು ವಿವರಿಸುತ್ತದೆ.

ಆರ್ಥಿಕ ಮತ್ತು ಸಾಮಾಜಿಕ ಸಮಸ್ಯೆಗಳು

ಶಿಕ್ಷಣದಲ್ಲಿ, ಪರೀಕ್ಷಾ-ಚಾಲಿತ ವ್ಯವಸ್ಥೆಯು ವಿದ್ಯಾರ್ಥಿಗಳನ್ನು ತರಬೇತಿ ಸಂಸ್ಥೆಗಳ ಕಡೆಗೆ ತಳ್ಳುತ್ತಿದೆ. ಮಹಾರಾಷ್ಟ್ರದಲ್ಲಿ ಮಾತ್ರ, 2024–25ರಲ್ಲಿ 300 ಜೂನಿಯರ್ ಕಾಲೇಜುಗಳು ಶೂನ್ಯ ಪ್ರವೇಶವನ್ನು ಹೊಂದಿದ್ದವು, ಆದರೆ ತರಬೇತಿ ಉದ್ಯಮವು ಸುಮಾರು ₹58,000 ಕೋಟಿಗೆ ಬೆಳೆದಿದೆ. ಈ ಬದಲಾವಣೆಯು ತಪ್ಪಾದ ಆದ್ಯತೆಗಳು ಮತ್ತು ಕಲಿಕೆಯ ವಿಕೃತ ತಿಳುವಳಿಕೆಯನ್ನು ಸೂಚಿಸುತ್ತದೆ.

ಆರೋಗ್ಯ ವಲಯವು ಇದೇ ರೀತಿಯ ನೈತಿಕ ಲೋಪಗಳನ್ನು ಪ್ರತಿಬಿಂಬಿಸುತ್ತದೆ. ಸಾರ್ವಜನಿಕ ಆಸ್ಪತ್ರೆಗಳು ಹೆಚ್ಚಾಗಿ ತಪ್ಪಾಗಿ ನಿರ್ವಹಿಸಲ್ಪಡುತ್ತವೆ ಮತ್ತು ಖಾಸಗಿ ಆರೋಗ್ಯ ಸೇವೆಯು ಕೈಗೆಟುಕುವಂತಿಲ್ಲ. COVID-19 ಸಮಯದಲ್ಲಿ ಔಷಧೀಯ ಕಂಪನಿಯೊಂದು ಡೋಲೋ-650 ಅನ್ನು ಶಿಫಾರಸು ಮಾಡಲು ವೈದ್ಯರಿಗೆ ಉಡುಗೊರೆಗಳು ಮತ್ತು ಪ್ರೋತ್ಸಾಹಕಗಳ ಮೇಲೆ ಸುಮಾರು ₹1,000 ಕೋಟಿ ಖರ್ಚು ಮಾಡಿದೆ ಎಂದು ಹೇಳಲಾಗಿದೆ ಎಂಬುದು ಒಂದು ತೊಂದರೆದಾಯಕ ಉದಾಹರಣೆಯಾಗಿದೆ. ಇಂತಹ ಅಭ್ಯಾಸಗಳು ಉದ್ಯಮ ಮತ್ತು ವೈದ್ಯಕೀಯ ವೃತ್ತಿ ಎರಡರಲ್ಲೂ ಆಳವಾದ ನೈತಿಕ ವೈಫಲ್ಯಗಳನ್ನು ಬಹಿರಂಗಪಡಿಸುತ್ತವೆ.

ಆರ್ಥಿಕ ಬೆಳವಣಿಗೆಯು ಸುಧಾರಿತ ಜೀವನ ಮಟ್ಟಕ್ಕೆ ಏಕರೂಪವಾಗಿ ಅನುವಾದಗೊಂಡಿಲ್ಲ. ಹೆಚ್ಚುತ್ತಿರುವ ಅಸಮಾನತೆ, ಅಪರಾಧ ಮತ್ತು ಕೋಮು ಮತ್ತು ಜಾತಿ ವಿಭಾಗಗಳು ಮೂಲಭೂತ ನೈತಿಕ ಪ್ರಶ್ನೆಗಳನ್ನು ಹುಟ್ಟುಹಾಕುತ್ತವೆ. ಇ & ವೈ ಅಂದಾಜಿನ ಪ್ರಕಾರ, ಭಾರತದ ಭೂಗತ ಆರ್ಥಿಕತೆಯು GDPಯ 26% ರಷ್ಟಿದೆ, ಕಲ್ಲಿದ್ದಲು, ಮರಳು, ನೀರು ಸರಬರಾಜು ಮತ್ತು ಕೊಳೆಗೇರಿಗಳಲ್ಲಿನ ಮಾಫಿಯಾಗಳು ಸಾರ್ವಜನಿಕ ಸಂಪನ್ಮೂಲಗಳನ್ನು ಬಳಸಿಕೊಳ್ಳುತ್ತಿವೆ ಮತ್ತು ರಾಜ್ಯವನ್ನು ಆದಾಯದಿಂದ ವಂಚಿತಗೊಳಿಸುತ್ತಿವೆ.

ಸಾಮಾಜಿಕವಾಗಿ, ಜಾತಿ ವಿಭಜನೆಗಳು ಮತ್ತು ಧಾರ್ಮಿಕ ಅಸಹಿಷ್ಣುತೆ ತೀವ್ರಗೊಳ್ಳುತ್ತಿರುವಂತೆ ಕಂಡುಬರುತ್ತಿದೆ. ಜಾತಿ ಜನಗಣತಿಯು ಸಮಗ್ರ ಅಭಿವೃದ್ಧಿಯನ್ನು ಸಕ್ರಿಯಗೊಳಿಸುವ ಬದಲು, ಪ್ರಬಲ ಗುಂಪುಗಳ ನಡುವೆ ಮೀಸಲಾತಿ ಮತ್ತು ರಾಜಕೀಯ ಪ್ರಭಾವಕ್ಕಾಗಿ ಸ್ಪರ್ಧೆಯನ್ನು ತೀವ್ರಗೊಳಿಸಿದೆ, ಇದು ಸಮಾಜವನ್ನು ಮತ್ತಷ್ಟು ಛಿದ್ರಗೊಳಿಸುತ್ತಿದೆ.

ನೈತಿಕ ಸಂದಿಗ್ಧತೆಗಳು

ಆಡಳಿತದಲ್ಲಿ ನಿರ್ಧಾರ ತೆಗೆದುಕೊಳ್ಳುವಿಕೆಯು ಹೆಚ್ಚಾಗಿ ಸ್ಪರ್ಧಾತ್ಮಕ ಮೌಲ್ಯಗಳು ಘರ್ಷಿಸುವ ನೈತಿಕ ಸಂದಿಗ್ಧತೆಗಳನ್ನು ಒಳಗೊಂಡಿರುತ್ತದೆ. ಬೀದಿ ನಾಯಿ ಸಮಸ್ಯೆಯನ್ನು ಪರಿಹರಿಸುವಲ್ಲಿ, ಸುಪ್ರೀಂ ಕೋರ್ಟ್ ಆರಂಭದಲ್ಲಿ ದೆಹಲಿಯಲ್ಲಿರುವ ಎಲ್ಲಾ ನಾಯಿಗಳನ್ನು ಸೆರೆಹಿಡಿದು ಅನಿರ್ದಿಷ್ಟವಾಗಿ ನಿರ್ಬಂಧಿಸಲು ಆದೇಶಿಸಿತು. ಇದು ಪ್ರಾಣಿಗಳ ಜನನ ನಿಯಂತ್ರಣ ನಿಯಮಗಳಿಗೆ ವಿರುದ್ಧವಾಗಿದೆ ಮತ್ತು ಅಪ್ರಾಯೋಗಿಕವಾಗಿತ್ತು. ನಂತರ ಆದೇಶವನ್ನು ಮಾರ್ಪಡಿಸಲಾಯಿತು, ಇದರಿಂದಾಗಿ ಕ್ರಿಮಿನಾಶಕ ಚಿಕಿತ್ಸೆಯ ನಂತರ ಬಿಡುಗಡೆ ಮಾಡಲು ಅವಕಾಶ ನೀಡಲಾಯಿತು. ಸಂದಿಗ್ಧತೆ ಉಳಿದಿದೆ: ಮಾನವ

ಜೀವವನ್ನು ರಕ್ಷಿಸಲು ಆದ್ಯತೆ ನೀಡಬೇಕೇ ಅಥವಾ ಪ್ರಾಣಿಗಳ ಮೇಲಿನ ಕ್ರೌರ್ಯವನ್ನು ತಡೆಗಟ್ಟಬೇಕೇ?

ಅದೇ ರೀತಿ, ಆನ್‌ಲೈನ್ ಗೇಮಿಂಗ್ ಮೇಲಿನ ನಿಷೇಧವು ಸಂಘರ್ಷದ ದೃಷ್ಟಿಕೋನಗಳನ್ನು ವಿವರಿಸುತ್ತದೆ. ವಿಮರ್ಶಕರು ಇದು ಉದ್ಯೋಗ ಮತ್ತು ವ್ಯವಹಾರಕ್ಕೆ ಹಾನಿ ಮಾಡುತ್ತದೆ ಎಂದು ವಾದಿಸುತ್ತಾರೆ, ಆದರೆ ಬೆಂಬಲಿಗರು ವ್ಯಸನ, ಆರ್ಥಿಕ ನಾಶ ಮತ್ತು ಹಣ ವರ್ಗಾವಣೆಯ ಪ್ರಕರಣಗಳನ್ನು ಸೂಚಿಸುತ್ತಾರೆ. ಎರಡೂ ಕಡೆಯವರು ಮಾನ್ಯ ನೈತಿಕ ಕಾಳಜಿಗಳನ್ನು ಎತ್ತುತ್ತಾರೆ. ಪರಿಸರ ವಿರುದ್ಧ ಅಭಿವೃದ್ಧಿ ಮತ್ತು ತಂತ್ರಜ್ಞಾನ ಅಥವಾ AI ಮಾನವ ಯೋಗಕ್ಷೇಮದ ಮೇಲಿನ ಪ್ರಭಾವದ ಕುರಿತಾದ ಚರ್ಚೆಗಳಲ್ಲಿ ಹೋಲಿಸಬಹುದಾದ ಸಂದಿಗ್ಧತೆಗಳು ಉದ್ಭವಿಸುತ್ತವೆ. ಅಗತ್ಯ ಪ್ರಶ್ನೆಯೆಂದರೆ: ನಾವು ನೈತಿಕವಾಗಿ ಸರಿಯಾದ ಮಾರ್ಗವನ್ನು ಹೇಗೆ ಆರಿಸಿಕೊಳ್ಳುತ್ತೇವೆ?

ಭವಿಷ್ಯ : ನೀತಿಶಾಸ್ತ್ರ vs. ಅಧಿಕಾರ ರಾಜಕೀಯ

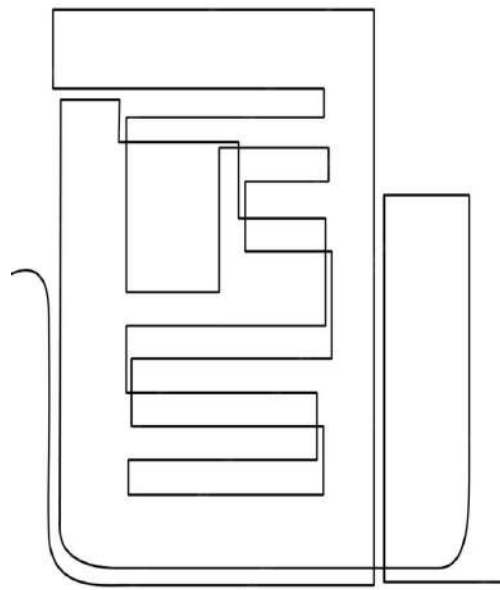
ಮಾನವ ಕಲ್ಯಾಣಕ್ಕಾಗಿ ಕಾಳಜಿಯು ಎಲ್ಲಾ ತಾಂತ್ರಿಕ ಪ್ರಯತ್ನಗಳಿಗೆ ಮಾರ್ಗದರ್ಶನ ನೀಡಬೇಕು ಎಂದು ಆಲ್ಬರ್ಟ್ ಐನ್‌ಸ್ಟೈನ್ ಒಮ್ಮೆ ಹೇಳಿದರು. ರಾಷ್ಟ್ರಗಳ ಹಣೆಬರಹವನ್ನು ರೂಪಿಸುವ ರಾಜಕೀಯವನ್ನು ಅದೇ ತತ್ವವು ಮಾರ್ಗದರ್ಶಿಸಬೇಕು. ಮೊದಲ ನೈತಿಕ ನಿಯಮವೆಂದರೆ ಗುರಿಗಳು ಅನೈತಿಕ ವಿಧಾನಗಳನ್ನು ಸಮರ್ಥಿಸುವುದಿಲ್ಲ. ಅಹಿಂಸೆಯೇ ಸಾಧನ ಮತ್ತು ಸತ್ಯವೇ ಗುರಿ ಎಂಬ ನಂಬಿಕೆಯ ಮೂಲಕ ಮಹಾತ್ಮ ಗಾಂಧಿಯವರು ಇದನ್ನು ವ್ಯಕ್ತಪಡಿಸಿದರು; ಸರಿಯಾದ ಮಾರ್ಗವನ್ನು ಎತ್ತಿಹಿಡಿಯುವ ಮೂಲಕ, ಸರಿಯಾದ ಗುರಿಯನ್ನು ಅನಿವಾರ್ಯವಾಗಿ ತಲುಪಬಹುದು.

ಭವಿಷ್ಯದಲ್ಲಿ, GDPಗೆ ಪರ್ಯಾಯದ ಅಗತ್ಯವಿದೆ - ಅದು ನೈತಿಕತೆಯನ್ನು ಮಾನವ ಕಲ್ಯಾಣದೊಂದಿಗೆ ಸಂಯೋಜಿಸುತ್ತದೆ. ಭೂತಾನ್‌ನ ಒಟ್ಟು ರಾಷ್ಟ್ರೀಯ ಸಂತೋಷ (GNH) ಮತ್ತು UN ನ ಸುಸ್ಥಿರ ಅಭಿವೃದ್ಧಿ ಗುರಿಗಳು (SDG ಗಳು) ಪ್ರಮುಖ ಹಂತಗಳಾಗಿವೆ. ಈ ವಿಧಾನವನ್ನು ಮುನ್ನಡೆಸಲು, ನಾನು ಸುಸ್ಥಿರ ಅಭಿವೃದ್ಧಿ ಉತ್ಪನ್ನ (SDP) ಅನ್ನು ಪ್ರಸ್ತಾಪಿಸುತ್ತೇನೆ, ಇದು ನೈತಿಕ, ಸಾಮಾಜಿಕ, ಪರಿಸರ ಮತ್ತು ಆರ್ಥಿಕ ಯೋಗಕ್ಷೇಮವನ್ನು ಸೆರೆಹಿಡಿಯುವ ಅಳತೆಯಾಗಿದೆ. ಈ ಚೌಕಟ್ಟಿನ ಮೂಲಕ ರಾಷ್ಟ್ರೀಯ ಪ್ರಗತಿಯನ್ನು ನಿರ್ಣಯಿಸಲು ಬಹುಶಿಸ್ತೀಯ ತಂಡವು ಮಾನದಂಡಗಳನ್ನು ಅಭಿವೃದ್ಧಿಪಡಿಸಬೇಕು.

ನೈತಿಕ ಆಡಳಿತವನ್ನು ಬಲಪಡಿಸಲು, ಭಾರತವು ನಂಬಿಕೆ, ಪಾರದರ್ಶಕತೆ ಮತ್ತು ಹೊಣೆಗಾರಿಕೆಯನ್ನು ಎತ್ತಿಹಿಡಿಯುವ ವ್ಯವಸ್ಥೆಗಳನ್ನು ರಚಿಸಬೇಕು. ಧರ್ಮದ ಪ್ರಾಚೀನ ಪರಿಕಲ್ಪನೆ - ಅದು ಸಮಾಜವನ್ನು ಉಳಿಸಿಕೊಳ್ಳುತ್ತದೆ - ಅಂತಹ ಭವಿಷ್ಯವನ್ನು ಕಲ್ಪಿಸುವಲ್ಲಿ ಕೇಂದ್ರವಾಗಿದೆ. ಎಲ್ಲಾ ಹಿನ್ನೆಲೆಯ ಜನರು ನೈತಿಕ ಮತ್ತು ಸಾಮಾಜಿಕ ಚರ್ಚೆಗಾಗಿ ಒಟ್ಟುಗೂಡಿದರು, ಅಲ್ಲಿ ಬಸವೇಶ್ವರರ ಅನುಭವ ಮಂಟಪವು ನೀತಿಶಾಸ್ತ್ರದ ಮೇಲೆ ಕೇಂದ್ರೀಕರಿಸಿದ ಆಧುನಿಕ ಆಡಳಿತ ವೇದಿಕೆಗಳಿಗೆ ಒಂದು ಮಾದರಿಯನ್ನು ನೀಡುತ್ತದೆ. ಉದ್ದೇಶವನ್ನು ಸ್ಪಷ್ಟಪಡಿಸಲು US ತನ್ನ ರಕ್ಷಣಾ ಇಲಾಖೆಯನ್ನು ಯುದ್ಧ ಇಲಾಖೆ ಎಂದು ಮರುನಾಮಕರಣ ಮಾಡಿದಂತೆಯೇ, ಭಾರತವು ವಸುಧೈವ ಕುಟುಂಬಕಂ - ಜಗತ್ತನ್ನು ಒಂದೇ ಕುಟುಂಬವಾಗಿ ಉತ್ತೇಜಿಸಲು ಶಾಂತಿ ಮತ್ತು ಸಾಮರಸ್ಯ ಇಲಾಖೆಯನ್ನು ಸ್ಥಾಪಿಸಬಹುದು. ವಿಶ್ವ ಗುರು (ವಿಶ್ವ ಗುರು) ಆಗಿ ಅಲ್ಲ, ಬದಲಾಗಿ ವಿಶ್ವ ಮಿತ್ರ (ಮಾನವೀಯತೆಯ ಸ್ನೇಹಿತ) ಆಗಿ.

ಈ ಮಾರ್ಗವು ಸವಾಲಿನದ್ದಾಗಿದೆ, ಆದರೆ ಇದು ಭವಿಷ್ಯಕ್ಕಾಗಿ ನೈತಿಕ ಕಡ್ಡಾಯವಾಗಿದೆ.

ಅನುವಾದಿಸಿದ್ದಾರೆ
ಡಾ. ಮೈಥಿಲಿ ಪಿ. ರಾವ್
ಶಿಕ್ಷಣತಜ್ಞೆ ಮತ್ತು ಸ್ವತಂತ್ರ ಅನುವಾದಕಿ
+91 9880145514



Branch Activity

1. *Report on the Prize Distribution Ceremony of the 3rd Annual Essay Competition 2025*

The **Prize Distribution** ceremony of the ***3rd Annual Essay Competition 2025*** that was jointly organized by the **Centre for Research in Social Sciences and Education (CeRSSE), JAIN (Deemed-to-be) University**, and the **Karnataka Regional Branch** of the **Indian Institute of Public Administration** (IIPA-KRB) –was held on 7th November 2025 at the Jayanagar campus of the Jain (DTB) University. The event celebrated the success of young essayists who engaged deeply with the year's theme of governance and social change.

Since its inception, the competition has evolved from a modest initiative into a vibrant, state-wide platform that enables young minds to engage critically with issues of democracy, citizenship, and good governance. This year's edition witnessed remarkable growth in participation and diversity, underscoring its growing relevance and academic value.

The essay competition on the theme *"**Harnessing Social Media for Good Governance in Karnataka"*** witnessed an enthusiastic and wide-ranging participation from students across both urban and rural institutions in Karnataka, including Bengaluru, Dharwad, Gadag, Tumakuru, Udupi, Chikkamagaluru, Ranebennur, and Chamarajanagar districts, among others. Two remarkable features of this year's edition were, firstly, the significant increase in Kannada-language submissions and secondly, the increased participation by students from Government Colleges. This reflected the vibrancy of regional expression and the spirit of linguistic inclusivity. All essays, written in English and Kannada, were evaluated by expert panels and subjected to AI-based plagiarism checks to ensure authenticity, originality, and fairness.

The **Prize Distribution** ceremony celebrated students' creative and analytical excellence, recognizing their ability to connect social media discourse with governance issues. The prize winners are as follows:

1. **First Prize**
- ***English:*** **Prachi Kishan Varu** (2nd Year UG), BMS Aviation, JAIN (Deemed-to-be University)
- ***Kannada (Joint Winners):*** **Savita Hanamantappa Vanakeri** (3rd Year UG) and **Megha Sangappa Bannur** (2nd Year Postgraduate)

2. **Second Prize**
- ***English:*** **Samantha Judiyall** (3rd Year UG), B.Sc. Computer Science with Mathematics, Kristu Jayanti University
- ***Kannada:*** **Rajeshwari Gondabal** (1st Year UG), B.A., Shri Siddheshwara Government First Grade College, Naragund (Awarded *in abstentia*)

3. **Third Prize**
- ***English:*** **Arush P. Ra** (Post-Graduate student), Sankhya and Yoga Shastra, Karnataka Sanskrit University
- ***Kannada:*** **Chitra Chavan** (2nd Year Post-Graduate), M.Sc. Human Development, Maharani Cluster University

4. **Special Mentions** (***Creativity and Originality***):
- **Siddhart Mourchang,** M.A. in Political Science and International Relations (MAPSIR), JAIN (Deemed-to-be University); and
- **Ananya Patel,** Clinical Psychology, 2nd Year, Manipal Academy of Higher Education (MAHE)

Through the joint efforts of CeRSSE and IIPA-Karnataka Regional Branch, the competition has now evolved into a sustainable, impactful initiative—one that nurtures informed citizenship, academic curiosity, and a spirit of participatory governance among the youth of Karnataka.

Below – Group Photo with the Prize Winners



2. *Report on Panel Discussion on the topic "Click to Empower – Harnessing Social Media for Good Governance"*

The **Centre for Research in Social Sciences and Education (CeRSSE), JAIN (Deemed-to-be) University,** in collaboration with the **Karnataka Regional Branch** of **Indian Institute of Public Administration** (IIPA-KRB), hosted an insightful **Panel Discussion** on the theme, *"**Click to Empower: Harnessing Social Media for Good***

Governance" on 7th November 2025 at the Jayanagar Knowledge Campus of Jain dtb University. The event brought together a distinguished panel of experts representing public administration, policymaking, technology, and media, fostering an engaging dialogue on the transformative role of digital platforms in contemporary governance.

Shri T. M. Vijay Bhaskar, IAS (Retd.), Chairperson, IIPA-KRB, and former Chief Secretary, Government of Karnataka, chaired the session. He described social media as "*a tiger—useful when handled wisely, but dangerous when misused*." Drawing on his administrative experience, he emphasized its vital role in crisis management and public communication, particularly during the COVID-19 pandemic, while encouraging greater use of AI and digital tools for governance efficiency.

Dr. V. Sridhar, Professor at the Centre for IT and Public Policy, IIIT Bangalore, highlighted India's position as one of the largest social media user bases and illustrated how platforms can enable quick administrative responses. He emphasized the potential of AI-driven tools to improve transparency and inclusiveness through translation initiatives such as in *Devanagari*.

Ms. Sahana M, Secretary, Karnataka Media Academy and Deputy Director, Department of Information and Public Relations (DIPR), shared insights on the role of media in shaping public perception and promoting government accountability through responsible communication.

Dr. Vaishnavi Kuppuswamy, Officer on Special Duty to the Hon'ble Chief Minister of Karnataka, discussed the use of social media for grievance redressal and real-time citizen engagement and her experiences with the effective use of social media for policy changes also. She underscored its potential to enhance transparency, responsiveness, and trust between the government and the public.

An interactive Q&A session followed, featuring thoughtful questions from students and faculty. Dr. Vaishnavi encouraged young researchers to explore emerging areas such as cybercrime, AI, and machine learning, while students raised pertinent questions on social media's ethical use and accountability. Dr. Sridhar emphasized proactive learning through technology and cautioned against passive consumption of digital content.

The discussion concluded with reflections on the need to balance innovation with responsibility, ensuring that social media serves as a tool for empowerment, inclusivity, and participatory governance.

Below
Panellists at the Panel Discussion and Audience

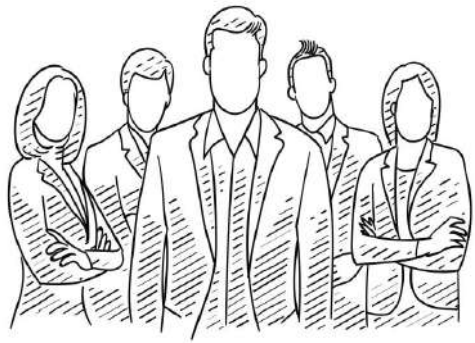


Panelists – (Left to Right) **Ms. Sahana M**, Secretary, Karnataka Media Academy and Deputy Director DIPR**, Shri T.M. Vijay Bhaskar, IAS** (Retd.), **Dr. V. Sridhar**, Professor, Centre for IT and Public Policy, IIIT, Bangalore and **Dr. Vaishnavi Kuppuswamy**, Officer on Special Duty to the Hon'ble Chief Minister of Karnataka.





Shri S.S. Meenakshisundaram, IAS (Retd.) delivered the Inaugural Address at the two-day National Seminar on "***Role of Gram Panchayats in Viksit Bharat***" organized by the **Shri Abdul Nazir Sab Chair** at the **Centre for Multi-Disciplinary Research** at Dharwad on 20-21 November 2025. At extreme right is **Prof. V.N. Alok** of IIPA, New Delhi who delivered the Keynote Address. At left are **Shri V.Y. Ghorpade,** Working President of Karnataka Panchayat Raj Parishad and **Prof. Vijayalakshmi Aminabhavi**, Member, Governing Council of CMDR.



Branch Members' Writings

In Popular Media



Dr. A. Ravindra, IAS (Retd.)
Former Chief Secretary of Karnataka

Once a Model of Reform, Karnataka's Politics drifts away from Governance

In ***Deccan Herald*** dt. 5 November 2025

https://www.deccanherald.com/opinion/once-a-model-of-reform-karnataka-s-politics-drifts-away-from-governance-3786589



Gurucharan Gollerkeri, IAS (Retd.)
Director, School of Social Sciences
MS Ramaiah University of Applied Sciences
Bengaluru

Ideas that Travel: India's Deep Science Moment

In ***Deccan Herald*** dt. 19 November 2025

https://www.deccanherald.com/opinion/ideas-that-travel-indias-deep-science-moment-3802552

Moral Imagination in the age of Forgetting

In ***Deccan Herald*** dt. 23 November 2025

https://www.deccanherald.com/opinion/memory-in-the-age-of-forgetting-3807320



Smt. Uma Mahadevan, IAS
Additional Chief Secretary and
Development Commissioner
Government of Karnataka

'A Teashop in Kamalapura and Other Classic Kannada Stories': The many maps of cultural memories

In ***Frontline*** dt. 30 November 2025

https://www.deccanherald.com/features/books/a-teashop-in-kamalapura-and-other-classic-kannada-stories-review-the-many-maps-of-cultural-memories-3813112



Dr. Annapoorna Ravichander
Freelance Consultant

Why Research Protocols Matter

In ***Meghalaya Monitor*** dt. 22 November 2025

https://meghalayamonitor.com/from-planning-to-practice-why-research-protocols-and-processes-matter

Aim for a Future-Ready World of Work

In ***Deccan Herald*** dt. 2 December 2025

https://www.deccanherald.com/opinion/aim-for-a-future-ready-world-of-work-3816428



Dr. D. Jeevan Kumar
Hon. Professor, Mahatma Gandhi Rural Development & Panchayat Raj University, Gadag; Visiting Professor, St. Claret College, Ziro, Arunachal Pradesh; Adjunct Professor, Kristu Jayanti University, Bengaluru

The Troubling Truth behind India's Food-Safety Regime

In ***Deccan Herald*** dt. 1 December 2025

https://www.deccanherald.com/opinion/the-troubling-truth-behind-indias-food-safety-regime-3815269

The Global Think Tank Ecosystem: A Status Report on its Resilience and Vulnerabilities

*In **Southern Economist**, 15 November 2025*

The State of Food and Agriculture (FAO-2025)

Addressing Land Degradation across Landholding Scales

*In **Southern Economist**, 1 December 2025*

Shri T. Sethumadhavan, IAAS (Retd.)
Former Principal Accountant-General
Madhya Pradesh



The Thrill of Flying

Enthusiasm for air travel remains strong, signifying its enduring appeal as a convenient mode of transportation

In ***The Hindu*** Open Page, 30 November 2025

https://www.thehindu.com/opinion/open-page/the-thrill-of-flying/article70287778.ece



Book Review

RECONSTRUCTING THE GLOBAL ORDER Challenges in the Post-Pandemic World

D. Jeevan Kumar

*Edited by **Dr. Amrita Purkayastha** and **Dr. Sneha Yadav***
(Writers Choice Publications, 2025)
https://amzn.in/d/dG6IcMq

The COVID-19 pandemic has triggered an enormous volume of writing across disciplines, but relatively few works attempt a systematic assessment of how the crisis has reshaped the *global order* in political, economic, social and technological terms. *Reconstructing the Global Order: Challenges in the Post-Pandemic World*, edited by Dr. Amrita Purkayastha and Dr. Sneha Yadav of JAIN (Deemed-to-be University), is a timely intervention in this emerging field. Bringing together twenty-five essays across seven thematic sections, the book aims to provide a multi-dimensional reading of the pandemic and its long-term consequences for governance, globalization, and inequality.

The editors' introductory framing sees the pandemic simultaneously as a profound disruption and an opportunity for rethinking existing structures. Their academic backgrounds in international organizations, migration, geopolitics, and development shape a perspective attentive to global governance failures, uneven vulnerabilities, and the specific experiences of the Global South. This imprint is visible throughout the volume, giving the text a coherence that might otherwise be difficult to sustain in a multi-author collection.

The first set of chapters, focused on public health systems and global governance, charts how the pandemic exposed deep weaknesses in national health capacities, supply chains, and multilateral mechanisms. Several essays highlight the mismatch between global expectations and institutional realities, especially around vaccine access, travel protocols and pandemic preparedness. These sections provide a useful overview of the broader debates on global health equity and the structural failures of current multilateral arrangements.

The book then moves into economic consequences. Chapters on the recession, informalization of labour, technological acceleration and digital work capture how the pandemic magnified pre-existing structural inequities. Essays discussing the rise of the platform economy, the vulnerabilities of migrant workers, and the precariousness of small businesses help situate the crisis within the broader political economy of globalisation. While some arguments are familiar, the Indian and Global South focus ensures that the volume does not remain trapped within Euro-American narratives of remote work and financial relief.

A particularly relevant set of chapters examines technology, surveillance and governance. The pandemic saw rapid digitalization in public service delivery, education and employment, and also the expansion of surveillance infrastructures. The volume's exploration of these shifts, including the ethical tensions surrounding privacy, algorithmic governance and state power, makes it a valuable resource for students of public policy and governance. Complementing these discussions are essays on gender and social inclusion, reflecting on the intensified burden of unpaid care work, rising domestic violence, disruptions to education, and the gendered consequences of job losses.

The final sections engage with democracy, civil liberties and social structures. Contributors analyze the pressures on democratic institutions caused by emergency regulations, the centralization of executive authority, and the shrinking space for dissent. These observations are not unique to India; yet the Indian case studies provide concrete illustrations of how structural inequalities—caste, class, regional disparities—shaped and deepened pandemic vulnerabilities.

One of the book's strengths is this broad, holistic vision. Rather than treating healthcare, economy, technology, gender and democracy as separate silos, the editors foreground the interconnections between them. The reader gains a sense of the cascading nature of the crisis: how lockdowns affected labour markets; how digitalization produced new inequalities; how public health imperatives clashed with civil liberties; and how gendered forms of vulnerability intersected with broader patterns of governance failure. The interdisciplinary range—spanning International Relations, Political Science, Gender Studies, Economics and Public Policy—makes the book particularly suitable for classroom adoption.

Another strength lies in its diverse authorship. Alongside senior academics, the volume includes practitioners such as former administrators and early-career researchers, including postgraduate students. This creates a layered narrative voice: deeply analytical essays sit alongside

descriptive accounts and empirical case studies. The inclusion of young scholars, in particular, is a welcome editorial choice, broadening the knowledge base and contributing to capacity-building.

Yet the volume has its limitations, many of which are characteristic of edited collections. The most noticeable is the unevenness across chapters. Some essays provide sharp conceptual insights and strong empirical foundations, while others tend toward descriptive summaries of well-known pandemic effects. This does not diminish the book's usefulness, but readers may find the analytical depth varying significantly across sections.

Another limitation is the tension between the book's global title and its predominantly India-centric content. While the editors acknowledge the Global South perspective, and while global trends are regularly invoked, much of the empirical material centres on India. This is not inherently a drawback—indeed, it lends the book specificity and relevance—but readers expecting extensive comparative analysis across continents may find the "global order" framing somewhat overstated.

A further issue is conceptual synthesis. The title promises an exploration of the reconstruction of the global order, yet the chapters often illuminate sectoral shifts rather than collectively offering a coherent theoretical model of what the new order looks like. A stronger concluding chapter, articulating the main tendencies—continuity, rupture or transformation—may have enhanced the volume's conceptual clarity.

Despite these limitations, *Reconstructing the Global Order* succeeds as a comprehensive, accessible and multi-layered account of the pandemic's long-term implications, especially through a *Global South* lens. Its thematic breadth, diversity of authors, and pedagogical utility make it a worthwhile addition to contemporary scholarship on post-pandemic governance. It is a book that opens multiple perspectives rather than prescribing a single narrative—and in doing so, makes a meaningful contribution to understanding a world still grappling with the aftershocks of an unprecedented global crisis.



Food For Thought

World Philosophy Day was celebrated on 20 November 2025. Here are some thought-provoking quotes from eminent philosophers—

- **Socrates**
  "The unexamined life is not worth living."
- **Mahatma Gandhi**
  "An error does not become truth by reason of multiplied propagation, nor does truth become error because nobody sees it."
- **Confucius**
  "To see what is right and not to do it is want of courage."
- **Plato**
  "Knowledge which is acquired under compulsion obtains no hold on the mind."
- **Aristotle**
  "It is the mark of an educated mind to be able to entertain a thought without accepting it."
- **Karl Popper**
  "True ignorance is not the absence of knowledge, but the refusal to acquire it."
- **Nelson Mandela**
  "Education is the most powerful weapon which you can use to change the world."
- **Jiddu Krishnamurti**
  "It is no measure of health to be well adjusted to a profoundly sick society."
- **Friedrich Nietzsche**
  "He who has a why to live can bear almost any how."
- **Rabindranath Tagore**
  "Faith is the bird that feels the light and sings when the dawn is still dark."
- **Dr. B.R. Ambedkar**
  "Cultivation of mind should be the ultimate aim of human existence."



INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

NEWSLETTER

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WHAT'S NEW

LEAD STORY

KARNATAKA TAKES FLIGHT

The State's Bold Push to Build Five World-Class Aerospace & Defence Parks

LEAD ARTICLE

Shri T. Sethumadhavan, IAAS (Retd.)

WELFARE OF BUILDING AND OTHER CONSTRUCTION WORKERS

Performance Audit Report of the Comptroller & Auditor-General of India (CAGI), Implications and Policy Recommendations

From the Chief Editor

Shri T.M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary, Government of Karnataka
Former Chairman, Karnataka Administrative Reforms Commission-2
Chairperson, Karnataka Regional Branch Indian Institute of Public Administration



At the outset, let me wish all our readers and well-wishers a bright and happy **New Year.**

I am happy to place before readers the **January 2026** issue of our **newsletter,** the **66th issue** since we began this initiative.

Our ***Lead Story*** is on Karnataka's bold push to build five world-class **Aerospace & Defence Parks** in North Bengaluru, Mysore, Belagavi, Tumakuru, and Kalaburagi. The five-park initiative isn't merely industrial expansion. It is Karnataka signalling its intent to shape the next generation of Indian manufacturing—one that is clean, high-tech, research-driven, and globally integrated. Karnataka already contributes **over 65% of India's aerospace component exports** and nearly half of the country's R&D in the sector. With the new parks, the state aims to become **Asia's most attractive aerospace supply-chain hub;** reduce India's import dependence on defence equipment; feed into global OEM supply chains with Tier-1/2 capabilities; and create 1.2–1.5 lakh skilled jobs over the next decade.

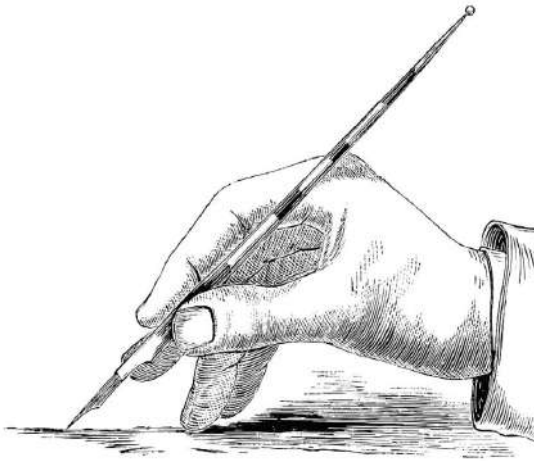
The ***Lead Focus*** is on ***Welfare of Building and other Construction Workers.*** Based on **the Performance Audit Report** of the **Comptroller & Auditor-General of India (CAGI), Mr. T. Sethumadhavan** analyzes the implications and makes a few pertinent **Policy Recommendations**.

In our ***Opinion*** column, we carry the essence of **Prof. Anshuman Behera**'s article in ORF Special Report of December 2025. Titled "Guns, ***Grievances, and Governance: An Assessment of the Maoist Legacy in India"***, the scholar assesses the historical trajectory and status of the Maoist (Naxalite) insurgency in India—which has been one of the country's most significant internal security challenges for decades. We also carry its Kannada translation for the benefit of our Kannada readers.

In our column on **Branch Activities,** we carry **Ms. Dipanwita Jena** and **Prof. Anil Kumar Vaddiraju**'s detailed report on the 3-day **National Seminar**, jointly organized by our Branch and the Centre for Political Institutions, Governance and Development at ISEC, Bengaluru on the theme "***Governance and Welfare Measures in India: Policies, Challenges, and the Way Forward"*** last month.

In our column on ***Lead Faculty and Branch Members' Writings in the Media***, we provide links to thought-provoking articles published by **Prof. V.N. Alok, Dr. A. Ravindra, Shri G. Gurucharan, Dr. Annapoorna Ravichander** and **Dr. D. Jeevan Kumar**.

We end the issue with ***Feedback*** and ***Food for Thought.***



Lead Story

KARNATAKA TAKES FLIGHT
The State's Bold Push to Build Five World-Class Aerospace & Defence Parks



Karnataka, the state that gave India its first aerospace cluster, its first dedicated aerospace policy, and one of the world's most successful public-sector aviation hubs, is now preparing for its most ambitious leap yet: five world-class Aerospace and Defence Parks, spread strategically across the state.

If executed with clarity and speed, this could be one of the most consequential industrial transformation stories of the decade.

Karnataka's new push isn't just about building industrial parks. It's about reshaping India's aerospace future, fortifying supply chains, and positioning the state as the undisputed nerve centre of high-technology manufacturing.

A Legacy That Sets the Stage

Few states can claim the depth of Karnataka's aviation footprint. Bengaluru alone houses:

- **HAL**, one of Asia's oldest and largest aeronautics companies
- **NAL**, the cradle of civil aircraft R&D
- **DRDO labs** powering strategic defence technologies
- **ISRO**, whose satellites and launch vehicles have redefined India's global space profile
- Over **2,000 SMEs** supplying precision components to global OEMs

This ecosystem gives Karnataka a natural runway for expansion. What the new initiative does is scale these strengths into a **multi-hub, multi-city architecture**—ensuring that innovation, jobs, and investment are not concentrated only in Bengaluru.

The Five Parks: A New Industrial Geography Emerges

While the final contours are being formalized, the emerging plan is driven by three principles:

1. **Decentralization of high-tech manufacturing**
2. **Creating integrated supply-chain corridors**
3. **Building *plug-and-play* industrial ecosystems on global standards**

The proposed hubs include expansions or new parks at locations such as:

1. Bengaluru Aerospace Park (North Bengaluru / Devanahalli belt)

The flagship cluster, already home to major Tier-1 and Tier-2 firms, will be expanded with:

- A **Testing & Certification Centre**
- **MRO facilities** for civil and defence aviation
- A **skills hub** to meet the rising demand for avionics and aerostructure technicians

2. Mysuru Defence & Electronics Park

Designed to leverage Mysuru's emerging electronic systems design base.
It is expected to host:

- Defence communication systems
- Secure electronics manufacturing
- UAV and drone assembly lines

3. **Belagavi Precision Engineering & Aerospace Park**

Belagavi already produces precision components for global OEMs. The new park will strengthen:

- CNC machining
- Forging and casting for aerospace-grade alloys
- Export-driven component manufacturing

4. **Tumakuru Aviation Systems Park**

With HAL's helicopter complex already operational, Tumakuru will anchor:

- Helicopter sub-systems manufacturing
- Composites and rotor technologies
- A logistics & warehousing grid for aviation parts

5. **Kalaburagi Defence Manufacturing & Testing Zone**

A strategic move toward **regional balance**, enabling North Karnataka to enter the high-tech economy:

- Artillery systems
- Armoured vehicle sub-assemblies
- Ballistic testing facilities
- A dedicated defence procurement facilitation cell

Policy Architecture: The Real Engine of This Push

Karnataka's industrial philosophy remains the key differentiator. The state understands that infrastructure alone doesn't build a high-tech sector — **policy precision** does. Some of the major initiatives underlying the five-park vision include:

★ Karnataka Aerospace & Defence Policy (2022–27)

- Production-linked incentives for aerospace OEMs
- Subsidies for R&D, testing, certification
- Special incentives for MSMEs and start-ups
- A single-window system that works

★ Skill Acceleration Through KADETP and KDEM

The government is setting up multi-skill academies with:

- HAL, Boeing, Airbus, Safran, and DRDO as industry partners
- Training modules on aerostructures, UAV operations, MRO, simulation
- Apprenticeship-to-employment pipelines for youth across districts

★ Strategic Land Banks and Plug-and-Play Infrastructure

Each park will offer:

- Ready-built factories
- Testing labs onsite
- Common effluent treatment/environmental infrastructure
- Dedicated power & water systems
- Logistics connectivity through highways, ports, and airports

★ A Clear Mandate to Integrate Start-ups

The parks are being conceived not just for giants but for innovators. Karnataka's start-up policy enables:

- Open test ranges for drones
- Common R&D facilities
- Grants for dual-use technologies
- Pathfinder programmes for defence-tech start-ups

Why This Matters for India—and the World

Karnataka already contributes **over 65% of India's aerospace components exports** and nearly half of the country's R&D in the sector. With the new parks, the state aims to:

- Become Asia's most attractive aerospace supply-chain hub
- Reduce India's import dependence on defence equipment
- Feed into global OEM supply chains with Tier-1/2 capabilities
- Create 1.2–1.5 lakh **skilled jobs** over the next decade

A Future Built on Precision, Vision, and Collaboration

- The five-park initiative isn't merely industrial expansion. It is Karnataka signalling its intent to shape the next generation of Indian manufacturing—one that is clean, high-tech, research-driven, and globally integrated.
- Aerospace and defence industries are not built overnight. They grow where ecosystems, institutions, and policy coherence converge. Karnataka, more than any other state, checks all three boxes.

As India aspires to become a global aerospace power by 2047, Karnataka is taking the lead — again — to build the wings of that future.

Lead Focus

WELFARE of BUILDING and other CONSTRUCTION WORKERS

Performance Audit Report of the Comptroller & Auditor-General of India (CAGI) with Implications and Policy Recommendations

Shri Thayyil Sethumadhavan, IAAS (Retd.)



Former Principal Accountant-General, Madhya Pradesh

Preamble

The **Karnataka Building and Other Construction Workers Welfare Board** was constituted under the *Building and Other Construction Workers' (Regulation of Employment and Conditions of Service) Act, 1996,* to provide social security to construction workers—one of the most vulnerable segments of India's unorganized workforce. It is estimated that about 82% of the labour force is in the unorganized sector[1].

Funded primarily through a **cess on construction activities**, the Board is mandated to register workers, collect and manage cess, and implement welfare schemes covering health, education, housing, pensions, skill development, and emergency assistance. Over time, the Board has expanded its ambit to nearly **25 welfare schemes**, and its financial footprint has grown substantially, with average annual expenditure exceeding **₹1,500 crore**.

Given the scale of funds handled and the socio-economic vulnerability of beneficiaries, **institutional integrity, financial discipline, and governance capacity** of the Board are crucial. It is in this context that the **Performance Audit by the Comptroller and Auditor-General of India (2018–2023)** assumes critical importance, as it evaluates not only compliance but also the effectiveness, integrity, and governance capacity of the institution.

Performance Audit Report

Good Things First

The Board undertook measures to ameliorate the condition of the workers and their families during the Covid period through the supply of cooked food and dry food ration kits, cash assistance, temporary accommodation, waiver of subscription, etc., by spending **Rs.2,070 crores**, which reportedly benefited 20 lakh construction workers.

Major Audit Findings

The Board's procedures for budgeting, accounting and internal control were deficient. Despite the annual average expenditure of **Rs.1,580 crores**, there was no Internal audit wing; the task was carried out by Chartered Accountants. The Board did not maintain required Registers and Control Documents to ensure sound financial management. Instruments for supervision and control, namely, Advisory Committees, Investment Committees, State-level Monitoring Committee etc., were non-existent or non-functional.

Registration of Workers

The Ministry of Labour had directed in 2018 to allot Unique Identification Numbers (UIN) to all registered workers and upload their details on National BOCW portal to facilitate inter-state welfare programs, which was not complied with to the disadvantage of migrating workers.

A verification of random names from the ***'Seva Sindhu'*** portal revealed that due to non-verification of employment certificates and such, ineligible persons were registered and were availing benefits of schemes.

The number of registered workers increased from 2.2 lakh in 2018 to 12 lakh in 2023. The Board migrated to the '***Seva Sindhu'*** portal in 2019 for registration and claims without fully migrating legacy data from manual entries and the subsequent e-karmic portal, leading to deficiencies. Verification of the data relating to 42.5 lakh registered workers on '***Seva Sindhu'*** by auditors brought out several discrepancies. Data regarding the number of beneficiaries maintained by

[1] Economic Survey, 2021-22.

the Board's Office and those provided by field offices varied significantly, rendering them unreliable.

Collection and Remittance of Labour Cess

BBMP issued 38,434 building licenses during 2016 to 2023, but only 5,022 (13%) were registered in the 'Labour Online' portal, indicating large-scale omissions. The GST Portal had 45,495 active contractors on its list in the state, which was not captured by the Board, contributing to a possible loss of Cess collection. In the absence of established methodology, assessing officers depended on rates issued by the Central Valuation Committee for previous periods, which impacted assessment.

Collection and Remittance of Cess

The system of reconciliation of cess collection and remittance was ineffective. An amount of Rs.12 crores pertaining to 257 works stated to have been remitted by DD/cheques by KSDB during the period 201 to 2023 could not be traced in the Board's accounts.

There was a discrepancy of Rs. 92 crores in the amount of cess claimed to have been remitted by KIADB and actually received, Rs. 5.2 crores in the case of KSDB and Rs. 7.2 crores in the case of two other agencies. BMTC had not remitted Rs.6 crores collected as cess.

Cess deducted from running account bills in respect of public works/public sector units and retained in the Treasuries (under Public Account) came to Rs.612 crores at the end of November 2023, but Treasury acknowledged only Rs.339 crores out of the above.

Welfare Schemes

The Board implemented as many as 25 welfare schemes, including pension, marriage, medical, and educational assistance, etc. Review of ten schemes during the PA brought out the following shortcomings.

- The Board did not have the actual number of beneficiaries under the pension scheme. Besides, in some cases test-checked, applications for pension were rejected wrongly.
- There were significant delays in sanctioning pensions in several cases; no time limits were fixed for sanctioning.
- In settling medical claims, the dealing officers did not follow the laid-down procedures, causing distress to the workers.
- The Board paid KSDB a sum of Rs.434 crores as 'beneficiary share' under PMAY without getting details of all beneficiaries for verification.
- In a case where KSDB furnished the list of beneficiaries, auditors noticed allotment to ineligible persons, inclusion of non-beneficiaries in the list, and names of family members of beneficiaries instead of beneficiaries themselves.
- In respect of an amount of Rs.8.7 crores released to Rajiv Gandhi Housing Corporation, neither information of beneficiaries nor the status of construction could be provided.

Preventive Healthcare Checkup

During the Covid period of 2021-22, an amount of Rs. 258 crores was spent on preventive healthcare for an estimated 5 lakh workers by awarding contracts to 30 individual providers. The PA revealed several lapses in implementation of the scheme starting with the process of tendering itself. In a typical case, claims were admitted for multiple tests on the same worker, while another was stated to have been tested 29 times. Auditors noticed 1.3 lakh duplicate entries in the list of beneficiaries,[2] raising doubts about the genuineness of the claims.

Names of 79,280 minors were included in the beneficiary list, though the scheme was for only those above 18 years. Besides, tests were said to have been conducted for even persons who were not registered workers.

Supply of Toolkits to Workers

The Board procured 5.2 lakh toolkits of different trades for distribution to workers. One-fifth of them (in test-checked districts) were handed over to Trade Unions or to alleged public representatives instead of direct distribution without getting details of beneficiaries. Where details were available, instances of supply to non-eligible persons (engaged in other vocations) were noticed. Auditors also noticed a single

[2] Amount paid was Rs. 38 crores.

worker getting toolkits multiple times for different trades.

DBT Payments

During Covid, the Board disbursed Rs. 823 crores as cash assistance to 16.5 lakh workers by means of DBT, NEFT etc. Details of all such payments were unavailable.

Analysis of the available data showed that 2.3 lakh transactions were made multiple times using the same bank account number.

Further, 1.08 lakh workers received benefits multiple times through different modes of payment.

Auditors identified 1,18,43 repetitive transactions resulting in excess payments of Rs.59.3 crores. The government admitted that details were not available for verification.

Diversion of Welfare Funds

An amount of Rs.10.4 crores was used in contravention of the rules for the construction of an office building, which also houses some other agency's offices.

Utilization Certificates for Rs. 21.2 crores were pending from different implementing agencies.

Bypassing Rules and Regulations

The Board routinely resorted to splitting contracts to avoid the tendering process and Cabinet approval. Examples cited include the construction of transit accommodation for Rs.54 crores, awarded to seven contractors, restricting the amount of each to less than 10 crores. Another contract for the purchase of IT equipment worth Rs.74 crores was given to KEONICS by issuing several split work orders.

Concluding Observations

The **Performance Audit** of the Karnataka Building and Other Construction Workers Welfare Board by the Comptroller and Auditor-General of India is a sobering reminder that ***large welfare allocations, by themselves, do not guarantee social protection***.

The audit does not question the intent behind welfare schemes. Instead, it exposes how **weak governance, fragile data systems, inadequate human resources, and poor financial controls** can undermine even the most well-meaning welfare architecture. Leakages in cess collection, unreliable beneficiary databases, delayed pensions, questionable procurement practices, and idle funds together point to a deeper institutional malaise.

The audit must therefore be seen not as an indictment, but as an **opportunity for course correction**. ***Strengthening oversight, professionalizing administration, restoring financial discipline, and ensuring transparency are not optional reforms—they are prerequisites for dignity of labour and credibility of the State.***

Policy Recommendations

The **CAG Audit** reveals systemic weaknesses that call for **structural correction** rather than piecemeal fixes. Some policy recommendations are suggested as follows:

Governance & Oversight

Statutory committees such as **Advisory and Monitoring Committees** must be revived and made functional. A **permanent Internal Audit Wing** should be created, and annual governance reports should be placed in the public domain.

Human Resources

Core functions cannot be run indefinitely through outsourced staff. **Regular recruitment, specialized training**, and a stable professional secretariat are essential.

Data Integrity & Registration

End-to-end **data cleansing across legacy systems and *Seva Sindhu*** is urgent. Unique Identification Numbers for workers must be implemented and integrated with national platforms to protect migrant workers.

Cess Collection & Financial Management

Mandatory Demand-Collection-Balance registers should be maintained. Board systems must be integrated with BBMP, KIADB, GSTN, and Treasury systems to ensure real-time reconciliation and prevent leakage.

Welfare Scheme Delivery

Schemes should shift from input-driven expenditure to **outcome-based delivery**, with fixed timelines, beneficiary verification, and periodic social audits.

Procurement & Fund Utilization

Contract splitting and rule bypassing must be strictly prohibited. Transparent e-procurement, audit trails, and recovery of misused funds are imperative.

Transparency & Accountability

CAG Action Taken Reports, annual performance statements, and grievance redressal outcomes should be proactively disclosed.



Opinion

GUNS, GRIEVANCES, AND GOVERNANCE
An Assessment of the Maoist Legacy in India

Dr. Anshuman Behera



Professor, School of Conflict and Security Studies, National Institute of Advanced Studies, Bengaluru

Overview & Context

Anshuman Behera's article in ***ORF Special Report*** (December 2025) assesses the **historical trajectory, current status, and enduring legacy of the Maoist (Naxalite) insurgency in India**. The conflict—which began in 1967 in West Bengal's Naxalbari and evolved into a prolonged left-wing extremist movement—has been one of the country's most significant internal security challenges for decades.

Key Themes & Findings

1. **Origins and Evolution of Insurgency**

The Maoist movement drew strength from deep-rooted **socioeconomic grievances**—landlessness, exploitation of tribal communities, marginalization, and poor governance in resource-rich but underdeveloped regions of central and eastern India. These conditions provided fertile ground for insurgency, as disenfranchised populations sought alternative avenues for justice and redistribution.

2. **Security Dynamics & State Response**

Behera traces the evolution of government responses from purely security-centric counter-insurgency operations to more **comprehensive strategies** that combine development efforts with rights protection and policing. Over the past decade, the insurgency has significantly **declined** in intensity and geographic reach, with the "Red Corridor" shrinking and many cadres surrendering or being neutralized.

3. **Grievances & Governance Deficits**

A core argument highlights the **perpetual governance deficits** in Maoist-affected areas. Despite reduced violence, unresolved issues—poor land rights, limited access to services, corruption, and inadequate local participation in decision-making—continue to sustain structural grievances. Behera argues that addressing these deficits is pivotal to long-term peace and stability.

4. **Legacy & Policy Implications**

Behera's assessment emphasizes three interlinked legacies of the Maoist conflict:

- The **security legacy**: How counter-insurgency reshaped policing, special forces, and rural security infrastructure.
- The **socioeconomic legacy**: Heightened attention to tribal welfare, land policy, and inclusive development.
- The **governance legacy**: Recognition that state legitimacy hinges on responsive governance, citizen rights, and institutional delivery.

5. **The Path Ahead**

Behera concludes that while the insurgency's kinetic phase may be waning, its **root causes remain salient**. Sustainable peace demands a calibrated blend of responsive governance, economic inclusion, rights assurance, and political dialogue—beyond the narrow frame of security solutions alone.

Policy Recommendations

1. Strengthen **cooperative federalism** for tailored development in tribal and backward regions.
2. Embed **community engagement** in governance reforms.
3. Prioritize **land tenure and resource rights** for Adivasi and marginalized communities.
4. Integrate security with **development and rights frameworks** to build trust between the state and local populations.

Overall Assessment

Behera's report underscores that the Maoist legacy in India is **not merely a question of armed rebellion versus state force**. It reflects deeper structural grievances and governance challenges that require **holistic policy responses** centred on justice, rights, and inclusive governance.

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ORF ವಿಶೇಷ ವರದಿ, ಡಿಸೆಂಬರ್ 2025

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ಪ್ರೊಫೆಸರ್, ಸ್ಕೂಲ್ ಆಫ್ ಕಾನ್ಫ್ಲಿಕ್ಟ್ ಅಂಡ್ ಸೆಕ್ಯುರಿಟಿ ಸ್ಟಡೀಸ್, NIAS, ಬೆಂಗಳೂರು

ಸಾರಾಂಶ ಮತ್ತು ಹಿನ್ನೆಲೆ:

ಅಂಶುಮಾನ್ ಬೆಹೆರಾ ಅವರ ಲೇಖನ **ಭಾರತದಲ್ಲಿ ಮಾವೋಯಿಸ್ಟ್ (ನ್ಯಾಕ್ಸಾಲೈಟ್) ಬಂಡವಾಳದ ಇತಿಹಾಸ, ಈಗಿನ ಸ್ಥಿತಿ ಮತ್ತು ವ್ಯಾಪಕ ಪರಿಣಾಮಗಳನ್ನು ವಿಶ್ಲೇಷಿಸುತ್ತದೆ**. 1967 ರಲ್ಲಿ ಪಶ್ಚಿಮ ಬಂಗಾಳದ ನಕ್ಸಲ್ಬರಿಯಲ್ಲಿ ಪ್ರಾರಂಭವಾದ ಈ ಸಂಘರ್ಷವು ದೀರ್ಘಕಾಲದ ಎಡಪಂಥೀಯ ಉಗ್ರಗಾಮಿ ಚಳುವಳಿಯಾಗಿ ವಿಕಸನಗೊಂಡಿತು - ಇದು ದಶಕಗಳಿಂದ ದೇಶದ ಅತ್ಯಂತ ಮಹತ್ವದ ಆಂತರಿಕ ಭದ್ರತಾ ಸವಾಲುಗಳಲ್ಲಿ ಒಂದಾಗಿದೆ.

ಪ್ರಮುಖ ವಿಷಯಗಳು:

1. ಬಂಡಾಯದ ಮೂಲ ಮತ್ತು ವಿಕಸನ:

ಮಾವೋವಾದಿ ಚಳುವಳಿ ಆಳವಾಗಿ ಬೇರೂರಿರುವ ಸಾಮಾಜಿಕ-ಆರ್ಥಿಕ ಕುಂದುಕೊರತೆಗಳಿಂದ ಬಲವನ್ನು ಪಡೆಯಿತು - ಭೂಹೀನತೆ, ಬುಡಕಟ್ಟು ಸಮುದಾಯಗಳ ಶೋಷಣೆ, ಅಂಚಿನಲ್ಲಿರುವಿಕೆ ಮತ್ತು ಮಧ್ಯ ಮತ್ತು ಪೂರ್ವ ಭಾರತದ ಸಂಪನ್ಮೂಲ-ಸಮೃದ್ಧ ಆದರೆ ಅಭಿವೃದ್ಧಿಯಾಗದ ಪ್ರದೇಶಗಳಲ್ಲಿ ಕಳಪೆ ಆಡಳಿತ. ಈ ಪರಿಸ್ಥಿತಿಗಳು ಬಂಡಾಯಕ್ಕೆ ಫಲವತ್ತಾದ ನೆಲವನ್ನು ಒದಗಿಸಿದವು, ಏಕೆಂದರೆ ಹಕ್ಕು ವಂಚಿತ ಜನಸಂಖ್ಯೆಯು ನ್ಯಾಯ ಮತ್ತು ಪುನರ್ವಿತರಣೆಗಾಗಿ ಪರ್ಯಾಯ ಮಾರ್ಗಗಳನ್ನು ಹುಡುಕಿತು.

2. **ಭದ್ರತಾ ಕ್ರಮಗಳು ಮತ್ತು ರಾಜ್ಯ ಪ್ರತಿಕ್ರಿಯೆಗಳು:**

ಬೆಹೆರಾ ಸಂಪೂರ್ಣವಾಗಿ ಭದ್ರತೆ-ಕೇಂದ್ರಿತ ದಂಗೆ ನಿಗ್ರಹ ಕಾರ್ಯಾಚರಣೆಗಳಿಂದ ಅಭಿವೃದ್ಧಿ ಪ್ರಯತ್ನಗಳನ್ನು ಹಕ್ಕುಗಳ ರಕ್ಷಣೆ ಮತ್ತು ಪೊಲೀಸ್ ಭದ್ರತೆ ನೊಂದಿಗೆ ಸಂಯೋಜಿಸುವ ಹೆಚ್ಚು ಸಮಗ್ರ ತಂತ್ರಗಳಿಗೆ ಸರ್ಕಾರದ ಪ್ರತಿಕ್ರಿಯೆಗಳ ವಿಕಸನವನ್ನು ಪತ್ತೆಹಚ್ಚುತ್ತದೆ. ಕಳೆದ ದಶಕದಲ್ಲಿ, ಬಂಡಾಯದ ತೀವ್ರತೆ ಮತ್ತು ಭೌಗೋಳಿಕ ವ್ಯಾಪ್ತಿಯಲ್ಲಿ ಗಮನಾರ್ಹವಾಗಿ ಕುಸಿದಿದೆ, "ರೆಡ್ ಕಾರಿಡಾರ್" ಕುಗ್ಗುತ್ತಿದೆ ಮತ್ತು ಅನೇಕ ಕಾರ್ಯಕರ್ತರು ಶರಣಾಗುತ್ತಿದ್ದಾರೆ ಅಥವಾ ತಟಸ್ಥರಾಗುತ್ತಿದ್ದಾರೆ.

3. ಕುಂದುಕೊರತೆಗಳು ಮತ್ತು ಆಡಳಿತದ ಕೊರತೆಗಳು:

ಒಂದು ಪ್ರಮುಖ ವಾದವು ಮಾವೋವಾದಿ ಪೀಡಿತ ಪ್ರದೇಶಗಳಲ್ಲಿನ ಶಾಶ್ವತ ಆಡಳಿತದ ಕೊರತೆಯನ್ನು ಎತ್ತಿ ತೋರಿಸುತ್ತದೆ. ಕಡಿಮೆಯಾದ ಹಿಂಸಾಚಾರ, ಬಗೆಹರಿಯದ ಸಮಸ್ಯೆಗಳು - ಕಳಪೆ ಭೂ ಹಕ್ಕುಗಳು, ಸೇವೆಗಳಿಗೆ ಸೀಮಿತ ಪ್ರವೇಶ, ಭ್ರಷ್ಟಾಚಾರ ಮತ್ತು ನಿರ್ಧಾರ ತೆಗೆದುಕೊಳ್ಳುವಲ್ಲಿ ಸ್ಥಳೀಯ ಭಾಗವಹಿಸುವಿಕೆಯ ಕೊರತೆ - ರಚನಾತ್ಮಕ ಕುಂದುಕೊರತೆಗಳನ್ನು ಉಳಿಸಿಕೊಳ್ಳುವುದನ್ನು ಮುಂದುವರಿಸುತ್ತವೆ. ಈ ಕೊರತೆಗಳನ್ನು ಪರಿಹರಿಸುವುದು ದೀರ್ಘಕಾಲೀನ ಶಾಂತಿ ಮತ್ತು ಸ್ಥಿರತೆಗೆ ಪ್ರಮುಖವಾಗಿದೆ ಎಂದು ಬೆಹೆರಾ ವಾದಿಸುತ್ತಾರೆ.

4. **ಪರಂಪರೆ ಮತ್ತು ನೀತಿಪರ ಪರಿಣಾಮಗಳು:**

ಬೆಹೆರಾ ಅವರ ಮೌಲ್ಯಮಾಪನವು ಮಾವೋವಾದಿ ಸಂಘರ್ಷದ ಮೂರು ಅಂತರ್ಸಂಪರ್ಕಿತ ಪರಂಪರೆಗಳನ್ನು ಒತ್ತಿಹೇಳುತ್ತದೆ:

- ಭದ್ರತಾ ಪರಂಪರೆ: ದಂಗೆ ನಿಗ್ರಹವು ಪೊಲೀಸ್ ವ್ಯವಸ್ಥೆ, ವಿಶೇಷ ಪಡೆಗಳು ಮತ್ತು ಗ್ರಾಮೀಣ ಭದ್ರತಾ ಮೂಲಸೌಕರ್ಯವನ್ನು ಹೇಗೆ ಮರುರೂಪಿಸಿತು.
- ಸಾಮಾಜಿಕ ಆರ್ಥಿಕ ಪರಂಪರೆ: ಬುಡಕಟ್ಟು ಕಲ್ಯಾಣ, ಭೂ ನೀತಿ ಮತ್ತು ಸಮಗ್ರ ಅಭಿವೃದ್ಧಿಗೆ ಹೆಚ್ಚಿನ ಗಮನ.
- ಆಡಳಿತ ಪರಂಪರೆ: ರಾಜ್ಯದ ಕಾನೂನುಬದ್ಧತೆಯು ಸ್ಪಂದಿಸುವ ಆಡಳಿತ, ನಾಗರಿಕ ಹಕ್ಕುಗಳು ಮತ್ತು ಸಾಂಸ್ಥಿಕ ವಿತರಣೆಯ ಮೇಲೆ ಅವಲಂಬಿತವಾಗಿದೆ ಎಂಬ ಮಾನ್ಯತೆ

5. ಮುಂದಿನ ಹಾದಿ:

ಬಂಡಾಯದ ಚಲನಶೀಲ ಹಂತವು ಕ್ಷೀಣಿಸುತ್ತಿದ್ದರೂ, ಅದರ ಮೂಲ ಕಾರಣಗಳು ಇನ್ನೂ ಎದ್ದು ಕಾಣುತ್ತಿವೆ ಎಂದು ಬೆಹೆರಾ ತೀರ್ಮಾನಿಸುತ್ತಾರೆ. ಭದ್ರತಾ ಪರಿಹಾರಗಳ ಕಿರಿದಾದ ಚೌಕಟ್ಟಿನ ಆಚೆಗೆ ನೋಡಿದರೆ ಸುಸ್ಥಿರ ಶಾಂತಿಯು ಸ್ಪಂದಿಸುವ ಆಡಳಿತ, ಆರ್ಥಿಕ ಸೇರ್ಪಡೆ, ಹಕ್ಕುಗಳ ಭರವಸೆ ಮತ್ತು ರಾಜಕೀಯ ಸಂವಾದದ ಮಾಪನಾಂಕ ನಿರ್ಣಯದ ಮಿಶ್ರಣವನ್ನು ಬಯಸುತ್ತದೆ.

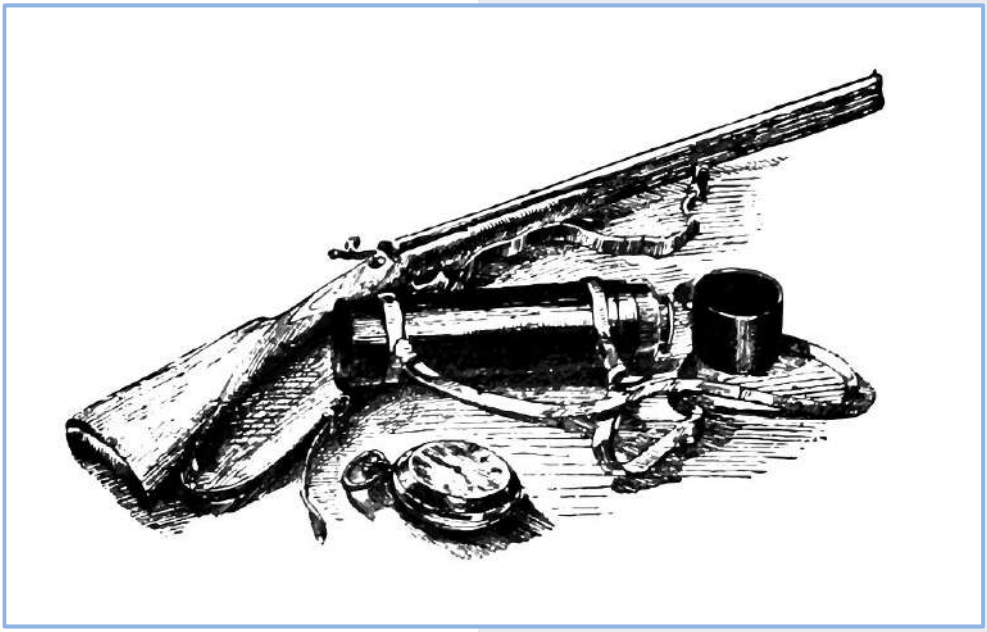
ನೀತಿ ಶಿಫಾರಸುಗಳು:

1. ಬುಡಕಟ್ಟು ಮತ್ತು ಹಿಂದುಳಿದ ಪ್ರದೇಶಗಳಲ್ಲಿ ಸೂಕ್ತವಾದ ಅಭಿವೃದ್ಧಿಗಾಗಿ ಸಹಕಾರಿ ಒಕ್ಕೂಟ ವ್ಯವಸ್ಥೆಯನ್ನು ಬಲಪಡಿಸುವುದು.
2. ಆಡಳಿತ ಸುಧಾರಣೆಗಳಲ್ಲಿ ಸಮುದಾಯದ ಭಾಗವಹಿಸುವಿಕೆಯನ್ನು ಸೇರಿಸುವುದು.
3. ಆದಿವಾಸಿ ಮತ್ತು ಅಂಚಿನಲ್ಲಿರುವ ಸಮುದಾಯಗಳಿಗೆ ಭೂ ಹಿಡುವಳಿ ಮತ್ತು ಸಂಪನ್ಮೂಲ ಹಕ್ಕುಗಳಿಗೆ ಆದ್ಯತೆ ನೀಡುವುದು.
4. ರಾಜ್ಯ ಮತ್ತು ಸ್ಥಳೀಯ ಜನಸಂಖ್ಯೆಯ ನಡುವೆ ವಿಶ್ವಾಸವನ್ನು ಬೆಳೆಸಲು ಅಭಿವೃದ್ಧಿ ಮತ್ತು ಹಕ್ಕುಗಳ ಚೌಕಟ್ಟುಗಳೊಂದಿಗೆ ಭದ್ರತೆಯನ್ನು ಸಂಯೋಜಿಸುವುದು.

ಒಟ್ಟಾರೆ ಮೌಲ್ಯಮಾಪನ:

ಭಾರತದಲ್ಲಿ ಮಾವೋವಾದಿ ಪರಂಪರೆ ಕೇವಲ ಸಶಸ್ತ್ರ ದಂಗೆ ಮತ್ತು ರಾಜ್ಯ ಬಲದ ಪ್ರಶ್ನೆಯಲ್ಲ ಎಂದು ಬೆಹೆರಾ ಅವರ ವರದಿ ಒತ್ತಿಹೇಳುತ್ತದೆ. ಇದು ನ್ಯಾಯ, ಹಕ್ಕುಗಳು ಮತ್ತು ಅಂತರ್ಗತ ಆಡಳಿತದ ಮೇಲೆ ಕೇಂದ್ರೀಕೃತವಾದ ಸಮಗ್ರ ನೀತಿ ಪ್ರತಿಕ್ರಿಯೆಗಳ ಅಗತ್ಯವಿರುವ ಆಳವಾದ ರಚನಾತ್ಮಕ ಕುಂದುಕೊರತೆಗಳು ಮತ್ತು ಆಡಳಿತ ಸವಾಲುಗಳನ್ನು ಪ್ರತಿಬಿಂಬಿಸುತ್ತದೆ.

ಅನುವಾದಿಸಿದ್ದಾರೆ
ಡಾ. ಮೈಥಿಲಿ ಪಿ. ರಾವ್
ಶಿಕ್ಷಣತಜ್ಞೆ ಮತ್ತು ಸ್ವತಂತ್ರ ಅನುವಾದಕಿ
+91 9880145514



Branch Activities

Report on three-day National Seminar on "*GOVERNANCE AND WELFARE MEASURES IN INDIA—Policies, Challenges and the Way Forward*" - 17-18-19 December 2025

Ms. Dipanwita Jena



Prof. Anil Kumar Vaddiraju





The **Karnataka Regional Branch of IIPA** (IIPA-KRB), with the active collaboration of the **Centre for Political Institutions, Governance, and Development** of the **Institute for Social and Economic Change** (ISEC), Bengaluru, organized a three-day **National Seminar** on "**Governance and Welfare Measures in India: Policies, Challenges, and the Way Forward"** on 17-18-19 December 2025 in the premises of ISEC.

The **Inaugural Address** was delivered by **Shri T.M. Vijay Bhaskar, IAS** (Retd.), former Chief Secretary of Karnataka and Chairperson of IIPA-KRB. He critically interrogated the selective and often patronizing use of the term "*freebies*", arguing that corporate incentives such as tax exemptions and subsidized land are rarely subjected to similar scrutiny. He emphasized that the real policy concern lies in targeting, effectiveness, and outcomes rather than moral judgments on welfare transfers. Drawing on economic reasoning, he noted that cash transfers to poorer households are more likely to be spent and stimulate demand, whereas similar transfers to middle-income groups are often saved. Referring to Amartya Sen's capability approach, he argued that welfare schemes should be evaluated in terms of their ability to enhance human capabilities such as education, health, and labour force participation.

The **Keynote Address** on "*Welfare Discourses in India*" was delivered by **Prof. Prakash C. Sarangi**, former Vice-Chancellor of Ravenshaw University, Cuttack. He traced the evolution of welfare policy in India through four overlapping phases—paternalistic, clientelist, basic needs, and responsive welfare—each shaped by distinct political and economic contexts. He argued that contemporary welfare reflects a shift towards rights-based entitlements driven by democratic competition, civil society activism, and decentralization, even as elements of patronage persist.

Prof. Parmod Kumar, Acting Director, ISEC, welcomed the gathering. Introducing the seminar, **Prof. V. Anil Kumar,** Head, CPIGD, ISEC, situated the event within the broader national debate on welfare, fiscal prudence, and political competition. **Dr. D.**

Jeevan Kumar, Secretary, IIPA-KRB, proposed a vote of thanks.

The **Panel Discussion** following the inauguration focused on the theme '**State, Welfare, and Political Economy**'. Chaired by **Shri T. M. Vijay Bhaskar**, the panel brought together **Prof. Narender Kumar** of Jawaharlal Nehru University, **Prof. K. Srinivasulu** of Osmania University, and **Prof. Ashutosh Kumar** of Punjab University.

Prof. Narender Kumar presented a comparative analysis of Dalit-led politics in Uttar Pradesh and Haryana, examining the relationship between political representation and governance outcomes. He argued that while Dalit political mobilization has enhanced symbolic representation and social dignity, it has not always translated into transformative governance outcomes. His analysis highlighted the limitations of identity-based politics in achieving substantive welfare without sustained institutional reform.

Prof. K. Srinivasulu offered a critical political economy perspective on the role of the state as a welfare agency. He argued that the modern state, particularly in the post-liberalization period, prioritizes capital accumulation and market expansion, with welfare functioning largely as a mechanism to manage social conflict. He contended that contemporary welfare provisioning has increasingly taken populist forms driven by electoral considerations, rather than being anchored in long-term, rights-based social policy.

Prof. Ashutosh Kumar situated welfare within India's constitutional and historical framework, highlighting the Directive Principles of State Policy as a foundational articulation of the welfare mandate. Drawing on Granville Austin's conception of the Constitution as an instrument of social revolution, he argued that democratic pressures have consistently compelled the state to address welfare concerns despite structural constraints imposed by capital and elite interests. He also noted the relative success of southern states in welfare provisioning due to sustained investments during the planning era.

The **Technical Sessions** spread over the 3-day seminar dealt with the following themes:

1. **Basic Services and Welfare** (5 presentations chaired by Prof. N. Sivanna);
2. **Welfare and Indian States-I** (4 presentations chaired by Prof. D. Jeevan Kumar);
3. **Welfare and Indian States-II** (3 presentations, chaired by Prof. Anil Kumar);
4. **Gender and Welfare-I** (4 presentations chaired by Dr. Channamma Kambar);
5. **Gender and Welfare-II** (4 presentations chaired by Prof. Lekha Subaiya);
6. **Welfare in Karnataka** (5 presentations chaired by Prof. Devendra Babu);
7. **Marginalized Sections and Welfare** (5 presentations chaired by Dr. K.C. Smitha);
8. **Rural Sector and Welfare** (5 presentations chaired by Prof. Sunil Nautiyal); and
9. **Urban Sector and Welfare** (5 presentations chaired by Prof. Kala Sridhar).

The **Valedictory Address** was delivered by **Prof. Himanshu Prasad Roy** of Jawaharlal Nehru University, New Delhi. While providing a "***Conceptual Matrix of the Developmental State in India,"*** he stated that the reforms of 1991 in India were a continuation of the Welfare State measures initiated in 1947 and that the narrative of '*populism*' and '*freebies*' is a construction of business and media. The critical question is whether the state is able to generate a surplus to meet welfare needs, which Karnataka, Tamil Nadu, Kerala, Maharashtra and Haryana are able to do. He concluded by quoting Dr. Amartya Sen who said that democracy is growth in itself.

Dr. Ashok Dalwai, IAS (Retd.), Chairman of the Board of Governors of ISEC, presided over the Valedictory session and made pertinent observations on the theme of the seminar. **Ms. Dipanwita Jena**, Ph.D. scholar, CPIGD, ISEC, summarized the seminar. **Mr. T.M. Vijay Bhaskar, IAS** (Retd.), Chairperson, IIPA-KRB, gave concluding remarks. **Dr. D. Jeevan Kumar,** Secretary, IIPA-KRB, proposed a vote of thanks.

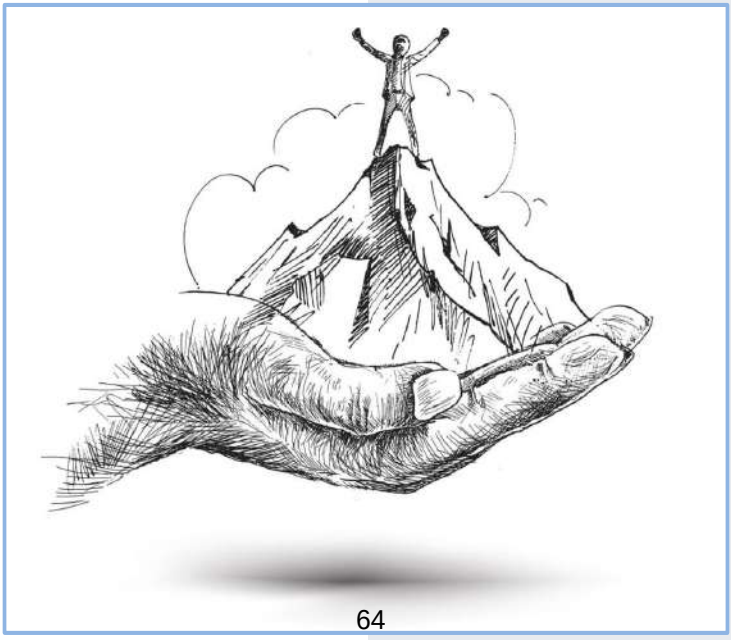
Across all three days, several **cross-cutting themes** emerged with clarity. ***First*, governance capacity** and **institutional coordination** were repeatedly identified as decisive factors shaping welfare outcomes. ***Second*, digitalization** emerged as a double-edged process—offering efficiency and transparency while simultaneously producing new forms of exclusion. ***Third,*** the **political economy of welfare**—particularly the tension between rights-based provision and competitive populism—remained a central concern throughout the seminar.

From a **policy perspective**, the national seminar highlighted the need for mixed-method approaches that combine quantitative evaluation with qualitative and ethnographic insights. **Welfare policies must move beyond scheme-centric metrics towards assessments of capability enhancement, dignity, and long-term sustainability**. The discussions also underscored the importance of decentralized planning, outcome-based evaluation, and stronger institutional accountability mechanisms.

In conclusion, the national seminar made a significant contribution to contemporary debates on welfare governance in India by bringing together diverse theoretical perspectives, empirical methodologies, and regional experiences. It reaffirmed that welfare is not merely a matter of redistribution but a deeply political and institutional process that shapes citizenship, inclusion, and democratic legitimacy. The deliberations collectively underscored the urgency of rethinking welfare frameworks in ways that are inclusive, context-sensitive, and grounded in lived realities.



Photo of participants at the Valedictory Session of the National Seminar



Lead Faculty and Branch Members' Writings in the Media



Dr. V.N. Alok
Professor, IIPA, New Delhi

What can Local Bodies expect from the 16th Finance Commission?
In ***The Hindu*** dt. 19 November 2025

What can local bodies expect...



Dr. A. Ravindra, IAS (Retd.)
Former Chief Secretary of Karnataka

Our Cities deserve Mayors who can truly Lead
In ***Deccan Herald*** dt. 6 December 2025

https://www.deccanherald.com/opinion/our-cities-deserve-mayors-who-can-truly-lead-3821514



Dr. D. Jeevan Kumar
Hon. Professor, Mahatma Gandhi Rural Development & Panchayat Raj University, Gadag, Karnataka

Reconstructing the Global Order - Challenges in the Post-Pandemic World
Book Review in ***Southern Economist*** dt. 15 December 2025

State Outsourcing: A Conscience Check
In ***Deccan Herald*** dt. 6 January 2026
https://www.deccanherald.com/opinion/state-outsourcing-a-conscience-check-3852425



Shri G. Gurucharan, IAS (Retd.)
Director, School of Social Sciences
MS Ramaiah University of Applied Sciences
Bengaluru

When Magical Thinking Shapes Security Strategy
In ***Deccan Herald*** dt. 21 December 2025

https://www.deccanherald.com/opinion/when-magical-thinking-shapes-security-strategy-3838219

India must outgrow, not erase, Macaulay.
In ***Deccan Herald*** dt. 5 December 2025

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Dr. Annapoorna Ravichander
Freelance Consultant

Policy Writing or Political Writing: Does It Matter?
In ***Meghalaya Monitor*** dt. 7 December 2025

https://meghalayamonitor.com/policy-writing-or-political-writing-does-it-matter/

Aim for a future-ready world of work
In *Deccan Herald* dt. 2 December 2025

https://www.deccanherald.com/opinion/aim-for-a-future-ready-world-of-work-3816428

Feedback

Dear Sir,

I glanced through our IIPA Newsletter, which has come out elegantly, both in content and quality, and is relevant to themes or messages of public interest and good governance. I enjoyed the brief write-up by Dr. A. Ravindra on ' Ethics in Politics and Governance'. Also, Dr. Jeevan Kumar's equally good review of the book on Post-Pandemic Challenges in Restructuring the Global Order. Overall, the newsletter is worth reading and reflecting on our current and future aspects of proper governance and pro-people public administration and service to the people, always. My hearty congratulations to the Editorial Board for bringing out such a fine newsletter from our IIPA of Karnataka Regional Branch.

Dr. Chambi Puranik
Former Professor of Political Science
University of Mysore and
Karnataka State Open University
Mysore



Food for Thought

Good Governance Day (25 December)

Significance and Reflections

Good Governance Day is observed annually on **25 December** to commemorate the birth anniversary of **Atal Bihari Vajpayee**, one of India's most respected statesmen and former Prime Minister. The Government of India designated this day to reaffirm its commitment to the principles of **transparent, accountable, responsive, and citizen-centric governance**.

The observance of **Good Governance Day** seeks to highlight that governance is not merely about administrative efficiency but about **ethical leadership, institutional integrity, rule of law, inclusiveness, and public participation**. It underscores the idea that development must be people-centered, equitable, and sustainable, and that public institutions must serve citizens with fairness and dignity.

In the Indian context, the day also resonates with constitutional values—**democracy, social justice, accountability, and welfare orientation**—and with long-standing debates in Public Administration on the state as an ***ideal employer*** and trustee of the public interest.

Selected Quotes on Good Governance

- **Atal Bihari Vajpayee**
  "Good governance is the key to a nation's progress. Transparency, accountability and dedication to public service must guide those in power."
- **Mahatma Gandhi**
  "The best form of government is that which governs the least."
- **Kofi Annan**
  "Good governance is perhaps the single most important factor in eradicating poverty and promoting development."
- **World Bank**
  "Good governance is epitomized by predictable, open and enlightened policymaking; a bureaucracy imbued with professional ethos; and an executive accountable for its actions."
- **Second Administrative Reforms Commission (India)**
  "Good governance is about the processes for making and implementing decisions that are responsive to the needs of the people."
- **Amartya Sen**
  "A country does not have to be deemed fit for democracy; it has to become fit through democracy."

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Editor
Dr. D. Jeevan Kumar



Feedback/Contributions/Ideas/Book Reviews/Report Summaries may kindly be mailed to

iipakrb.bangalore@gmail.com with a copy to Jk4942893@gmail.com

Designed by annaravi.consultant@gmail.com

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

NEWSLETTER

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WHAT'S NEW

—

COVER FEATURE

KARNATAKA'S FOCUS ON INCLUSIVE DEVELOPMENT ROOTED IN CONSTITUTIONAL VALUES

Highlights Of Republic Day Address By His Excellency The Governor Of Karnataka

LEAD STORY

KARNATAKA SHINES AT WORLD ECONOMIC FORUM 2026 AT DAVOS

From the Chief Editor

I am happy to place before readers the **February 2026** issue of our **newsletter,** the **67th issue** since we began this initiative.

Our ***Cover Feature*** is on the **Republic Day Address** delivered by **His Excellency the Governor of Karnataka, Shri Thaawarchand Gehlot** where he stressed the *importance of the* ***Constitution*** in sustaining India's democratic ethos.

Our ***Lead Story*** is on Karnataka's takeaways from participation at the **World Economic Forum's Annual Meeting** at **Davos** in **January 2026.**

Our ***Lead Focus*** is on the **10th and final Report** of **the Karnataka Administrative Reforms Commission-II.** This report includes more than 350 new recommendations focused on administrative restructuring, governance efficiency, and better public service delivery.

In our section on ***Communication Pulse***, titled ***"Where Policy Meets People,"*** **Dr. Annapoorna Ravichander refers to Gram Panchayats as a *Policy Hub*.**

In our ***Opinion*** column, we carry the essence of **Shri K.N. Hari Kuma**r's 3-part article that appeared in ***Deccan Herald*** last month.

In our column on ***Branch Activities*****,** we report on the 2-day **National Seminar** jointly organized by the Dept. of Public Administration, Central University of Karnataka, the Karnataka State Archives and our Branch at Kalaburagi on 29-30 January 2026 on the theme, ***'Political and Administrative History of Medieval Deccan".***

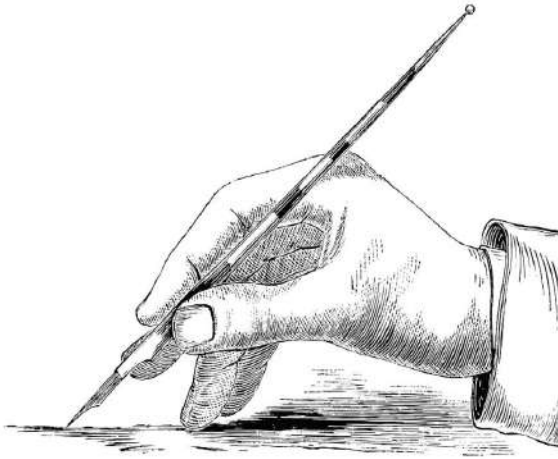
In our column on ***Branch Members' Writings in the Media***, we provide links to thought-provoking articles published by **Dr. A. Ravindra, Shri G. Gurucharan, Smt. Uma Mahadevan, Dr. Annapoorna Ravichander,** and **Dr. D. Jeevan Kumar** in the media.

We are delighted to inform members that our EC Member, **Prof. Priyanca Mathur** and her colleague, **Dr. Rubina Pradhan,** of the Centre for Research in Social Sciences and Education at **Jain DTB University**, have brought out an edited book titled ***Post-Pandemic World Order***. It has been reviewed by Dr. D. Jeevan Kumar.

Shri T.M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary, Government of Karnataka
Former Chairman, Karnataka Administrative Reforms Commission-2
Chairperson, Karnataka Regional Branch Indian Institute of Public Administration



We end the issue with ***Food for Thought:*** **Some Republic Day Reflections**, **courtesy of *The Hindu*, 2 January 1950 (Curated Edition).**



Cover Feature

KARNATAKA'S FOCUS ON INCLUSIVE DEVELOPMENT ROOTED IN CONSTITUTIONAL IDEALS

Highlights of Republic Day Address by His Excellency the Governor of Karnataka, Shri Thaawarchand Gehlot on 26th January 2026





Marking the **77th Republic Day, His Excellency the Governor of Karnataka, Shri Thaawarchand Gehlot,** lauded **Karnataka's emergence as a pioneer in "social democracy,"** emphasizing that the state's welfare-driven governance is effectively bridging the gap between political equality and economic empowerment.

Highlighting Karnataka's governance priorities, the governor said the state is focused on **social justice, economic empowerment, and inclusive development** by treating liberty, equality, and fraternity as guiding principles. He pointed to **major welfare initiatives**, including large-scale public spending on the government's guarantee schemes, which he said has improved purchasing power, empowered women, and strengthened last-mile delivery by directly transferring benefits to beneficiaries' bank accounts.

Core Themes & Messages

1. Celebration of Constitutional Values

- The Governor stressed the importance of the *Constitution* in sustaining India's democratic ethos.
- He highlighted that January 26 marks India's decisive break from monarchy and colonial rule, ushering in democracy.
- He underscored *liberty, equality, and fraternity* as foundational pillars that must be protected together.

2. Responsible Democratic Participation

- Citizens were urged to *vote responsibly* and choose representatives who truly uphold constitutional principles.
- He echoed Mahatma Gandhi's call for an *informed and engaged citizenry* as essential for the health of democracy.

3. Strengthening Social, Economic & Political Democracy

- Beyond political democracy, he emphasized the need for *social and economic democracy*—ensuring justice and equity across society.
- The Governor praised Karnataka's initiatives in areas like *welfare schemes, women's safety, education, healthcare, and farmer support* as part of broadening democratic empowerment.

4. Inclusive Growth & Development Achievements

- He highlighted the state's focus on *inclusive development* rooted in constitutional ideals.
- Welfare measures that have *enhanced purchasing power, empowered women, and improved last-mile delivery* through direct benefit transfer were acknowledged.

5. Unity, Federalism & National Progress

- The strength of the Republic is said to lie in *unity in diversity*, respect for federal principles, and collective commitment to constitutional values.
- He underscored the need to balance *unity with respect for regional diversity* and *cooperative federalism.*

Lead Story



KARNATAKA SHINES AT DAVOS 2026

A Global Investment Magnet Steps into Its Next Growth Phase

Karnataka delivered one of its strongest international performances in recent years at the **World Economic Forum (WEF) Annual Meeting in Davos, Switzerland (19–23 January 2026)**. Backed by a forward-looking development vision and a clear focus on execution, the state secured major global investment interest, showcased its technology and innovation leadership, and positioned **Bengaluru as the "*City of the Future*."**

₹13,070 Crore in Fresh Global Investment Commitments

The Karnataka delegation—led by **Industries Minister M.B. Patil**—brought back **investment commitments worth approximately ₹13,070 crore**.
These span priority sectors such as: **Renewable and green energy**, **Data centres and digital infrastructure**, **Advanced manufacturing and aerospace**, **Food processing and agri-innovation**, **Logistics and cargo operations**

High-Impact Global Engagement

Across **50+ bilateral meetings**—one of the highest engagements by any Indian state at Davos—Karnataka held discussions with world-leading corporations, signalling strong investor confidence.

Key Highlights

• Nokia to expand in Karnataka
Plans to strengthen its presence through **Global Capability Centres (GCCs)** and R&D units.

• Menzies Aviation to invest USD 25 million
The investment aims to scale up **cargo operations in Bengaluru**, reinforcing the city's role as a regional logistics hub.

• Global consumer, manufacturing and tech majors in talks
Coca-Cola, AB InBev, UPL, and Tata Group held strategic discussions with Karnataka's delegation, signalling interest in expanding footprints in the state's high-growth sectors.

- Several global groups expressed interest in **large-scale clean-energy projects**, boosting Karnataka's green transition trajectory.

Bengaluru Positioned as the "*City of the Future*"

Deputy Chief Minister **D.K. Shivakumar** used the Davos platform to pitch Bengaluru as a **future-ready innovation capital**, highlighting a large, skilled talent pool; a thriving technology and start-up ecosystem; Investments in mobility, suburban rail and urban reforms; The city's culture of innovation and inclusivity
This positioning attracted strong interest from global firms looking for stable, high-quality ecosystems for GCCs, tech labs, and digital operations.

From Vision to Execution: Karnataka's Message at Davos

Karnataka's core message was unmistakable: **the state is not only open to investment; it is prepared to execute it quickly and predictably.**

Key Strengths showcased:

- Policy clarity and stable governance
- A deep talent pipeline across tech, engineering and R&D
- Strong sectoral ecosystems: AI & data sciences, renewable energy, biopharma, aerospace
- Reputation as India's most innovation-driven state

The delegation emphasized implementation rather than signing short-term MoUs, projecting a confidence-driven narrative aligned with global investor expectations.

What This Means for Karnataka

Karnataka's strong showing at Davos 2026 is not merely a set of investment announcements—it reflects **a maturing global engagement strategy**. With green energy, high technology, and digital infrastructure emerging as the dominant themes, the state is consolidating its place as a **key global partner in India's growth story**.

If these commitments translate effectively on the ground—as the government intends—they will:

- Create high-quality jobs
- Strengthen industrial and digital ecosystems
- Promote balanced regional development
- Accelerate Karnataka's transition to a sustainable, knowledge-driven economy

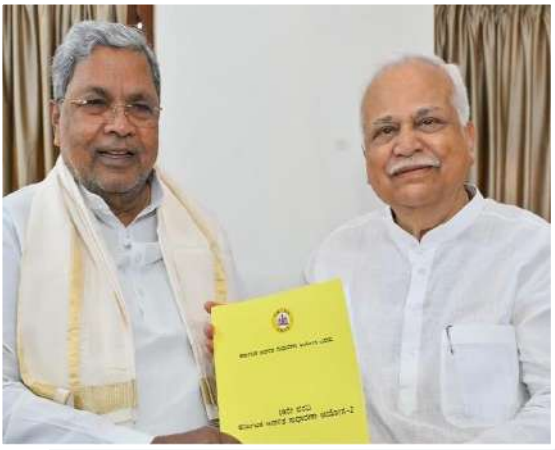
Davos 2026 thus marks an important step in positioning Karnataka at the global economic frontier, in both narrative and investment outcomes.



Lead Focus

10th Report of KARNATAKA ADMINISTRATIVE REFORMS COMMISSION-II

The 10th and Final Report of KARC-II was submitted by its Chairman, Shri R.V. Deshpande to the Hon'ble Chief Minister of Karnataka, Shri Siddaramaiah in December



Overview of the 10th Report

- The 10th Report includes **about 354 new recommendations** focused on administrative restructuring, governance efficiency, and better public service delivery.
- KARC-2 has, across all 10 reports, made **6,000+ recommendations** for 42 state departments.
- With this report, the Commission's **mandate has formally concluded**; it also outlines an ***exit plan*** to ensure reform continuity.

Major Themes & Recommendations

1. Rationalization of Schemes and Budget Heads

- Identify and **close or merge inefficient/low-funded state schemes and budget heads**:
    - Nearly **1,000 inactive or minimally funded accounts** (with zero or negligible allocations) are recommended for closure or merger.
    - Budget heads/schemes with allocations **under ₹1 crore** reviewed for termination or consolidation to reduce administrative overhead and improve impact.
    - Suggests **scientific and periodic review of schemes**, particularly those overlapping with Central government initiatives, to avoid duplication and waste.
    - Introduce a **"*One In, One Out*" policy**: new schemes should be introduced only after retiring an existing one.

2. Service Delivery & Human Resource Reforms

- **Redeployment of staff** based on workload assessment and evolving service needs, ensuring units with greater work intensity have adequate officers.
- **Abolish or convert redundant posts**; for example, convert unused clerical posts (Group C/D) into multi-tasking technical or executive roles where needed.
- **Stop outsourcing Group-C and Group-D cadre posts**, aligning with Supreme Court directives and strengthening in-house capacity.
- **Prioritize filling of long-vacant frontline posts** and ensure that approved positions are filled based on scientific deployment norms reflecting geography, demand, population, and administrative intensity.

3. Strengthening Reform Implementation and Monitoring

- Establish a dedicated **Reform Monitoring Unit (RMU)** within the Department of Personnel and Administrative Reforms (DPAR) to sustain continuity after KARC-2's tenure.
- **Online tracking platforms** for transparent monitoring of recommendation implementation across departments.
- Institutionalize **quarterly departmental reviews** (led by the Chief Secretary) and **annual high-level reviews** (led by the Chief Minister) to ensure accountability and progress.

4. Other Structural & Procedural Reform Suggestions

- Reform of cadre and recruitment rules aligned with *workload and technical needs*, reducing over-expansion of certain groups while strengthening essential services.
- Promote evidence-based and outcome-oriented budgeting by rationalizing budget heads and eliminating redundant expenditure streams.
- Encourage periodic evaluation of ongoing projects for efficacy and impact rather than merely procedural compliance.

Continuity & Exit Strategy

- With KARC-2's exit, the report emphasizes:
  - **Reform sustainability mechanisms** within existing administrative structures.
  - **Empowerment of relevant departments** to continue implementing and reviewing past and new reform recommendations.

Why These Matter

These recommendations are aimed at:

- **Improving administrative efficiency** by pruning ineffective schemes and posts.
- **Strengthening human resource utilization** in the public sector.
- **Enhancing accountability, transparency, and citizen-centric governance** through structured monitoring and rationalization.

Link to 10th Report of KARC-II (English):
https://dparar.karnataka.gov.in/uploads/10th_report_eng_website_1767679045.pdf

Link to 10th Report of KARC-II (Kannada):
https://dparar.karnataka.gov.in/uploads/10th_report_kan_website_1767679067.pdf

<u>ಗಮನಾರ್ಹ ವಿಷಯ</u>

ಕರ್ನಾಟಕ ಆಡಳಿತ ಸುಧಾರಣೆ ಆಯೋಗ-II ರ 10ನೇ ವರದಿ

KARC-II ನ 10ನೇ ಮತ್ತು ಅಂತಿಮ ವರದಿಯನ್ನು ಅದರ ಅಧ್ಯಕ್ಷರಾದ ಶ್ರೀ ಆರ್.ವಿ. ದೇಶಪಾಂಡೆಯವರು ಕರ್ನಾಟಕದ ಮಾನ್ಯ ಮುಖ್ಯಮಂತ್ರಿಗಳಾದ ಶ್ರೀ ಸಿದ್ದರಾಮಯ್ಯನವರಿಗೆ ಡಿಸೆಂಬರ್ 2025 ರಲ್ಲಿ ಸಲ್ಲಿಸಿದರು

10 ನೇ ವರದಿಯ ಅವಲೋಕನ

• 10 ನೇ ವರದಿಯು ಆಡಳಿತ ಪುನರ್ರಚನೆ, ಆಡಳಿತ ದಕ್ಷತೆ ಮತ್ತು ಉತ್ತಮ ಸಾರ್ವಜನಿಕ ಸೇವಾ ವಿತರಣೆಯ ಮೇಲೆ ಕೇಂದ್ರೀಕರಿಸಿದ ಸುಮಾರು **354 ಹೊಸ ಶಿಫಾರಸುಗಳನ್ನು** ಒಳಗೊಂಡಿದೆ.

• KARC-2, ಎಲ್ಲಾ 10 ವರದಿಗಳಲ್ಲಿ, 42 ರಾಜ್ಯ ಇಲಾಖೆಗಳಿಗೆ **6,000 ಕ್ಕೂ ಹೆಚ್ಚು ಶಿಫಾರಸುಗಳನ್ನು** ಮಾಡಿದೆ.

• ಈ ವರದಿಯೊಂದಿಗೆ, ಆಯೋಗದ **ಆದೇಶವು ಔಪಚಾರಿಕವಾಗಿ ಮುಕ್ತಾಯಗೊಂಡಿದೆ**; ಇದು ಸುಧಾರಣೆಯ ನಿರಂತರತೆಯನ್ನು ಖಚಿತಪಡಿಸಿಕೊಳ್ಳಲು **ನಿರ್ಗಮನ ಯೋಜನೆಯನ್ನು** ಸಹ ವಿವರಿಸುತ್ತದೆ.

ಪ್ರಮುಖ ವಿಷಯಗಳು ಮತ್ತು ಶಿಫಾರಸುಗಳು

1. **ಯೋಜನೆಗಳು ಮತ್ತು ಬಜೆಟ್ ಶೀರ್ಷಿಕೆಗಳ ತರ್ಕಬದ್ಧಗೊಳಿಸುವಿಕೆ**

• **ಅಸಮರ್ಥ/ಕಡಿಮೆ-ಹಣಕಾಸಿನ ರಾಜ್ಯ ಯೋಜನೆಗಳು ಮತ್ತು ಬಜೆಟ್ ಶೀರ್ಷಿಕೆಗಳನ್ನು ಗುರುತಿಸಿ ಮತ್ತು ಮುಚ್ಚಿ ಅಥವಾ ವಿಲೀನಗೊಳಿಸಿ:**

ಂ ಸುಮಾರು **1,000 ನಿಷ್ಕ್ರಿಯ ಅಥವಾ ಕನಿಷ್ಠ-ಹಣಕಾಸಿನ ಖಾತೆಗಳನ್ನು** (ಶೂನ್ಯ ಅಥವಾ ಅತ್ಯಲ್ಪ ಹಂಚಿಕೆಗಳೊಂದಿಗೆ) ಮುಚ್ಚಲು ಅಥವಾ ವಿಲೀನಗೊಳಿಸಲು ಶಿಫಾರಸು ಮಾಡಲಾಗಿದೆ.

ಂ ಆಡಳಿತಾತ್ಮಕ ಓವರ್ಹೆಡ್ ಅನ್ನು ಕಡಿಮೆ ಮಾಡಲು ಮತ್ತು ಪರಿಣಾಮವನ್ನು ಸುಧಾರಿಸಲು ಪರಿಶೀಲಿಸಲಾದ **₹1 ಕೋಟಿಗಿಂತ ಕಡಿಮೆ** ಹಂಚಿಕೆಗಳನ್ನು ಹೊಂದಿರುವ ಬಜೆಟ್ ಶೀರ್ಷಿಕೆಗಳನ್ನು/ಯೋಜನೆಗಳನ್ನು ಮುಚ್ಚುವುದು ಅಥವಾ ಕ್ರೋಢೀಕರಣ ಮಾಡುವುದು

ಂ ನಕಲು ಮತ್ತು ವ್ಯರ್ಥವನ್ನು ತಪ್ಪಿಸಲು ಯೋಜನೆಗಳ, ವಿಶೇಷವಾಗಿ ಕೇಂದ್ರ ಸರ್ಕಾರದ ಉಪಕ್ರಮಗಳೊಂದಿಗೆ ಅತಿಕ್ರಮಿಸುವ ಯೋಜನೆಗಳ, **ವೈಜ್ಞಾನಿಕ ಮತ್ತು ಆವರ್ತಕ ಪರಿಶೀಲನೆಯನ್ನು** ಸೂಚಿಸಲಾಗಿದೆ.

ಂ **"ಒನ್ ಇನ್, ಒನ್ ಔಟ್" ನೀತಿಯನ್ನು** ಪರಿಚಯಿಸಿ: ಅಸ್ತಿತ್ವದಲ್ಲಿರುವ ಒಂದನ್ನು ನಿವೃತ್ತಿಗೊಳಿಸಿದ ನಂತರವೇ ಹೊಸ ಯೋಜನೆಗಳನ್ನು ಪರಿಚಯಿಸಬೇಕು.

2. ಸೇವಾ ವಿತರಣೆ ಮತ್ತು ಮಾನವ ಸಂಪನ್ಮೂಲ ಸುಧಾರಣೆಗಳು

• ಕೆಲಸದ ಹೊರೆ ಮೌಲ್ಯಮಾಪನ ಮತ್ತು ವಿಕಸನಗೊಳ್ಳುತ್ತಿರುವ ಸೇವಾ ಅಗತ್ಯಗಳ ಆಧಾರದ ಮೇಲೆ **ಸಿಬ್ಬಂದಿಯ ಮರು ನಿಯೋಜನೆ**, ಹೆಚ್ಚಿನ ಕೆಲಸದ ತೀವ್ರತೆಯನ್ನು ಹೊಂದಿರುವ ಘಟಕಗಳು ಸಾಕಷ್ಟು ಅಧಿಕಾರಿಗಳನ್ನು ಹೊಂದಿವೆ ಎಂದು ಖಚಿತಪಡಿಸಿಕೊಳ್ಳುವುದು.

• **ಅನಗತ್ಯ ಹುದ್ದೆಗಳನ್ನು ರದ್ದುಗೊಳಿಸಿ ಅಥವಾ ಪರಿವರ್ತಿಸಿ**; ಉದಾಹರಣೆಗೆ, ಬಳಕೆಯಾಗದ ಕ್ಲೆರಿಕಲ್ ಹುದ್ದೆಗಳನ್ನು (ಗುಂಪು C/D) ಅಗತ್ಯವಿರುವಲ್ಲಿ ಬಹು-ಕಾರ್ಯ ತಾಂತ್ರಿಕ ಅಥವಾ ಕಾರ್ಯನಿರ್ವಾಹಕ ಪಾತ್ರಗಳಾಗಿ ಪರಿವರ್ತಿಸಿ.

• ಸುಪ್ರೀಂ ಕೋರ್ಟ್ ನಿರ್ದೇಶನಗಳೊಂದಿಗೆ ಹೊಂದಾಣಿಕೆ ಮಾಡುವ ಮತ್ತು ಆಂತರಿಕ ಸಾಮರ್ಥ್ಯವನ್ನು ಬಲಪಡಿಸುವ ಮೂಲಕ **ಗ್ರೂಪ್-ಸಿ ಮತ್ತು ಗ್ರೂಪ್-ಡಿ ಕೇಡರ್ ಹುದ್ದೆಗಳನ್ನು ಹೊರಗುತ್ತಿಗೆ ನೀಡುವುದನ್ನು ನಿಲ್ಲಿಸಿ**.

• **ದೀರ್ಘಕಾಲದಿಂದ ಖಾಲಿ ಇರುವ ಮುಂಚೂಣಿಯ ಹುದ್ದೆಗಳ ಭರ್ತಿಗೆ ಆದ್ಯತೆ** ನೀಡಿ ಮತ್ತು ಭೌಗೋಳಿಕತೆ, ಬೇಡಿಕೆ, ಜನಸಂಖ್ಯೆ ಮತ್ತು ಆಡಳಿತಾತ್ಮಕ ತೀವ್ರತೆಯನ್ನು ಪ್ರತಿಬಿಂಬಿಸುವ ವೈಜ್ಞಾನಿಕ ನಿಯೋಜನೆ ಮಾನದಂಡಗಳ ಆಧಾರದ ಮೇಲೆ ಅನುಮೋದಿತ ಹುದ್ದೆಗಳನ್ನು ಭರ್ತಿ ಮಾಡಲಾಗಿದೆಯೆ ಎಂದು ಖಚಿತಪಡಿಸಿಕೊಳ್ಳಿ.

3. ಸುಧಾರಣಾ ಅನುಷ್ಠಾನ ಮತ್ತು ಮೇಲ್ವಿಚಾರಣೆಯನ್ನು ಬಲಪಡಿಸುವುದು

- KARC-2 ರ ಅಧಿಕಾರಾವಧಿಯ ನಂತರ ನಿರಂತರತೆಯನ್ನು ಉಳಿಸಿಕೊಳ್ಳಲು ಸಿಬ್ಬಂದಿ ಮತ್ತು ಆಡಳಿತ ಸುಧಾರಣಾ ಇಲಾಖೆಯಲ್ಲಿ (DPAR) ಮೀಸಲಾದ **ಸುಧಾರಣಾ ಮೇಲ್ವಿಚಾರಣಾ ಘಟಕವನ್ನು** (RMU) ಸ್ಥಾಪಿಸಿ.
- ಇಲಾಖೆಗಳಾದ್ಯಂತ ಶಿಫಾರಸು ಅನುಷ್ಠಾನದ ಪಾರದರ್ಶಕ ಮೇಲ್ವಿಚಾರಣೆಗಾಗಿ **ಆನ್‌ಲೈನ್ ಟ್ರ್ಯಾಕಿಂಗ್ ವೇದಿಕೆಗಳು.**
- ಹೊಣೆಗಾರಿಕೆ ಮತ್ತು ಪ್ರಗತಿಯನ್ನು ಖಚಿತಪಡಿಸಿಕೊಳ್ಳಲು **ತ್ರೈಮಾಸಿಕ ಇಲಾಖಾ ವಿಮರ್ಶೆಗಳು** (ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿಯ ನೇತೃತ್ವದಲ್ಲಿ) ಮತ್ತು **ವಾರ್ಷಿಕ ಉನ್ನತ ಮಟ್ಟದ ವಿಮರ್ಶೆಗಳನ್ನು** (ಮುಖ್ಯ ಮಂತ್ರಿಯ ನೇತೃತ್ವದಲ್ಲಿ) ಸಾಂಸ್ಥಿಕಗೊಳಿಸಿ.

4. ಇತರ ರಚನಾತ್ಮಕ ಮತ್ತು ಕಾರ್ಯವಿಧಾನದ ಸುಧಾರಣಾ ಸಲಹೆಗಳು

- ಕೆಲಸದ ಹೊರೆ ಮತ್ತು ತಾಂತ್ರಿಕ ಅಗತ್ಯಗಳಿಗೆ ಅನುಗುಣವಾಗಿ ಕೇಡರ್ ಮತ್ತು ನೇಮಕಾತಿ ನಿಯಮಗಳ ಸುಧಾರಣೆ, ಅಗತ್ಯ ಸೇವೆಗಳನ್ನು ಬಲಪಡಿಸುವಾಗ ಕೆಲವು ಗುಂಪುಗಳ ಅತಿಯಾದ ವಿಸ್ತರಣೆಯನ್ನು ಕಡಿಮೆ ಮಾಡುತ್ತದೆ.
- ಬಜೆಟ್ ಶೀರ್ಷಿಕೆಗಳನ್ನು ತರ್ಕಬದ್ಧಗೊಳಿಸುವ ಮೂಲಕ ಮತ್ತು ಅನಗತ್ಯ ವೆಚ್ಚದ ಹರಿವುಗಳನ್ನು ತೆಗೆದುಹಾಕುವ ಮೂಲಕ ಪುರಾವೆ ಆಧಾರಿತ ಮತ್ತು ಫಲಿತಾಂಶ-ಆಧಾರಿತ ಬಜೆಟ್ ಅನ್ನು ಉತ್ತೇಜಿಸಿ.
- ಕೇವಲ ಕಾರ್ಯವಿಧಾನದ ಅನುಸರಣೆಗಿಂತ ಹೆಚ್ಚಾಗಿ ಪರಿಣಾಮಕಾರಿತ್ವ ಮತ್ತು ಪರಿಣಾಮಕ್ಕಾಗಿ ನಡೆಯುತ್ತಿರುವ ಯೋಜನೆಗಳ ಆವರ್ತಕ ಮೌಲ್ಯಮಾಪನವನ್ನು ಪ್ರೋತ್ಸಾಹಿಸಿ.

ನಿರಂತರತೆ ಮತ್ತು ನಿರ್ಗಮನ ತಂತ್ರ

KARC-2ರ ನಿರ್ಗಮನದೊಂದಿಗೆ, ವರದಿಯು ಒತ್ತಿಹೇಳುವ ಅಂಶಗಳು:

- ಅಸ್ತಿತ್ವದಲ್ಲಿರುವ ಆಡಳಿತ ರಚನೆಗಳಲ್ಲಿ **ಸುಧಾರಣಾ ಸುಸ್ಥಿರತೆಯ ಕಾರ್ಯವಿಧಾನಗಳನ್ನು** ಸುಧಾರಿಸುವುದು.
- ಹಿಂದಿನ ಮತ್ತು ಹೊಸ ಸುಧಾರಣಾ ಶಿಫಾರಸುಗಳನ್ನು ಕಾರ್ಯಗತಗೊಳಿಸುವುದನ್ನು ಮತ್ತು ಪರಿಶೀಲಿಸುವುದನ್ನು ಮುಂದುವರಿಸಲು ಸಂಬಂಧಿತ **ಇಲಾಖೆಗಳ ಸಬಲೀಕರಣ**.

ಇವು ಏಕೆ ಮುಖ್ಯ

ಈ ಶಿಫಾರಸುಗಳ ಉದ್ದೇಶ :

• ನಿಷ್ಪರಿಣಾಮಕಾರಿ ಯೋಜನೆಗಳು ಮತ್ತು ಹುದ್ದೆಗಳನ್ನು ಕಡಿತಗೊಳಿಸುವ ಮೂಲಕ **ಆಡಳಿತಾತ್ಮಕ ದಕ್ಷತೆಯನ್ನು ಸುಧಾರಿಸುವುದು.**

• ಸಾರ್ವಜನಿಕ ವಲಯದಲ್ಲಿ **ಮಾನವ ಸಂಪನ್ಮೂಲ ಬಳಕೆಯನ್ನು ಬಲಪಡಿಸುವುದು**.

• ರಚನಾತ್ಮಕ ಮೇಲ್ವಿಚಾರಣೆ ಮತ್ತು ತರ್ಕಬದ್ಧಗೊಳಿಸುವಿಕೆಯ ಮೂಲಕ **ಹೊಣೆಗಾರಿಕೆ, ಪಾರದರ್ಶಕತೆ ಮತ್ತು ನಾಗರಿಕ-ಕೇಂದ್ರಿತ ಆಡಳಿತವನ್ನು ಹೆಚ್ಚಿಸುವುದು.**

ಅನುವಾದಿಸಿದ್ದಾರೆ
ಡಾ. ಮೈಥಿಲಿ ಪಿ. ರಾವ್
ಶಿಕ್ಷಣತಜ್ಞೆ ಮತ್ತು ಸ್ವತಂತ್ರ ಅನುವಾದಕಿ
+91 9880145514

Communication Pulse

WHERE POLICY MEETS PEOPLE
Gram Panchayats: The Policy Hub

Dr. Annapoora Ravichander

Freelance Consultant



Introduction

As a grassroots-level institution of local governance in India, **Gram Panchayats (GPs)** are in a position and placed uniquely to act as a nucleus for implementing policies. In the current scenario they are implementers and act as a main link between rural citizens and the state government and have successfully helped in supporting some important government schemes.

Context

The Government of Karnataka (GoK) ensures that it endorses Article 243G which states that all States need to allow and empower Panchayats to plan, implement, and monitor development programmes. In this endeavour, the Karnataka Panchayat Raj Act of 1993 was introduced, which mandated decentralized planning guidelines and the mapping of effective frameworks.

To ensure this, all the GPs play a prominent role across the State to ensure that all programmes and policies are implemented effectively. Focus is on niche areas like sanitation, drinking water, nutrition, primary education, and livelihoods, to name a few.

By positioning GPs as the nucleus of policy implementation, it has helped in ensuring last-mile delivery apart from ensuring timely monitoring of outcomes. Introducing the Gram Panchayat Development Plans (DPDPs) has further strengthened the approach through the participatory planning process and understanding the needs of the communities.

The GoK has left no stone unturned and continues to focus on introducing capacity building programmes, developing digital infrastructure, predicting financial transfers, and providing technical support to GPs. This in turn has encouraged the GPs to be transparent, accountable, and responsive and have a data-driven approach.

GP focus on some niche areas include:

- Women Empowerment and Social Justice by enabling women's Self-Help Groups (SHGs) by ensuring effective implementation of social welfare policies.
- Livelihood and Employment by promoting rural enterprises through MNREGA.
- Health and Sanitation by driving immunization by implementing health policies and improving sanitation under the Swachh Bharat Mission.
- Education through the Sarva Shiksha Abhiyan monitors school infrastructure and attendance.

The GPs have been instrumental in ensuring that:

- Policies are context-sensitive and help in answering the queries of communities.
- Interact with communities directly to understand their needs and challenges to be addressed.
- Encourage community participation by organizing Gram Sabhas.
- Align local challenges through participatory discussions.
- Manage resources (funds, manpower, and materials) effectively to implement policies at a community level.

Challenges and Solutions

Like any other government, the GoK has also had the following experiences with reference to challenges and finding ideal solutions. They include:

Challenges	Solutions
Insufficient effective training programmes for Panchayat members.	Design and deliver appropriate and motivating training programmes.
Lack of financial resources and delays in fund transfers.	Ensure that a robust system is in place to disburse funds on a regular basis.
Lack of decentralizing of power from above.	Empower legal and institutional frameworks to help Panchayats.

Best Practices of GPs in Karnataka

GPs in Karnataka have adopted several good practices to improve rural governance, service delivery, and citizen participation. These practices help make local government more transparent, efficient, and inclusive. The key ones include:

- **Digital Governance and Transparency:** Displaying expenditure details on notice boards using e-Panchayat.

Outcome: Increase in public trust and reduction of corruption

- **Monitoring Social Audits** by encouraging youth and women to participate and check that schemes are implemented effectively.

Outcome: Strengthening accountability and transparency

- **Encouraging leadership of women** by encouraging them to be presidents and members.

Outcome: Women knowing the reality focus on important issues like health, water education, and sanitation, to name a few.

- **Participatory Planning** (Gram Sabha) by involving villagers in decision making activities.

Outcome: This has helped in developing the Gram Panchayat Development Plan.

- **Introducing various channels** like WhatsApp groups, public meetings, complaint registers to ensure grievance redress systems are in place.

Outcome: Solving local problems like water, damaged roads and streetlights, to name a few.

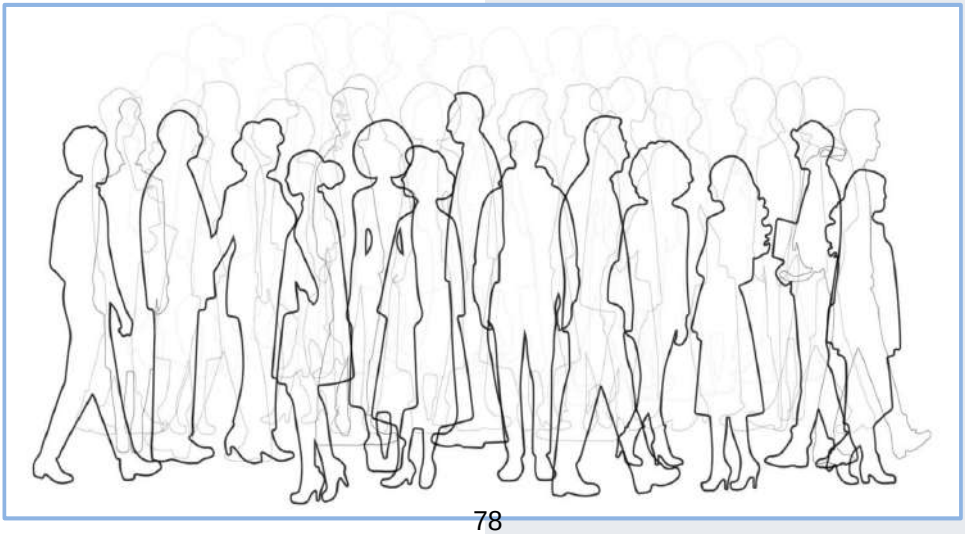
- **Working with local nonprofit organizations** (NGOs) to conduct training programmes.

Outcome: Increase in digital literacy and becoming aware of government programmes

Conclusion

The GoK has shown that consolidating and strengthening GPs as strong institutions encourages communities and citizens to participate actively in decision-making roles.

This has helped in improving rural development and strengthening democracy and last-mile deliveries at grassroots levels.



Opinion

Civil Service as an Active *Anchor* holding India's Democratic and Constitutional Commitments Together

K.N. Hari Kumar/*Deccan Herald*/ 19-20-21 January 2026

Across the three essays, **K. N. Hari Kumar emphasizes:**

✅ The **civil service and other bureaucratic institutions** are central to India's democratic stability—not peripheral.
✅ **Unelected constitutional institutions** act as guardians of the constitutional order, stepping in when elected politics fails.
✅ India's **democracy endures not purely because of electoral politics but because of institutional resilience**—particularly the **civil service,** judiciary, and constitutional continuity built into the system.

1. **Why India Remains a Stable Democracy**

- Despite strains on democratic norms and growing political divisions, ***India's constitutional framework and institutions***—particularly unelected ones — provide resilience and continuity.
- India's **constitutional order** has been maintained even amid turbulent politics, upheavals, and governance failures.
- The ***stability* of India's democracy** isn't accidental but rooted in the mechanisms and practices embedded in its institutions — including the civil service, judiciary, and other constitutional bodies — that uphold processes even when politics gets fractious.

https://www.deccanherald.com/opinion/why-india-remains-a-stable-democracy-3866827

2. **Beyond Ideological Wings, Bureaucrats anchor India's Democratic Consensus**

- The Indian **bureaucracy plays a central role** in maintaining democratic consensus and governance continuity beyond shifts in political ideology.
- Bureaucrats and the civil service act as an *underlying stabilising force* amid ideological shifts by political parties.
- When political agendas — even those with strong ideological drives — shift or adapt (for instance, across electoral cycles or party changes), bureaucrats often preserve administrative continuity and policy implementation.
- This role "anchors" democratic functioning beyond the rise and fall of specific political priorities or factions.

https://www.deccanherald.com/opinion/beyond-ideological-swings-bureaucrats-anchor-india-s-democratic-consensus-3867706

3. **Amid Political Failure, Unelected Institutions hold the line for India's Constitutional Order**

- **Unelected institutions**—especially the judiciary and **civil service**—serve as bulwarks on occasions when political leadership falters or loses public trust.
- When electoral politics and elected leaders have failed to govern effectively or have been perceived as corrupt or criminal, institutions such as **courts and civil servants step in to *sustain constitutional governance*.**
- **This role is portrayed as *not just technical but* as a positive, legitimizing factor that helps protect democratic norms and rule of law** even when the political class is in crisis.

https://www.deccanherald.com/opinion/amid-political-failure-unelected-institutions-hold-the-line-for-india-s-constitutional-order-3869057

Branch Activities

Report of 2-Day National Seminar on Political and Administrative History of Medieval Deccan



Shri T.M. Vijay Bhaskar, IAS (Retd.), former Chief Secretary of Karnataka and Chairperson of the Karnataka Regional Branch of IIPA is seen lighting the lamp at the inauguration of the National Seminar. To his right is Prof. Battu Satyanarayana, Vice-Chancellor, CUK. To his left is Dr. G. Veershetty, of the Karnataka State Archives.

The **Dept. of Public Administration of the Central University of Karnataka (CUK),** in collaboration with the **Karnataka Regional Branch of the IIPA** and the **Karnataka State Archives** of the Government of Karnataka, organized a **National Seminar** in the university premises at Kalaburagi on 29-30 January 2026 on the theme "***Political and Administrative History of Medieval Deccan".***

The **Keynote Address** at the inauguration was delivered by **Shri T.M. Vijay Bhaskar, IAS** (Retd.), former Chief Secretary of Karnataka and Chairperson of IIPA-KRB. He drew attention to patterns of management and governance that remain relevant even today. He highlighted the relevance of *Arthashastra*, especially its pragmatic approach to governance. He emphasized the need to reflect on the reasons behind uneven development, including the persistent development gap between North and South Karnataka. In his view, studying the past is not only about chronology but also about understanding structures, choices, and consequences.

Dr. G. Veershetty, Deputy Director, Divisional Archives Office, Kalaburagi was the Chief Guest. **Prof. Battu Satyanarayana**, Vice-Chancellor, CUK, in his Presidential remarks, emphasized that history continues to shape the present and the future in significant ways. He underlined the importance of academic activities such as national seminars in deepening historical understanding and encouraging critical thinking.

Technical Session – I was on ***What the Politico-Administrative History of Medieval Deccan is Offering...*** The session presented the Deccan as a bridge between diverse political cultures and traditions. The panellists, **Prof. Priyanca Mathur**, JAIN (Deemed-to-be University), and **Prof. J. S. Sadananda**, former Professor at Kuvempu University, engaged with regimes such as the Bahmani Sultanate—and explored the logic of centralized authority and statecraft. Alongside this, the discussions emphasized pluralism, institutional continuity, and changing social arrangements across time.

Technical Session – II was on ***Religious Plurality and Cultural Syncretism in the Medieval Deccan.*** **Dr. Remya V.P.**, Associate Professor, Department of History, CUK, offered a powerful methodological reminder about what we mean by "history." **Dr. Santhosh Kumar P. K.**, Faculty, Mahatma Gandhi Rural Development & Panchayat Raj University, Gadag, called for decolonizing political theory and reconsidering the categories through which we read the Deccan. **Dr. G. Veershetty** cautioned that pluralism and secularism cannot alone explain the Deccan's complexity. The Deccan appears less like a neatly defined unit and more like a long socio-political experiment that is dynamic, adaptive, and layered.

Technical Session – III was on ***Tracing the Trajectories of Local Administration in the Medieval Deccan.*** **Mr. Kedar Naik,** Asst. Professor, Gokhale Institute of Politics and Economics, emphasized that the Deccan should not be reduced to a mere hinterland in historical imagination and that it demands more sustained scholarly engagement. **Dr. M. S. Chaitra**, Director, Foundation for the Study of Indian Culture, Bangalore, referred to the existence and functioning of panchayat-like institutions even prior to British rule. The idea that communities negotiated with local authority structures for implementation of works and responsibilities showed that administration was not always purely top-down; it often involved bargaining, mediation, and shared practical governance.

Technical Session – IV was on ***Key Takeaways from the Administrative History of Medieval Deccan.*** **Dr. M.S. Chaitra** reflected on the ways decisions were taken in the past and examined their implications for enhancing participation in present-day institutional frameworks. **Prof. Priyanka Mathur** highlighted the importance of evidence-based engagement, stressing that robust data should guide both analysis and inquiry. **Dr. Kedar Naik** emphasized the need to study geography, vernacular contexts, and legitimacy as essential lenses for understanding policy outcomes.

The two-day National Seminar was very ably coordinated by **Dr. Kiran Gajanur**, Asst. Prof., Dept. of Public Administration, CUK, Kalaburagi.



Branch Members' Writings in the Media



Dr. A. Ravindra, IAS (Retd.)
Former Chief Secretary of Karnataka

Safety must become the first measure of urban governance
In ***Deccan Herald*** dt. 21 January 2026

https://www.deccanherald.com/opinion/safety-must-become-the-first-measure-of-urban-governance-3869059



Shri G. Gurucharan, IAS (Retd.)
Director, School of Social Sciences
MS Ramaiah University of Applied Sciences
Bengaluru

Lives lived between shame and sunrise In ***Deccan Herald*** dt. 18 January 2026
https://www.deccanherald.com/features/books/lives-lived-between-shame-and-sunrise-3864220

Trump's properties: The unravelling of a real estate president
In ***Deccan Herald*** dt. 18 January 2026
https://www.deccanherald.com/opinion/trumps-properties-the-unravelling-of-a-real-estate-president-3866023

The return of the oil conflict
In ***Deccan Herald*** dt. 7 January 2026
https://www.deccanherald.com/opinion/the-return-of-the-oil-conflict-3853669



Smt. Uma Mahadevan, IAS
Additional Chief Secretary & Development Commissioner, Government of Karnataka

Republic Day 2026 | 6 books to read on the Indian Constitution
In ***The Hindu*** dt. 23 January 2026
https://share.google/pA6YnccWAECa0LiEM



Dr. Annapoorna Ravichander
Freelance Consultant

Reimagining Governance in the Age of Artificial Intelligence
https://meghalayamonitor.com/reimagining-governance-in-the-age-of-artificial-intelligence/

Short Story: The Last Scene
https://meghalayamonitor.com/short-story-the-last-scene-when-the-camera-stopped/

Making Policy Matter: The Communication Factor
https://meghalayamonitor.com/making-policy-matter-the-communication-factor/

Travelogue: Between Mountains and Moments
https://meghalayamonitor.com/travelogue-between-mountains-and-moments/

Short Story: Paws, Laws and Disorder
https://meghalayamonitor.com/short-story-gali-dogs-gavel-laws-paws-laws-disorder/



Dr. D. Jeevan Kumar
Hon. Professor, Mahatma Gandhi Rural Development & Panchayat Raj University, Gadag, Karnataka

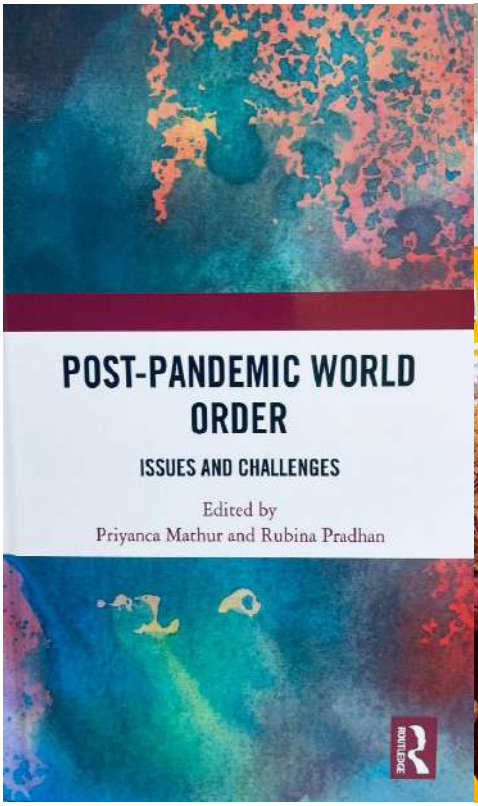
Merit or Bias? The Case for a Civil Debate
In ***Deccan Herald*** dt. 30 January 2026
https://www.deccanherald.com/opinion/merit-or-bias-the-case-for-a-civil-debate-3879535

Book Review: Udai Prakash Sinha, *Legacy of Dr. Manmohan Singh: Architect of India's Economic Renaissance*
Sage Publishing, *Indian Journal of Public Administration*, January 2026
https://journals.sagepub.com/eprint/GBPSNGERCVNCDRHAWTVN/full



Books by Members

Priyanca Mathur & Rubina Pradhan, (Eds.). (2026). *Post-Pandemic World Order: Issues and Challenges*. Routledge. 271 pages. ISBN: 978-1-041-09816-4 (hbk)





Book Review

FROM PANDEMIC TO POLYCRISIS
Rethinking World Order after COVID-19

- ***By Dr. Jeevan Kumar***

Post-Pandemic World Order: Issues and Challenges explores the profound and multifaceted transformations that the COVID-19 pandemic has brought to global politics, governance, societies, and international relations. The volume is a multidisciplinary effort that examines how the pandemic exposed systemic fragilities in political systems, international cooperation, socio-economic infrastructures, and human rights regimes—and how these pressures have shaped an evolving world order.

The book's central premise is that the pandemic was not merely a health crisis but a catalyst—intensifying pre-existing structural tensions in the global system. It argues that COVID-19 tested the **legitimacy, resilience, and adaptability** of current governance frameworks at both domestic and international levels. States, institutions, and communities were compelled to confront entrenched inequalities, governance gaps, and shifting power dynamics—and the resulting world order will be defined by how these challenges are negotiated in the aftermath.

Geopolitical Shifts and Power Reconfigurations

A key theme is the **geopolitical repercussions** of the pandemic. Chapters consider how established powers struggled to coordinate collective action and how emerging powers (notably India and China) adjusted their strategies to influence global governance norms. The pandemic's uneven impact highlighted divergent capacities among states—questioning the dominance of established "superpowers" and opening space for alternative leadership forms in multilateral arenas. These dynamics are presented not as static reconfigurations but as ongoing processes shaped by economic resilience, diplomatic agility, and technological capacities.

Governance, Democracy, and Rights

The book foregrounds the tension between **state authority and individual rights** during emergencies. Several contributions unpack how public health measures affected civil liberties, democratic accountability, and institutional trust. In some contexts, emergency powers and digital surveillance expanded state reach, raising critical questions about transparency, accountability, and the balance between security and freedom. The authors argue that democratic institutions need robust safeguards to ensure that temporary crisis measures do not calcify into permanent curbs on rights.

Migration, Inequality, and Social Fragilities

Another major strand looks at **social vulnerabilities** exacerbated by the pandemic. Disruptions in migration flows—both international and internal—exposed fault lines in labour markets, social protection systems, and global supply chains. The book explores how marginalized populations bore disproportionate burdens, highlighting the need for policies that address structural inequalities rather than merely short-term crisis responses.

Economic and Institutional Reforms

Economic disruptions—from job losses to shrinking fiscal space—prompted fresh debates on welfare policy, public health investment, and economic resilience. Contributors evaluate whether international economic institutions (e.g., IMF, World Bank, WTO) have the legitimacy and tools to foster equitable recovery. Discussions centre on reforming global institutions to be more inclusive and responsive, including rethinking debt regimes, trade rules, and development finance mechanisms that have constrained low- and middle-income countries during the crisis.

Future Directions

The book concludes with a forward-looking emphasis on **inclusive, rights-based governance** and **resilient institutional architectures**. It calls for global cooperation that transcends narrow nationalism, prioritizes human security, and embeds equity into policy design. In this view, rebuilding the world order after the pandemic is as much about strengthening democratic norms and social contracts as it is about geopolitical power balances.

Utility of the Book

This edited volume will largely benefit teachers and students of international relations, public policy, migration studies, sociology, and development studies seeking multi-sectoral post-COVID teaching material. Policy practitioners working on migration/refugee governance, social protection, education recovery, public health diplomacy, and climate/green recovery who want a cross-domain view will not be disappointed. Researchers looking for regionally grounded chapters that connect global narratives to South Asian and neighbouring contexts will gain insights from this volume.

As an edited collection, *Post-Pandemic World Order: Issues and Challenges* succeeds most in shifting the reader from a narrow "geopolitics-only" view of post-pandemic change to a broader human security and rights-based governance frame—without abandoning the classic themes of diplomacy, democracy, and power competition.

Its best use is as a course companion or an interdisciplinary reference for scholars and practitioners trying to understand how pandemic-era stresses are now hardening into the institutional and normative battles of the 2020s.





Republic Day Reflections

(Courtesy: *The Hindu*, 2 January 1950. Curated Edition)

"**It is strong enough to hold the country together both in peacetime and wartime. Indeed, if I may say so, if things go wrong under the new Constitution, the reason will not be that we had a bad Constitution. What we will have to say is that man is vile.**"

- **Dr. B.R. Ambedkar** in the *Constituent Assembly*

"It is for us to preserve and protect the independence that we have won and to make it really bear fruit for the man in the street. Let us launch on this new enterprise of running our Independent Republic with confidence, with truth and non-violence, and above all, with heart within and God above."

- **Dr. Rajendra Prasad** in his speech to the Constituent Assembly on November 2, 1949, the day the Constitution was adopted

"***India is said to be a secular state. It does not mean that we reject the reality of an unseen spirit or the relevance of religion to life, or that we exalt irreligion. It does not mean that secularism itself becomes a positive religion or that the state assumes divine prerogatives…. We hold that not one religion should be given preferential status."***

- **Dr. S. Radhakrishnan**

"***People have often indulged in, or have presumed to give us advice, not realizing that India, as she is constituted today, wants no one's advice and no one's imposition upon her. The only way to influence India is through friendship, cooperation, and goodwill. Any attempt at imposition, the slightest trace of patronage, is resented and will be resented.***

- **Pt. Jawaharlal Nehru** in the Constituent Assembly

"***Power is never an end in itself but only a means to an end, that being the welfare of the people."***

- **Neelam Sanjiva Reddy**

"***Rights have meaning only when they are balanced by duties."***

- **Shankar Dayal Sharma**

"***Democracy can survive only when it is rooted in moral values."***

- **B. D. Jatti**

"***Liberty without discipline can destroy itself."***

- **Mohammed Hidayathullah**

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Editor
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Feedback/Contributions/Ideas/Book Reviews/Report Summaries may kindly be mailed to

iipakrb.bangalore@gmail.com with a copy to Jk4942893@gmail.com

Designed by annaravi.consultant@gmail.com

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

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NEWSLETTER

March 2026
Vol. 7 / Issue 68



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WHAT'S NEW

—

RESPECTFUL HOMAGE

FROM PETROMAX BUNGALOWS TO INTERNATIONAL AIRPORTS
Remembering Shri S. Ramanathan's Eventful Journey in the Civil Service - And Beyond

LEAD FEATURE

KARNATAKA'S BIO-ECONOMY FROM GROWTH ENGINE TO STRATEGIC GROWTH PILLAR

From the Chief Editor

Shri T.M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary, Government of Karnataka.
Former Chairman, Karnataka Administrative Reforms Commission-2.
Chairperson, Karnataka Regional Branch
Indian Institute of Public Administration



In this issue, we mark the passing of an era in the history of IIPA-Karnataka Regional Branch with our **Chairman-Emeritus, Shri S. Ramanathan, IAS (Retd.),** leaving us all on 7th March 2026 at the ripe old age of 98. He was an institution in himself. In the Civil Service, he excelled himself in all his postings. Post-retirement, he immersed himself in a host of activities in civil society. As Chairman of the Karnataka Regional Branch of the IIPA from 1990 to 2022, he played a stellar role in building up this institution to its present status. And as its Chairman Emeritus, he continued to offer us his valuable guidance with his presence and inputs at meetings and events. His absence will be sorely missed. **Dr. D. Jeevan Kumar** reflects on his eventful and inspiring journey.

Our **Lead Feature** is on **Karnataka's Bio-Economy**. It is based on the *Karnataka BioEconomy Report 2025* which articulates a transformation narrative—from an early-stage biotech cluster to a full-cycle, innovation-led economic pillar that is integral to the state's future growth.

In our section on **Audit Matters**, **Shri T. Sethumadhavan** presents the highlights of the Report of the Comptroller & Auditor General of India (CAG) on the implementation of the **Yettinahole Integrated Drinking Water Project** in Karnataka.

We are proud to report on the accolades received by two of our senior Civil Servants, **Major P. Manivannan**, **IAS** and **Dr. Ram Prasath Manohar, IAS,** who figure in the list of **Top 25 Changemakers of 2025,** as per ***Bureaucrats of India, 2025***.

In our section on **Branch News**, we carry brief reports and photographs of the following programmes conducted by us over the last month:

(1) "*AI Procurement & Safe Use in Government: A Practical Framework for Administrative Officers*"

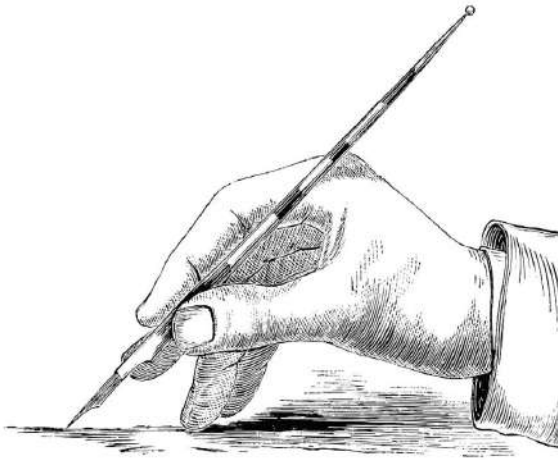
(2) Training Programme for Rajiv Gandhi Panchayat Raj Fellows of the Kalyana Karnataka Region

(3) Training Programme for KAS Officers on '*Administrative Reform*'.

In our section on **Branch Members' Writings in the Popular Media,** we provide links to thought-provoking articles written by Dr. Gurucharan Gollerkeri, Dr. Annapoorna Ravichander, and Dr. D. Jeevan Kumar.

And in our **Food for Thought** column, we celebrate the power and promise of women on the occasion of International Women's Day, 2026.

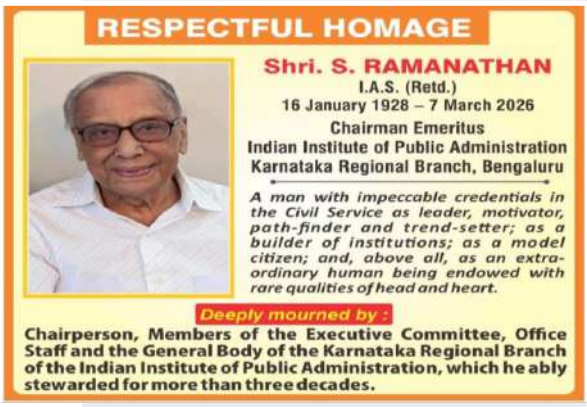
I add our usual disclaimer here that the views expressed by the contributors in this issue of the Virtual Newsletter are personal and *do not represent the views or position of the Editorial Board or the Executive Committee of the Branch*. Do write in, with your responses, views and ideas for improvement of the Newsletter.



FROM PETROMAX BUNGALOWS TO INTERNATIONAL AIRPORTS

Remembering Shri S. Ramanathan's Eventful Journey in the Civil Service - And Beyond (1928–2026)

D Jeevan Kumar



The passing of **Shri S. Ramanathan, IAS (Retd.)**, at the age of 98 marks the end of an era in Indian public administration. He belonged to that early generation of civil servants who entered service soon after Independence and helped translate the aspirations of a newly independent nation into functioning institutions. His career traces a remarkable arc—from the austere district administration of the 1950s to the creation of modern infrastructure that connected India to the world.

Born in Lahore in 1928, Shri Ramanathan grew up in a family shaped by public service. His father's government career involved frequent transfers, exposing him early to India's diversity. After schooling in Delhi and Shimla, he pursued higher education in economics and belonged to the first cohort of the Delhi School of Economics in 1949. This academic grounding, combined with a brief stint in teaching, prepared him for a career that would eventually influence several sectors of India's development.

When Shri Ramanathan joined the Indian Administrative Service in 1952, the country's administrative machinery was still evolving. Infrastructure was sparse, resources were limited, and the responsibilities placed on young officers were immense. His early postings demanded rigorous field engagement. Administration then meant travelling long distances on horseback or by bullock cart to villages that lacked roads or electricity. Officers camped in inspection bungalows lit by petromax lamps, with minimal facilities.

Yet it was precisely these demanding tours that gave officers like Shri Ramanathan a deep understanding of rural India. One episode from his district career illustrates the spirit of administration in those years. A primary health centre required land in a village divided by rivalry between two families who jointly owned the only suitable plot. Shri Ramanathan spent an entire day mediating between them under a banyan tree, refusing refreshments until an agreement was reached. By evening the estranged brothers reconciled and donated the land for the health centre—an outcome that not only enabled a public project but also healed social divisions within the village.

Shri Ramanathan's career later moved to the national stage, where he contributed to major infrastructure initiatives. After serving as a United Nations Community Development Expert in Afghanistan between 1965 and 1967, assisting the Afghan government in strengthening local governance, he joined the Government of India at the invitation of the distinguished economist and Union Minister for Shipping and Transport, Dr. V. K. R. V. Rao.

Recognizing Shri Ramanathan's administrative ability, the ministry created a special position of Director (Projects) to address several long-pending infrastructure initiatives. In this role, he helped advance projects such as the development of Mangalore and Tuticorin Harbours, the establishment of the Cochin Shipyard and completed several dredging and shipping projects. These projects were complex undertakings requiring coordination across ministries and technical agencies. Shri Ramanathan immersed himself in the technical details, working closely with specialists to ensure that projects moved forward after years of delay.

Shri Ramanathan's contributions extended further when he served as Joint Secretary in the Ministry of Civil Aviation and later as a full-time member and Chairman of the International Airports Authority of India (IAAI). During this period, he played an important role in planning and modernizing India's airport infrastructure. Working with the Paris Airports Authority, he oversaw master plans for major international airports at Delhi, Bombay (Sahar),

Calcutta, and Madras (Meenambakkam). These initiatives laid the foundation for the expansion of India's aviation sector and strengthened the country's global connectivity.

One of Shri Ramanathan's decisions with lasting significance for Karnataka was chairing the High-Level Committee that recommended Devanahalli as the site for Bengaluru's international airport. Today, as Bengaluru continues to grow as a global technology hub, the importance of that decision is widely evident.

Throughout his long career, Shri Ramanathan earned deep respect for his uncompromising integrity. During his tenure as Secretary in the Ministry of Chemicals and Fertilizers, he once faced pressure to award a major technology contract without international competitive bidding. He firmly declined, insisting that such a decision required transparent procedures and Cabinet approval. For him, due process was not bureaucratic rigidity but the foundation of public trust.

Even after retirement, Shri Ramanathan remained engaged in civic and educational initiatives. He supported the education of underprivileged girls, contributed to cultural and intellectual institutions, and remained active in public life. One organization that will miss him the most is the Karnataka Regional Branch of the Indian Institute of Public Administration, where he had an extraordinarily long innings of more than three decades as Chairman and subsequently as Chairman-Emeritus. In recognition of his distinguished service, he received several honours, including the **Karnataka Rajyotsava Award** in 1998.

Reflecting on the civil services in later years, Shri Ramanathan acknowledged that governance had become more complex in an era shaped by technology and globalization. Yet he remained convinced that the essential virtues of public service remain constant: *integrity, competence, and commitment to the public good.*

For young aspirants to the civil services, his advice was simple and timeless: *"Hard work, discipline, and integrity—it stays the same across ages."*

Shri S. Ramanathan's journey—from petromax-lit district bungalows to the planning of international airports—captures the transformation of India itself. But beyond projects and positions, his enduring legacy lies in the example he set: that public institutions are strengthened by the character, integrity, and quiet dedication of those who serve them.



Lead Feature

KARNATAKA BIO ECONOMY
From Growth Engine to Strategic Growth Pillar

(Source: **Karnataka Bio-Economy Report 2025**, prepared by the Association of Bio-Tech Led Enterprises)

A New Milestone—Record Growth and National Leadership

In 2025, **Karnataka's bioeconomy**—the sum of biotechnology-driven economic activity across sectors such as Bio-Pharma, Bio-Industrial biotech, Bio-Services, Bio-Agri, and Bio-IT — **surpassed USD 39.2 billion (~₹3.25 lakh crore)**, marking a dramatic upswing from approximately USD 31 billion just two years earlier.

This figure positions Karnataka as **India's most mature and innovation-driven bioeconomy**, contributing roughly **21% of the nation's total bio-economic output** in 2025—a share larger than any other Indian state.

Crucially, biotechnology now accounts for **about 10.5% of Karnataka's Gross State Domestic Product (GSDP)** in 2025, more than **twice** the Indian national average for bio-economy value-to-GDP share—reaffirming the sector's central role in the state's economic architecture.

Structural Transformation: From Research Ecosystem to Full-Cycle Bioeconomy

The **Report 2025** narrates a strategic shift: Karnataka's bio-economy has evolved from a research-heavy cluster into a **full-spectrum bio-industrial ecosystem** where discovery, scale-up, and commercialization coexist—enhancing employment, exports, and sustainable industrial capacity.

Sectoral Composition and Growth Drivers

• **Bio-Pharma (41.9%)** remains the anchor segment, buoyed by strong vaccine, biosimilar, and diagnostics manufacturing and exports.
• **Bio-Industrial Biotechnology (~29.2%)—especially** enzyme, fermentation, and bioenergy applications—registered one of the fastest growth rates, reflecting the state's shift toward industrial biomanufacturing.
• **Bio-Services (~25.8%)** and **Bio-Agri (~3%)** sectors contribute to diversified value creation, including contract research, analytics, and sustainable agriculture biotechnology.

This balanced sectoral structure underscores the bioeconomy's **depth and resilience**, underlining its integration with healthcare, agriculture, renewable energy, and knowledge services.

Startups, Innovation, and Regional Diffusion

A strong entrepreneurial ecosystem underpins these gains. The state saw **~1,450 active biotechnology and life-science startups** by the end of 2025, with **218 new enterprises launched that year alone—signalling** durable innovation and investor confidence.

While Bengaluru continues as the nucleus of biotech activity (anchoring about 54% of total value), emerging **innovation corridors** in **Mysuru, Belagavi, and Dakshina Kannada** showcase a deliberate strategy of "***beyond Bengaluru***" **regional diffusion** of innovation and industrial capacity.

Investments and Financial Momentum

Between early 2024 and late 2025, the biotechnology sector in Karnataka **mobilized USD ~1.14 billion in bioeconomy-linked investments**, including nearly 40 distinct deals spanning early-stage, growth, and private-equity rounds—a testament to investor confidence in the state's innovation infrastructure.

Policy, Innovation Infrastructure, and Strategic Vision

The bioeconomy's success is supported by a continuum of strategic policies and infrastructure initiatives:

- Karnataka has maintained a **dedicated Department of Biotechnology** since 2001, now integrated within the broader **Department of Electronics, IT, BT & Science & Technology**—enabling cross-sectoral convergence of biology, engineering, and data science.
- Focused innovation infrastructure, including biotech parks, centres of excellence, and

incubation networks, has connected startups with academia and industry, facilitating translation of scientific discovery into marketable products.

- Funding platforms such as ***elevate, Idea2PoC,* and state *fund-of-funds* mechanisms** have supported over 100 biotech ventures through ideation to early commercialization.

These policy and ecosystem enablers fuel a **virtuous cycle of innovation, talent attraction, and productive investment**—positioning the state as a benchmark for other regions.

Economic Impact and Future Outlook

Beyond headline figures, the bioeconomy's multiplier effects are increasingly evident in **employment generation, export growth, and inclusive regional development**. The sector's integration with digital tools, AI-driven bioinformatics, and sustainable bioenergy technologies highlights its role in Karnataka's broader **economic diversification strategy**.

Looking ahead, the report and supporting commentary underscore the path toward further expansion, with projections suggesting continued growth toward **USD 45 billion by 2026** and sustained contributions above the 10% of GSDP threshold, contingent on policy continuity and investment in skill development, manufacturing scale-up, and cross-disciplinary innovation.

Conclusion: From Frontier Science to Economic Backbone

The *Karnataka BioEconomy Report 2025* articulates a **transformation narrative**—from an early-stage biotech cluster to a **full-cycle, innovation-led economic pillar** that is integral to the state's future growth. As the ecosystem matures, Karnataka not only cements its leadership within India's bio-economy but also exemplifies a model where policy coherence, deep innovation infrastructure, entrepreneurial dynamism, and strategic investment coalesce to shape a competitive and inclusive bio-industrial economy.



Audit Matters

Report of the Comptroller & Auditor General of India (CAG)[1] on the Implementation of the Yettinahole Integrated Drinking Water Project in Karnataka



Shri T. Sethumadhavan, IA&AS (Retd.)
Former Principal Accountant-General
Madhya Pradesh

Introduction

CAG has submitted a Report on the Yettinahole Drinking Water Project (Project), conceived as a lifeline to provide drinking water primarily to the drought-prone districts of Chikkaballapura and Kolar through diversion of 24 TMC of floodwater during the peak monsoon seasons from the west-flowing rivers of Yettinahole and its tributaries. Initially, the project was entrusted to Karnataka Neeravari Nigam Limited (KNNL) but was transferred to Visvesvaraya Jala Nigam Limited (VJNL) in 2016. The project was to be implemented in 2 phases.

CAG's audit report brings out, *inter alia,* the following observations:

1. Detailed Project Report (DPR) originally prepared in 2012 was revised twice, once in 2014 and subsequently in 2023, with substantial design changes. The change of the scope of works and increase in schedule of rates led to a threefold increase in the project cost from Rs.8,224 crores in 2012 to Rs. 23,252 crores in 2023.
2. The DPRs did not include the date for completion of the project, which contributed to the delay in completion of the project. On CAG pointing out the omission, the date for completion has been fixed as November 2026, but the above target does not seem feasible.
3. The location of the Balancing Reservoir was altered twice, and its capacity was drastically downsized from 10 TMC to 2 TMC, warranting increased pumping requirements during monsoons. The consequential changes in design resulted in an additional cost of Rs.621.45 crores.
4. The estimation of rainfall data and divertible water flow was inaccurate. As against the indicated flow of 32 TMC, in the DPR, the actuals during the 5-year period (2018 to 2023) came to only 20 to 24.7 TMC, which would impact the envisaged benefits out of the project.
5. The project received insufficient financial allocations, with only 25% to 50% of its annual requirements met during the years 2018 to 2023. The request of the executing agency (2024) to avail additional loans to meet the shortfall of Rs. 7,955 crores was pending with the Department, contributing to further delays in completion.

Project Implementation

1. The project entailed the acquisition of 10,164 acres of land spread out in different districts and villages, which called for significant planning and coordination. There were significant delays in initiating proposals for land acquisition and follow-up with cascading effects on the completion of each phase. Even after 12 years of its start, the project is nowhere near its fruition. Meanwhile, assets worth Rs.2,966 crores (Phase I) continue to remain unutilized.
2. Execution of the Gravity Canal (cost: Rs.8,609 crores), taken up in 2017 and prior to land acquisition, remains incomplete due to delays in land acquisition and farmers' protest (March 2024).
3. Delay in land availability affected the start of the construction of the Balancing Reservoir, awarded in 2018 (March 2024). As a result of 3-5 years of delays in the award of contracts, the work for the Gravity and Feeder Canals remained to be completed as of December 2023.
4. The work for Phase II was executed in a disjointed manner due to delays in land acquisition, which resulted in the creation of infrastructure for the project in patches.

[1] Government of Karnataka Report No.10 of the Year 2025 (Performance Audit: Commercial).

Construction Management

1. Deficiencies and variations in the tendering process included *non-adoption of standard tender documents, selection of contractors without assessing their background and experience, grant of inadequate bidding time for high-value contracts,* etc.
2. In as many as 80% of the contracts awarded, the implementing agency did not assess the financial and bid capacity and work experience of the contractors.
3. About 70% of the contracts (worth Rs. 14,805 crores) were awarded to seven contractors, with one of them getting work for Rs. 5,217 crores.
4. There were several cases of avoidable payments for works that were part of the turnkey contract (and not eligible for separate payment), non-recovery for excess provision for materials, premature release of retention amounts and performance guarantees, non-entitled advance payments for material supplies, omission to recover the rightful amounts accrued due to reduction in GST, etc.
5. Most works awarded on short-term contracts remained incomplete even as of December 2023.
6. Hill Area weightage was erroneously extended for the supply of materials, resulting in overpayment of Rs.48 crores.
7. Non-recovery of Rs.181 crores for excess provisions of length of mild steel pipes.
8. Payment of an additional Rs.12 crores for works that were part of turnkey contracts.
9. Incorrect application of the price adjustment clause leading to excess payment of Rs.28 crores.
10. Excess expenditure of Rs.21 crores due to the inclusion of lining thickness in rate conversion of MS pipes.
11. Retention money of Rs. 35 crores and bank guarantees of Rs. 92.3 crores released prematurely.
12. Non-recovery of benefits of Rs.77 crores from contractors due to the implementation of GST.



Project Monitoring

1. The project suffered in the absence of proper monitoring systems at the government level and within VJNL as well as the omission of regular monthly and multi-level reviews. This led to work being initiated in a non-sequential manner, delays in project implementation, and cost escalation.
2. Third-party inspections of works (2005) were initiated lately in 2018, by which time 65% of the work was already completed with failure to carry out essential quality tests on equipment and pipes. The maintenance of necessary work records was also deficient.

Recommendations

The CAG's report contains several recommendations for expediting the Project as follows:

1. The implementing agency (VJNL) should work in a mission mode to adhere to the target of 1st November 2026 and should prioritize the construction of the Balancing Reservoirs as well as Phase II works.
2. The agency should make use of reliable data for (re)computation of the water flow and yield availability.
3. Government should expedite decisions regarding the provision and availability of funds for timely completion of the project.
4. VJNL should strictly follow the legal provisions in awarding contracts and recover all excess payments made to contractors expeditiously.
5. An effective monitoring system should be installed at the government level and in VJNL with provisions for third-party inspections and regular review meetings.



Accolades for Karnataka Civil Servants

Two Civil Servants from Karnataka figure among top 25 Changemakers of India in 2025 Introduction



1. Major Manivannan Ponniah, IAS, Commissioner, Bangalore Development Authority

Major Manivannan Ponniah, a 1998-batch officer, is known for transforming urban governance, including the Bangalore Development Authority. He continues to work towards sustainable, citizen-centric urban development in Karnataka.

Over the past two decades, he has worked to empower citizens to actively engage with government institutions, promoting participative governance and collaborative problem-solving. Having managed large urban administrations as Commissioner and led utility organizations as CEO, he has effectively leveraged social media to strengthen citizen participation and public trust. During his tenure at BESCOM, he focused on improving Bengaluru's power distribution and infrastructure.

2. Dr. Ram Prasath Manohar, IAS, Chairman, BWSSB

As Chairman of the Bangalore Water Supply & Sewerage Board (BWSSB), Dr. Ram Prasath Manohar leads transformative initiatives aimed at ensuring equitable, reliable, and future-ready water access for millions of citizens. His work focuses on modernizing water infrastructure, integrating smart technologies into public service delivery, and strengthening citizen engagement for transparent governance.

An officer of the 2010 batch, Dr. Manohar has played a key role in policy formulation, field administration, and cross-sector coordination, driving reforms that balance innovation with accountability. Committed to environmental stewardship and resilient urban planning, Dr. Manohar continues to advance sustainable resource management and improve quality of life through effective public service leadership.

Branch Activities

Branch Activity 1 - AI Procurement & Safe Use in Government: A Practical Framework for Administrative Officers

A day-long training program on the subject "***AI Procurement & Safe Use in Government: A Practical Framework for Administrative Officers"*** was conducted by the Karnataka Regional Branch of the Indian Institute of Public Administration (IIPA-KRB) on 6 February 2026 at the IAS Officers' Association Building, Bengaluru. The programme was attended by around 50 government officials from various departments of the Government of Karnataka, including Project Directors, Technical Heads, and Under-Secretaries.





The inaugural session began with a welcome address by **Shri Bhoobalan**, IAS, CEO, Centre for e-Governance (CeG), Govt of Karnataka (GoK), who highlighted the growing relevance of Artificial Intelligence in government operations and emphasized the need for capacity building among officers to ensure informed, responsible, and value-driven adoption of AI across departments.

This was followed by the Inaugural Address by **Shri T.M. Vijay Bhaskar, IAS (Retd),** Chairman, IIPA-KRB, who spoke on the importance of administrative preparedness in the era of AI.

The Keynote Address was delivered by **Shri Pankaj Kumar Pandey, IAS,** Principal Secretary, DPAR (e-Governance), GoK. He emphasized the need for a cautious and structured approach to AI adoption in government, focusing on transparency, accountability, data protection, and citizen trust. He also highlighted that informed procurement decisions and safe usage frameworks are critical to ensuring that AI solutions genuinely deliver public value rather than becoming technology-driven procurements.

The introductory session on the Karnataka AI Cell and its initiatives was presented by **Dr. Shreevyasa**, Project Director, Karnataka AI Cell, CeG, who briefed participants on the state's AI roadmap, ongoing initiatives, and the support mechanisms available to departments for responsible AI adoption.

The training programme was conducted by **Dr. Arvind Rao**, Member, Voxel Analytics LLP who is also Associate Professor, Dept. of Biostatistics and Computational Medicine, University of Michigan, USA.

The technical sessions led by Dr. Arvind Rao, covered the practical capabilities and limitations of Generative AI in government, appropriate and inappropriate use cases, and common risks associated with over-reliance on AI-generated outputs. A dedicated session on why AI procurement differs from conventional procurement was followed by guidance on certain mandatory clauses that should be included in any procurement bid document and the safeguards to be ensured while evaluating vendor pitches and technical claims by the bidders.

A structured group activity, facilitated by **Dr. Shreevyasa**, encouraged participants to suggest real-world departmental AI use scenarios and present their perspectives. The Build vs. Buy vs. Partner decision framework session by Dr. Arvind Rao provided a clear flowchart to guide implementation choices, while the data policy awareness session focused on personal data handling, privacy, and compliance in AI-enabled systems.

The programme concluded with an interactive Q&A session. Overall, the training enhanced participants' ability to make informed AI procurement decisions, assess vendor claims critically, and ensure the safe and responsible use of AI in governance, in line with the Government of Karnataka's digital transformation priorities.

Branch Activity 2 - Report on the Training Programme for Rajiv Gandhi Panchayati Raj Fellows

A two-day training programme for Rajiv Gandhi Panchayati Raj Fellows (RGPRF) was held on 20–21 February 2026 at the Kalaburagi Zilla Panchayat Meeting Hall. The programme was organized by the Indian Institute of Public Administration (IIPA), Karnataka Regional Branch, Bengaluru, in collaboration with the IIPA Kalaburagi Local Branch. It brought together 50 Fellows (one from each taluk of the Kalyana Karnataka region) and seven Panchayat Development Officers representing the districts of Ballari, Bidar, Kalaburagi, Koppal, Raichur, Vijayanagara, and Yadgir. The objective was to strengthen the Fellows' technical knowledge, administrative capacity, and domain expertise related to Panchayati Raj institutions.



Photo of participants

The inaugural session was presided over by **Shri T. M. Vijay Bhaskar, IAS** (Retd.), Chairperson of IIPA Karnataka Regional Branch, while **Smt. Uma Mahadevan, IAS,** Additional Chief Secretary and Development Commissioner, addressed the participants online as Chief Guest. **Shri Bhanwar Singh Meena, IAS**, CEO of Kalaburagi Zilla Panchayat, and **Dr. B. S. Gulashetti,** Secretary of the IIPA Kalaburagi Local Branch, were also present. Speakers highlighted the important role played by Fellows in strengthening Gram Panchayats and encouraged them to apply administrative knowledge effectively in the field.

The training included a series of thematic sessions conducted by senior administrators and domain experts. **Day 1** focused on operational and governance issues, including the use of **MGNREGA software**, planning and transparency mechanisms, and the role of Gram Panchayats in **rural water supply management**. Sessions also addressed **conflict resolution and consensus building at the village level**, along with practical experiences from Gram Panchayat Adhyakshas on making their Gram Panchayat **Open Defecation Free and on Solid Waste Management**. One session highlighted the importance of coordination between **Gram Panchayats, schools, Anganwadis, and School Development and Monitoring Committees** to improve child development and education outcomes.

Day 2 concentrated on community participation, digital governance, and inclusive planning. Discussions covered **linkages between Gram Panchayats and Self-Help Groups (SHGs)** and their role in women's empowerment and livelihood promotion. Technical sessions explained the functioning of **Panchatantra 2.0 and e-Swathu software** for property record digitization and improved service delivery, as well as the use of E Governance platforms such as **Sakala, Seva Sindhu, and Social Security Pension systems** to ensure timely public service delivery. Another technical session explained the **Rajiv Gandhi Rural Housing Scheme software**, focusing on beneficiary selection, data management, and project monitoring. An expert explained the need for **gender, child, and persons with disabilities budgeting and urged participants to guide GPs to build it into their budgets.** Participants also engaged in a **group activity** and made presentations, encouraging collaborative learning and problem-solving.

The programme concluded with a **valedictory session** attended by **Shri Nalin Atul, IAS**, Secretary of the Kalyana Karnataka Region Development Board (KKRDB), who emphasized improving operational efficiency and effective grassroots governance. Certificates were distributed to the Fellows, and speakers encouraged them to apply the knowledge gained in their fieldwork.

Overall, the training programme enhanced participants' understanding of **project implementation, community engagement, digital governance tools, and conflict management**, thereby strengthening their capacity to support **effective and accountable Panchayati Raj administration**.



Press Reports of the programme above



ಜನದನಿಯ ಸಾರಥಿ

ವಾರ್ತಾ ಭಾರತಿ

ರಾಜೀವ್ ಗಾಂಧಿ ಪಂಚಾಯತ್ ರಾಜ್ ಸಹದ್ಯೋಗಿಗಳ ತರಬೇತಿ ಯಶಸ್ವಿ

ಕಲಬುರಗಿ,ಫೆ.25: ಗ್ರಾಮೀಣಾಭಿವೃದ್ಧಿ ಮತ್ತು ಪಂಚಾಯತ್ ರಾಜ್ ಇಲಾಖೆಯ ಕಲ್ಯಾಣ ಕರ್ನಾಟಕ ಪ್ರದೇಶದ ರಾಜೀವ್ ಗಾಂಧಿ ಪಂಚಾಯತ್ ರಾಜ್ ಸಹದ್ಯೋಗಿಗಳಿಗೆ ಆಯೋಜಿಸಿದ್ದ ಎರಡು ದಿನಗಳ ತರಬೇತಿ ಕಾರ್ಯಕ್ರಮ ಜಿಪಂ ಹೊಸ ಸಭಾಂಗಣದಲ್ಲಿ ನಡೆಯಿತು.

ಈ ತರಬೇತಿಯು ರಾಜ್ಯ ಸರಕಾರದ ನಿಶ್ಚಿತ ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿಯಾಗಿದ್ದ ಟಿ.ಎಂ. ವಿಜಯ ಭಾಸ್ಕರ್ ಮಾರ್ಗದರ್ಶನ ಹಾಗೂ ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ-ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ ಹಾಗೂ ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ ಕಲಬುರಗಿ ಶಾಖೆ ಸಹಯೋಗದಲ್ಲಿ ಆಯೋಜಿಸಲಾಗಿತ್ತು.

ಗ್ರಾಪಂಅಧಿಕಾರಿ, ನೀರು ಸರಬರಾಜು, ಘನ ತ್ಯಾಜ್ಯ ನಿರ್ವಹಣೆ, ಉಪ ಸಮಿತಿಗಳು, ಮಕ್ಕಳ, ಮಹಿಳಾ ಮತ್ತು ಅಂಗವಿಕಲ ವ್ಯಕ್ತಿಗಳ ಉದ್ದೇಶ ಆಯವ್ಯಯ ಮತ್ತು ಪಂಚಾಯತ್ ಗಳಿಗೆ ಸಂಬಂಧಿಸಿದ ತಂತ್ರಾಂಶಗಳ ಕುರಿತು ತಜ್ಞರು ಉಪನ್ಯಾಸ ನೀಡಿದರು.

ಈ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ, ಸರಕಾರದ ಹೆಚ್ಚುವರಿ ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿ ಉಮಾಮಾದೇವನ್, ಎಸ್‌ಜಿಪಿಡಿ ನಿರ್ದೇಶಕ ಪ್ರಿಯಾಂಕ ಮೇರಿ ಫ್ರಾನ್ಸಿಸ್, ಬೆಳಗಾವಿ ಜಿಪಂ ಸಿಇಒ ರಾಹುಲ್ ತುಕಾರಾಮ್ ಪಿಂಪೆ, ಕಾರವಾರ ಜಿಪಂ ಸಿಇಒ ದಿಲೀಷ್ ಶಶಿ ವಿಡಿಯೋ ಸಂವಾದದ ಮೂಲಕ ಹಾಗೂ ಕಲಬುರಗಿ ಜಿಪಂ ಸಿಇಒ ಭಂವರ್ ಸಿಂಗ್ ಮೀನಾ ಮಾತನಾಡಿ ತಜ್ಞರು ಶಿಬಿರಾರ್ಥಿಗಳಿಗೆ ಉಪನ್ಯಾಸ ನೀಡಿದರು.

ತರಬೇತಿ ಕಾರ್ಯಕ್ರಮವು ಸಮಾರೋಪ ಸಮಾರಂಭದಲ್ಲಿ ಕೆಕೆಆಡಿಬಿ ಕಾರ್ಯದರ್ಶಿ ನಳಿನ್ ಅತುಲ್ ಮಾತನಾಡಿದರು.

Kalaburagi Edition
Feb 26, 2026 Page No. 4
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ಸಂಜೆವಾಣಿ

Sanjevani / 2026-02-22, 4, Kalaburgi

ಆರ್‌ಜಿಪಿಆರ್ ಫೆಲೋ ತರಬೇತಿ ಕಾರ್ಯಕ್ರಮ ಯಶಸ್ವಿ

ಕಲಬುರಗಿ,ಫೆ 22: — ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ ಹಾಗೂ ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ ಕಲಬುರಗಿ ಸ್ಥಳೀಯ ಶಾಖೆ ಸಹಯೋಗದಲ್ಲಿ ಆಯೋಜಿಸಲಾಗಿತ್ತು. ಗ್ರಾಮ ಪಂಚಾಯತಿ ಅಧಿಕಾರಿ, ವಿಶೇಷ ಸಲಹೆಗಾರರು, ಫೆಲೋ ತಜ್ಞರು, ವಿಷಯ ಪರಿಣತರು, ಮತ್ತು ಪಂಚಾಯತಿಗಳಿಗೆ ಸಂಬಂಧಿಸಿದ ತಂತ್ರಾಂಶಗಳ ಬಳಗೊಂಡಂತೆ ವಿಷಯಗಳ ಕುರಿತು ತಜ್ಞರು ಉಪನ್ಯಾಸ ನೀಡಿದರು. ಕಾರ್ಯಕ್ರಮವು ಫೆಲೋಗಳ ಸಾಮರ್ಥ್ಯವರ್ಧನೆಗೆ ಹಾಗೂ ಪರಿಣಾಮಕಾರಿ ಕ್ಷೇತ್ರ ಕಾರ್ಯಾಚರಣೆಗೆ ದಾರಿಯಾಯಿತು.

ಈ ತರಬೇತಿ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಉಮಾಮಾದೇವನ್ (ಮಿಷನ್ ಜಾಗೂ ಅಭಿವೃದ್ಧಿ ಆಯುಕ್ತರು), ಪ್ರಿಯಾಂಕಾ ಮೇರಿ ಫ್ರಾನ್ಸಿಸ್ (ನಿರ್ದೇಶಕರು ಎಸ್ ಜಿ ಎ ಡಿ), ರಾಹುಲ್ ಪಿಂಪೆ (ಸಿಇಒ ಜಿಪಂ ಬೆಳಗಾವಿ), ಡಾ.ವಿಶಿಷ್ಟ ಶಕ್ತಿ (ಸಿಇಒ ಜಿಪಂ ಕಾರವಾರ) ಅವರು ವಿಡಿಯೋ ಸಂವಾದದ ಮೂಲಕ ಹಾಗೂ ಕಲಬುರಗಿ ಜಿಪಂ ಸಿಇಒ ಭಂವರ್ ಸಿಂಗ್ ಮತ್ತು ಬಹುಧ ಕ್ಷೇತ್ರಗಳಲ್ಲಿ ಪರಿಣತಿ ಹೊಂದಿರುವ ತಜ್ಞರುಗಳು ಶಿಬಿರಾರ್ಥಿಗಳಿಗೆ ಉಪನ್ಯಾಸ ನೀಡಿದರು. ತರಬೇತಿ ಕಾರ್ಯಕ್ರಮದ ಸಮಾರೋಪ ಸಮಾರಂಭದಲ್ಲಿ ಕೆಕೆಆರ್ ಡಿ ಬಿ ಕಾರ್ಯದರ್ಶಿ ನಳಿನ್ ಅತುಲ್ ಭಾಗವಹಿಸಿ ಮಾತನಾಡಿದರು.

Branch Activity 3 - Report on a one-day Training Programme on "Administrative Reform" for Karnataka Administrative Service officers

The Karnataka Regional Branch of the Indian Institute of Public Administration, Bengaluru held a one day Training programme for senior level Karnataka Administrative Service (KAS) Officers of Bangalore Division at the IAS Officers Association Building, Bengaluru on Friday, 27th February 2026 on "***Administrative Reform***".

In the inaugural session, **Shri T.M. Vijay Bhaskar**, Chairperson, IIPA-KRB made an introductory speech in which he referred to the previous training programmes on different subjects organized by IIPA-KRB for KAS officers in recent years. The subjects chosen for the present training program pertained to subjects that were important and interesting.



The training program was inaugurated by **Shri Ramandeep Chowdhary, IAS**, Secretary DPAR(AR), GoK. Welcoming the participants, he said that the State Training Policy 2012 is being revisited. Now there are ample online training programmes available on iGOT Government portal on many subjects. He exhorted the officers to assimilate the latest technologies in administration and policy making.

Shri Shivayogi Kalasad, IAS (Retd.) spoke on '**Expediting Land Acquisition Process'**. He covered the legal aspects of the land acquisition process, gave practical examples of delays and offered valuable suggestions to expedite the processes.

Shri Sreekanta Murthy, KAS (Retd) spoke on "**Expediting Departmental Inquiries**". He suggested that most departmental inquiries could be conducted under Rule 12 of CCA Rules considering the gravity of offences and this will expedite completion of cases.

The subject of **Data Analytics** plus **Data-Driven Decision-Making** was jointly addressed by **Dr. V. Rema**, Asso. Professor and **Dr. V. Sudarshana**, Asso. Professor, both from the Dept. of Data Sciences & Analytics, Ramaiah University of Applied Sciences, Bengaluru. The speakers demonstrated with examples of Governmental portals and databases to show how the data could be analyzed and presented for better understanding and decision-making.

Smt. Prema Pawar, Head of the Legal Cell & Ex-officio Deputy Secretary, DPAR spoke on **Monitoring of Court Cases**.

The final sessions on **Artificial Intelligence Safeguards** and **Procurement and Applications in Governance** were taken by **Dr. Arvind Rao**, Member Voxel Analytics and Professor at the University of Michigan, USA and **Dr. H.M. Shree Vyas**, Project Director, AI Cell, DPAR(E-Governance). Both dwelt on AI as an emerging tool to aid governance and the necessity of approaching it with a human face.



Branch Members' Writings in the Media



Shri G. Gurucharan, IAS (Retd.)
Director, School of Social Sciences
MS Ramaiah University of Applied Sciences
Bengaluru

The Return of the Goon Squad
In ***Deccan Herald*** dt. 27 February 2026
https://www.deccanherald.com/opinion/the-return-of-the-goon-squad-3913250

The long descent of India's parliamentary dignity
In ***Deccan Herald*** dt. 15 February 2026
https://www.deccanherald.com/opinion/the-long-descent-of-indias-parliamentary-dignity-3899155

Navigating growth in a fragmented world In ***Deccan Herald*** dt. 4 February 2026
https://www.deccanherald.com/opinion/navigating-growth-in-a-fragmented-world-3885384



Dr. D. Jeevan Kumar
Hon. Professor, Mahatma Gandhi Rural Development & Panchayat Raj University, Gadag, Karnataka

A Requiem for *Nali-Kali*
In ***Deccan Herald*** dt. 19 February 2026
https://www.deccanherald.com/opinion/a-requiem-for-nali-kali-3903618

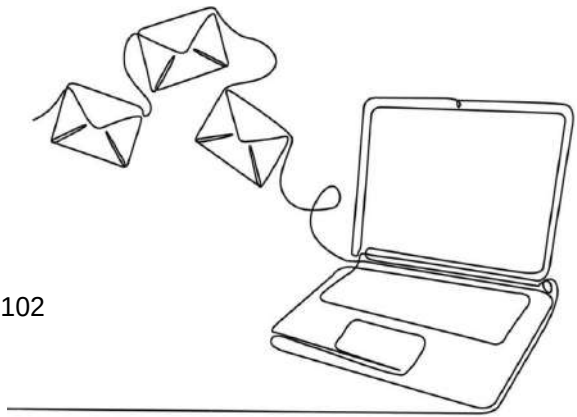


Dr. Annapoorna Ravichander
Freelance Consultant

Why some Policies work and others don't: The Case for Monitoring and Evaluation In **Meghalaya Monitor**, dt. 22 February 2026
https://meghalayamonitor.com/

Malik Ayaz: A Great Administrator In **Meghalaya Monitor** dt. 15 February 2026
https://meghalayamonitor.com/





Panchayats in Kolar get national attention for climate responsiveness

The Hindu Bureau
BENGALURU

A grassroots effort to address deepening climate stress in Karnataka's Kolar district received national attention this week at Mumbai Climate Week 2026, as local leaders shared how coordinated panchayat action had helped villages in responding to falling groundwater levels, ecological degradation and agricultural distress.

Participating in a session titled 'Panchayats Leading India's Climate Charge,' Suryanarayana Rao, a gram panchayat member from Huladenahalli (Tekal Hobli) of Malur taluk, in Kolar district, joined representatives from Maharashtra, Kerala, Bihar, Jharkhand, and Odisha to showcase how village institutions are shaping locally grounded climate solutions.

The panel provided a overview of the Conference of Panchayats initiative led by Asar Social Impact Advisors and Policy & Development Advisory Group. It shed light on the importance of strengthening local leadership in climate action, according to a release from these two organisations.

Mr. Rao described how climate pressures in Kolar became impossible to ignore as groundwater levels plunged dramatically over the last two decades. "Kolar depends entirely on rainfall, and our wells have been sinking deeper every year. Farmers are drilling up to 2,000 ft. for water. Soil health has deteriorated, biodiversity has declined, and repeated droughts have made agriculture increasingly uncertain," he said.

The gathering adopted 13 major resolutions focused on increasing forest cover, conserving water sources, promoting organic farming to restore soil health, protecting biodiversity and strengthening agriculture-based livelihoods.

Gram panchayats achieve 71.39% tax collection; Karnataka tops country in revenue mobilisation

The Hindu Bureau
BENGALURU

Gram panchayats in Karnataka have achieved 71.39% tax collection for the financial year 2025-26 as of February 18 and with this, the State has recorded the highest tax collection in the country in 2024-25, according to the Rural Development and Panchayat Raj Department.

In a statement, Rural Development and Panchayat Raj and IT/BT Minister Priyank Kharge said the steady rise in demand and recovery over the past five years had placed Karnataka at the top in terms of tax mobilisation by gram panchayats. "Over the last five years, the tax demand has doubled and the collection amount has also increased significantly. In 2024-25, Karnataka recorded the highest tax collection in the country," Mr. Kharge said.

Tax arrears recovery

He pointed out that the balance for the current financial year would be recovered by the end of March 2026. Tax arrears from previous years stood at ₹3,352.4 crore, and recovery was under way after segregating dues based on property classification, he said.



Priyank Kharge

Chief Executive Officers of all Zilla Panchayats have been directed to conduct focused tax collection drives. Awareness campaigns are being carried out through information, education and communication activities and social media platforms apart from print media.

Special drives

In Vijayanagar district, a special drive across 137 gram panchayats resulted in the collection of ₹3.07 crore. In Yadgir district, a one-day property tax campaign across 122 gram panchayats collected ₹3.12 crore, the Minister said.

To facilitate payments, property owners can pay taxes through PhonePe, Google Pay and at Bapuji Seva Kendras. Details of payable property tax are available on the Panchamitra software platform.

Mr. Kharge said gram panchayats were providing civic amenities such as drinking water, streetlights, roads and drainage even in areas where land conversion had not been formally undertaken, placing a financial burden on local bodies. The amendments to Section 199 of the Karnataka Gram Swaraj and Panchayat Raj Act, 1993- introducing Sections 199B and 199C- were notified on April 7, 2025.

The Karnataka Gram Swaraj and Panchayat Raj (Gram Panchayat Taxes, Rates and Fees) Rules, 2025 came into effect on October 17, 2025, with the objective of strengthening the own-source revenue of gram panchayats.

The Minister said certain technical issues following modifications to the e-Swathu 2.0 software were being addressed. Increased tax mobilisation would enhance the financial capacity of gram panchayats and support the creation of basic infrastructure in rural areas, he added.

KARNATAKA INDUSTRIAL AREAS DEVELOPMENT BOARD
(A Government of Karnataka Undertaking)
No.2, 2/1 and 2/3, Kalidasa Marg, 1st Main Road, Gandhinagar
Bengaluru 560 009. **Phone No.:** 080-22265383, **website:** www.kiadb.in.
No. IADB/ENGG/ETND-EP-86/2054/2025-26 Date: 20.02.2026
SHORT TERM NOTICE INVITING TENDER
(Through GoK Karnataka Public Procurement Portal Only)
Item rate Tenders under two cover system are invited as per the Karnataka Transparency in Public Procurement Act 1999 and Rules 2000 through electronic procurement from eligible traders / manufacturers registered in state &

International Women's Day: Celebrating the Power and Promise of Women

"I measure the progress of a community by the degree of progress that women have achieved."
— B. R. Ambedkar

International Women's Day offers an opportunity not only to celebrate the achievements of women but also to reflect on the continuing journey toward equality, dignity, and empowerment. The history of India's social and political transformation is deeply intertwined with the courage and vision of remarkable women who challenged injustice and expanded the horizons of freedom.

More than a century ago, **Savitribai Phule** issued a stirring call: *"Awake, arise, educate—smash traditions, liberate!"* Her message captured the transformative power of education in liberating women from structures of exclusion. In the political sphere, **Sarojini Naidu** reminded us that the moral strength of a nation lies in the ideals of love, courage, and sacrifice embodied by its women.

Contemporary voices have continued this struggle in new ways. **Kamala Bhasin** famously observed that *"patriarchy has no gender,"* urging society to confront structural inequalities that limit human freedom. Similarly, **Ela Bhatt** demonstrated through her pioneering work with self-employed women that empowerment is both an economic and moral transformation.

These voices remind us that women's empowerment is not merely a social objective; it is central to the project of building a just, democratic, and compassionate society.

International Women's Day is not merely a celebration—it is a reminder that the progress of democracy, development, and human dignity is inseparable from the freedom and empowerment of women.



INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

NEWSLETTER

April 2026
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WHAT'S NEW

—

LEAD ARTICLE

THE NEW PUBLIC FACE OF THE INDIAN CIVIL SERVICE

OPINION

SCORE CARDS FOR UNION SECRETARIES
ಕೇಂದ್ರ ಕಾರ್ಯದರ್ಶಿಗಳಿಗೆ ಅಂಕಪಟ್ಟಿಗಳು

From the Chief Editor

Shri T.M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary, Government of Karnataka.
Former Chairman, Karnataka Administrative Reforms Commission-2.
Chairperson, Karnataka Regional Branch Indian Institute of Public Administration



It gives me great pleasure to place before readers the **April 2026** issue of our Newsletter, the **69th** since we began this initiative.

Our ***Lead Article*** is on ***The New Public Face of the Indian Civil Service.*** It is a commentary on two exemplary Karnataka civil servants who were featured in *The New Indian Express Sunday Magazine* of 8 March 2026: **Smt. Uma Mahadevan** and **Major P. Manivannan.** Both officers represent different facets of contemporary governance: one exemplifying social sector innovation and policy reform, and the other demonstrating administrative decisiveness combined with citizen engagement. Together, they illustrate how public service can adapt to a rapidly changing technological and democratic environment.

Our ***Opinion*** piece is by **Dr. D. Jeevan Kumar** who reflects on the new initiative of the Union Government in introducing **Score Cards for Secretaries to Government**. While they do represent a shift toward quantified accountability, they carry within them structural tensions that deserve careful attention, he opines.

In our column on ***Communication Pulse*** by **Dr. Annapoorna Ravichander,** she asks and answers the question: ***Are Thinktanks Builders and Brokers of Evidence?***

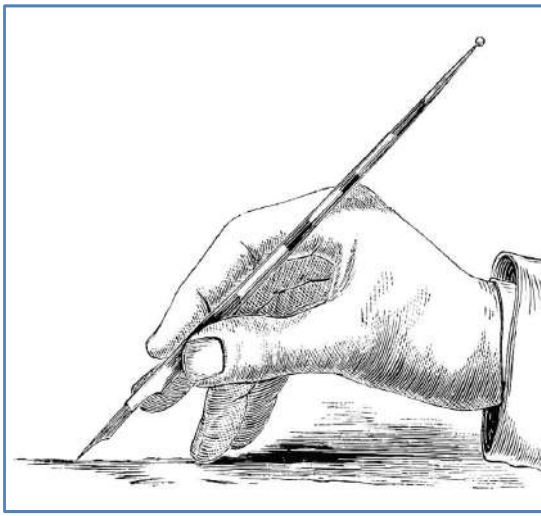
In our section on ***Branch Events***, we report on the **Special General Body Meeting** of our Branch which was convened to condole and pay homage to **Shri S. Ramanathan, IAS** (Retd.), who led our Branch admirably for 32 years and remained as Chairman Emeritus from 2022 to 2026. We also carry a **Tribute** to him from our EC Member, **Dr. Priyanca Mathur**.

We report on the **Accolade** received by our Branch Member, **Dr. Ranjini Raghavendra.** She was a recipient of the **India-UK Achievers Class of 2026 Award** at a special reception held at the House of Lords in the Palace of Westminster in London last month.

In our section on ***Branch Members' Writings in the Media,*** we provide links to thought-provoking articles penned by **Dr. A. Ravindra, IAS** (Retd.), **Shri Gurucharan Gollerkeri, IAS** (Retd.), and **Dr. Annapoorna Ravichander** in the media last month.

We end the issue with our column on ***Food for Thought*** where we recall some of the noteworthy quotations of **Babasaheb Dr. B.R. Ambedkar** on the occasion of his birth anniversary.

I add our usual disclaimer here that the views expressed by the contributors in this issue of the Newsletter are personal and *do not represent the views or position of the Editorial Board or the Executive Committee of the Branch*. Do write in, with your responses, views and ideas for improvement of the Newsletter.



Lead Article

The New Public Face of the Indian Civil Service

Commentary on two Karnataka Civil Servants featured in The New Indian Express Sunday Magazine (8 March 2026)

For long, the image of the Indian civil servant has been associated with distance and anonymity—an administrator working quietly behind files and institutional walls. In recent years, however, a new style of public leadership has begun to emerge within the bureaucracy: one that combines professional competence with openness, public engagement, and digital communication. The cover feature titled "***Social Mediums***" in the *Sunday Magazine of The New Indian Express* (8 March 2026) captures this transformation through the stories of several officers who are using social media in constructive ways. Among them, two civil servants from Karnataka stand out—**Smt. Uma Mahadevan** and **Major Manivannan Ponniah**.

Both officers represent different facets of contemporary governance: one exemplifying social sector innovation and policy reform, and the other demonstrating administrative decisiveness combined with citizen engagement. Together, they illustrate how public service can adapt to a rapidly changing technological and democratic environment.



Smt. Uma Mahadevan, currently serving as Additional Chief Secretary and Development Commissioner in the Government of Karnataka, belongs to a distinguished generation of administrators who have consistently worked in the social development sector. A Rank-2 holder in the Civil Services Examination, she has spent much of her career focusing on issues that directly affect the quality of life of ordinary citizens—education, child welfare, gender equity, and grassroots governance.

One of her most noteworthy initiatives has been the revival of rural libraries across Karnataka. Under her leadership, nearly **5,800 rural libraries have been revitalized**, transforming them into community knowledge centres rather than mere book repositories. By making library membership free for children and introducing computers and assistive technologies such as screen readers, the initiative has attracted **millions of young readers**, particularly in rural areas where access to learning resources is often limited. These libraries are now spaces where students, especially girls who may not have conducive study environments at home—can read, learn, and prepare for their futures.

Smt. Uma Mahadevan's work has also significantly strengthened **local governance through the Panchayati Raj system**. Through the digital platform **Panchatantra 2.0**, Village Panchayats have been enabled to deliver a wide range of services directly to citizens. The number of services available at the local level has expanded dramatically, making it possible for people to access documents, register births and deaths, and obtain various certificates without travelling to distant administrative offices. Such reforms bring governance closer to citizens and reduce bureaucratic barriers.

In addition, Smt. Uma Mahadevan has contributed to several important policy frameworks, including rules relating to **juvenile justice, disability rights, and transgender welfare**, as well as the preparation of Karnataka's **Human Development Report**. What distinguishes her public engagement is the thoughtful manner in which she uses social media—not for self-promotion but for sharing reflections on books, philosophy, and governance. Her posts often connect literature and public policy, demonstrating that administrative leadership can also be intellectually enriching.

If Smt. Uma Mahadevan represents the reflective reformer within the Civil Service, **Major Manivannan Ponniah** embodies another equally important dimension of public service: ***decisive action and citizen accessibility.***



Currently serving as **Principal Secretary and Commissioner of the Bangalore Development Authority**, Major Manivannan's life journey itself is remarkable. Born into a modest Scheduled Caste family in Tamil Nadu, he first joined the armed forces through the National Defence Academy and trained at the Indian Military Academy. His military background shaped his

discipline and commitment to public duty. Later, he entered the civil services, bringing with him a distinctive blend of soldierly resolve and administrative pragmatism.

During his tenure in Mysuru, Major Manivannan gained the reputation of a tough administrator because of his efforts to remove illegal encroachments on public land—earning him the popular nickname "***Demolition Man.***" These drives were aimed not merely at enforcement but at restoring urban order and protecting public resources from unlawful occupation.

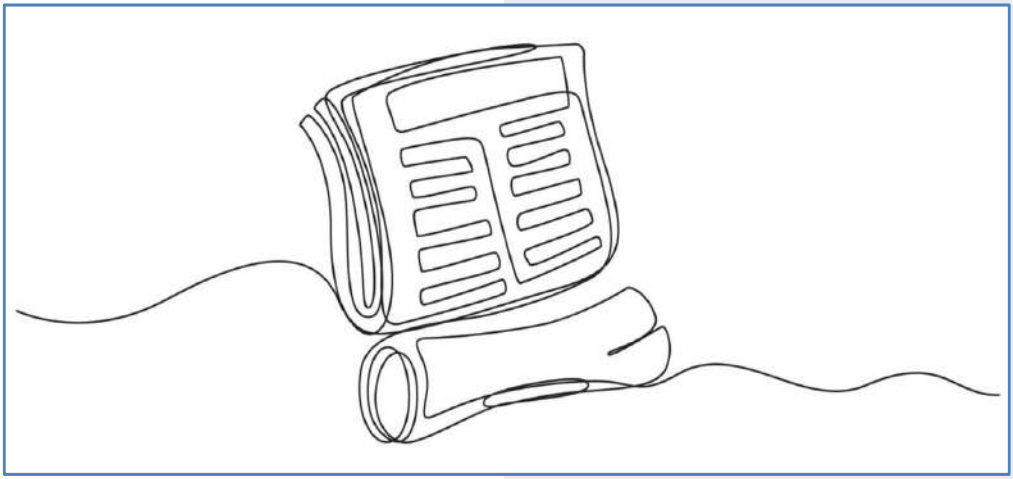
What truly set him apart during the COVID-19 pandemic, however, was his innovative use of social media for **citizen grievance redressal**. By responding directly to public complaints on digital platforms, he was able to resolve hundreds of problems ranging from civic issues to administrative delays. For many citizens, social media became an unexpected but effective bridge to government, allowing them to communicate directly with the district administration.

Today, as head of the Bangalore Development Authority, Major Manivannan faces the formidable challenge of managing urban development in one of India's fastest-growing metropolitan regions. His approach emphasizes transparency, responsiveness, and direct communication with citizens—values that are increasingly essential in modern governance.

Taken together, the careers of Smt. Uma Mahadevan Dasgupta and Major Manivannan illustrate an important shift within the Indian Civil Service. The traditional virtues of integrity, competence, and public duty remain as vital as ever. But they are now being complemented by new qualities: *openness to public dialogue, willingness to engage with citizens directly, and creative use of technology to make governance more responsive.*

Social media, when used responsibly, can become a powerful instrument of democratic accountability. It allows administrators to communicate policies, clarify misconceptions, and listen to citizens in real time. Yet the deeper lesson from these officers' work is not merely about technology; it is about a renewed understanding of public service itself.

The Civil Servant of the twenty-first century must not only administer programmes but also **build trust between the state and society**. In doing so, administrators like Smt. Uma Mahadevan and Major Manivannan demonstrate that the Indian Civil Service continues to evolve—adapting to new challenges, while remaining anchored in its fundamental commitment to the public good.



Opinion

SCORE CARDS FOR UNION SECRETARIES

A Step Forward—But Not Quite a Leap

D. Jeevan Kumar

Introduction

When the **Cabinet Secretariat** recently introduced ***Score Cards for Union Secretaries*** with clearly laid-down **Key Performance Indicators** (KPIs), it marked a significant moment in India's long history of administrative reform. For decades, successive commissions and committees—particularly the First and Second Administrative Reforms Commissions—have underscored the need to professionalize the upper echelons of the civil service, align performance with outcomes, and move away from a culture that privileges tenure over delivery.

Score Cards attempt to respond to that call. They represent a shift toward ***quantified accountability***: defining priorities, instituting measurable goals, and linking bureaucratic performance, at least in principle, to national commitments such as the Sustainable Development Goals, ease of living, and citizen-centric service delivery. Yet, as with most performance-measurement systems in the public sector, they carry within them structural tensions that deserve careful attention.

What the Score Cards Aim to Achieve

1. Alignment with National Priorities

The **Score Card** framework seeks to ensure that each Secretary's mandate is tied to time-bound achievements aligned with the government's overarching goals in terms of infrastructure, social welfare, digital governance, financial inclusion, or sector-specific development. This builds coherence between policy ambition at the political level and administrative execution at the bureaucratic level.

2. A Shift from Process to Outcomes

Historically, Indian bureaucracy has been evaluated largely on adherence to procedure—file movement, compliance, expenditure, and timely completion of routine tasks. **Score Cards** introduce a sharper focus on *outcomes*: what measurable improvements are delivered, what policy shifts are implemented, what bottlenecks are removed, and what the citizen experiences differently at the end of the chain.

3. Data-Driven Governance

By requiring Secretaries to define quantifiable indicators, **Score Cards** reinforce the ongoing shift toward evidence-based administration. Ministries must track performance through dashboards, MIS systems, and explicit metrics. This is consistent with India's broader push toward digital transformation in governance.

4. Enhanced Inter-Ministerial Coordination

Many KPIs relate to cross-cutting areas—climate resilience, infrastructure, mobility, rural development, logistics, education, and innovation. This implicitly pushes Secretaries to work across silos, an area where Indian governance has traditionally struggled to overcome.

5. A Culture of Accountability

At least in theory, **Score Cards** help institutionalize accountability at the highest levels of the Civil Service. They create a structured mechanism for reviewing administrative performance and potentially for linking such performance to tenure, extension, or future responsibility.

Where the Approach Shows Promise

1. Professionalizing Public Administration

By articulating KPIs for leadership-level officers, the **Score Card** system brings India closer to practices observed in many OECD countries, where senior civil servants work on explicit annual performance agreements.

2. Transparency and Clarity

Clear KPIs reduce ambiguity and can help ministries prioritize. They allow Parliament, civil society, and citizens to understand what the administrative leadership is expected to deliver.

3. Institutional Memory and Continuity

Even when Secretaries are transferred, **Score Cards** help maintain continuity because the goals remain tied to the ministry rather than the individual.

4. Political-Bureaucratic Alignment

When well-designed, **Score Cards** ensure that political expectations are clearly communicated to administrative leadership, minimizing gaps in interpretation and implementation.

Concerns Deserving Serious Attention

1. Over-Quantification of Complex Administrative Work

Public governance is not a corporate production line. Many crucial tasks—building trust with stakeholders, steering inter-departmental consensus, strengthening institutions, ensuring ethical governance—are difficult to quantify.

A KPI-driven culture may unintentionally push Secretaries to prioritize what is *measurable* over what is *meaningful*.

2. Risk of Narrow Target-Chasing

Like many performance systems, this one risks incentivizing short-termism. Secretaries may be tempted to focus on quick wins—easy-to-report achievements—rather than long-term structural reform, which often yields results only after several years.

3. Inadequate Recognition of Field Realities

Certain ministries—such as Rural Development, Tribal Affairs, Women and Child Development, Health, or Water Resources—are deeply dependent on state-level execution. Measuring a Secretary's performance without reflecting the on-the-ground political, fiscal, and institutional constraints may lead to unfair assessments.

4. Possibility of Politicization

If **Score Card** targets are set or reviewed without adequate transparency, they may be influenced by political priorities of the moment, rather than long-term public interest. A performance system must be insulated from partisan objectives.

5. Strain on an Already Overburdened Bureaucracy

Secretaries and their teams already deal with a heavy administrative load—Parliament questions, court cases, budget work, inter-ministerial coordination, state-level interactions, crisis management, and public grievances. Adding KPI compliance risks creating a secondary bureaucracy dedicated merely to meeting documentation requirements.

6. Lack of Independent Evaluation Mechanisms

A credible performance-management system requires a third-party audit, citizen feedback, field surveys, and methodological transparency. If **Score Cards** rely mainly on internal ministry reporting, they may become procedural rituals rather than genuine accountability tools.

The Way Forward: Designing More Meaningful Score Cards

If the government wishes **Score Cards** to evolve into a transformative reform rather than a documentation exercise, a few elements are critical:

1. Co-creation of KPIs with Stakeholders

Secretaries, mid-level officers, state governments, and domain experts should participate in defining KPIs. This creates ownership and avoids unrealistic targets.

2. A Balanced Mix of Quantitative and Qualitative Indicators

Numbers matter—but so do institutional reforms, ethical governance, policy clarity, and citizen satisfaction. A robust **Score Card** must include narrative self-assessments, third-party evaluations, and public feedback mechanisms.

3. Linking Score Cards to Capacity Building

Performance measurement must be accompanied by systemic investments in capacity—data systems, staff support, training, and institutional strengthening.

4. Public Disclosure for Accountability

In democracies, sunlight is the best disinfectant. A summary of the **Score Cards** can be made public each year, enabling Parliament, media, and civil society to evaluate performance.

5. Avoiding *One-Size-Fits-All* Metrics

Each ministry functions under very different constraints—technical, political, fiscal, and geographic. KPIs must be contextual, reflecting the nature of its mandate.

A Promising Reform—But Needs Deeper Thought

The introduction of **Score Cards** is an important experiment in administrative reform. It reflects the Government's willingness to demand greater accountability from senior officials and signals a shift toward performance-oriented governance.

Yet, without carefully designed indicators, transparent oversight, independent evaluation, and sensitivity to sectoral complexity, **Score Cards** risk becoming another layer in India's long line of procedural reforms: well-intentioned, but with limited transformative impact.

The promise of **Score Cards** lies not in measuring officials alone but in catalyzing a larger culture of responsive, citizen-centric, democratic governance. If India can pair measurable targets with meaningful institutional reform, this initiative can become a cornerstone of administrative renewal—not merely another document in the bureaucratic archive.

ಅಭಿಪ್ರಾಯ

ಕೇಂದ್ರ ಕಾರ್ಯದರ್ಶಿಗಳಿಗೆ ಅಂಕಪಟ್ಟಿಗಳು
ಒಂದು ಹೆಜ್ಜೆ ಮುಂದಿದೆ–ಆದರೆ ಸಾಕಷ್ಟು ಜಿಗಿತವಲ್ಲ

ಡಿ. ಜೀವನ ಕುಮಾರ್

ಇತ್ತೀಚೆಗೆ ಸಚಿವ ಸಂಪುಟ ಸಚಿವಾಲಯ ಸೇವೆ ಸ್ಪಷ್ಟವಾಗಿ ನಿಗದಿಪಡಿಸಿದ ಪ್ರಮುಖ ಕಾರ್ಯಕ್ಷಮತೆ ಸೂಚಕಗಳನ್ನು (KPIs) ಹೊಂದಿರುವ ಕೇಂದ್ರ ಕಾರ್ಯದರ್ಶಿಗಳಿಗೆ ಅಂಕಪಟ್ಟಿಗಳನ್ನು ಪರಿಚಯಿಸಿದಾಗ, ಅದು ಭಾರತದ ಆಡಳಿತ ಸುಧಾರಣೆಯ ದೀರ್ಘ ಇತಿಹಾಸದಲ್ಲಿ ಮಹತ್ವದ ಕ್ಷಣವನ್ನು ಗುರುತಿಸಿತು. ದಶಕಗಳಿಂದ, ಸತತ ಆಯೋಗಗಳು ಮತ್ತು ಸಮಿತಿಗಳು - ವಿಶೇಷವಾಗಿ ಮೊದಲ ಮತ್ತು ಎರಡನೇ ಆಡಳಿತ ಸುಧಾರಣಾ ಆಯೋಗಗಳು - ನಾಗರಿಕ ಸೇವೆಯ ಉನ್ನತ ಶ್ರೇಣಿಯನ್ನು ವೃತ್ತಿಪರಗೊಳಿಸುವ, ಕಾರ್ಯಕ್ಷಮತೆಯನ್ನು ಫಲಿತಾಂಶಗಳೊಂದಿಗೆ ಜೋಡಿಸುವ ಮತ್ತು ವಿತರಣೆಗಿಂತ ಅಧಿಕಾರಾವಧಿಗೆ ಸವಲತ್ತು ನೀಡುವ ಸಂಸ್ಕೃತಿಯಿಂದ ದೂರ ಸರಿಯುವ ಅಗತ್ಯವನ್ನು ಒತ್ತಿಹೇಳಿವೆ.

ಅಂಕಪಟ್ಟಿಗಳು ಆ ಕರೆಗೆ ಪ್ರತಿಕ್ರಿಯಿಸಲು ಪ್ರಯತ್ನಿಸುತ್ತವೆ. ಅವು ಪರಿಮಾಣಾತ್ಮಕ ಹೊಣೆಗಾರಿಕೆಯ ಕಡೆಗೆ ಬದಲಾವಣೆಯನ್ನು ಪ್ರತಿನಿಧಿಸುತ್ತವೆ: ಆದ್ಯತೆಗಳನ್ನು ವ್ಯಾಖ್ಯಾನಿಸುವುದು, ಅಳೆಯಬಹುದಾದ ಗುರಿಗಳನ್ನು ಸ್ಥಾಪಿಸುವುದು ಮತ್ತು ಅಧಿಕಾರಶಾಹಿ ಕಾರ್ಯಕ್ಷಮತೆಯನ್ನು, ಕನಿಷ್ಠ ತಾತ್ವಿಕವಾಗಿ, ಸುಸ್ಥಿರ ಅಭಿವೃದ್ಧಿ ಗುರಿಗಳು, ಜೀವನ ಸುಲಭತೆ ಮತ್ತು ನಾಗರಿಕ-ಕೇಂದ್ರಿತ ಸೇವಾ ವಿತರಣೆಯಂತಹ ರಾಷ್ಟ್ರೀಯ ಬದ್ಧತೆಗಳಿಗೆ ಜೋಡಿಸುವುದು. ಆದರೂ, ಸಾರ್ವಜನಿಕ ವಲಯದಲ್ಲಿನ ಹೆಚ್ಚಿನ ಕಾರ್ಯಕ್ಷಮತೆ-ಮಾಪನ ವ್ಯವಸ್ಥೆಗಳಂತೆ, ಅವು ತಮ್ಮೊಳಗೆ ಎಚ್ಚರಿಕೆಯಿಂದ ಗಮನ ಹರಿಸಬೇಕಾದ ರಚನಾತ್ಮಕ ಒತ್ತಡಗಳನ್ನು ಹೊಂದಿವೆ.

ಅಂಕಪಟ್ಟಿಗಳು ಏನನ್ನು ಸಾಧಿಸಲು ಉದ್ದೇಶಿಸಿವೆ

1. ರಾಷ್ಟ್ರೀಯ ಆದ್ಯತೆಗಳೊಂದಿಗೆ ಹೊಂದಾಣಿಕೆ

ಅಂಕಪಟ್ಟಿ ಚೌಕಟ್ಟು ಪ್ರತಿಯೊಬ್ಬ ಕಾರ್ಯದರ್ಶಿಯ ಆದೇಶವು ಸರ್ಕಾರದ ಪ್ರಮುಖ ಗುರಿಗಳೊಂದಿಗೆ ಹೊಂದಿಕೆಯಾಗುವ ಸಮಯಕ್ಕೆ ಅನುಗುಣವಾಗಿ ಸಾಧನೆಗಳಿಗೆ ಸಂಬಂಧಿಸಿದೆ ಎಂದು ಖಚಿತಪಡಿಸಿಕೊಳ್ಳಲು ಪ್ರಯತ್ನಿಸುತ್ತದೆ - ಮೂಲಸೌಕರ್ಯ, ಸಾಮಾಜಿಕ ಕಲ್ಯಾಣ, ಡಿಜಿಟಲ್ ಆಡಳಿತ, ಹಣಕಾಸು ಸೇರ್ಪಡೆ ಅಥವಾ ವಲಯ-ನಿರ್ದಿಷ್ಟ ಅಭಿವೃದ್ಧಿಯಲ್ಲಿ. ಇದು ರಾಜಕೀಯ ಮಟ್ಟದಲ್ಲಿ ನೀತಿ ಮಹತ್ವಾಕಾಂಕ್ಷೆ ಮತ್ತು ಅಧಿಕಾರಶಾಹಿ ಮಟ್ಟದಲ್ಲಿ ಆಡಳಿತಾತ್ಮಕ ಕಾರ್ಯಗತಗೊಳಿಸುವಿಕೆಯ ನಡುವೆ ಸುಸಂಬದ್ಧತೆಯನ್ನು ನಿರ್ಮಿಸುತ್ತದೆ.

2. ಪ್ರಕ್ರಿಯೆಯಿಂದ ಫಲಿತಾಂಶಗಳಿಗೆ ಬದಲಾವಣೆ

ಐತಿಹಾಸಿಕವಾಗಿ, ಭಾರತೀಯ ಅಧಿಕಾರಶಾಹಿಯನ್ನು ಹೆಚ್ಚಾಗಿ ಕಾರ್ಯವಿಧಾನದ ಅನುಸರಣೆಯ ಮೇಲೆ ಮೌಲ್ಯಮಾಪನ ಮಾಡಲಾಗಿದೆ - ಫೈಲ್ ಚಲನೆ, ಅನುಸರಣೆ, ಖರ್ಚು ಮತ್ತು ದಿನನಿತ್ಯದ ಕೆಲಸಗಳನ್ನು ಸಕಾಲಿಕವಾಗಿ ಪೂರ್ಣಗೊಳಿಸುವುದು. ಅಂಕಪಟ್ಟಿಗಳು ಫಲಿತಾಂಶಗಳ ಮೇಲೆ ತೀಕ್ಷ್ಣವಾದ ಗಮನವನ್ನು ಪರಿಚಯಿಸುತ್ತವೆ: ಅಳೆಯಬಹುದಾದ ಯಾವ ಸುಧಾರಣೆಗಳನ್ನು ನೀಡಲಾಗುತ್ತದೆ, ಯಾವ ನೀತಿ ಬದಲಾವಣೆಗಳನ್ನು ಕಾರ್ಯಗತಗೊಳಿಸಲಾಗುತ್ತದೆ, ಯಾವ ಅಡಚಣೆಗಳನ್ನು ತೆಗೆದುಹಾಕಲಾಗುತ್ತದೆ ಮತ್ತು ಸರಪಳಿಯ ಕೊನೆಯಲ್ಲಿ ಇರುವ ನಾಗರಿಕನು ಏನನ್ನು ವಿಭಿನ್ನವಾಗಿ ಅನುಭವಿಸುತ್ತಾನೆ.

3. **ಡೇಟಾ-ಚಾಲಿತ ಆಡಳಿತ**

ಕಾರ್ಯದರ್ಶಿಗಳು ಪರಿಮಾಣಾತ್ಮಕ ಸೂಚಕಗಳನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಲು ಒತ್ತಾಯಿಸುವ ಮೂಲಕ, ಅಂಕಪಟ್ಟಿಗಳು ಪುರಾವೆ ಆಧಾರಿತ ಆಡಳಿತದ ಕಡೆಗೆ ನಡೆಯುತ್ತಿರುವ ಬದಲಾವಣೆಯನ್ನು ಬಲಪಡಿಸುತ್ತವೆ. ಸಚಿವಾಲಯಗಳು ಡ್ಯಾಶ್‌ಬೋರ್ಡ್‌ಗಳು, MIS ವ್ಯವಸ್ಥೆಗಳು ಮತ್ತು ಸ್ಪಷ್ಟ ಮೆಟ್ರಿಕ್‌ಗಳ ಮೂಲಕ **ಕಾರ್ಯಕ್ಷಮತೆಯನ್ನು ಗಮನಿಸಬೇಕು**. ಇದು ಆಡಳಿತದಲ್ಲಿ ಡಿಜಿಟಲ್ ರೂಪಾಂತರದ ಕಡೆಗೆ ಭಾರತದ ವಿಶಾಲವಾದ ತಳ್ಳುವಿಕೆಗೆ ಅನುಗುಣವಾಗಿದೆ.

4. **ವರ್ಧಿತ ಅಂತರ-ಸಚಿವಾಲಯ ಸಮನ್ವಯ**

ಹಲವು ಕೆಪಿಐಗಳು ಹವಾಮಾನ ಸ್ಥಿತಿಸ್ಥಾಪಕತ್ವ, ಮೂಲಸೌಕರ್ಯ, ಚಲನಶೀಲತೆ, ಗ್ರಾಮೀಣಾಭಿವೃದ್ಧಿ, ಲಾಜಿಸ್ಟಿಕ್ಸ್, ಶಿಕ್ಷಣ ಮತ್ತು ನಾವೀನ್ಯತೆ - ಅಡ್ಡ-ಕಡಿತದ ಕ್ಷೇತ್ರಗಳಿಗೆ ಸಂಬಂಧಿಸಿವೆ. ಇದು ಸೂಚ್ಯವಾಗಿ ಕಾರ್ಯದರ್ಶಿಗಳನ್ನು ಭಾರತೀಯ ಆಡಳಿತವು ಸಾಂಪ್ರದಾಯಿಕವಾಗಿ ಜಯಿಸಲು ಹೆಣಗಾಡುತ್ತಿರುವ ಕ್ಷೇತ್ರವಾದ ಸಿಲೋಗಳಲ್ಲಿ ಕೆಲಸ ಮಾಡಲು ತಳ್ಳುತ್ತದೆ.

5. **ಹೊಣೆಗಾರಿಕೆಯ ಸಂಸ್ಕೃತಿ**

ಕನಿಷ್ಠಪಕ್ಷ ಸೈದ್ಧಾಂತಿಕವಾಗಿ, ಅಂಕಪಟ್ಟಿಗಳು ನಾಗರಿಕ ಸೇವೆಯ ಉನ್ನತ ಹಂತಗಳಲ್ಲಿ ಹೊಣೆಗಾರಿಕೆಯನ್ನು ಸಾಂಸ್ಥಿಕಗೊಳಿಸಲು ಸಹಾಯ ಮಾಡುತ್ತವೆ. ಅವು ಆಡಳಿತಾತ್ಮಕ ಕಾರ್ಯಕ್ಷಮತೆಯನ್ನು ಪರಿಶೀಲಿಸಲು ಮತ್ತು ಅಂತಹ ಕಾರ್ಯಕ್ಷಮತೆಯನ್ನು ಅಧಿಕಾರಾವಧಿ, ವಿಸ್ತರಣೆ ಅಥವಾ ಭವಿಷ್ಯದ ಜವಾಬ್ದಾರಿಗೆ ಜೋಡಿಸಲು ರಚನಾತ್ಮಕ ಕಾರ್ಯವಿಧಾನವನ್ನು ರಚಿಸುತ್ತವೆ.

ವಿಧಾನವು ಭರವಸೆಯನ್ನು ತೋರಿಸುವಲ್ಲಿ

1. <u>ಸಾರ್ವಜನಿಕ ಆಡಳಿತವನ್ನು ವೃತ್ತಿಪರಗೊಳಿಸುವುದು</u>

ನಾಯಕತ್ವ ಮಟ್ಟದ ಅಧಿಕಾರಿಗಳಿಗೆ ಕೆಪಿಐಗಳನ್ನು(KPI) ನಿರೂಪಿಸುವ ಮೂಲಕ, ಅಂಕಪಟ್ಟಿಗಳ ವ್ಯವಸ್ಥೆಯು ಭಾರತವನ್ನು ಅನೇಕ ಒಇಸಿಡಿ (OECD) ದೇಶಗಳಲ್ಲಿ ಕಂಡುಬರುವ ಅಭ್ಯಾಸಗಳಿಗೆ ಹತ್ತಿರ ತರುತ್ತದೆ. ಅಲ್ಲಿ ಹಿರಿಯ ನಾಗರಿಕ ಸೇವಕರು ಸ್ಪಷ್ಟ ವಾರ್ಷಿಕ ಕಾರ್ಯಕ್ಷಮತೆ ಒಪ್ಪಂದಗಳಲ್ಲಿ ಕೆಲಸ ಮಾಡುತ್ತಾರೆ.

2. <u>ಪಾರದರ್ಶಕತೆ ಮತ್ತು ಸ್ಪಷ್ಟತೆ</u>

ಸ್ಪಷ್ಟ ಕೆಪಿಐಗಳು(KPI) ಅಸ್ಪಷ್ಟತೆಯನ್ನು ಕಡಿಮೆ ಮಾಡುತ್ತದೆ ಮತ್ತು ಸಚಿವಾಲಯಗಳಿಗೆ ಆದ್ಯತೆ ನೀಡಲು ಸಹಾಯ ಮಾಡುತ್ತದೆ. ಆಡಳಿತ ನಾಯಕತ್ವವು ಏನನ್ನು ನೀಡುತ್ತದೆ ಎಂಬುದನ್ನು ಸಂಸತ್ತು, ನಾಗರಿಕ ಸಮಾಜ ಮತ್ತು ನಾಗರಿಕರು ಅರ್ಥಮಾಡಿಕೊಳ್ಳಲು ಅವು ಅನುವು ಮಾಡಿಕೊಡುತ್ತದೆ.

3. **ಸಾಂಸ್ಥಿಕ ಸ್ಮರಣೆ ಮತ್ತು ನಿರಂತರತೆ**

ಕಾರ್ಯದರ್ಶಿಗಳನ್ನು ವರ್ಗಾಯಿಸಿದಾಗಲೂ, ಅಂಕಪಟ್ಟಿಗಳು ನಿರಂತರತೆಯನ್ನು ಕಾಪಾಡಿಕೊಳ್ಳಲು ಸಹಾಯ ಮಾಡುತ್ತದೆ ಏಕೆಂದರೆ ಗುರಿಗಳು ವ್ಯಕ್ತಿಗಿಂತ ಸಚಿವಾಲಯಕ್ಕೆ ಸಂಬಂಧಿಸಿರುತ್ತವೆ.

4. **ರಾಜಕೀಯ-ಅಧಿಕಾರಶಾಹಿ ಜೋಡಣೆ**

ಚೆನ್ನಾಗಿ ವಿನ್ಯಾಸಗೊಳಿಸಿದಾಗ, ಅಂಕಪಟ್ಟಿಗಳು ರಾಜಕೀಯ ನಿರೀಕ್ಷೆಗಳನ್ನು ಆಡಳಿತಾತ್ಮಕ ನಾಯಕತ್ವಕ್ಕೆ ಸ್ಪಷ್ಟವಾಗಿ ತಿಳಿಸಲಾಗಿದೆಯೆ ಎಂದು ಖಚಿತಪಡಿಸುತ್ತದೆ, ವ್ಯಾಖ್ಯಾನ ಮತ್ತು ಅನುಷ್ಠಾನದಲ್ಲಿನ ಅಂತರವನ್ನು ಕಡಿಮೆ ಮಾಡುತ್ತದೆ.

ಹಲವಾರು ಕಾಳಜಿಗಳಿಗೆ ಗಂಭೀರ ಗಮನ ನೀಡಬೇಕು

1. **ಸಂಕೀರ್ಣ ಆಡಳಿತಾತ್ಮಕ ಕಾರ್ಯಗಳ ಅತಿಯಾದ ಪ್ರಮಾಣೀಕರಣ**

ಸಾರ್ವಜನಿಕ ಆಡಳಿತವು ಕಾರ್ಪೊರೇಟ್ ಉತ್ಪಾದನಾ ಮಾರ್ಗವಲ್ಲ. ಪಾಲುದಾರರೊಂದಿಗೆ ವಿಶ್ವಾಸವನ್ನು ಬೆಳೆಸುವುದು, ಅಂತರ-ಇಲಾಖೆಯ ಒಮ್ಮತವನ್ನು ನಡೆಸುವುದು, ಸಂಸ್ಥೆಗಳನ್ನು ಬಲಪಡಿಸುವುದು, ನೈತಿಕ ಆಡಳಿತವನ್ನು ಖಚಿತಪಡಿಸುವುದು - ಅನೇಕ ನಿರ್ಣಾಯಕ ಕಾರ್ಯಗಳನ್ನು ಪರಿಮಾಣೀಕರಿಸುವುದು ಕಷ್ಟ.

ಕೆಪಿಐ-ಚಾಲಿತ ಸಂಸ್ಕೃತಿಯು ಕಾರ್ಯದರ್ಶಿಗಳನ್ನು *ಅರ್ಥಪೂರ್ಣವಾದದ್ದಕ್ಕಿಂತ ಅಳೆಯಬಹುದಾದದ್ದನ್ನು* ಆದ್ಯತೆ ನೀಡುವಂತೆ ಉದ್ದೇಶಪೂರ್ವಕವಲ್ಲದೆ ಒತ್ತಾಯಿಸಬಹುದು.

2. **ಕಿರಿದಾದ ಗುರಿಗಳಿಗೆ ಬೆಂಬಲದ ಅಪಾಯ**

ಅನೇಕ ಕಾರ್ಯಕ್ಷಮತೆ ವ್ಯವಸ್ಥೆಗಳಂತೆ, ಇದು ಅಲ್ಪಾವಧಿಯನ್ನು ಪ್ರೋತ್ಸಾಹಿಸುವ ಅಪಾಯವನ್ನುಂಟುಮಾಡುತ್ತದೆ. ಕಾರ್ಯದರ್ಶಿಗಳು, ಹಲವಾರು ವರ್ಷಗಳ ನಂತರ ಮಾತ್ರ ಫಲಿತಾಂಶಗಳನ್ನು ನೀಡುವ, ದೀರ್ಘಾವಧಿಯ ರಚನಾತ್ಮಕ ಸುಧಾರಣೆಯ ಬದಲು ತ್ವರಿತ ಗೆಲುವುಗಳ - ವರದಿ ಮಾಡಲು ಸುಲಭವಾದ ಸಾಧನೆಗಳ- ಮೇಲೆ ಕೇಂದ್ರೀಕರಿಸಲು ಪ್ರಚೋದಿಸಬಹುದು.

3. ಕ್ಷೇತ್ರ ವಾಸ್ತವಗಳ ಅಸಮರ್ಪಕ ಗುರುತಿಸುವಿಕೆ

ಗ್ರಾಮೀಣಾಭಿವೃದ್ಧಿ, ಬುಡಕಟ್ಟು ವ್ಯವಹಾರಗಳು, ಮಹಿಳಾ ಮತ್ತು ಮಕ್ಕಳ ಅಭಿವೃದ್ಧಿ, ಆರೋಗ್ಯ ಅಥವಾ ಜಲ ಸಂಪನ್ಮೂಲಗಳಂತಹ ಕೆಲವು ಸಚಿವಾಲಯಗಳು - ರಾಜ್ಯ ಮಟ್ಟದ ಕಾರ್ಯಗತಗೊಳಿಸುವಿಕೆಯ ಮೇಲೆ ಆಳವಾಗಿ ಅವಲಂಬಿತವಾಗಿವೆ. ರಾಜಕೀಯ, ಹಣಕಾಸು ಮತ್ತು ಸಾಂಸ್ಥಿಕಗಳ ವ್ಯಾವಹಾರಿಕ ನಿರ್ಬಂಧಗಳನ್ನು ಪ್ರತಿಬಿಂಬಿಸದೆ ಕಾರ್ಯದರ್ಶಿಯ ಕಾರ್ಯಕ್ಷಮತೆಯನ್ನು ಅಳೆಯುವುದು ಅನ್ಯಾಯದ ಮೌಲ್ಯಮಾಪನಗಳಿಗೆ ಕಾರಣವಾಗಬಹುದು.

4. ರಾಜಕೀಯೀಕರಣದ ಸಾಧ್ಯತೆ

ಅಂಕಪಟ್ಟಿಯ ಗುರಿಗಳನ್ನು ಸಾಕಷ್ಟು ಪಾರದರ್ಶಕತೆ ಇಲ್ಲದೆ ನಿಗದಿಪಡಿಸಿದರೆ ಅಥವಾ ಪರಿಶೀಲಿಸಿದರೆ, ಅವು ದೀರ್ಘಕಾಲೀನ ಸಾರ್ವಜನಿಕ ಹಿತಾಸಕ್ತಿಗಿಂತ ಆ ಕ್ಷಣದ ರಾಜಕೀಯ ಆದ್ಯತೆಗಳಿಂದ ಪ್ರಭಾವಿತವಾಗಬಹುದು. ಒಂದು ಕಾರ್ಯಕ್ಷಮತೆ ವ್ಯವಸ್ಥೆಯನ್ನು ಪಕ್ಷಪಾತದ ಉದ್ದೇಶಗಳಿಂದ ಬೇರ್ಪಡಿಸಬೇಕು.

5. ಈಗಾಗಲೇ ಹೆಚ್ಚಿನ ಹೊರೆ ಹೊಂದಿರುವ ಅಧಿಕಾರಶಾಹಿಯ ಮೇಲೆ ಒತ್ತಡ

ಕಾರ್ಯದರ್ಶಿಗಳು ಮತ್ತು ಅವರ ತಂಡಗಳು ಈಗಾಗಲೇ ಭಾರೀ ಆಡಳಿತಾತ್ಮಕ ಹೊರೆಯನ್ನು ಎದುರಿಸುತ್ತವೆ—ಸಂಸತ್ತಿನ ಪ್ರಶ್ನೆಗಳು, ನ್ಯಾಯಾಲಯದ ಪ್ರಕರಣಗಳು, ಬಜೆಟ್ ಕೆಲಸ, ಅಂತರ-ಸಚಿವಾಲಯ ಸಮನ್ವಯ, ರಾಜ್ಯ ಮಟ್ಟದ ಸಂವಹನಗಳು, ಬಿಕ್ಕಟ್ಟು ನಿರ್ವಹಣೆ ಮತ್ತು ಸಾರ್ವಜನಿಕ ಕುಂದುಕೊರತೆಗಳು. KPI ಅನುಸರಣೆಯನ್ನು ಸೇರಿಸುವುದರಿಂದ ಕೇವಲ ದಸ್ತಾವೇಜೀಕರಣದ ಅವಶ್ಯಕತೆಗಳನ್ನು ಪೂರೈಸಲು ಮೀಸಲಾಗಿರುವ ದ್ವಿತೀಯ ಅಧಿಕಾರಶಾಹಿಯನ್ನು ರಚಿಸುವ ಅಪಾಯಗಳಿವೆ.

6. ಸ್ವತಂತ್ರ ಮೌಲ್ಯಮಾಪನ ಕಾರ್ಯವಿಧಾನಗಳ ಕೊರತೆ

ವಿಶ್ವಾಸಾರ್ಹ ಕಾರ್ಯಕ್ಷಮತೆ-ನಿರ್ವಹಣಾ ವ್ಯವಸ್ಥೆಗೆ ಮೂರನೇ ವ್ಯಕ್ತಿಯ ಲೆಕ್ಕಪರಿಶೋಧನೆ, ನಾಗರಿಕರ ಪ್ರತಿಕ್ರಿಯೆ, ಕ್ಷೇತ್ರ ಸಮೀಕ್ಷೆಗಳು ಮತ್ತು ಕ್ರಮಶಾಸ್ತ್ರೀಯ ಪಾರದರ್ಶಕತೆಯ ಅಗತ್ಯವಿರುತ್ತದೆ. ಅಂಕಪಟ್ಟಿಗಳು ಮುಖ್ಯವಾಗಿ ಆಂತರಿಕ ಸಚಿವಾಲಯದ ವರದಿ ಮಾಡುವಿಕೆಯ ಮೇಲೆ ಅವಲಂಬಿತವಾಗಿದ್ದರೆ, ಅವು ನಿಜವಾದ ಹೊಣೆಗಾರಿಕೆ ಸಾಧನಗಳಿಗಿಂತ ಕಾರ್ಯವಿಧಾನದ ಆಚರಣೆಗಳಾಗಬಹುದು.

ಮುಂದಿನ ದಾರಿ: ಹೆಚ್ಚು ಅರ್ಥಪೂರ್ಣ ಅಂಕಪಟ್ಟಿಗಳನ್ನು ವಿನ್ಯಾಸಗೊಳಿಸುವುದು

ಸರ್ಕಾರವು ಅಂಕಪಟ್ಟಿಗಳನ್ನು ದಾಖಲೀಕರಣ ವ್ಯಾಯಾಮಕ್ಕಿಂತ ಪರಿವರ್ತನಾತ್ಮಕ ಸುಧಾರಣೆಯಾಗಿ ವಿಕಸನಗೊಳ್ಳಬೇಕೆಂದು ಬಯಸಿದರೆ, ಕೆಲವು ಅಂಶಗಳು ನಿರ್ಣಾಯಕವಾಗಿವೆ:

1. ಪಾಲುದಾರರೊಂದಿಗೆ KPI ಗಳ ಸಹ-ರಚನೆ

ಕಾರ್ಯದರ್ಶಿಗಳು, ಮಧ್ಯಮ ಮಟ್ಟದ ಅಧಿಕಾರಿಗಳು, ರಾಜ್ಯ ಸರ್ಕಾರಗಳು ಮತ್ತು ಡೊಮೇನ್ ತಜ್ಞರು KPI ಗಳನ್ನು ವ್ಯಾಖ್ಯಾನಿಸುವಲ್ಲಿ ಭಾಗವಹಿಸಬೇಕು. ಇದು ಮಾಲೀಕತ್ವವನ್ನು ಸೃಷ್ಟಿಸುತ್ತದೆ ಮತ್ತು ಅವಾಸ್ತವಿಕ ಗುರಿಗಳನ್ನು ತಪ್ಪಿಸುತ್ತದೆ.

2. ಪರಿಮಾಣಾತ್ಮಕ ಮತ್ತು ಗುಣಾತ್ಮಕ ಸೂಚಕಗಳ ಸಮತೋಲಿತ ಮಿಶ್ರಣ

ಸಂಖ್ಯೆಗಳು ಮುಖ್ಯ - ಆದರೆ ಸಾಂಸ್ಥಿಕ ಸುಧಾರಣೆಗಳು, ನೈತಿಕ ಆಡಳಿತ, ನೀತಿ ಸ್ಪಷ್ಟತೆ ಮತ್ತು ನಾಗರಿಕ ತೃಪ್ತಿಯೂ ಸಹ ಮುಖ್ಯ. ದೃಢವಾದ ಅಂಕಪಟ್ಟಿಯು ನಿರೂಪಣಾ ಸ್ವಯಂ-ಮೌಲ್ಯಮಾಪನಗಳು, ಮೂರನೇ ವ್ಯಕ್ತಿಯ ಮೌಲ್ಯಮಾಪನಗಳು ಮತ್ತು ಸಾರ್ವಜನಿಕ ಪ್ರತಿಕ್ರಿಯೆ ಕಾರ್ಯವಿಧಾನಗಳನ್ನು ಒಳಗೊಂಡಿರಬೇಕು.

3. ಅಂಕಪಟ್ಟಿಗಳನ್ನು ಸಾಮರ್ಥ್ಯ ನಿರ್ಮಾಣಕ್ಕೆ ಲಿಂಕ್ ಮಾಡುವುದು

ಕಾರ್ಯಕ್ಷಮತೆಯ ಮಾಪನವು ಸಾಮರ್ಥ್ಯದಲ್ಲಿ ವ್ಯವಸ್ಥಿತ ಹೂಡಿಕೆಗಳೊಂದಿಗೆ ಇರಬೇಕು - ದತ್ತಾಂಶ ವ್ಯವಸ್ಥೆಗಳು, ಸಿಬ್ಬಂದಿ ಬೆಂಬಲ, ತರಬೇತಿ ಮತ್ತು ಸಾಂಸ್ಥಿಕ ಬಲವರ್ಧನೆ.

4. ಹೊಣೆಗಾರಿಕೆಗಾಗಿ ಸಾರ್ವಜನಿಕ ಬಹಿರಂಗಪಡಿಸುವಿಕೆ

ಪ್ರಜಾಪ್ರಭುತ್ವಗಳಲ್ಲಿ, ಸೂರ್ಯನ ಬೆಳಕು ಅತ್ಯುತ್ತಮ ಸೋಂಕುನಿವಾರಕವಾಗಿದೆ. ಅಂಕಪಟ್ಟಿಗಳ ಸಾರಾಂಶವನ್ನು ಪ್ರತಿ ವರ್ಷ ಸಾರ್ವಜನಿಕರಿಗೊಳಿಸಿದರೆ, ಸಂಸತ್ತು, ಮಾಧ್ಯಮ ಮತ್ತು ನಾಗರಿಕ ಸಮಾಜವು ಕಾರ್ಯಕ್ಷಮತೆಯನ್ನು ಮೌಲ್ಯಮಾಪನ ಮಾಡಲು ಅನುವು ಮಾಡಿಕೊಡುತ್ತದೆ.

5. ಒಂದೇ ಗಾತ್ರ, ಎಲ್ಲರಿಗೂ ಹೊಂದಿಕೆಯಾಗುವದನ್ನು ಮಾಪನಗಳಲ್ಲಿ ತಪ್ಪಿಸುವುದು

ಪ್ರತಿಯೊಂದು ಸಚಿವಾಲಯವು ತಾಂತ್ರಿಕ, ರಾಜಕೀಯ, ಹಣಕಾಸು ಮತ್ತು ಭೌಗೋಳಿಕವಾಗಿ ಬಹಳ ವಿಭಿನ್ನ ನಿರ್ಬಂಧಗಳ ಅಡಿಯಲ್ಲಿ ಕಾರ್ಯನಿರ್ವಹಿಸುತ್ತದೆ. ಕೆಪಿಐಗಳು ಸಂದರ್ಭೋಚಿತವಾಗಿರಬೇಕು, ಅದರ ಆದೇಶದ ಸ್ವರೂಪವನ್ನು ಪ್ರತಿಬಿಂಬಿಸಬೇಕು.

ತೀರ್ಮಾನ: ಭರವಸೆಯ ಸುಧಾರಣೆ - ಆದರೆ ಆಳವಾದ ಚಿಂತನೆಯ ಅಗತ್ಯವಿದೆ

ಅಂಕಪಟ್ಟಿಗಳ ಪರಿಚಯವು ಆಡಳಿತ ಸುಧಾರಣೆಯಲ್ಲಿ ಒಂದು ಪ್ರಮುಖ ಪ್ರಯೋಗವಾಗಿದೆ. ಇದು ಹಿರಿಯ ಅಧಿಕಾರಿಗಳಿಂದ ಹೆಚ್ಚಿನ ಹೊಣೆಗಾರಿಕೆಯನ್ನು ಕೋರುವ ಸರ್ಕಾರದ ಇಚ್ಛೆಯನ್ನು ಪ್ರತಿಬಿಂಬಿಸುತ್ತದೆ ಮತ್ತು ಕಾರ್ಯಕ್ಷಮತೆ-ಆಧಾರಿತ ಆಡಳಿತದತ್ತ ಬದಲಾವಣೆಯನ್ನು ಸೂಚಿಸುತ್ತದೆ.

ಆದಾಗ್ಯೂ, ಎಚ್ಚರಿಕೆಯಿಂದ ವಿನ್ಯಾಸಗೊಳಿಸಲಾದ ಸೂಚಕಗಳು, ಪಾರದರ್ಶಕ ಮೇಲ್ವಿಚಾರಣೆ, ಸ್ವತಂತ್ರ ಮೌಲ್ಯಮಾಪನ ಮತ್ತು ವಲಯ ಸಂಕೀರ್ಣತೆಗೆ ಸೂಕ್ಷ್ಮತೆ ಇಲ್ಲದೆ, ಸ್ಕೋರ್ ಕಾರ್ಡ್‌ಗಳು ಭಾರತದ ದೀರ್ಘ ಕಾರ್ಯವಿಧಾನದ ಸುಧಾರಣೆಗಳಲ್ಲಿ ಮತ್ತೊಂದು ಪದರವಾಗುವ ಅಪಾಯವನ್ನು ಹೊಂದಿವೆ: ಸದುದ್ದೇಶದ, ಆದರೆ ಸೀಮಿತ ಪರಿವರ್ತನಾತ್ಮಕ ಪರಿಣಾಮದೊಂದಿಗೆ.

ಅಂಕಪಟ್ಟಿಗಳ ಭರವಸೆಯು ಅಧಿಕಾರಿಗಳನ್ನು ಅಳೆಯುವಲ್ಲಿ ಮಾತ್ರವಲ್ಲ, ಸ್ಪಂದಿಸುವ, ನಾಗರಿಕ-ಕೇಂದ್ರಿತ, ಪ್ರಜಾಪ್ರಭುತ್ವ ಆಡಳಿತದ ದೊಡ್ಡ ಸಂಸ್ಕೃತಿಯನ್ನು ವೇಗವರ್ಧಿಸುವಲ್ಲಿದೆ. ಭಾರತವು



Are Think Tanks Builders and Brokers of Evidence?

Dr. Annapoorna Ravichander
Freelance Consultant



Introduction

Broadly speaking, think tanks play a crucial role in not only building evidence but also act as brokers of evidence. They work as a nexus to bridge the gap between research, data, evaluation, and identifying gaps and insights, which helps as information in policy decisions. Think tanks also integrate existing analyses, corroborate findings, and build the use of evidence through monitoring and evaluation systems. They connect government and academic institutions by dissemination information through communication channels to include relevant publications, organising informed public debates and provide evidence-based knowledge which is accessible to all.

While there are several ways to do this, most think tanks adapt some key element to be builders and brokers of evidence. They generate knowledge by conducting independent research, analysing, and evaluating information on various issues. They do this by building analytical frameworks to interpret trends. In addition to this, think tanks strengthen the evidence-based studies by analysing data and evaluating programmes and providing valuable and actionable recommendations. They distribute this knowledge through various communication channels and publication to ensure that the right information reaches the right audience at the right time.

Advantages

It is a well-known fact that think tanks bring several key benefits in the space of the policymaking process in particular and the community in general. In doing so they support ecosystem of policymaking to ensure that it is strongly backed by evidence, transparent and most important easy to understand and accept by community at large. They follow these principles to ensure the same:

- Translate complex information into actionable insights to ensure that they bridge the gap between research and action
- Improve quality of policies by collecting, analysing, interpreting and dissemination information/data to help policy makers identify solutions
- Encourage all stakeholders to be accountable and have a participatory approach by
- promoting open access to research and policy discussions
- Address challenges by connecting knowledge through insights and grassroots realities and developing innovative models
- Build capacity both at institutional and individual levels by introducing systems, building roadmaps and introducing robust monitoring and evaluation methods to control and address actions and snags.

Challenges

While there are benefits there are also challenges which broadly include the interests of a particular political party, relevance, lack of funds, mismatch between what a policy maker wants and what can be offered. Broadly the challenges include:

- Non-alignment of needs and wants due to pressure from Government, funders and other stakeholders which upsets the balance of being independent and innovative
- Lack of connection between evidence and policy decisions due to time, need and funds
- Dissemination of fake news and information due to technology and overload of information
- Non or limited accessibility to policy makers who are often "busy" with other important things or transferred to another department while the dialogue is still on
- Lack of appropriate finding based on the longevity and complexity of research.

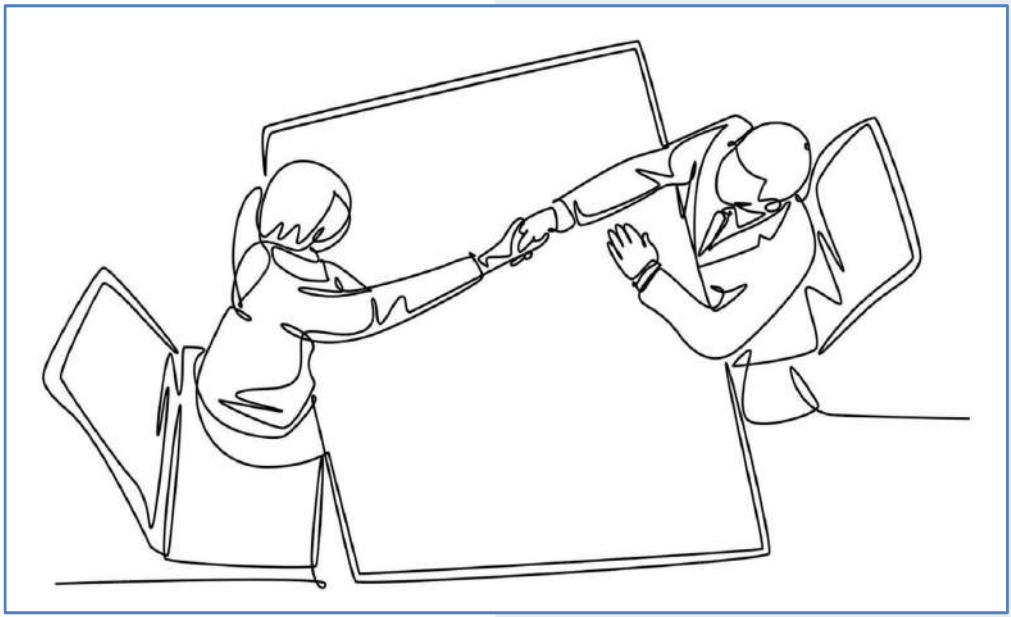
Examples

- Chatham House (UK)-brings together all stakeholders to dialogue, discuss information and find solutions to challenges
- International Food Policy Research Institute (IFPRI)-works on issues related to nutritional and agricultural policies and develops food security strategies in South Asia and South Africa

- NITI Aayog a government think tank in India, uses data analytics and research to identify India's development strategies
- Centre for Science and Environment (CSE) based in India, conducts evidence-based campaigns on environmental policies by using scientific research.

Conclusion

Think tanks often serve as incubators of policy innovation by sharing new ideas and frameworks to focus on challenges faced by people and society through advocacy awareness and action. As brokers they channel and manage knowledge and information by conducting interdisciplinary research and providing insights on gaps and analyses. They provide evidence-based information to help expand perspectives on policymaking processes, with actionable recommendations.



Branch Events

Homage to Shri S. Ramanathan, IAS (Retd.)



Report on Special General Body Meeting to condole the demise of Shri S. Ramanathan, IAS (Retd.), Chairman-Emeritus



Shri T.M. Vijay Bhaskar (centre), Smt. Uma Mahadevan (at right) and Prof. Madhwaraj (at left) are seen holding the booklet on Shri S. Ramanathan which was released on the occasion

The Karnataka Regional Branch of IIPA convened a **Special General Body Meeting** at the IAS Officers Association building on 23rd March 2026 to condole the demise of **Shri S. Ramanathan, IAS (Retd.),** former Secretary to the Government of India, former Director of IIPA, New Delhi, and former Chairman of the Karnataka Regional Branch of IIPA, who left us all on 7 March 2026 at the ripe old age of 98.

The Condolence Meeting began with opening remarks by **Shri T.M. Vijay Bhaskar**, **IAS** (Retd.), former Chief Secretary of Karnataka and current Chairman of the Branch, where he recalled Shri S. Ramanathan's chairmanship of the Branch from 1990 to 2022, during which he laid the foundation of a branch that is now recognized as one of the *Best Performing Branches* of the IIPA. From March 2022 till his demise at the age of 98, Shri Ramanathan served as Chairman Emeritus of the Branch, during which he rarely missed a single meeting or event organized by the branch.

Dr. D. Jeevan Kumar, Secretary of the Branch, threw light on Shri Ramanathan's life and achievements. This was followed by fond expressions of remembrance/condolence by serving and retired members of the Indian Administrative Service, as well as colleagues who worked with him in the branch. They included **Prof. Pandey, Prof. Madhwaraj, Shri Anil Gokak, IAS (Retd.), Prof. Priyanca Mathur, Smt. Uma Mahadevan, IAS, Dr. Annapoorna Ravichander, Shri M.R. Sreenivasamurthy, IAS (Retd.) and Shri Abhijit Sengupta, IAS (Retd.).** References were made to his sterling qualities of head and heart, which included inspiring leadership traits, a razor-sharp intellect, impeccable integrity, deep empathy, and enduring interest in people.

His two daughters, **Smt. Sandhya** and **Smt. Sangeeta** who were present on the occasion, added a personal touch to the condolence meeting. They referred to him as a kind, patient father with a keen sense of humour and a lover of life. They recalled that there was nothing that did not interest him. He instilled in them the values of hard work, discipline, and integrity. He was thoroughly devoted to his wife, **Smt. Sumithra,** and played an enduring role in her quest for knowledge. His grandchildren adored him and looked forward to spending quality time with him whenever they were together. Smt. Sangeeta spoke for everyone present when she stated that her father was a legend and that such legends are rarely found today.

In his concluding remarks, **Shri S.V. Ranganath, IAS** (Retd.), former Chief Secretary of Karnataka and former Chairman of the Branch, referred to Shri S. Ramanathan as an extraordinary human being, a crisis manager, a problem solver, and a *karma yogi.* He was a man of humility who did not seek publicity. He brought to the service a meticulous sense of dedication that was an inspiration to his colleagues and subordinates. His zest for life was unmatched and remained in him till the very end. The Karnataka Branch would truly miss his paternal, inspiring presence, he concluded.

A booklet on Shri S. Ramanathan, titled, "***A Life Dedicated to Service***", edited by Shri T.M. Vijay Bhaskar and Dr. D. Jeevan Kumar, was released on the occasion. It contains a homage to him, the text of a citation presented to him by the Branch on his 90th birthday, a detailed transcript of the first **Oral History Project on Distinguished Civil Servants** featuring a conversation with him on 12 April 2025, his detailed CV, and some photographs from his album. Those interested in having a copy may contact our office.

Tribute to Shri S. Ramanathan by Dr. Priyanca Mathur



We gather here today with deep sorrow to remember and honour Shri S. Ramnathan Sir, whose presence in our lives was truly invaluable. His passing is not only a personal loss but also a profound loss to the entire academic community.

Shri S. Ramanathan was a remarkable individual who embodied the spirit of lifelong learning. For him, age was never a limitation, it was merely a number. Even as a nongenarian, his enthusiasm to learn, to grow, and to engage meaningfully with students was truly inspiring. He connected effortlessly with young minds, always encouraging curiosity, dialogue, and intellectual exploration.

It was during his chairmanship that the association between IIPA-Karnataka Regional Branch and the Centre for Research in Social Sciences and Education (CeRSSE), JAIN (Deemed-to-be University) grew into a meaningful and enduring partnership. He strongly believed in bridging theory and practice and encouraged spaces where scholars, students, and practitioners could come together to reflect on public issues.

What truly set him apart, however, was his remarkable personal commitment. Even as a non-academician, Shri Ramanathan remained actively engaged. With great enthusiasm, he attended nearly every event organized by CeRSSE. His presence was never merely symbolic; it was deeply encouraging. He listened with care, engaged with ideas, and inspired everyone around him through his humility and intellectual curiosity.

In him, we saw a rare example of lifelong dedication to public service, to learning, and to nurturing institutions. His quiet grace, thoughtful words, and steadfast commitment left a lasting impression on all who had the privilege of interacting with him.

At JAIN (Deemed-to-be University), our students deeply admired and cherished him. His interactions left a lasting impact, not just academically but personally. He was always approachable, warm, and encouraging—qualities that made him truly special to all of us.

What stands out most is his unwavering support and commitment. He never missed an opportunity to be part of our events. His presence meant a great deal to us; it gave us strength, reassurance, and a sense of direction. In many ways, he was the backbone of our Centre, offering guidance, wisdom, and constant encouragement.

Today, as we bid farewell, we do so with immense gratitude. We are deeply thankful for everything he gave us his time, his knowledge, his kindness, and his belief in our work. His legacy will continue to live on in the many lives he touched and the values he instilled in us.

He will always remain in our memories and in our hearts.

May his soul rest in eternal peace.

Accolade for Branch Member

Dr. Ranjini C. Raghavendra receives *India-UK Achievers Class of 2026 Award* at the House of Lords in London

Dr. Ranjini's inspiring journey, shaped by academic excellence and global vision, was supported by the distinguished Overseas Research Students Award (ORS) and bursaries from Lancaster University, culminating in a Ph.D. completed without corrections, an exceptional academic distinction.



Dr. Ranjini C. Raghavendra, Executive Director, Centre for Global Health and Development and Professor of Public Policy, R.V. University, Bengaluru has been recognized internationally in the category *Society, Policy and Law* after being honoured in the India UK Achievers Class of 2026, the prestigious programme celebrating Indian students and alumni of UK institutions whose work is shaping global leadership across politics, science, entrepreneurship, public policy, culture, and social innovation.

The **India-UK Achievers Honours** were unveiled at a special reception held at the **House of Lords in the Palace of Westminster/ UK Parliament in London**, followed by a gala ceremony attended by leaders from government, academia, and industry across the UK–India corridor.

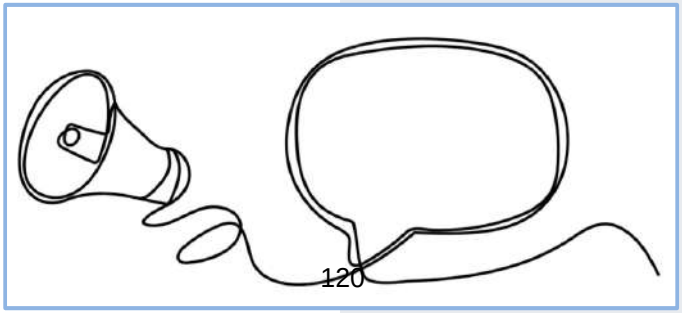
From her research in public health information systems, to being a Mellon Sawyer Fellow at Cambridge University and then to establishing the Centre for Global Health and Development at RV University, Bangalore, Dr. Ranjini continues to translate knowledge into meaningful impact, strengthening the academic and policy bridge between nations. She successfully organized a Conference on *Reducing Maternal Mortality in Karnataka*, in collaboration with the Karnataka Regional Branch of IIPA.

The **India-UK Achievers Honours** programme brought together more than **700 leaders from over 350 universities, companies, and sector bodies across the UK and India**, making it the largest convening of the international education sector in the UK and the only one exclusively focused on the India–UK partnership.

The **India-UK Achievers Honours** recognize high-impact Indian students and alumni of UK institutions whose work is shaping global leadership across sectors including government, science, business, media, culture, and social impact. It is the most prestigious recognition that can be bestowed upon an Indian student who has undertaken a British programme of study. The ***Lifetime Achievement*** **Honour** is held by **Dr. Manmohan Singh**.



Dr. Ranjini Raghavendra is seated at the extreme left.



Branch Members' Writings in the Media



Dr. A. Ravindra, IAS (Retd.)
Former Chief Secretary of Karnataka

"Is there hope for peace in the midst of war?"
In ***Newstrail*** dt. 7 March 2026.



Shri G. Gurucharan, IAS (Retd.)
Director, School of Social Sciences
MS Ramaiah University of Applied Sciences
Bengaluru

Enough: A war where everyone loses
In ***Deccan Herald*** dt. 24 March 2026
https://www.deccanherald.com/opinion/enough-a-war-where-everyone-loses-3942054

History's ironies: When illegal wars get the silent vote.
In ***Deccan Herald*** dt. 15 March 2026
https://www.deccanherald.com/opinion/historys-ironies-when-illegal-wars-get-the-silent-vote-3932196

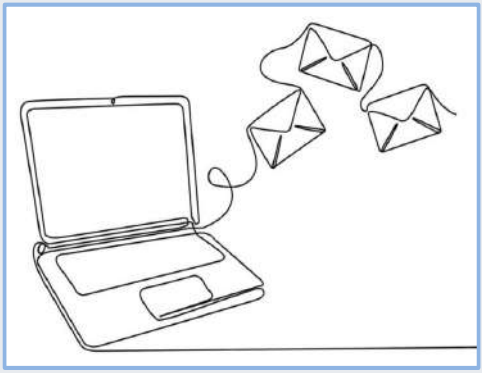
Navigating growth in a fragmented world
In ***Deccan Herald*** dt. 4 February 2026
https://www.deccanherald.com/opinion/navigating-growth-in-a-fragmented-world-3885384



Dr. Annapoorna Ravichander
Freelance Consultant

Beyond Celebration: The Real Work of Women Empowerment

In ***Meghalaya Monitor***
https://meghalayamonitor.com/beyond-celebration-the-real-work-of-women-





Remembering Dr. B.R. Ambedkar



Dr. Ambedkar's words remind us that democracy is not self-sustaining—it demands constant vigilance, ethical commitment, and a deep engagement with justice and human dignity.

On Democracy and Constitutional Morality

- "*Democracy is not merely a form of government. It is primarily a mode of associated living, of conjointly communicated experience.*"
- *"Constitutional morality is not a natural sentiment. It has to be cultivated."*
- *"However good a Constitution may be, it is sure to turn out bad because those who are called to work it happen to be a bad lot."*

On Equality, Justice, and Social Transformation

- *"Political democracy cannot last unless there lies at the base of it social democracy."*
- *"Social democracy means a way of life that recognizes liberty, equality and fraternity as the principles of life."*
- *"Turn in any direction you like, caste is the monster that crosses your path."*

On Education and Empowerment

- "*Cultivation of mind should be the ultimate aim of human existence.*"
- *"Education is the milk of a tigress; whoever drinks it becomes a tiger."*
- *"Life should be great rather than long."*

On Liberty and Human Dignity

- "*I measure the progress of a community by the degree of progress that women have achieved.*"
- *"Freedom of mind is the real freedom."*

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

NEWSLETTER

May 2026
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WHAT'S NEW

—

LEAD FEATURE

REDRESSAL OF REGIONAL IMBALANCES IN KARNATAKA

OPINION

DR. B.R. AMBEDKAR'S UNFINISHED AGENDA

From the Chief Editor

Shri T.M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary, Government of Karnataka.
Former Chairman, Karnataka Administrative Reforms Commission-2.
Chairperson, Karnataka Regional Branch Indian Institute of Public Administration



It gives me great pleasure to place before readers the **May 2026** issue of our Newsletter, the **70th** since we began this initiative.

Our **Lead Feature** is on the **Dr. M. Govinda Rao Committee Report** on ***Redressal of Regional Imbalances in Karnataka*** which emphasizes improved measurement through composite indices, advocates institutional restructuring with a focus on decentralization, and shifts attention to developmental outcomes in terms of human capabilities. The highlights of the report are presented here.

We also carry some ***Critical Observations*** on the above report, as presented by **Dr. S.Y. Surendra Kumar,** Professor of Political Science at Bangalore University, Bengaluru. According to him, while the Dr. M. Govinda Rao Committee report represents a significant step forward, its effectiveness would be greatly enhanced by integrating political accountability, social equity considerations, and institutional reforms into its analytical framework.

In our ***Opinion*** column, **Dr. D. Jeevan Kumar** writes on ***Dr. B.R. Ambedkar's Unfinished Agenda*** and why his ideas matter more than ever today. In an age of rapid change and deep uncertainty, Ambedkar's thought offers not just critique, but direction. His vision continues to remind us that the measure of a democracy is not its institutions alone but the lives of its most vulnerable citizens.

In our column on ***Branch Activities,*** we report on two events organized by us:

(1) A Lecture-Discussion on "*Regional Imbalance in Karnataka*"; and

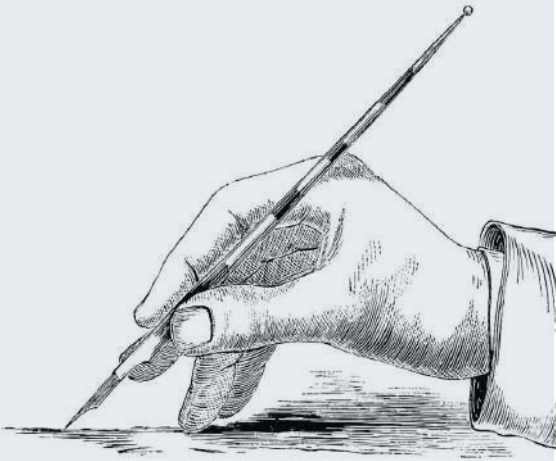
(2) A Panel Discussion on "*Foreign Policy Decision-Making".*

In our column on ***Branch Members' Writings in the Media,*** we provide links to thought-provoking articles penned last month by **Dr. A. Ravindra, Mr. G. Gurucharan, Dr. Annapoorna Ravichander**, and **Dr. D. Jeevan Kumar.**

In our ***Book Review*** section, we carry an abridged version of the comprehensive review by **Prof. P. S. Jayaramu** of **Prof. S.S. Patagundi**'s book on ***Foreign Policy Decision-Making in India.*** The review appeared in ***Mainstream*** weekly recently.

We end the issue with our column on ***Food for Thought***. According to a study in ***The Guardian,*** human connection with Nature has declined 60 percent in the last 200 years!

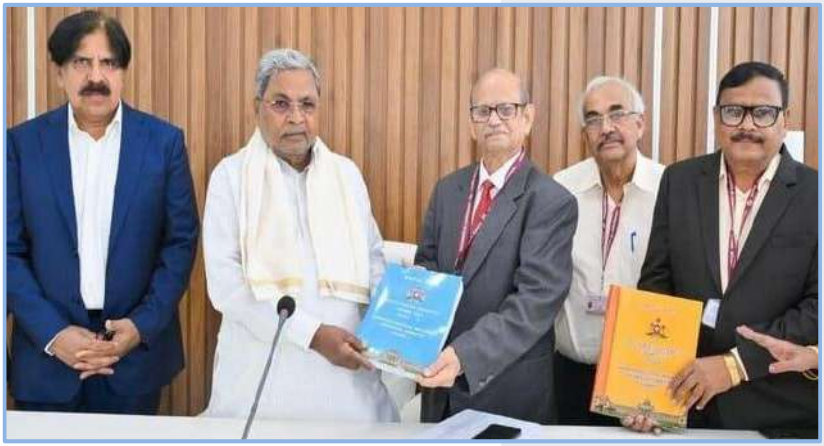
I add our usual disclaimer here that the views expressed by the contributors in this issue of the Newsletter are personal and *do not represent the views or position of the Editorial Board or the Executive Committee of the Branch*. Do write in with your responses, views and ideas for improvement of the Newsletter.



Lead Feature

REDRESSAL OF REGIONAL IMBALANCES IN KARNATAKA

Report of Dr. M. Govinda Rao Committee



Dr. M. Govinda Rao is seen presenting the report to the Chief Minister of Karnataka, Shri Siddaramaiah on 4 February 2026.

The **Dr. M. Govinda Rao Committee Report** on ***Redressal of Regional Imbalances in Karnataka*** represents a significant evolution in thinking on regional development in Karnataka. It may be understood as a second-generation critique of earlier policy frameworks, particularly those associated with the **Dr. D.M. Nanjundappa Committee**. While the earlier framework was primarily concerned with identifying backward regions and allocating funds accordingly, the present report moves towards a more nuanced and sophisticated approach. **It emphasizes improved measurement through composite indices, advocates institutional restructuring with a focus on decentralization, and shifts attention from mere expenditure to actual developmental outcomes, particularly in terms of human capabilities.**

Highlights of the Report

1. Persistent and Widening Regional Imbalances

One of the most striking and sobering findings of the report is that **regional disparities in Karnataka have not only persisted but, in certain respects, have widened over time.** Despite substantial public investment and targeted interventions over the past two decades, the expected convergence between developed and backward regions has not materialized. The report highlights that structural inequalities—particularly between southern Karnataka and the northern and northeastern regions—remain deeply entrenched.

This persistence suggests that earlier policy interventions may have addressed symptoms rather than underlying causes, thereby necessitating a fundamental rethinking of strategy.

2. Development Expenditure has not yielded Expected Outcomes

The report raises important questions regarding the effectiveness of development expenditure. **While significant financial resources have been allocated under various schemes and programs, the translation of this expenditure into tangible improvements in Human Development indicators has been uneven and often inadequate.** This points to issues such as inefficiencies in implementation, leakage of resources, lack of coordination across departments, and insufficient monitoring mechanisms. The report thus implicitly critiques earlier approaches that equated higher spending with better outcomes, arguing instead for a stronger focus on efficiency, accountability, and measurable impact especially on human development.

3. North Karnataka continues to lag significantly

The report reaffirms a long-standing concern regarding the relative backwardness of North Karnataka. **Despite repeated policy attention and special packages, the region continues to lag behind in key indicators such as education, health, infrastructure, and employment opportunities.** The persistence of this gap underscores the depth of

structural disadvantage faced by the region, including historical neglect, ecological constraints, and weaker institutional capacity. The report suggests that incremental policy adjustments are insufficient, and that a more focused, region-specific development strategy is required to address these entrenched disparities.

4. Revised Methodology and Composite Development Index

A major contribution of the report lies in its **methodological innovation**. The committee undertook a comprehensive reassessment of all 236 taluks in the state using a newly developed **Composite Development Index.** This index incorporates a broader and more contemporary set of indicators, moving beyond outdated measures such as access to post offices or landline telephones that were used in earlier assessments. Instead, it includes variables that better capture present-day realities—such as per capita income, digital connectivity, quality of education and healthcare, access to infrastructure, and socioeconomic well-being. This shift enhances the accuracy and relevance of regional classification, enabling more targeted and evidence-based policy interventions.

5. Major Institutional Recommendation: Rationalization of Regional Boards

The report makes a significant institutional recommendation regarding the **rationalization of Regional Development Boards.** It observes that existing boards often suffer from overlapping mandates, limited autonomy, and inadequate coordination with Line Departments. As a result, their effectiveness in addressing regional imbalances has been constrained. The committee therefore calls for a restructuring of these institutions to enhance their functional clarity, accountability, and integration within the broader governance framework. Strengthening these boards is seen as essential for ensuring that regional priorities are adequately reflected in planning and implementation processes.

6. Large-Scale Targeted Investment Plan

Recognizing the scale and persistence of regional disparities, the report proposes a substantial fiscal intervention. It recommends an investment of approximately **₹43,000–44,000 crore over a five-year period (2026–2031)** specifically aimed at addressing regional imbalances. This investment is to be strategically directed towards critical sectors, particularly Human Development—such as education, healthcare, and nutrition—which are foundational to long-term socio-economic progress. The emphasis is on creating durable capabilities rather than short-term gains, thereby aligning fiscal policy with broader developmental objectives.

7. Shift Towards Outcome-Oriented and Multi-Sectoral Strategy

A notable feature of the report is its emphasis on an **outcome-oriented and multi-sectoral approach to development.** Moving away from fragmented and scheme-based interventions, the report advocates for integrated regional planning frameworks that address multiple dimensions of deprivation simultaneously. This approach recognizes that issues such as poverty, poor health, low educational attainment, and inadequate infrastructure are interlinked and must be addressed in a coordinated manner. By focusing on outcomes rather than inputs, the report seeks to ensure that development interventions lead to tangible improvements in the quality of life of citizens.

8. Reassessment of Policy Paradigm

At a deeper level, the report represents a significant **reassessment of the policy paradigm governing regional development.** It argues that **regional imbalance is not merely a question of fiscal allocation but is fundamentally rooted in governance deficits, institutional design flaws, and uneven development of human capabilities.** The report calls for a **shift towards evidence-based policymaking**, supported by continuous data collection and analysis, and **adaptive policy frameworks** that can respond to changing conditions. In doing so, it moves the discourse beyond traditional approaches and lays the groundwork for **a more holistic and dynamic model of regional development.**



Observation

Critical Observations on the Report of the Karnataka Regional Imbalances Redressal Committee



Dr. S.Y. Surendra Kumar
Professor of Political Science
Bangalore University
Bengaluru

Introduction

While acknowledging the substantial analytical effort and technical rigour that underpin the report of the Dr. M. Govinda Rao Committee on the Redressal of Regional Imbalances in Karnataka, the following critical observations are offered to strengthen its scope, depth, and policy relevance:

1. Political Dimensions of Regional Imbalance

Both the Dr. D.M. Nanjundappa Committee (2002) and the present Committee reiterate the persistence of regional disparities, particularly in Kalyana Karnataka and Kittur Karnataka. However, a notable omission in both reports is the inadequate engagement with the political dimensions of this imbalance. Despite substantial political representation from these regions—including 41 MLAs, 15 MLCs, 5 Members of Parliament, and even Chief Ministers such as Veerendra Patil, Dharam Singh, and Basavaraj Bommai—regional disparities continue unabated. This raises important questions regarding political commitment and accountability. Furthermore, the delayed implementation of other major reports, such as the Caste Census (2017) and the State Education Policy (2025), casts uncertainty over the eventual implementation of the present report. Ultimately, the success of these recommendations will hinge on sustained political will.

2. Inadequate Emphasis on Social Dimensions

The report is predominantly anchored in economic indicators, with relatively limited attention to the social dimensions of inequality. A more comprehensive analysis would have examined disparities across caste, religion, gender, and rural-urban divides since 2002. Beyond education and health, dimensions such as land ownership, income inequality, digital exclusion, access to basic services (drinking water, sanitation, electricity, housing, and clean cooking fuel), and social marginalization warrant deeper exploration. The absence of a multidimensional index specifically tailored to Scheduled Castes, Scheduled Tribes, minorities, and gender categories represents a missed opportunity. Consequently, the concerns of marginalized communities appear insufficiently foregrounded.

3. Concerns in Higher Education Policy and Financing

The observations on higher education raise significant concerns regarding both governance and resource allocation. First, funding for universities should ideally be routed through the Higher Education Department's regular budget rather than through the Kalyana Karnataka Regional Development Board (KKRDB), to ensure institutional stability and accountability. Second, the chronic shortage of permanent faculty remains a critical issue. For instance, Gulbarga University has not witnessed substantive faculty recruitment since 2013 and currently operates with only 33 permanent faculty members, while Raichur University has an extremely limited faculty base. This reflects a long-standing neglect of higher education in the region.

Additionally, public expenditure on development and research grants in aid for higher education appears to be declining. Universities are increasingly expected to generate their own revenue, even for essential expenditures such as salaries and pensions. Although the overall higher education budget stands at approximately ₹6,432 (2026-27) crore, compared to ₹5,000 crore allocated to KKRDB (2026–27), the structural imbalance in funding priorities persists. While the report's recommendations are significant, their implementation remains uncertain under current fiscal and administrative conditions.

The ongoing rationalization (merger) of schools due to low enrolment and infrastructural constraints is a pragmatic step; however, a similar policy clarity is lacking in the higher education sector. Public universities are neither adequately strengthened nor strategically consolidated, leaving them in a state of institutional limbo.

4. Gross Enrolment Ratio and Article 371(J)

Karnataka's relatively high Gross Enrolment Ratio (GER) in higher education is acknowledged, yet the report does not sufficiently examine the impact of the special provisions under Article 371(J). Introduced to promote educational and employment opportunities in the Hyderabad-Karnataka region, this constitutional provision has significantly enhanced access to higher education for local youth since 2013. A systematic evaluation of its outcomes would have enriched the report's analytical depth and policy insights.

5. Migration as a Structural Indicator of Imbalance

Seasonal and long-term migration from Kalyana Karnataka to urban centres such as Bengaluru, Hyderabad, and Mumbai remains a critical indicator of regional distress. The persistence of migration underscores the inadequacy of local employment opportunities and regional economic development. Although policymakers frequently acknowledge migration as a pressing issue, the report does not engage with it in any substantive manner. Addressing migration is essential for any meaningful strategy aimed at regional balance.

6. Role of Civil Society and Corporate Social Responsibility (CSR)

The report does not adequately consider the role of civil society organizations and Corporate Social Responsibility (CSR) initiatives in addressing regional disparities. Given the increasing importance of CSR funding in development finance, a systematic assessment of the inflow of CSR funds into Kalyana Karnataka—and the potential for enhancing such investments—would have been highly valuable. These actors can play a complementary role in bridging developmental gaps, particularly in sectors such as education, health, and skill development.

7. Quality versus Quantity in Educational Investments

While the report rightly prioritizes expansion in educational infrastructure—such as schools, colleges, and universities—the emphasis appears to be more on quantity than quality. This is a critical limitation. The 2022 report of the Comptroller and Auditor General (CAG) highlighted several determinants of quality in higher education, including faculty competence, curriculum standards, technological infrastructure, research environment, accreditation systems, governance practices, and financing mechanisms. North Karnataka continues to lag on most of these parameters. Without a strong focus on quality, mere expansion of institutions is unlikely to yield meaningful developmental outcomes.

8. Additional Observations

(a) Need for a Multidisciplinary Perspective
The report would have benefited from a more interdisciplinary approach. Given that the Committee is predominantly composed of economists, the analysis tends to privilege economic indicators, potentially at the cost of a broader sociopolitical and institutional understanding of regional imbalance.

(b) Use of Outdated Data
The reliance on the 2011 Census data limits the contemporary relevance of the report. Ideally, the Committee could have aligned its findings with upcoming data sources, such as the next Census (expected around 2027) or the forthcoming State/District Human Development Reports (anticipated in 2026), to ensure greater empirical robustness.

Concluding Note

In sum, while the Dr. M. Govinda Rao Committee report represents a significant step forward in refining the measurement and policy framework for addressing regional imbalances in Karnataka, its effectiveness would be greatly enhanced by integrating political accountability, social equity considerations, and institutional reforms into its analytical framework. The challenge ahead lies not merely in diagnosis but in translating recommendations into sustained and inclusive development outcomes.



Opinion

AMBEDKAR'S UNFINISHED AGENDA

Why His Ideas Matter More Than Ever

- **D. Jeevan Kumar**

Few figures in modern India command as enduring a relevance as Dr. B.R. Ambedkar. More than a constitutionalist, Ambedkar was a moral philosopher of democracy—one who insisted that political freedom must be anchored in social and economic justice. Today, as India navigates complex transitions marked by inequality, identity conflicts, and institutional strain, Ambedkar's ideas are not merely of historical significance; they are urgently contemporary.

At the heart of Ambedkar's thought lies a radical commitment to **social justice**. He recognized that formal equality without addressing structural disadvantage would only reproduce inequality. Contemporary public policy in India—from reservations to targeted welfare schemes—draws heavily from this insight. Yet, the persistence of caste-based disparities and exclusion reminds us that the project of justice is far from complete. Ambedkar's framework compels policymakers to move beyond symbolic inclusion towards substantive equality—ensuring not just access, but dignity and agency for marginalized communities.

Equally significant is Ambedkar's unwavering defense of **constitutional morality**. He warned that the success of democracy depends not merely on constitutional design but on the ethical conduct of those who operate it. In an era marked by concerns over institutional erosion, majoritarian impulses, and the weakening of deliberative norms, Ambedkar's emphasis on the rule of law, judicial independence, and protection of civil liberties assumes renewed importance. The Constitution, in his vision, was not a static document but a living moral contract—one that demands constant vigilance.

Ambedkar's commitment to **secularism** also offers vital guidance in today's context. He envisioned a state that maintained principled distance from religion while guaranteeing freedom of belief and protection for minorities. At a time when social cohesion is tested by polarization and identity politics, Ambedkar's insistence on *fraternity*—often the least discussed of his triad of liberty, equality, and fraternity—becomes central. Fraternity, for Ambedkar, was not sentimental rhetoric but a social ethic necessary for democratic survival.

Another pillar of Ambedkar's thought is his profound faith in **education as an instrument of emancipation**. His famous exhortation—"*Educate, Agitate, Organize*"—continues to resonate in contemporary policy debates. India's efforts to expand access to education, reduce dropout rates among disadvantaged communities, and promote skill development echo his vision. Yet, persistent inequalities in educational outcomes, digital divides, and discrimination within institutions highlight the need to deepen this agenda. Education, in Ambedkar's conception, was not merely about literacy or employment—it was about cultivating critical consciousness and self-respect.

Ambedkar was also a pioneering advocate of **gender justice**. His efforts to reform Hindu personal laws through the Hindu Code Bill, though resisted in his time, laid the foundation for subsequent advances in women's rights. Today's policy discourse on gender equality—ranging from economic participation to protection from violence—draws implicitly from his insistence that no society can claim progress while half its population remains marginalized. In this sense, contemporary welfare initiatives targeting women's empowerment can be seen as part of an unfinished Ambedkarite project.

His vision extended beyond social and political domains to encompass **economic justice**. Ambedkar understood that democracy cannot survive amidst stark economic inequalities. His advocacy for labour rights, land reforms, and state intervention in key sectors reflected a commitment to inclusive development. In today's India, where economic growth coexists with widening disparities, his call for equitable distribution and financial inclusion remains deeply relevant. Policies aimed at expanding opportunities for historically disadvantaged groups must be seen not as charity but as instruments of justice.

Perhaps most striking is the contemporary resonance of Ambedkar's emphasis on **human dignity**. For him, rights were meaningful only when they translated into lived experiences of respect and recognition. This insight is particularly relevant in addressing issues such as caste-based violence, discrimination, and exclusion. It also extends to emerging domains—such as digital governance—where questions of access, surveillance, and algorithmic bias intersect with issues of dignity and rights.

Even in areas he did not explicitly address, such as environmental policy, Ambedkar's principles offer guidance. The disproportionate impact of environmental degradation on marginalized communities underscores the need for an **Ambedkarite approach to environmental justice**—one that integrates sustainability with equity.

Ultimately, Ambedkar's relevance lies in his insistence that democracy must be transformative. Political democracy, he argued, cannot endure without social and economic democracy. This remains India's central challenge—and its greatest opportunity.

To engage seriously with Ambedkar today is not to commemorate him but to confront the unfinished tasks he left behind. It requires a renewed commitment to equality, a vigilant defense of constitutional values, and a willingness to reimagine public policy through the lens of justice and dignity.

In an age of rapid change and deep uncertainty, Ambedkar's thought offers not just critique, but direction. His vision continues to remind us that the measure of a democracy is not its institutions alone but the lives of its most vulnerable citizens.



Branch Events

Branch Activity 1 - Report of Lecture-Discussion on *'Redressal of Regional Imbalances in Karnataka'*

The Karnataka Regional Branch of the IIPA (IIPA-KRB), in collaboration with the Department of Political Science, Bangalore University, organized a lecture-discussion on ***"Redressal of Regional Imbalances in Karnataka: Hits, Misses, and the Way Forward"*** by **Dr. M. Govinda Rao** on 16 April 2026 at the Prof. Venkatagiri Gowda Auditorium at Bangalore University.

The programme commenced with opening remarks by the **Chairman of IIPA-KRB, Shri T.M. Vijay Bhaskar.** He described the Karnataka Regional Imbalances Redressal Committee Report as a landmark document and noted that IIPA-KRB was pleased to organize the first public lecture and discussion on the report.

In his lecture, **Dr. M. Govinda Rao** began by distinguishing between *imbalances* and *inequality*, emphasizing that while they cannot be entirely eliminated, corrective action becomes necessary when disparities reach critical levels. He offered a critical appraisal of the report of the first committee on regional imbalances and its implementation. He then elaborated on the methodology adopted by the present committee to assess development and backwardness across regions.

Presenting the key findings, Dr. Rao highlighted that although there has been considerable progress in absolute terms across taluks, regional imbalances continue to persist. To better capture these disparities, the Committee classified taluks into four quartiles based on levels of comprehensive development. He further noted that the committee prioritized targeted allocation of funds towards school education, healthcare, and irrigation in the more backward taluks.

Responding as a Discussant, **Dr. Basavaraja Benni**, Professor of Economics, Bangalore University, observed that several recommendations of the report had been reflected in the State Budget of 2026. He pointed out that migration from districts such as Ballari, Yadgir, Koppal, and Raichur to Dakshina Kannada and Udupi for education and employment contributes to widening regional disparities. He emphasized that, in addition to financial allocations, effective governance is essential to address these challenges.

Prof. S.Y. Surendra Kumar, Professor of Political Science, offered further comments as a discussant. He noted that while the report rightly emphasizes the role of the private sector, greater attention should also be given to the role of civil society. He appreciated the focus on education, health, and irrigation but suggested that the report could have more explicitly addressed imbalances affecting social groups such as women, Scheduled Castes, and Scheduled Tribes. He also highlighted the potential role of Corporate Social Responsibility (CSR) funds in strengthening education and skill development.



In his Presidential address, the **Vice-Chancellor of Bangalore University, Dr. S.M. Jayakar**, underscored the need to strengthen universities through the recruitment of regular faculty. He stressed that enhancing the academic environment is crucial for achieving balanced and sustainable regional development.

The programme began with a welcome address by **Professor Veena Devi**, Chairperson, Department of Political Science, Bangalore University, who coordinated the event along with **Dr. Jeevan Kumar,** Secretary, IIPA-KRB. The lecture was well attended by students, research scholars, and faculty members and was followed by a lively and engaging interaction session. **Mr. Akbar Ali,** Under Secretary, IIPA-KRB proposed a vote of thanks.



Branch Activity 2 - Report of Panel Discussion on *'Foreign Policy Decision-Making in India'*

The **Karnataka Regional Branch** of the **IIPA**, in collaboration with the **Department of International Relations, Political Science and History** of **CHRIST (Deemed-to-Be) University,** Bengaluru, organized a Panel Discussion on the book, '***Foreign Policy Decision Making in India: A Political Psychology Perspective***' written by **Prof. S.S. Patagundi**, former Professor and Head of the Department of Political Science at Karnatak University, Dharwad. The event was held on 3rd December 2025 on the premises of CHRIST (dtb) University.

The Panelists were former Ambassadors of India**, Shri Ravi Neelakantan, IFS** (Retd.) and **Smt. Latha Reddy, IFS** (Retd.), and **Professors R.L.M. Patil** and **Dr. M.J. Vinod. Shri T.M. Vijay Bhaskar, IAS** (Retd.), former Chief Secretary of Karnataka and Chairperson of the Karnataka Regional Branch of IIPA presided over the programme. **Prof. Madhu Deshpande,** Head, Department of International Relations, Political Science and History at CHRIST (dtb) University, moderated the discussion.

Prof. S.S. Patagundi, the author, who was present on the occasion, spoke about the focus of the book and the motivation behind writing it. ***Foreign Policy Decision Making in India: A Political Psychology Perspective*** is written from an inter-disciplinary perspective and overcomes the compartmentalization generally prevalent in Social Sciences. In his view, the combination of insights from Political Science and Psychology helps to understand the reality of the multifaceted phenomena of perceptions, cognitive processes, and beliefs of Foreign Policy decision makers and institutions.

Amb. Ravi Neelkantan opined that the study of Foreign Policy should be based, not on independent variables but on contextual factors. He referred to some of the landmarks in Indian Foreign Policy like the India-Soviet Treaty of 1971 and the India-US Civil Nuclear Agreement of 2008, and how the perceptions of the political leadership at the time played a critical role in safeguarding our national interest. He appreciated the meticulous structure of the book under discussion.

Prof. R.L.M. Patil attempted a case study of Pt. Jawaharlal Nehru's Foreign Policy. In his view, it was largely based on whims and caprices, and therefore a disaster. He said there is a need to evaluate the Foreign Policy decisions taken by successive Prime Ministers in India from a Political Psychology perspective, with less emphasis on theory.

Prof. M.J. Vinod referred to Harold Lasswell's contribution to Political Pathology and how psychological traits (high need for power, aggression, anxiety) can produce pathological political behaviour. Leaders with deep insecurities or unfulfilled personal needs often seek power as compensation. This leads to authoritarianism, narcissistic leadership, and abuse of office.



Amb. Lata Reddy presented an overview of India's Foreign Policy, since Independence. She was appreciative of its moral and ethical foundations and how it helped India assume leadership of the Global South in the UN and other world forums.

In his Presidential remarks, **Mr. Vijay Bhaskar** summarized the arguments presented by the Panelists. He said such events served a very useful purpose of bringing together academicians and practitioners to share their views and perspectives on matters of public policy and interest.

Prof. Madhu Deshpande, Head of the Department of International Relations, Political Science and History at CHRIST (dtb) University, very ably moderated the Panel Discussion. **Dr. D. Jeevan Kumar**, Secretary, IIPA_KRB, proposed a vote of thanks.



Branch Members' Writings in the Media



Dr. A. Ravindra, IAS (Retd.)
Former Chief Secretary of Karnataka

As Wars Rage, a Deeper Crisis builds beneath Geopolitics: Water Drought

In ***Deccan Herald*** dt. 6 April 2026
https://www.deccanherald.com/opinion/as-wars-rage-a-deeper-crisis-builds-beneath-geopolitics-water-drought-3957254



Shri G. Gurucharan, IAS (Retd.)
Director, School of Social Sciences
MS Ramaiah University of Applied Sciences
Bengaluru

A World at the Brink: Five Calls to Conscience
In ***Deccan Herald*** dt. 5 April 2026
https://www.deccanherald.com/opinion/a-world-at-the-brink-five-calls-to-conscience-3956586



Dr. Annapoorna Ravichander
Freelance Consultant

How can Think Tanks in India be more Visible in the State of the Sector?
13 April 2026
https://onthinktanks.org/articles/how-can-think-tanks-in-india-be-more-visible-in-the-state-of-the-sector/

Communicate to Write, Speak and Listen
https://open.spotify.com/episode/6Yk1dfdvUYKDKAFiW2FsBh?si=042735a4efb744a

Training 360⁰ A Practical Toolkit for Before, During and After Sessions.
https://drive.google.com/drive/u/0/folders/1bdj3nKKPwzlB12x5qsIPkgPQ_XwLVpUM



Dr. D. Jeevan Kumar
Hon. Professor
Mahatma Gandhi Rural Development & Panchayat Raj University
Gadag, Karnataka

War, Oil, and Poverty: Why India needs an Atmanirbhar Bharat 2.0
In ***Deccan Herald*** dt. 17 April 2026
https://www.deccanherald.com/opinion/war-oil-and-poverty-why-india-needs-an-atmanirbhar-bharat-2-0-3970612



Book Review

Abridged from *Mainstream*, Vol. 64 No. 8, March 19, 2026

A Political-Psychological Perspective of Foreign Policy Decision Making in India



Prof. P.S. Jayaramu
Former Dean, Faculty of Arts,
Bangalore University and
Former Senior Fellow, ICSSR, New Delhi

Foreign Policy Decision Making in India:

A Political-Psychological Perspective

S. S. Patagundi

Rawat Publications
2025. Pp. 201
Rs. 1095

Prof. S. S. Patagundi's book represents a significant scholarly attempt to examine Indian Foreign Policy (IFP) through the lens of Political Psychology, drawing upon his ICSSR-funded research and long academic engagement with the role of elites in Foreign Policy making. Influenced by works such as Linda Shepherd's *Political Psychology*, the author adopts a cognitive approach, focusing on perceptions, beliefs, and decision-making processes. However, methodological constraints—particularly the inability to conduct fieldwork during the COVID-19 pandemic—limit the study largely to secondary sources and theoretical reflection.

The book is structured into seven chapters, covering theoretical frameworks, institutional roles, and contemporary developments, including the Foreign Policy of the Narendra Modi government. Patagundi engages extensively with leading theorists such as James N. Rosenau, Graham Allison, and Robert Jervis, demonstrating commendable theoretical depth. Yet, a central limitation of the work lies in its insufficient engagement with the divergence between theory and practice. While the theoretical framework emphasizes multiple actors and institutional processes, empirical realities suggest that Foreign Policy decisions—particularly in contemporary India—are highly centralized.

This reviewer raises a critical objection to the author's claim that political parties, Parliament, and other institutional actors significantly influence Foreign Policy. In practice, decision-making appears concentrated in the executive leadership, often with institutions playing a largely post-facto or marginal role. This pattern, while not entirely new—given precedents under Jawaharlal Nehru and Indira Gandhi—is argued to be more pronounced in the current context. The absence of substantive parliamentary debate on key issues such as the Galwan crisis is cited as indicative of this trend. Even the author's own acknowledgment of "bold decisions" by the Prime Minister underscores this centralization, revealing a gap between theoretical assumptions and actual practice.

The historical chapter provides a useful overview of India's Foreign Policy trajectory—from Non-Alignment and the *Panchsheel* Agreement to post-Cold War developments under successive leaders including Lal Bahadur Shastri, Atal Bihari Vajpayee, and Manmohan Singh. While informative, this section remains descriptive and could have benefited from deeper analytical engagement with decision-making dynamics.

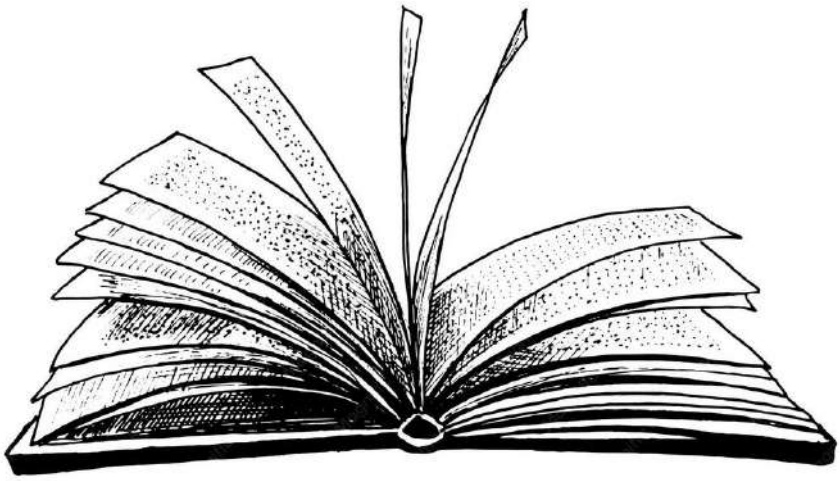
The chapter on institutions constitutes the core of the book, but here too the analysis is constrained by limited access to primary data. Although institutional mechanisms such as consultative committees and policy planning divisions are discussed, the notable omission of the Prime Minister's Office (PMO)—which plays a decisive role in contemporary Foreign Policy—is a significant gap. Similarly, while non-state actors such as business groups, media, and think tanks are

acknowledged, their actual influence is shown to be minimal, reinforcing the argument of executive dominance.

In his conclusions, Patagundi emphasizes the central role of Prime Ministerial leadership, particularly the charisma of Narendra Modi, while also noting the difficulty of establishing clear correlations between psychological variables and policy outcomes, due to the absence of quantitative analysis. The reviewer, however, suggests that broader scholarly and public discourse points more strongly toward leader-centric decision-making that often bypasses institutional mechanisms.

Despite these limitations, the book remains a valuable academic contribution. It highlights the importance of psychological dimensions in Foreign Policy analysis and offers a structured theoretical framework, even if its empirical application remains partial. The reviewer also notes certain gaps in the bibliography, including the absence of key works such as those by Srikanth Paranjpe and Shashi Tharoor, which could have enriched the analysis.

In sum, while the book succeeds in advancing a theoretically informed perspective on Indian Foreign Policy decision-making, it leaves unresolved the crucial question of how and why institutional processes are often overshadowed by centralized leadership. Nonetheless, it is recommended as a useful resource for scholars, students, and informed readers interested in the evolving dynamics of India's Foreign Policy.





Human connection to nature has declined 60% in 200 years, study finds

The Guardian

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

NEWSLETTER

June 2026
Vol. 7 / Issue 71



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WHAT'S NEW

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LEAD ARTICLE

CHALLENGES IN POLICY IMPLEMENTATION IN INDIA

ಭಾರತದಲ್ಲಿ ನೀತಿ ಅನುಷ್ಠಾನದಲ್ಲಿನ ಸವಾಲುಗಳು

LEAD FEATURE

EASE OF LIVING WITH A FOCUS ON URBAN MOBILITY

From the Chief Editor

Shri T.M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary, Government of Karnataka.
Former Chairman, Karnataka Administrative Reforms Commission-2.
Chairperson, Indian Institute of Public Administration, Karnataka Regional Branch



It gives me great pleasure to place before readers the **June 2026** issue of our newsletter, the **71st** since we began this initiative.

Our **Lead Article** is by me on ***Challenges in Policy Implementation in India.*** Public policy implementation in India represents one of the most complex governance exercises in the world. India's developmental journey demonstrates that policy implementation is not merely a technical exercise but a deeply political, social, and institutional process requiring sustained attention and reform. The Kannada translation of this article is also featured here.

Our **Lead Feature** titled, ***Ease of Living with a Focus on Urban Mobility*** is by our EC member, **Mr. T. Sethumadhavan, IAAS** (Retd.). It is based on the **5th BRICS Supreme Audit Institutions (SAI) Summit** that took place in Bengaluru on 7–8 May 2026.

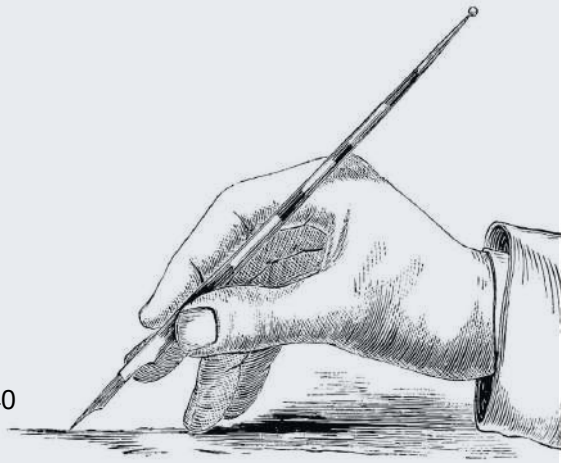
Dr. Annapoorna Ravichander, our regular contributor, participated at an International Conference at Morocco on ***Thinktanks***. She presented a paper there on ***Developing Institutional Outreach, Engagement, and Policy Communication Frameworks.*** We present a first-person account of her presence and participation there.

In our column on **Branch Events**, we report on two activities organized by us last month: (1) The **Intensive Online Certificate Course** on ***Governance, Accountability, and Ethics in Public Administration*** (4 to 19 May 2026), organized in collaboration with the Centre for Research in Social Sciences and Education of **Jain dtb University**, led by **Prof. Priyanca Mathur** and her team; and (2) The **Training Programme for officers of the Karnataka Administrative Service on *"Administrative Reforms"*** held at Dharwad on 21 May 2026.

In our column on ***Branch Members' Writings***, we provide the links to thought-provoking and analytical articles penned by **Dr. A. Ravindra, IAS** (Retd.); an article jointly written by **myself and Dr. D. Jeevan Kumar** for the **Special Issue** of the research journal, '***Arthika Charche***' of the **Fiscal Policy Institute** on Guarantee Schemes of the Government of Karnataka, titled ***Reimagining Welfare through Women's Empowerment;*** **Mrs. Uma Mahadevan**'s ***Impact Assessment of Karnataka's Guarantee Schemes*** in the same journal, and her Book Review of '*The Kerala Club'*, a collection of essays written by Civil Servants on governance in Kerala; **Mr. Gurucharan Gollerkeri**'s articles in ***Deccan Herald*** on ***Politics of Denial*** and ***Complicit Silence***; **Prof. M.J. Vinod**'s article in ***Deccan Herald*** on ***The Governor's Call***; and **Dr. D. Jeevan Kumar**'s articles in ***Deccan Herald*** on ***When Proof becomes Punishment*** and ***The Sikkim Model*** on Organic Farming.

We end this issue with our column on ***Food for Thought***, in which we reproduce a visual titled ***Environmental Disavowal***, where Slovenian philosopher Slavoj Zizek applies psychoanalysis to the climate crisis.

I add our usual disclaimer here that the views expressed by the contributors in this issue of the Newsletter are personal and *do not represent the views or position of the Editorial Board or the Executive Committee of the Branch*. Do write in with your responses, views and ideas for improvement of the Newsletter.



Lead Article

CHALLENGES IN POLICY IMPLEMENTATION IN INDIA

Shri T.M. Vijay Bhaskar, IAS (Retd.)
Chairperson, Indian Institute of Public Administration
Karnataka Regional Branch
Bengaluru



Public Policy implementation in India represents one of the most complex governance exercises in the world. **Since independence, India has attempted simultaneously to pursue nation-building, democratic deepening, social justice, economic growth and welfare expansion** for a population marked by immense diversity in language, caste, religion, geography, and levels of development. While many policies have been visionary in conception, their implementation has often faced serious structural, political, administrative, and social challenges.

India's Public Policy framework itself is multilayered. Policies emerge through constitutional provisions, parliamentary and state laws, rules, regulations, government orders, policy statements, schemes, circulars, and projects. Translating these layers into outcomes on the ground requires coordination across governments, institutions, and society. **The gap between policy intent and implementation reality has therefore remained a recurring concern.**

One of the earliest and most significant policy initiatives after Independence was **land reform.** Countries such as Japan, South Korea, Taiwan, and China achieved rapid economic transformation through successful redistribution of land. India too attempted the abolition of zamindari, tenancy reforms, and land ceilings. Constitutional amendments in 1951 protected such reforms from judicial challenge. Yet implementation remained uneven. While states like **Kerala, Karnataka, West Bengal, and Jammu & Kashmir** made progress, much of the country saw limited success. Powerful landowners exploited loopholes through benami transactions and political influence. Bureaucratic and social structures often aligned with dominant landed interests, while poor land records and illiteracy weakened the position of tenants and landless labourers. **As a result, rural inequality persisted despite progressive legislation.**

Literacy and primary education provide another important example. East Asian countries invested heavily in universal literacy as a foundation for development. In India, however, higher education received greater priority during the early decades after independence than elementary education and adult literacy. The **National Literacy Mission** launched in 1988 achieved significant progress through campaign-based approaches and volunteer mobilization. Millions became literate, especially women. Yet **literacy outcomes remained below expectations** due to rural-urban disparities, socio-cultural barriers to women's education, linguistic diversity, weak continuity after campaign periods, and inadequate long-term institutional support.

Similarly, **women's empowerment** policies demonstrate both substantial progress and continuing challenges. Constitutional guarantees, reservations in local bodies, laws against dowry and domestic violence, and welfare schemes for women have expanded opportunities. However, deeply entrenched patriarchal attitudes continue to restrict women's participation in the labour force and politics. Quite a few elected women representatives remain dependent on male relatives for decision-making. **Poor enforcement of labour and safety laws, inadequate public facilities, and caste and social inequalities** further weaken implementation outcomes of women's empowerment policies.

The experience of **decentralization through the 73rd and 74th Constitutional Amendments** also reveals the limits of institutional reform without corresponding political and administrative commitment. States such as Kerala and Karnataka have demonstrated partial success, but local governments across much of India continue to face inadequate financial autonomy, dependence on tied grants, weak administrative capacity, and resistance from state-level political and bureaucratic structures hesitant to share power. Parallel agencies and schemes frequently bypass elected local bodies, **reducing the effectiveness of grassroots democracy.**

Regional imbalances remain another major governance challenge. India has adopted several measures including Finance Commission transfers, special constitutional provisions such as Article 371, development boards, aspirational district programs,

and investment incentives for backward areas. Yet disparities between more developed and less developed states and regions continue to widen in terms of income, though there is growing convergence in Human Development indicators. Historical disadvantages, low human development indicators, inadequate governance capacity, remoteness, and weak fiscal resources constrain the ability of backward regions to effectively utilize development funds and attract private investment.

Malnutrition presents a similar paradox. India operates one of the world's largest food security and nutrition programmes through the Public Distribution System, Mid-Day Meals, *Anganwadis*, and maternity benefit schemes. Nevertheless, high levels of stunting, wasting, and anaemia persist. Poverty, poor sanitation, inadequate healthcare, and declining budgetary priority for women and child development undermine implementation effectiveness.

More recent policy initiatives such as the **National Education Policy (NEP)** highlight the growing complexity of implementation in a quasi-federal democracy. Education falls within the Concurrent List, requiring extensive cooperation between the Union and State governments. The NEP's ambitious goals involving multidisciplinary education, digital learning, flexible curricula, and multilingual instruction face challenges including inadequate funding, teacher shortages, infrastructure deficits, linguistic diversity, and digital inequality. Some states have also preferred their own educational approaches, reflecting the diverse nature of the country.

The controversy surrounding the **Farm Laws of 2020** further illustrates how policy design and implementation can fail without adequate stakeholder trust. Although the Union Government argued that the laws would modernize agricultural markets and increase farmer incomes, large-scale farmer protests emerged due to fears regarding the future of Minimum Support Prices, weakening of regulated markets, corporate dominance, and centralization of powers. The absence of adequate consultation with farmers and the most affected state governments seems to have contributed to the eventual repeal of the laws.

A recurring concern across sectors is the issue of state capacity. **Enhancing state capacity by greater decentralization, improving quality of public expenditure, increasing revenues, increasing state personnel where required, and using quality data are needed**. Scholars have described **India's development trajectory as "precocious,"** where advanced institutions and higher education expanded before achieving universal literacy, sanitation, and basic public services. This has contributed to creating gaps between policy ambition and implementation capability.

Administrative structures themselves often contribute to delays and inefficiencies. **Comparisons between projects such as the Delhi Metro and the Bengaluru Suburban Railway** demonstrate how organizational design affects outcomes. The Delhi Metro benefited from a **nodal structure**, strong leadership, continuity, and autonomy in decision-making, whereas **diffused structure**, fragmented authority, discontinuity in leadership, and coordination challenges have slowed progress in the Bengaluru Suburban Railway.

Additionally, public officials frequently operate under the **fear of scrutiny** from multiple oversight institutions, sometimes described as the **"5 Cs"—the Central Vigilance Commission, Central Information Commission, Central Bureau of Investigation, Comptroller and Auditor General, and the Courts**. Fear of future investigations often encourages excessive caution and "decision paralysis," reducing administrative boldness and innovation.

Improving Policy Implementation therefore requires reforms at multiple levels. Greater stakeholder consultation, better drafting of laws, stronger legislative scrutiny, realistic costing, timely framing of rules, improved coordination between Centre and States, and better integration of schemes are essential. Equally important are strengthening local governments, improving data quality, filling vacancies in public services, enhancing project management, using technology for monitoring, and ensuring continuity in leadership.

Ultimately, effective governance depends not only on visionary policies but also on the strength of institutions, administrative capacity, political commitment, and public trust. **India's developmental journey demonstrates that policy implementation is not merely a technical exercise but a deeply political, social, and institutional process requiring sustained attention and reform.**

ಪ್ರಮುಖ ಲೇಖನ

ಭಾರತದಲ್ಲಿ ನೀತಿ ಅನುಷ್ಠಾನದಲ್ಲಿನ ಸವಾಲುಗಳು

ಶ್ರೀ ಟಿ.ಎಂ. ವಿಜಯ್ ಭಾಸ್ಕರ್, ನಿವೃತ್ತ ಐಎಎಸ್
ಅಧ್ಯಕ್ಷರು, ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

ಭಾರತದಲ್ಲಿ ಸಾರ್ವಜನಿಕ ನೀತಿ ಅನುಷ್ಠಾನವು ವಿಶ್ವದ ಅತ್ಯಂತ ಸಂಕೀರ್ಣ ಆಡಳಿತ ನಿರ್ವಹಣೆಗಳಲ್ಲಿ ಒಂದಾಗಿದೆ. ಸ್ವಾತಂತ್ರ್ಯದ ನಂತರ, ಭಾರತವು ಭಾಷೆ, ಜಾತಿ, ಧರ್ಮ, ಭೌಗೋಳಿಕತೆ ಮತ್ತು ಅಭಿವೃದ್ಧಿಯ ಮಟ್ಟಗಳಲ್ಲಿ ಅಪಾರ ವೈವಿಧ್ಯತೆಯಿಂದ ಗುರುತಿಸಲ್ಪಟ್ಟ ಜನಸಂಖ್ಯೆಗೆ ರಾಷ್ಟ್ರ ನಿರ್ಮಾಣ, ಪ್ರಜಾಪ್ರಭುತ್ವದ ಆಳಗೊಳಿಸುವಿಕೆ, ಸಾಮಾಜಿಕ ನ್ಯಾಯ, ಆರ್ಥಿಕ ಬೆಳವಣಿಗೆ ಮತ್ತು ಕಲ್ಯಾಣ ವಿಸ್ತರಣೆಯನ್ನು ಏಕಕಾಲದಲ್ಲಿ ಅನುಷ್ಠಾನಿಸಲು ಪ್ರಯತ್ನಿಸಿದೆ. ಅನೇಕ ನೀತಿಗಳು ಪರಿಕಲ್ಪನೆಯಲ್ಲಿ ದೂರದೃಷ್ಟಿಯಾಗಿದ್ದರೂ, ಅವುಗಳ ಅನುಷ್ಠಾನವು ಅನೇಕವೇಳೆ ಗಂಭೀರವಾದ ರಚನಾತ್ಮಕ, ರಾಜಕೀಯ, ಆಡಳಿತಾತ್ಮಕ ಮತ್ತು ಸಾಮಾಜಿಕ ಸವಾಲುಗಳನ್ನು ಎದುರಿಸಿದೆ.

ಭಾರತದ ಸಾರ್ವಜನಿಕ ನೀತಿ ಚೌಕಟ್ಟು ಬಹು ಹಂತಗಳನ್ನು ಒಳಗೊಂಡಿದೆ. ನೀತಿಗಳು ಸಾಂವಿಧಾನಿಕ ನಿಬಂಧನೆಗಳು, ಸಂಸದೀಯ ಮತ್ತು ರಾಜ್ಯ ಕಾನೂನುಗಳು, ನಿಯಮಗಳು, ಸರ್ಕಾರಿ ಆದೇಶಗಳು, ನೀತಿ ಹೇಳಿಕೆಗಳು, ಯೋಜನೆಗಳು, ಸುತ್ತೋಲೆಗಳು ಮತ್ತು ಯೋಜನೆಗಳ ಮೂಲಕ ಹೊರಹೊಮ್ಮುತ್ತವೆ. ಈ ಪದರಗಳನ್ನು ನೆಲದ ಮೇಲಿನ ಫಲಿತಾಂಶಗಳಾಗಿ ಪರಿವರ್ತಿಸಲು ಸರ್ಕಾರಗಳು, ಸಂಸ್ಥೆಗಳು ಮತ್ತು ಸಮಾಜದಾದ್ಯಂತ ಸಮನ್ವಯ / ಕ್ರೋಢೀಕರಣದ ಅಗತ್ಯವಿದೆ. ಇದರಿಂದಾಗಿ ನೀತಿ ಉದ್ದೇಶ ಮತ್ತು ಅನುಷ್ಠಾನದ ವಾಸ್ತವತೆಯ ನಡುವಿನ ಅಂತರವು ಪುನರಾವರ್ತಿತ ಕಾಳಜಿಯಾಗಿ ಉಳಿದಿದೆ.

ಸ್ವಾತಂತ್ರ್ಯದ ನಂತರದ ಆರಂಭಿಕ ಮತ್ತು ಅತ್ಯಂತ ಮಹತ್ವದ ನೀತಿ ಉಪಕ್ರಮಗಳಲ್ಲಿ ಭೂ ಸುಧಾರಣೆಯೂ ಒಂದು. ಜಪಾನ್, ದಕ್ಷಿಣ ಕೊರಿಯಾ, ತೈವಾನ್ ಮತ್ತು ಚೀನಾದಂತಹ ದೇಶಗಳು ಭೂಮಿಯ ಯಶಸ್ವಿ ಪುನರ್ವಿತರಣೆಯ ಮೂಲಕ ತ್ವರಿತ ಆರ್ಥಿಕ ಪರಿವರ್ತನೆಯನ್ನು ಸಾಧಿಸಿದವು. ಭಾರತವೂ ಜಮೀನ್ದಾರಿ, ಬಾಡಿಗೆ ಸುಧಾರಣೆಗಳು ಮತ್ತು ಭೂ ಮಿತಿಗಳನ್ನು ರದ್ದುಗೊಳಿಸಲು ಪ್ರಯತ್ನಿಸಿತು. 1951 ರಲ್ಲಿ ಸಾಂವಿಧಾನಿಕ ತಿದ್ದುಪಡಿಗಳು ಅಂತಹ ಸುಧಾರಣೆಗಳನ್ನು ನ್ಯಾಯಾಂಗ ಸವಾಲಿನಿಂದ ರಕ್ಷಿಸಿದವು. ಆದರೂ ಅನುಷ್ಠಾನವು ಅಸಮರ್ಪಕವಾಗಿಯೇ ಉಳಿಯಿತು. ಕೇರಳ, ಕರ್ನಾಟಕ, ಪಶ್ಚಿಮ ಬಂಗಾಳ ಮತ್ತು ಜಮ್ಮು ಮತ್ತು ಕಾಶ್ಮೀರದಂತಹ ರಾಜ್ಯಗಳು ಪ್ರಗತಿ ಸಾಧಿಸಿದರೂ, ದೇಶದ ಹೆಚ್ಚಿನ ಭಾಗವು ಸೀಮಿತ ಯಶಸ್ಸನ್ನು ಕಂಡಿತು. ಪ್ರಬಲ ಭೂಮಾಲೀಕರು ಬೇನಾಮಿ ವಹಿವಾಟುಗಳು ಮತ್ತು ರಾಜಕೀಯ ಪ್ರಭಾವದ ಮೂಲಕ ಲೋಪದೋಷಗಳನ್ನು ದುರುಪಯೋಗ ಪಡಿಸಿಕೊಂಡರು. ಅಧಿಕಾರಶಾಹಿ ಮತ್ತು ಸಾಮಾಜಿಕ ವ್ಯವಸ್ಥೆಯು ಹೆಚ್ಚಾಗಿ ಪ್ರಬಲ ಭೂ ಹಿತಾಸಕ್ತಿಗಳೊಂದಿಗೆ ಹೊಂದಿಕೊಂಡಿವೆ, ಅಂತೆಯೇ ಕಳಪೆ ಭೂ ದಾಖಲೆಗಳು ಮತ್ತು ಅನಕ್ಷರತೆಯು ಬಾಡಿಗೆದಾರರು ಮತ್ತು ಭೂರಹಿತ ಕಾರ್ಮಿಕರ ಸ್ಥಾನವನ್ನು ದುರ್ಬಲಗೊಳಿಸಿತು. ಪರಿಣಾಮವಾಗಿ, ಪ್ರಗತಿಪರ ಶಾಸನದ ಹೊರತಾಗಿಯೂ ಗ್ರಾಮೀಣ ಅಸಮಾನತೆ ಮುಂದುವರೆಯಿತು.

ಸಾಕ್ಷರತೆ ಮತ್ತು ಪ್ರಾಥಮಿಕ ಶಿಕ್ಷಣವು ಮತ್ತೊಂದು ಪ್ರಮುಖ ಉದಾಹರಣೆಯನ್ನು ಒದಗಿಸುತ್ತದೆ. ಪೂರ್ವ ಏಷ್ಯಾದ ದೇಶಗಳು ಅಭಿವೃದ್ಧಿಗೆ ಅಡಿಪಾಯವಾಗಿ ಸಾರ್ವತ್ರಿಕ ಸಾಕ್ಷರತೆಯಲ್ಲಿ ಹೆಚ್ಚಿನ ಹೂಡಿಕೆ ಮಾಡಿವೆ. ಆದಾಗ್ಯೂ, ಭಾರತದಲ್ಲಿ, ಸ್ವಾತಂತ್ರ್ಯದ ನಂತರದ ಆರಂಭಿಕ ದಶಕಗಳಲ್ಲಿ ಪ್ರಾಥಮಿಕ ಶಿಕ್ಷಣ ಮತ್ತು ವಯಸ್ಕ ಸಾಕ್ಷರತೆಗಿಂತ ಉನ್ನತ ಶಿಕ್ಷಣವು ಹೆಚ್ಚಿನ ಆದ್ಯತೆಯನ್ನು ಪಡೆಯಿತು. 1988 ರಲ್ಲಿ ಪ್ರಾರಂಭಿಸಲಾದ ರಾಷ್ಟ್ರೀಯ ಸಾಕ್ಷರತಾ ಮಿಷನ್ ಅಭಿಯಾನ ಆಧಾರಿತ ವಿಧಾನಗಳು ಮತ್ತು ಸ್ವಯಂಸೇವಕರ ಕ್ರೋಢೀಕರಣದ ಮೂಲಕ ಗಮನಾರ್ಹ ಪ್ರಗತಿಯನ್ನು ಸಾಧಿಸಿತು. ಲಕ್ಷಾಂತರ ಜನರು, ವಿಶೇಷವಾಗಿ ಮಹಿಳೆಯರು ಸಾಕ್ಷರರಾದರು. ಆದರೂ ಗ್ರಾಮೀಣ-ನಗರ ಅಸಮಾನತೆಗಳು, ಮಹಿಳಾ ಶಿಕ್ಷಣಕ್ಕೆ ಸಾಮಾಜಿಕ-ಸಾಂಸ್ಕೃತಿಕ ಅಡೆತಡೆಗಳು, ಭಾಷಾ ವೈವಿಧ್ಯತೆ, ಅಭಿಯಾನದ ಅವಧಿಗಳ ನಂತರ ದುರ್ಬಲ ಮುನ್ನಡೆಸುವಿಕೆ ಮತ್ತು ಅಸಮರ್ಪಕ ದೀರ್ಘಕಾಲೀನ ಸಾಂಸ್ಥಿಕ ಬೆಂಬಲದಿಂದಾಗಿ ಸಾಕ್ಷರತಾ ಫಲಿತಾಂಶಗಳು ನಿರೀಕ್ಷೆಗಳಿಗಿಂತ ಕೆಳಗಿವೆ.

ಅದೇ ರೀತಿ, ಮಹಿಳಾ ಸಬಲೀಕರಣ ನೀತಿಗಳು ಗಣನೀಯ ಪ್ರಗತಿ ಮತ್ತು ನಿರಂತರ ಸವಾಲುಗಳನ್ನು ಪ್ರದರ್ಶಿಸುತ್ತವೆ. ಸಾಂವಿಧಾನಿಕ ಖಾತರಿಗಳು, ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳಲ್ಲಿ ಮೀಸಲಾತಿಗಳು, ವರದಕ್ಷಿಣೆ ಮತ್ತು ಕೌಟುಂಬಿಕ ಹಿಂಸಾಚಾರದ ವಿರುದ್ಧದ ಕಾನೂನುಗಳು ಮತ್ತು ಮಹಿಳೆಯರಿಗೆ ಕಲ್ಯಾಣ ಯೋಜನೆಗಳು ಅವಕಾಶಗಳನ್ನು ವಿಸ್ತರಿಸಿವೆ. ಆದಾಗ್ಯೂ, ಆಳವಾಗಿ ಬೇರೂರಿರುವ ಪಿತೃಪ್ರಧಾನ ವರ್ತನೆಗಳು ಕಾರ್ಮಿಕ ವಲಯ ಮತ್ತು ರಾಜಕೀಯದಲ್ಲಿ ಮಹಿಳೆಯರ ಭಾಗವಹಿಸುವಿಕೆಯನ್ನು ನಿರ್ಬಂಧಿಸುತ್ತಲೇ ಇವೆ. ಕೆಲವು ಚುನಾಯಿತ ಮಹಿಳಾ ಪ್ರತಿನಿಧಿಗಳು ನಿರ್ಧಾರ ತೆಗೆದುಕೊಳ್ಳುವಿಕೆಗಾಗಿ ಪುರುಷ ಸಂಬಂಧಿಕರ ಮೇಲೆ ಅವಲಂಬಿತರಾಗಿದ್ದಾರೆ. ಕಾರ್ಮಿಕ ಮತ್ತು ಸುರಕ್ಷತಾ ಕಾನೂನುಗಳ ಕಳಪೆ ಜಾರಿ, ಅಸಮರ್ಪಕ ಸಾರ್ವಜನಿಕ

ಸೌಲಭ್ಯಗಳು ಮತ್ತು ಜಾತಿ ಮತ್ತು ಸಾಮಾಜಿಕ ಅಸಮಾನತೆಗಳು ಮಹಿಳಾ ಸಬಲೀಕರಣ ನೀತಿಗಳ ಅನುಷ್ಠಾನದ ಫಲಿತಾಂಶಗಳನ್ನು ಮತ್ತಷ್ಟು ದುರ್ಬಲಗೊಳಿಸುತ್ತವೆ.

73 ಮತ್ತು 74 ನೇ ಸಾಂವಿಧಾನಿಕ ತಿದ್ದುಪಡಿಗಳ ಮೂಲಕ ವಿಕೇಂದ್ರೀಕರಣದ ಅನುಭವವು ಅನುಗುಣವಾದ ರಾಜಕೀಯ ಮತ್ತು ಆಡಳಿತಾತ್ಮಕ ಬದ್ಧತೆಯಿಲ್ಲದ ಸಾಂಸ್ಥಿಕ ಸುಧಾರಣೆಯ ಮಿತಿಗಳನ್ನು ಬಹಿರಂಗಪಡಿಸುತ್ತದೆ. ಕೇರಳ ಮತ್ತು ಕರ್ನಾಟಕದಂತಹ ರಾಜ್ಯಗಳು ಭಾಗಶಃ ಯಶಸ್ಸನ್ನು ಪ್ರದರ್ಶಿಸಿವೆ, ಆದರೆ ಭಾರತದಾದ್ಯಂತ ಸ್ಥಳೀಯ ಸರ್ಕಾರಗಳು ಅಸಮರ್ಪಕ ಆರ್ಥಿಕ ಸ್ವಾಯತ್ತತೆ, ನೀಡಲಾದ ಅನುದಾನಗಳ ಮೇಲಿನ ಅವಲಂಬನೆ, ದುರ್ಬಲ ಆಡಳಿತ ಸಾಮರ್ಥ್ಯ ಮತ್ತು ಅಧಿಕಾರವನ್ನು ಹಂಚಿಕೊಳ್ಳಲು ಹಿಂಜರಿಯುವ ರಾಜ್ಯ ಮಟ್ಟದ ರಾಜಕೀಯ ಮತ್ತು ಅಧಿಕಾರಶಾಹಿ ರಚನೆಗಳಿಂದ ಪ್ರತಿರೋಧದವನ್ನು ಎದುರಿಸುತ್ತಿವೆ. ಸಮಾನಾಂತರ ಸಂಸ್ಥೆಗಳು ಮತ್ತು ಯೋಜನೆಗಳು ಆಗಾಗ್ಗೆ ಚುನಾಯಿತ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳನ್ನು ಬೈಪಾಸ್ ಮಾಡುತ್ತವೆ, ಇದು ತಳಮಟ್ಟದ ಪ್ರಜಾಪ್ರಭುತ್ವದ ಪರಿಣಾಮಕಾರಿತ್ವವನ್ನು ಕಡಿಮೆ ಮಾಡುತ್ತದೆ.

ಪ್ರಾದೇಶಿಕ ಅಸಮತೋಲನವು ಮತ್ತೊಂದು ಪ್ರಮುಖ ಆಡಳಿತ ಸವಾಲಾಗಿ ಉಳಿದಿದೆ. ಭಾರತವು ಹಣಕಾಸು ಆಯೋಗದ ಹಂಚಿಕೆಗಳು, 371 ನೇ ವಿಧಿಯಂತಹ ವಿಶೇಷ ಸಾಂವಿಧಾನಿಕ ನಿಬಂಧನೆಗಳು, ಅಭಿವೃದ್ಧಿ ಮಂಡಳಿಗಳು, ನಿರೀಕ್ಷೆಯನ್ನು ಹೊತ್ತ ಜಿಲ್ಲೆಗಳ ಕಾರ್ಯಕ್ರಮಗಳು ಮತ್ತು ಹಿಂದುಳಿದ ಪ್ರದೇಶಗಳಿಗೆ ಹೂಡಿಕೆ ಪ್ರೋತ್ಸಾಹ ಸೇರಿದಂತೆ ಹಲವಾರು ಕ್ರಮಗಳನ್ನು ಅಳವಡಿಸಿಕೊಂಡಿದೆ. ಮಾನವ ಅಭಿವೃದ್ಧಿ ಸೂಚ್ಯಂಕಗಳಲ್ಲಿ ಹೆಚ್ಚುತ್ತಿರುವ ಏಕಾಗ್ರಮುಖತೆ ಇದ್ದರೂ, ಹೆಚ್ಚು ಅಭಿವೃದ್ಧಿ ಹೊಂದಿದ ಮತ್ತು ಕಡಿಮೆ ಅಭಿವೃದ್ಧಿ ಹೊಂದಿದ ರಾಜ್ಯಗಳು ಮತ್ತು ಪ್ರದೇಶಗಳ ನಡುವೆ ಆದಾಯದ ವಿಷಯದಲ್ಲಿ ಅಸಮಾನತೆಯು ವಿಸ್ತರಿಸುತ್ತಲೇ ಇದೆ. ಐತಿಹಾಸಿಕ ಅನಾನುಕೂಲಗಳು, ಕಡಿಮೆ ಮಾನವ ಅಭಿವೃದ್ಧಿ ಸೂಚ್ಯಂಕಗಳು, ಅಸಮರ್ಪಕ ಆಡಳಿತ ಸಾಮರ್ಥ್ಯ, ದೂರ ಇರುವಿಕೆ ಮತ್ತು ದುರ್ಬಲ ಹಣಕಾಸಿನ ಸಂಪನ್ಮೂಲಗಳು ಹಿಂದುಳಿದ ಪ್ರದೇಶಗಳು ಅಭಿವೃದ್ಧಿ ನಿಧಿಗಳನ್ನು ಪರಿಣಾಮಕಾರಿಯಾಗಿ ಬಳಸಿಕೊಳ್ಳುವ ಮತ್ತು ಖಾಸಗಿ ಹೂಡಿಕೆಯನ್ನು ಆಕರ್ಷಿಸುವ ಸಾಮರ್ಥ್ಯವನ್ನು ನಿರ್ಬಂಧಿಸುತ್ತವೆ.

ಅಪೌಷ್ಟಿಕತೆಯೂ ಇದೇ ರೀತಿಯ ವಿರೋಧಾಭಾಸವನ್ನು ಒಡ್ಡುತ್ತದೆ. ಭಾರತವು ಸಾರ್ವಜನಿಕ ವಿತರಣಾ ವ್ಯವಸ್ಥೆ, ಮಧ್ಯಾಹ್ನದ ಊಟ, ಅಂಗನವಾಡಿಗಳು ಮತ್ತು ಮಾತೃತ್ವ ಪ್ರಯೋಜನ ಯೋಜನೆಗಳ ಮೂಲಕ ವಿಶ್ವದ ಅತಿದೊಡ್ಡ ಆಹಾರ ಭದ್ರತೆ ಮತ್ತು ಪೌಷ್ಟಿಕಾಂಶ ಕಾರ್ಯಕ್ರಮಗಳಲ್ಲಿ ಒಂದನ್ನು ನಿರ್ವಹಿಸುತ್ತದೆ. ಆದಾಗ್ಯೂ, ಹೆಚ್ಚಿನ ಮಟ್ಟದ ಕುಂಠಿತ, ಅಪೌಷ್ಟಿಕತೆ ಮತ್ತು ರಕ್ತಹೀನತೆ ಮುಂದುವರೆದಿದೆ. ಬಡತನ, ಕಳಪೆ ನೈರ್ಮಲ್ಯ, ಅಸಮರ್ಪಕ ಆರೋಗ್ಯ ರಕ್ಷಣೆ ಮತ್ತು ಮಹಿಳೆಯರು ಮತ್ತು ಮಕ್ಕಳ ಅಭಿವೃದ್ಧಿಗೆ ಬಜೆಟ್ ಆದ್ಯತೆ ಕುಸಿಯುತ್ತಿರುವುದು ಅನುಷ್ಠಾನದ ಪರಿಣಾಮಕಾರಿತ್ವವನ್ನು ದುರ್ಬಲಗೊಳಿಸುತ್ತದೆ.

ರಾಷ್ಟ್ರೀಯ ಶಿಕ್ಷಣ ನೀತಿ (NEP) ನಂತಹ ಇತ್ತೀಚಿನ ನೀತಿ ಉಪಕ್ರಮಗಳು ಅರೆ-ಫೆಡರಲ್ ಪ್ರಜಾಪ್ರಭುತ್ವದಲ್ಲಿ ಅನುಷ್ಠಾನದ ಹೆಚ್ಚುತ್ತಿರುವ ಸಂಕೀರ್ಣತೆಯನ್ನು ಎತ್ತಿ ತೋರಿಸುತ್ತವೆ. ಶಿಕ್ಷಣವು ಸಂವಿಧಾನದ ಏಕಕಾಲಿಕ ಪಟ್ಟಿಗೆ ಸೇರುತ್ತದೆ, ಕೇಂದ್ರ ಮತ್ತು ರಾಜ್ಯ ಸರ್ಕಾರಗಳ ನಡುವೆ ವ್ಯಾಪಕ ಸಹಕಾರದ ಅಗತ್ಯವಿರುತ್ತದೆ. ಬಹುಶಿಸ್ತೀಯ ಶಿಕ್ಷಣ, ಡಿಜಿಟಲ್ ಕಲಿಕೆ, ಹೊಂದಿಕೊಳ್ಳುವ ಪಠ್ಯಕ್ರಮ ಮತ್ತು ಬಹುಭಾಷಾ ಬೋಧನೆಯನ್ನು ಒಳಗೊಂಡ NEP ಯ ಮಹತ್ವಾಕಾಂಕ್ಷೆಯ ಗುರಿಗಳು ಅಸಮರ್ಪಕ ಹಣಕಾಸು, ಶಿಕ್ಷಕರ ಕೊರತೆ, ಮೂಲಸೌಕರ್ಯ ಕೊರತೆ, ಭಾಷಾ ವೈವಿಧ್ಯತೆ ಮತ್ತು ಡಿಜಿಟಲ್ ಅಸಮಾನತೆ ಸೇರಿದಂತೆ ಸವಾಲುಗಳನ್ನು ಎದುರಿಸುತ್ತವೆ. ಕೆಲವು ರಾಜ್ಯಗಳು ದೇಶದ ವೈವಿಧ್ಯಮಯ ಸ್ವರೂಪವನ್ನು ಪ್ರತಿಬಿಂಬಿಸುವ ತಮ್ಮದೇ ಆದ ಶೈಕ್ಷಣಿಕ ವಿಧಾನಗಳಿಗೆ ಆದ್ಯತೆ ನೀಡಿವೆ.

2020 ರ ಕೃಷಿ ಕಾನೂನುಗಳ ಸುತ್ತಲಿನ ವಿವಾದವು, ಪಾಲುದಾರರನ್ನು ಸಾಕಷ್ಟು ವಿಶ್ವಾಸಕ್ಕೆ ತೆಗೆದುಕೊಳ್ಳದೆ ನೀತಿ ವಿನ್ಯಾಸ ಮತ್ತು ಅನುಷ್ಠಾನವು ಹೇಗೆ ವಿಫಲಗೊಳ್ಳುತ್ತದೆ ಎಂಬುದನ್ನು ಮತ್ತಷ್ಟು ವಿವರಿಸುತ್ತದೆ. ಕೇಂದ್ರ ಸರ್ಕಾರವು ಕಾನೂನುಗಳು ಕೃಷಿ ಮಾರುಕಟ್ಟೆಗಳನ್ನು ಆಧುನೀಕರಿಸುತ್ತವೆ ಮತ್ತು ರೈತರ ಆದಾಯವನ್ನು ಹೆಚ್ಚಿಸುತ್ತವೆ ಎಂದು ವಾದಿಸಿದರೂ, ಕನಿಷ್ಠ ಬೆಂಬಲ ಬೆಲೆಗಳ ಭವಿಷ್ಯ, ನಿಯಂತ್ರಿತ ಮಾರುಕಟ್ಟೆಗಳ ದುರ್ಬಲಗೊಳ್ಳುವಿಕೆ, ಕಾರ್ಪೊರೇಟ್ ಪ್ರಾಬಲ್ಯ ಮತ್ತು ಅಧಿಕಾರಗಳ ಕೇಂದ್ರೀಕರಣದ ಬಗ್ಗೆ ಭಯದಿಂದಾಗಿ ದೊಡ್ಡ ಪ್ರಮಾಣದ ರೈತರ ಪ್ರತಿಭಟನೆಗಳು ಹುಟ್ಟಿಕೊಂಡವು. ರೈತರು ಮತ್ತು ಹೆಚ್ಚು ಪರಿಣಾಮ ಬೀರುವ ರಾಜ್ಯ ಸರ್ಕಾರಗಳೊಂದಿಗೆ ಸಾಕಷ್ಟು ಸಮಾಲೋಚನೆಯ ಅನುಪಸ್ಥಿತಿಯು ಕಾನೂನುಗಳ ಅಂತಿಮ ರದ್ದತಿಗೆ ಕಾರಣವಾಗಿದೆ ಎಂದು ತೋರುತ್ತದೆ.

ರಾಜ್ಯ ಸಾಮರ್ಥ್ಯದ ಸಮಸ್ಯೆಯು ವಿವಿಧ ಕ್ಷೇತ್ರಗಳಲ್ಲಿ ಪದೇ ಪದೇ ಕಾಡುವ ಕಳವಳವಾಗಿದೆ. ಹೆಚ್ಚಿನ ವಿಕೇಂದ್ರೀಕರಣದ ಮೂಲಕ ರಾಜ್ಯ ಸಾಮರ್ಥ್ಯವನ್ನು ಹೆಚ್ಚಿಸುವುದು, ಸಾರ್ವಜನಿಕ ವೆಚ್ಚದ ಗುಣಮಟ್ಟವನ್ನು ಸುಧಾರಿಸುವುದು, ಆದಾಯವನ್ನು ಹೆಚ್ಚಿಸುವುದು, ಅಗತ್ಯವಿರುವಲ್ಲಿ ರಾಜ್ಯ ಸಿಬ್ಬಂದಿಯನ್ನು ಹೆಚ್ಚಿಸುವುದು

ಮತ್ತು ಗುಣಮಟ್ಟದ ಡೇಟಾವನ್ನು ಬಳಸುವುದು. ಸಾರ್ವತ್ರಿಕ ಸಾಕ್ಷರತೆ, ನೈರ್ಮಲ್ಯ ಮತ್ತು ಮೂಲಭೂತ ಸಾರ್ವಜನಿಕ ಸೇವೆಗಳನ್ನು ಸಾಧಿಸುವ ಮೊದಲು ಮುಂದುವರಿದ ಸಂಸ್ಥೆಗಳು ಮತ್ತು ಉನ್ನತ ಶಿಕ್ಷಣವು ವಿಸ್ತರಿಸಲ್ಪಟ್ಟ ಭಾರತದ ಅಭಿವೃದ್ಧಿ ಪಥವನ್ನು "ಅಕಾಲಿಕ ಪ್ರೌಢತೆ" ಎಂದು ವಿದ್ವಾಂಸರು ವಿವರಿಸಿದ್ದಾರೆ. ಇದು ನೀತಿ ಮಹತ್ವಾಕಾಂಕ್ಷೆ ಮತ್ತು ಅನುಷ್ಠಾನ ಸಾಮರ್ಥ್ಯದ ನಡುವೆ ಅಂತರವನ್ನು ಸೃಷ್ಟಿಸಲು ಕಾರಣವಾಗಿದೆ.

ಆಡಳಿತಾತ್ಮಕ ರಚನೆಗಳು ಹೆಚ್ಚಾಗಿ ವಿಳಂಬ ಮತ್ತು ಅದಕ್ಷತೆಗೆ ಕಾರಣವಾಗುತ್ತವೆ. ದೆಹಲಿ ಮೆಟ್ರೋ ಮತ್ತು ಬೆಂಗಳೂರು ಉಪನಗರ ರೈಲ್ವೆಯಂತಹ ಯೋಜನೆಗಳ ನಡುವಿನ ಹೋಲಿಕೆಗಳು ಸಾಂಸ್ಥಿಕ ವಿನ್ಯಾಸವು ಫಲಿತಾಂಶಗಳ ಮೇಲೆ ಹೇಗೆ ಪರಿಣಾಮ ಬೀರುತ್ತದೆ ಎಂಬುದನ್ನು ತೋರಿಸುತ್ತದೆ. ದೆಹಲಿ ಮೆಟ್ರೋ ನೋಡಲ್ ರಚನೆ, ಬಲವಾದ ನಾಯಕತ್ವ, ನಿರಂತರತೆ ಮತ್ತು ನಿರ್ಧಾರ ತೆಗೆದುಕೊಳ್ಳುವಲ್ಲಿ ಸ್ವಾಯತ್ತತೆಯಿಂದ ಪ್ರಯೋಜನ ಪಡೆಯಿತು, ಆದರೆ ಚದುರಿದ ರಚನೆ, ವಿಭಜಿತ ಅಧಿಕಾರ, ನಾಯಕತ್ವದಲ್ಲಿನ ಅನಿಶ್ಚಿತತೆ ಮತ್ತು ಸಮನ್ವಯದ ಸವಾಲುಗಳು ಬೆಂಗಳೂರು ಉಪನಗರ ರೈಲ್ವೆಯಲ್ಲಿ ಪ್ರಗತಿಯನ್ನು ನಿಧಾನಗೊಳಿಸಿದವು.

ಹೆಚ್ಚುವರಿಯಾಗಿ, ಸಾರ್ವಜನಿಕ ಅಧಿಕಾರಿಗಳು ಆಗಾಗ್ಗೆ ಬಹು ಮೇಲ್ವಿಚಾರಣಾ ಸಂಸ್ಥೆಗಳಿಂದ ಪರಿಶೀಲನೆಯ ಭಯದಲ್ಲಿ ಕಾರ್ಯನಿರ್ವಹಿಸುತ್ತಾರೆ, ಕೆಲವೊಮ್ಮೆ ಇದನ್ನು "5 ಸಿಗಳು" ಎಂದು ಕರೆಯಲಾಗುತ್ತದೆ - ಕೇಂದ್ರ ವಿಜಿಲೆನ್ಸ್ ಆಯೋಗ, ಕೇಂದ್ರ ಮಾಹಿತಿ ಆಯೋಗ, ಕೇಂದ್ರ ತನಿಖಾ ದಳ, ಕಂಟ್ರೋಲರ್ ಮತ್ತು ಆಡಿಟರ್ ಜನರಲ್ ಮತ್ತು ನ್ಯಾಯಾಲಯಗಳು. ಭವಿಷ್ಯದ ತನಿಖೆಗಳ ಭಯವು ಹೆಚ್ಚಾಗಿ ಅತಿಯಾದ ಎಚ್ಚರಿಕೆ ಮತ್ತು "ನಿರ್ಧಾರ ನಿಸ್ತೇಜತೆ"ಯನ್ನು ಪ್ರೋತ್ಸಾಹಿಸುತ್ತದೆ, ಇದು ಆಡಳಿತಾತ್ಮಕ ಎದೆಗಾರಿಕೆ ಮತ್ತು ನಾವೀನ್ಯತೆಯನ್ನು ಕಡಿಮೆ ಮಾಡುತ್ತದೆ.

ಆದ್ದರಿಂದ ನೀತಿ ಅನುಷ್ಠಾನವನ್ನು ಸುಧಾರಿಸಲು ಬಹು ಹಂತಗಳಲ್ಲಿ ಸುಧಾರಣೆಗಳು ಅವಶ್ಯವೆನಿಸುತ್ತವೆ. ಹೆಚ್ಚಿನ ಪಾಲುದಾರರೊಂದಿಗೆ ಸಮಾಲೋಚನೆ, ಉತ್ತಮ ಕಾನೂನು ರಚನೆ, ಬಲವಾದ ಶಾಸಕಾಂಗ ಪರಿಶೀಲನೆ, ವಾಸ್ತವಿಕ ವೆಚ್ಚ ನಿರ್ಣಯ, ನಿಯಮಗಳ ಸಕಾಲಿಕ ರಚನೆ, ಕೇಂದ್ರ ಮತ್ತು ರಾಜ್ಯಗಳ ನಡುವೆ ಸುಧಾರಿತ ಸಮನ್ವಯ ಮತ್ತು ಯೋಜನೆಗಳ ಉತ್ತಮ ಏಕೀಕರಣ ಅತ್ಯಗತ್ಯ. ಸ್ಥಳೀಯ ಸರ್ಕಾರಗಳನ್ನು ಬಲಪಡಿಸುವುದು, ದತ್ತಾಂಶ ಗುಣಮಟ್ಟವನ್ನು ಸುಧಾರಿಸುವುದು, ಸಾರ್ವಜನಿಕ ಸೇವೆಗಳಲ್ಲಿ ಖಾಲಿ ಹುದ್ದೆಗಳನ್ನು ಭರ್ತಿ ಮಾಡುವುದು, ಯೋಜನಾ ನಿರ್ವಹಣೆಯನ್ನು ಹೆಚ್ಚಿಸುವುದು, ಮೇಲ್ವಿಚಾರಣೆಗಾಗಿ ತಂತ್ರಜ್ಞಾನವನ್ನು ಬಳಸುವುದು ಮತ್ತು ನಾಯಕತ್ವದಲ್ಲಿ ನಿರಂತರತೆಯನ್ನು ಖಚಿತಪಡಿಸಿಕೊಳ್ಳುವುದು ಅಷ್ಟೇ ಮುಖ್ಯವೆನಿಸುತ್ತದೆ.

ಅಂತಿಮವಾಗಿ, ಪರಿಣಾಮಕಾರಿ ಆಡಳಿತವು ಕೇವಲ ದೂರದೃಷ್ಟಿಯ ನೀತಿಗಳ ಮೇಲೆ ಮಾತ್ರವಲ್ಲದೆ ಸಂಸ್ಥೆಗಳ ಬಲ, ಆಡಳಿತ ಸಾಮರ್ಥ್ಯ, ರಾಜಕೀಯ ಬದ್ಧತೆ ಮತ್ತು ಸಾರ್ವಜನಿಕ ನಂಬಿಕೆಯ ಮೇಲೂ ಅವಲಂಬಿತವಾಗಿದೆ. ಭಾರತದ ಅಭಿವೃದ್ಧಿ ಪ್ರಯಾಣವು ನೀತಿ ಅನುಷ್ಠಾನವು ಕೇವಲ ತಾಂತ್ರಿಕ ವ್ಯಾಯಾಮವಲ್ಲ, ಬದಲಾಗಿ ನಿರಂತರ ಗಮನ ಮತ್ತು ಸುಧಾರಣೆಯ ಅಗತ್ಯವಿರುವ ಆಳವಾದ ರಾಜಕೀಯ, ಸಾಮಾಜಿಕ ಮತ್ತು ಸಾಂಸ್ಥಿಕ ಪ್ರಕ್ರಿಯೆಯಾಗಿದೆ ಎಂಬುದನ್ನು ತೋರಿಸುತ್ತದೆ.



Lead Feature

EASE OF LIVING WITH A FOCUS ON URBAN MOBILITY

The 5th BRICS Supreme Audit Institutions (SAI) Summit, Bengaluru (7–8 May 2026)



Mr. T. Sethumadhavan, IAAS (Retd.)
Former Principal Accountant-General
Madhya Pradesh

The **5th BRICS Supreme Audit Institutions (SAI) Summit**, hosted by the Comptroller and Auditor General of India in Bengaluru on 7–8 May 2026, marked an important step in **redefining public auditing in the context of rapidly urbanizing societies.** The summit brought together 38 delegates, along with experts in finance, governance, infrastructure, and urban mobility.

Centred on the theme "***Ease of Living with a Focus on Urban Mobility***," the summit moved beyond traditional concerns of financial auditing and highlighted **a broader understanding of accountability—one that evaluates whether public expenditure actually improves the everyday lives of citizens.**

In his inaugural address, **Mr. Sanjay Murthy, CAG of India**, captured the contradiction of contemporary urban development by describing Bengaluru as "*a city that writes software powering the world's most advanced enterprises, but where a nurse boards an overcrowded bus for a ninety-minute commute.*" The observation underlined the summit's central concern: **infrastructure and economic growth alone do not guarantee quality of life *unless urban systems function efficiently and inclusively.***

Mr. Sanjay Murthy pointed out that more than 50 per cent of India's population is expected to live in urban areas by 2050. Yet urban mobility continues to suffer from fragmented planning, poor integration between transport systems, congestion, environmental stress, and unequal access. He warned that **when substantial public investment fails to reduce commuter hardship, the problem represents not merely an infrastructure deficit but a *failure of governance itself*.**

The summit discussions highlighted the close relationship between mobility and the broader idea of "***ease of living***." Delegates emphasized that **mobility is not simply about transport; *it determines access to employment, education, healthcare, public services, and social opportunities.* In this sense, mobility becomes central to social justice, economic inclusion, and urban citizenship.**

Participants from BRICS countries acknowledged that rapid urbanization has created common challenges across the developing world:

- Increasing traffic congestion and long commuting times
- Rising environmental degradation and carbon emissions
- Weak coordination among transport systems
- Unequal access to public mobility infrastructure
- Mismatch between urban growth and transport planning.

The summit therefore emphasized the **need for integrated and multi-modal urban mobility systems.** Experts argued that buses, metro rail, suburban transport, pedestrian pathways, cycling infrastructure, and digital mobility platforms must operate in coordination rather than in isolation.

Representatives from **NITI Aayog** stressed the importance of coordinated planning, demand-based infrastructure development, and multi-modal integration. **Delegates also highlighted the growing role of digitalization in urban governance, including intelligent transport systems, data-driven traffic management, real-time analytics, and technology-enabled service delivery.**

A major theme that emerged during the deliberations was the **transformation of public auditing** itself. Delegates argued that conventional compliance-based auditing is inadequate for evaluating complex urban systems. Instead, **audit institutions must increasingly adopt the following:**

- Data analytics,
- GIS mapping,
- Technology-enabled assessments,
- Integrated planning analysis,
- Citizen feedback systems, and
- Outcome-based performance indicators.

The summit strongly endorsed a "**citizen-centric**" **approach to auditing**. Infrastructure projects, delegates argued, must ultimately be judged from the

perspective of the user experience—whether citizens find transport systems accessible, affordable, safe, sustainable, and efficient. In this sense, public auditing must evolve from mere financial scrutiny to the assessment of public value and quality of life.

Environmental sustainability also occupied a central place in the discussions. Delegates recognized that unsustainable urban mobility contributes significantly to pollution, ecological degradation, and climate change. As a result, **the summit stressed the importance of green mobility, public transport systems, non-motorized transport, and climate-resilient urban infrastructure.**

The summit concluded with **two important outcomes**: the adoption of the **BRICS SAI Work Plan 2027–28** and the **Bengaluru Declaration.**

BRICS SAI Work Plan 2027–28

The BRICS SAI Work Plan 2027–28 provides a framework for future cooperation among the audit institutions of BRICS nations. It institutionalizes collaboration in areas such as urban governance, sustainability auditing, and technology-enabled accountability systems.

The **BRICS SAI Work Plan** emphasizes the following:

- **Collaborative Auditing:** Greater cooperation through joint studies, comparative audits, and exchange of best practices.
- **Urban Mobility Audits:** Special focus on evaluating whether investments in mobility infrastructure improve commuter outcomes and public welfare.
- **Technology-Enabled Auditing:** Use of AI, big data, GIS mapping, and advanced analytics to strengthen audit methodologies.
- **Sustainability Audits:** Integration of environmental and climate concerns into infrastructure assessment.
- **Citizen Participation:** Incorporating citizen feedback and public perception into auditing processes.

The work plan reflects a broader shift in governance thinking—from measuring expenditure alone to evaluating outcomes and societal impact.

The Bengaluru Declaration

The Bengaluru Declaration reaffirmed the collective commitment of BRICS SAIs to strengthen accountability in urban mobility systems through integrated, citizen-centric, and technology-enabled approaches. Its **major principles** include the following:

- **Citizen-Centric Governance**

The Declaration recognizes that the purpose of governance is to improve citizens' quality of life. Public audits must therefore assess the lived experiences of ordinary people.

- **Integrated Urban Mobility**

It stresses the need for accessible, inclusive, and well-connected transport systems that improve access to employment, healthcare, and education.

- **Accountability for Public Value**

The Declaration asserts that infrastructure expenditure must produce measurable public benefits. Mere construction without improvements in commuter experience cannot be considered successful governance.

- **Technology and Innovation**

The Declaration supports the use of digital systems, advanced analytics, and smart technologies to improve urban management and audit effectiveness.

- **Sustainability and Inclusion**

The document emphasizes environmentally sustainable and socially inclusive mobility systems, especially for vulnerable and marginalized populations.

- **International Cooperation**

Finally, the Declaration underlines the importance of continued cooperation among BRICS nations in sharing knowledge, best practices, and institutional innovations in public auditing.

The Bengaluru summit thus marked an important transition in the philosophy of public auditing. It suggested that audit institutions in the 21st century must move beyond narrow financial oversight and become instruments for assessing whether governments are genuinely improving human well-being.

The summit's larger message was clear: ***When mobility systems function effectively, cities become ecosystems of opportunity, inclusion, and dignity. When they fail, no amount of physical infrastructure can compensate for the loss in citizens' quality of life.***

Branch Member at International Conference

Note on Participation in the *On Think Tanks* International Conference in Morocco



Dr. Annapoorna Ravichander
Freelance Consultant

As a Consultant at ***On Think Tanks,*** I had the privilege of attending their **10th Conference at Rabat, Morocco.** I had a Parallel Session with two other speakers where we discussed the topic titled "Building *a Trusted Think Tank Brand*". The session was convened by John Schwartz (Soapbox), CEO at Soapbox, UK and Sofia Jalfin, Sociopúblico, Argentina was a speaker along with me.

The Parallel Session had over 30 participants from all over the world, representatives from Think Tanks, funders, students, and policy makers. The session was well received. In my presentation, I covered the following: ***Developing Institutional Outreach, Engagement, and Policy Communication Frameworks.***

Challenges

The Think Tank I joined initially did not have any idea of why branding is required and hence was not able to share the excellent research done by the TT. Initially there was no designated funding allocated, and it was difficult to convince some of the senior members on the need for and importance of branding.

How did the Communications Team adapt and enhance Branding?

- Developed a Communication Strategy, and Standards and Guidelines document;
- Conducted a short exercise/workshop on how to use it;
- Strengthened the Editorial Guidelines to ensure that all documents were clean (from plagiarism), consistent in appearance and followed a pattern which gave an identity and more acceptance by stakeholders/audience;
- Created templates for consistency and branding (logo, appropriate title in Header/Footer etc.);
- Re-designed the website for better navigation and strong Search Engine Optimisation (SEO); and
- Introduced the advantages of social media platforms by creating User IDs



Branch Events

Branch Activity 1 - *36-Hour Online Intensive Certificate Course on Governance, Accountability, and Ethics in Public Administration*

The **Centre for Research in Social Sciences and Education of JAIN (DTB) University**, Bengaluru, in collaboration with the **Karnataka Regional Branch of the IIPA,** organized an online intensive **Certificate Course** on the theme, "***Governance, Accountability, and Ethics in Public Administration***" from the 4th to the 19th of May 2026. The certificate course provided an in-depth exploration of the roles and daily activities of civil servants in the public governance system. It covered the entire lifecycle of public policy from development to evaluation, enhanced by firsthand accounts from active and retired civil servants.

The intensive **36-hour Certificate Course** delved into the everyday workings of civil servants, policy formulation, its challenges in implementation, and the processes of evaluation. Through a mix of lectures, case studies, and interactions with IAS/IPS/IFS/IAAS officers, participants gained an insider's perspective on public governance.

The following **Resource Persons** delivered lectures on the themes indicated:

1. ***Roles and Responsibilities of Civil Servants: Public Service Ethos and Administrative Values*** **- Shri S.V. Ranganath, IAS** (Retd.) Former Chief Secretary, Government of Karnataka.
2. ***Impact of Digital Governance in Rural India*** **- Smt. Meena Nagaraj, IAS** Commissioner, Revenue Department Government of Karnataka and **Shri Rahul Ratnam Pandey, IAS** Director E. Gov., Rural Development and Panchayat Raj Department, Government of Karnataka.
3. ***Environment, Forests, and Climate Change Governance*** **- Shri Jagmohan Sharma**, Indian Forest Service (Retd), Ex-Director, IGNFA, Dehra dun.
4. ***Women and Child Development*** **- Smt. Priyanka Mary Francis, IAS** Director, National Gallery of Modern Art, Bengaluru.
5. ***Agriculture Governance in the Age of AI*** **- Dr. Ashok Dalwai, IAS (Retd.)** Chairman ISEC, Bengaluru.
6. ***Labour, Commerce, and Industry*** **- Dr. Ramana Reddy, IAS (Retd.)** Former Additional Chief Secretary, Industries and Commerce Dept. Government of Karnataka.
7. ***Developmental Administration and Sustainable Development Goals*** **- Smt. Uma Mahadevan, IAS** Additional Chief Secretary and Development Commissioner, Government of Karnataka.
8. ***Policy Framework: Scheduled Castes and Scheduled Tribes*** **- Dr. E. Venkataiah, IAS (Retd.)** Former Additional Chief Secretary, Govt. of Karnataka, Senior Advisor, Social Welfare Dept., Government of Karnataka.
9. ***Cybersecurity*** **- Shri C. Vamsi Krishna, IPS** Joint Commissioner of Police, West, Bengaluru City.
10. ***Policy Making and Changing Paradigm for Education*** **- Dr. Sanjay Kaul, IAS (Retd.)** Development Policy Analyst and Author.
11. ***Role of Audit in Good Governance*** **- Shri Thayyil Sethumadhavan, IA&AS (Retd)** Former Principal Accountant General, Madhya Pradesh.
12. ***Challenges in Policy Implementation*** **- Shri T.M. Vijay Bhaskar, IAS (Retd.)** Former Chief Secretary, Government of Karnataka.
13. ***Functioning of Panchayati Raj Institutions in 21st Century*** **- Dr. S.S. Meenakshi Sundaram, IAS (Retd)** Former Secretary to the Govt. of India Honorary Visiting Professor, Institute for Social and Economic Change, Bengaluru.

Branch Activity 2 - Report of One-Day Training Programme for Officers of the Karnataka Administrative Service on *"Administrative Reforms"*



Above: Shri Shivayogi Kalasad is seen speaking at the Training Programme

The IIPA, **Karnataka Regional Branch**, in collaboration with its **Dharwad Local Branch**,

organized a one-day **Training Programme** for officers of the **Karnataka Administrative Service** on 21st May 2026 on the theme "***Administrative Reforms***" at the Zilla Panchayat Hall in Dharwad.

The Training Programme began with an Introductory Address by **Shri T.M. Vijay Bhaskar, IAS** (Retd.), former Chief Secretary of Karnataka and Chairperson of the Karnataka Regional Branch of IIPA. He stated the subjects covered in this program would help in improving the effectiveness of officers in their day-to-day work and improve the efficiency of government.

The following themes were addressed by competent Resource Persons:

1. **Expediting Land Acquisition Cases: Shri Shivayogi Kalasad, IAS** (Retd.)

2. **Expediting Departmental Inquiries:Shri U.R. Lingaraje Urs,** Reader, Govt. College of Teacher Education, Kalaburagi

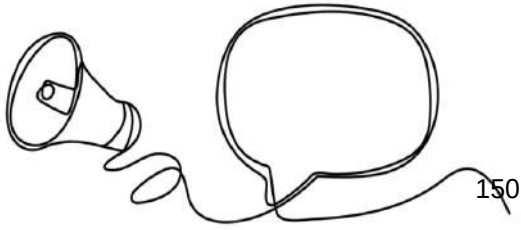
3. **Data Analytics/ Data-Driven Decision-Making: Dr. V. Rema,** Head, Centre of AI for Social Good, Ramaiah University of Applied Sciences**,** Bengaluru

4. **AI Applications for Improved Governance: Dr. H.M. Shreevyas,** Director, AIML**,** Centre for E-Governance**,** Govt. of Karnataka

In the concluding session, participating officers expressed their satisfaction with the training programme, and made suggestions regarding future themes, periodicity, and content, including suggesting a session on handling court cases preferably taken by a judicial officer.

Dr. D. Jeevan Kumar, Secretary of the Karnataka Regional Branch of IIPA welcomed the participants.

Dr. Basappa Athani, Secretary of the Dharwad Local Branch proposed a vote of thanks.



Dr. H.M. Shreevyas (above) and Shri Lingaraje Urs (below) are seen addressing the participants.





Branch Members' Writings in the Media



Dr. A. Ravindra, IAS (Retd.)
Former Chief Secretary of Karnataka

Can Washington and Beijing escape the Thucydides Trap?
In ***Deccan Herald*** dt. 1 June 2026
https://www.deccanherald.com/opinion/can-washington-and-beijing-escape-the-thucydides-trap-4022826



Shri G. Gurucharan, IAS (Retd.)
Director, School of Social Sciences
MS Ramaiah University of Applied Sciences
Bengaluru

The Politics of Denial: When Defeat Becomes Distrust
In ***Deccan Herald*** dt. 10 May 2026
https://www.deccanherald.com/opinion/the-politics-of-denial-when-defeat-becomes-distrust-3997274

Complicit Silence: How We Normalize Domestic Violence
In ***Deccan Herald*** *dt. 31 May 2026*
https://www.deccanherald.com/opinion/complicit-silence-how-we-normalise-domestic-violence-4022163



Dr. Annapoorna Ravichander
Freelance Consultant

Recipes for Disaster, Served with Love
In ***Deccan Herald*** *dt. May 12, 2026*
Funny Cooking Disasters: Recipes for Disaster, Served With Love

Preparedness in Policy: Understanding the 4 Es
In ***Meghalaya Monitor*** of May 2026
https://meghalayamonitor.com/preparedness-is-policy-understanding-the-4es/





Shri T.M. Vijay Bhaskar, IAS (Retd.) & Dr. D. Jeevan Kumar

Reimagining Welfare through Women's Empowerment:
A Capability-Oriented Analysis of Gruha Lakshmi and Shakti Schemes in Karnataka

In ***Arthika Charche***, Journal of Economics & Governance of **Fiscal Policy Institute**, GoK, Vol. 10, No. 2, 2025



Smt. Uma Mahadevan, IAS
Additional Chief Secretary and Development Commissioner,
Government of Karnataka

Introduction to Special Issue on Impact Assessment of Karnataka Government's Guarantee Schemes
In ***Arthika Charche***, Journal of Economics & Governance of **Fiscal Policy Institute**, GoK, Vol. 10, No. 2, 2025

Book Review of The Kerala Club, edited by K.M. Chandrasekhar & T.P. Sreenivasan
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Dr. M. J. Vinod

The Governor's Call: Dissecting the Tamil Nadu Showdown

In ***Deccan Herald*** dt. 14 May 2026
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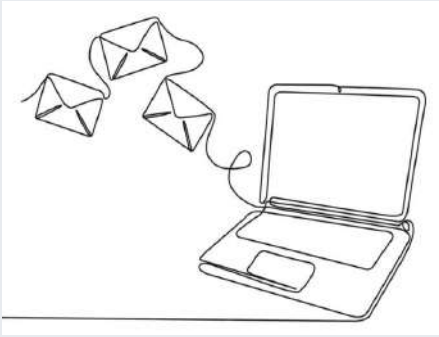
Dr. D. Jeevan Kumar
Hon. Professor
Mahatma Gandhi Rural Development & Panchayat Raj University, Gadag, Karnataka

When Proof becomes Punishment and Compliance erases Compassion

In ***Deccan Herald*** *dt. 5 May 2026*
https://www.deccanherald.com/opinion/when-proof-becomes-punishment-and-compliance-erases-compassion-3991108

The Sikkim Model: National Template for Organic Farming

In ***Deccan Herald*** *dt. 25 May 2026*
https://www.deccanherald.com/opinion/the-sikkim-model-4014773



POL SCIENCE



ENVIRONMENTAL DISAVOWAL

I KNOW VERY WELL, BUT NEVERTHELESS...

We know about the climate crisis. We understand it. We see the evidence. And yet—we act as if it's not real, not urgent, or not our responsibility. This is environmental disavowal—a modern form of fetishistic disavowal.

THINKER

SLAVOJ ŽIŽEK

Slovenian philosopher and one of the leading thinkers applying psychoanalysis to politics and ideology.

AT A GLANCE

- **Thinker:** Slavoj Žižek
- **Concept:** Environmental Disavowal
- **Core Idea:** We know the truth about the climate crisis, yet disavow it in practice.
- **Key Mechanism:** "I know very well, but nevertheless..."
- **Example:** Continuing high-carbon lifestyles while acknowledging climate science.
- **Significance:** Explains why information alone doesn't lead to action.

THE STRUCTURE: "I KNOW VERY WELL, BUT NEVERTHELESS"

I KNOW	I ACKNOWLEDGE	BUT NEVERTHELESS	I DISAVOW IN PRACTICE
The science is clear. The crisis is real.	I understand the severity and urgency.	I continue as before. Nothing fundamentally changes.	I organize my life and choices as if the crisis were not real or my responsibility.

Knowledge is present. Action is absent. This is disavowal.

EVERYDAY EXAMPLES

- Frequent flying despite knowing its impact
- High meat consumption despite knowing its impact
- Driving large cars despite knowing the emissions
- Supporting leaders and parties that block climate action

We live with the truth—and act against it.

WHY INFORMATION ALONE FAILS

- The problem is not ignorance. People already know.
- More information does not automatically change behaviour.
- Disavowal is a psychic and social mechanism, not a lack of data.
- Knowledge is split from practice. We hold both—separately.
- Social norms, desires, and systems sustain the disavowal.

We don't fail to act because we don't know. We fail to act because we disavow what we know.

HOW DISAVOWAL IS SUSTAINED

Consumer Capitalism	Ideology	Affect	Political Power	Everyday Routines
Encourages endless consumption and individual solutions.	Beliefs that protect our way of life from uncomfortable truths.	Anxiety, denial, and hope that "someone else" will fix it.	Fossil fuel interests block policies and shape narratives.	Habits, convenience, and inertia keep us going.

Disavowal is not just personal—it is produced by the social order.

THE CONSEQUENCE

We continue on a path that leads to catastrophe— not because we are ignorant, but because we disavow.

WHAT THIS MEANS FOR CHANGE

- Facts are necessary but not sufficient.
- We need practices that break the disavowal.
- Build collective responsibility, not just individual guilt.
- Transform systems, not just behaviours.
- Make the unbearable consequences politically and emotionally real.

The task is not just to inform—but to transform the conditions that make disavowal possible.

> *The climate crisis is not just a scientific problem. It is a problem of disavowal.*
>
> — SLAVOJ ŽIŽEK

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Shri T. M. Vijay Bhaskar, IAS (Retd.)



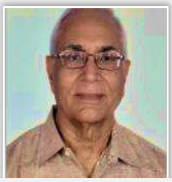
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Shri T. Sethumadhavan, IA&AS (Retd.)



Dr. Annapoorna Ravichander



Dr. Priyanca Mathur



Editor
Dr. D. Jeevan Kumar



Feedback/Contributions/Ideas/Book Reviews/Report Summaries may kindly be mailed to

iipakrb.bangalore@gmail.com with a copy to Jk4942893@gmail.com

Designed by annaravi.consultant@gmail.com

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
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NEWSLETTER

July 2026
Vol. 7 / Issue 72



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WHAT'S NEW

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LEAD FEATURE

5TH STATE FINANCE COMMISSION OF KARNATAKA
-
A PARADIGM SHIFT IN FISCAL DECENTRALIZATION AND RURAL LOCAL GOVERNANCE
-
EMPOWERING KARNATAKA'S URBAN LOCAL BODIES

COMMUNICATION PULSE
The Missing Link in Urbanization

From the Chief Editor

Shri T.M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary, Government of Karnataka.
Former Chairman, Karnataka Administrative Reforms Commission-2.
Chairperson, Indian Institute of Public Administration, Karnataka Regional Branch



It gives me great pleasure to place before readers the **July 2026** issue of our newsletter, the **72nd** since we began this initiative.

Our **Lead Feature** is on ***Devolution of Finances to Local Governments in Karnataka***. We present the highlights of the report submitted by **the 5th State Finance Commission of Karnataka**, headed by **Dr. C. Narayanaswamy.** Overall, the report appears to reflect a broader philosophical shift from mere administrative decentralization toward **fiscal empowerment of local governments**. We also carry analytical observations on the rural and urban recommendations in the report by **Dr. N. Sivanna** and **Dr. K. Gayithri,** eminent retired academics who served in the Institute for Social and Economic Change, Bengaluru.

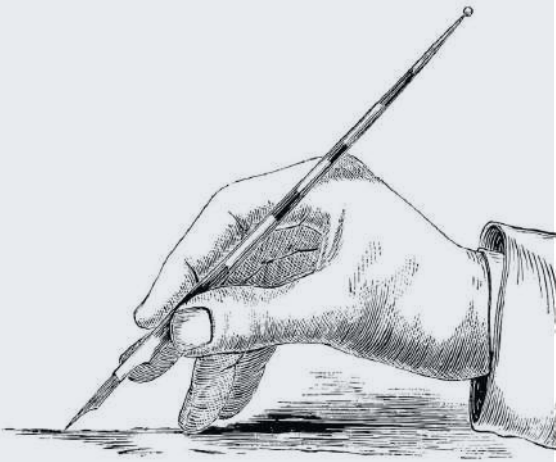
In our column on ***Communication Pulse***, **Dr. Annapoorna Ravichander** writes on **Communication** as the ***Missing Link in Urbanization.***

In a contribution by a promising academic from JAIN (DTB) University, Bengaluru, titled ***Voices from the Global South,*** **Dr. Sneha Yadav** shares her reflections on ***Representing India at the Ulaanbaatar Dialogue*** in **Mongolia** last month.

In our column on ***Branch Activities***, we report on the **Panel Discussion** organized by us, in collaboration with **Dr. Manmohan Singh Bengaluru City University**, on the **5th Report of the State Finance Commission of Karnataka**. Participants in the event included the Chairman and two members of the State Finance Commission, a distinguished former Civil Servant and two eminent academics. The event was widely reported in the media.

We end this issue with our column on ***Food for Thought***. This time, we feature an Infographic titled, ***'Street-Level Bureaucracy'***, based on the concept developed by **Prof. Michael Lipsky**, eminent Political Scientist and Sociologist. The bottom line of his argument is that "***Public Policy is <u>not</u> what governments intend. It is what citizens actually experience."***

I add our usual disclaimer here that the views expressed by the contributors in this issue of the Newsletter are personal and *do not represent the views or position of the Editorial Board or the Executive Committee of the Branch*. Do write in with your responses, views and ideas for improvement of the Newsletter.



Lead Feature

DEVOLUTION OF FINANCES TO LOCAL GOVERNMENTS

Report of the 5th State Finance Commission of Karnataka

The **5th State Finance Commission, Karnataka**, chaired by **Dr. C. Narayanaswamy**, was constituted by the Government of Karnataka in October 2023 to recommend principles governing fiscal devolution and financial strengthening of rural and urban local bodies for the award period broadly covering 2026–2030. (Karnataka State Finance Commission). The Commission submitted an **initial/interim report** relating to 2024–25 in February 2024, and a **comprehensive/final report** for the award period 2026–2030 in late 2025, later discussed publicly in 2026.

Major Highlights of the Final Report

Stronger Fiscal Devolution to Local Bodies

One of the most significant recommendations of the Commission is the enhancement of fiscal transfers to local governments.

The Commission recommended that:

- **45%** of the divisible share should go to **Rural Local Governments**
- **15%** should go to **Urban Local Governments**

Together, this would amount to **60% of the State's non-loan own revenue receipts** being devolved to local institutions. **This reflects a strong commitment to democratic decentralization and grassroots governance.**

This recommendation is important because:

- Karnataka has historically been a leader in Panchayati Raj reforms.
- Local governments increasingly bear responsibility for service delivery, without adequate finances.
- Urbanization pressures and rural infrastructure demands require predictable fiscal support.

Greater Priority to Taluk Panchayats

Within the rural local body allocation, the Commission recommends:

- **64%** to Taluk Panchayats
- **26%** to Zilla Panchayats
- **8%** to Gram Panchayats

This marks a notable emphasis on the **intermediate tier** of local governance.

The rationale appears to be:

- Taluk Panchayats increasingly function as the operational link between district planning and village implementation.
- Many welfare and development schemes are coordinated at the Taluk level.
- Taluks are emerging as key administrative and developmental units.

Financial Sustainability concerns regarding Guarantee Schemes

The Commission has adopted a balanced position on Karnataka's major welfare guarantee schemes such as *Gruha Lakshmi*, *Shakti*, *Anna Bhagya*, *Gruha Jyoti* and *Yuva Nidhi.* The report acknowledges their role in reducing economic vulnerability, supporting women's empowerment, increasing consumption demand, and strengthening social protection.

At the same time, it cautions the State Government regarding their long-term fiscal sustainability, rising revenue pressure, and the need for additional resource mobilization.

The Commission has stressed improving tax efficiency, enhancing own-source revenue, and expanding productive economic capacity alongside welfare expenditure.

This reflects a broader concern in public finance: ***Welfare expansion must be accompanied by sustainable revenue generation and economic growth.***

Use of Slum Population as a parameter for fund allocation

A particularly innovative recommendation is the use of **"slum population"** as an indicator in urban fund allocation, replacing earlier indicators such as illiteracy. This is significant because it recognizes the realities of rapid urbanization, links fiscal transfers to urban deprivation and shifts attention toward inclusive urban governance.

Ward-Level Transfers

A notable *first of its kind* feature of the Report is its recommendation to devolve formula-based sharing of funds to Ward level in Greater Bengaluru Authority and city corporations.

Emphasis on Resource Mobilization by Local Bodies

The Commission repeatedly emphasizes the need for better tax collection, strengthening local revenues, digitization of revenue systems, and reduction of fiscal dependence on the State Government. Areas examined included property tax, local cess and fees, water charges, user charges, and financial management systems. **The broader message appears to be that *decentralization must be accompanied by fiscal responsibility and revenue autonomy.***

Focus on Grassroots Governance and Field Consultations

The Commission undertook extensive district consultations and field inspections across Karnataka. These included reviews of Gram Panchayat infrastructure, digital governance, Jal Jeevan Mission implementation, MGNREGA, local taxation systems, Anganwadi facilities, staffing shortages, and urban infrastructure gaps. **It is clear that the Commission attempted *a more empirical and field-oriented approach* rather than relying purely on macro-level fiscal data.**

Concern over Delay in Local Body Elections

The Commission highlights that delays in Panchayat and Urban Local Body elections have caused Karnataka to lose substantial Central Finance Commission grants. Estimates mentioned possible losses running into thousands of crores annually. This is constitutionally significant because elected local bodies are mandatory under the 73rd and 74th Constitutional Amendments, and many Finance Commission grants are conditional upon functioning elected institutions. **The report clearly reinforces *democratic decentralization, constitutional governance, and fiscal federalism*.**

A Larger Shift toward Decentralized Development

Overall, the report appears to reflect a broader philosophical shift from mere administrative decentralization toward ***fiscal empowerment of local governments***.

The underlying themes of the report include subsidiarity, participatory governance, local accountability, social justice, and regionally balanced development.

In many ways, the Commission continues Karnataka's long-standing reputation as a pioneer in Panchayati Raj reforms while adapting to new challenges such as urbanization, welfare expansion, fiscal stress, and digital governance.

Broader Significance of the Report

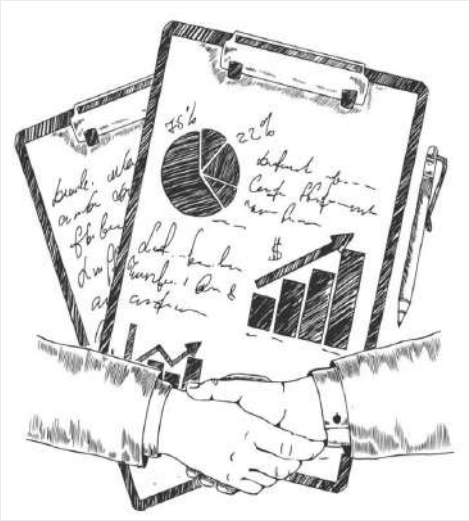
The report is significant for at least **five reasons**:

1. It may shape Karnataka's fiscal architecture until 2030.
2. It attempts to balance welfare commitments with fiscal prudence.
3. It strengthens the constitutional role of local governments.
4. It introduces more socially sensitive allocation criteria.
5. It reflects contemporary debates on decentralized development and cooperative federalism.

The Commission's recommendations also raise important **policy questions**:

1. *How much fiscal autonomy should local governments receive?*
2. *Can welfare expansion coexist with fiscal sustainability?*
3. *Should Taluk Panchayats become the primary developmental unit?*
4. *How can urban inequality be better incorporated into fiscal devolution?*

These questions are likely to influence Karnataka's governance discourse in the coming years.



KARNATAKA 5TH STATE FINANCE COMMISSION RECOMMENDATIONS

A Paradigm Shift in Fiscal Decentralization and Rural Local Governance



Dr. N. Sivanna
Mahatma Gandhi Rural Development and Panchayat Raj University, Gadag, Karnataka

The **Karnataka 5th State Finance Commission** (**SFC**) has submitted a **comprehensive report, providing a roadmap for strengthening local governance and fiscal decentralization in the state**. The Commission adopted a consultative and evidence-based approach, holding discussions with experts, government officials, elected representatives, and local institutions across Karnataka and other states.

A major highlight of the report is its **strong focus on fiscal decentralization**. The Commission recommends devolving resources in a **40:60 ratio between the state government and local self-governments**, which includes salary expenditures and major welfare schemes such as *Gruhalakshmi* and *Anna Bhagya*. However, this could strain the state's resources, and its sustainability depends on revenue growth. Of the total share allocated for local self-governments, 45 per cent is proposed for rural local self-governments and 15 per cent for urban local self-governments, maintaining a **75:25 ratio between rural and urban bodies.**

Within the rural sector, the Commission recommends distribution among Zilla Panchayats, Taluk Panchayats, and Gram Panchayats in the ratio of **28:64:8**. While this strengthens the role of **Taluk Panchayats** as major implementing agencies, it raises concerns regarding the relatively small share assigned to Gram Panchayats, which are the closest institutions to citizens and play a crucial role in participatory democracy.

To ensure fair distribution of funds, the Commission suggests objective criteria and weightages. Population has been given the highest weight of 60 per cent, followed by area at 20 per cent, SC/ST population at 10 per cent, and indicators such as the Human Development Index (for ZPs) and tax effort (for GPs) at 10 per cent. Another proposed formula includes population (50%), area (20%), SC/ST population (10%), and an Index of Devolution (20%). **This formula seeks to balance equity, efficiency, and performance in resource allocation.**

The Commission has also recommended that **20 percent of grants to Gram Panchayats be provided as untied grants without conditions, enhancing local autonomy by allowing panchayats to address area-specific developmental needs.** Additional grants are proposed in the form of establishment, maintenance, performance, and capacity-building grants, which are linked to performance-based criteria to encourage efficiency and good governance among local bodies, foster accountability, and motivate panchayats to improve their functioning.

A key theme of the report is *strengthening the financial autonomy of local governments* by increasing their own source of revenue. The Commission recommends sharing revenues from taxes under the Goods and Services Tax (GST) with local governments. It also proposes that cess and surcharge collections exceeding five percent should be transferred to the Devolution Fund.

To improve local finances, the report advocates **comprehensive property tax reforms**, including regular property surveys, periodic assessment revisions, and taxation of commercially operated homestays, resorts, mobile towers, windmills, and hydroelectric projects. It also recommends sharing mining royalties with affected Gram Panchayats and collecting entry fees at tourism, archaeological, and religious sites.

Recognizing the increasing challenge of infrastructure maintenance, the Commission suggests setting aside at least five percent of the capital costs of assets built under schemes like Jal Jivan Mission (JJM), Swachh Bharat Mission (SBM), and MGNREGS for operation and maintenance. It further recommends compensating Gram Panchayats for administrative costs incurred during the implementation of Central Sector and Centrally Sponsored Schemes.

The report emphasizes **sustainable development and climate action**, recommending increased allocations to support Sustainable Development Goals (SDGs). An estimated climate budget of over ₹52,800 crore is proposed up to 2030 to implement climate action plans. The Commission highlights the importance of climate resilience, disaster preparedness, renewable energy adoption, and climate-smart agriculture.

Regarding **governance reforms**, it recommends **strengthening community participation in planning and implementing schemes** related to sanitation, solid waste management, drinking water, and rural roads. It suggests extending Gramathana areas and regularizing non-Gramathana properties to support planned development and enhance local revenues. Activity mapping across all government departments is recommended to clearly define responsibilities among various tiers.

The Commission observed widespread vacancies in Panchayat institutions and recommends the immediate filling of technical and administrative posts, especially engineers, health workers, and frontline service providers. It also emphasizes the need to strengthen the Karnataka State Planning and Development Committee, District Planning Committees (DPCs), and Taluk Planning and Development Committees (TPDCs) across all taluks to enhance coordinated planning and decision-making. Institutional strengthening and capacity building are crucial. To address these administrative and institutional policy concerns, **there is an immediate need to establish the Karnataka Panchayat Administrative Service (Section 232 B of the 1993 Act) and the Karnataka State Panchayat Council (Section 310 A of the Act).**

A **comprehensive training policy** for elected representatives and officials is recommended, including certificate and diploma courses through Mahatma Gandhi Rural Development and Panchayat Raj University. **Building capacity on climate change, disaster management, and climate-smart agriculture is also essential**. Farmers, elected representatives, and panchayat staff should receive regular training to address emerging environmental challenges and improve resilience.

Overall, the Karnataka 5th State Finance Commission has provided **a visionary framework** for strengthening rural local governance. Its recommendations mark a **paradigm shift** in fiscal federalism, aiming to align functions, funds, functionaries, and freedoms while advancing the constitutional vision of democratic decentralization.

If implemented systematically, these recommendations can significantly contribute to sustainable rural development and strengthen the foundations of local self-governance in Karnataka, making it a national model for empowered local governments, inclusive development, and participatory democracy.



EMPOWERING KARNATAKA'S URBAN LOCAL BODIES

Financial Devolution Framework of the 5th State Finance Commission



Dr. K. Gayithri, Ph.D.
Former Professor, Institute for Social and Economic Change, Bengaluru

The **5th Karnataka State Finance Commission (SFC)** covers two distinct time periods, the interim period, 2024–25 and 2025–26 and the main award period, 2026–27 to 2029–30. The report takes into account rapid urbanization experienced in the state and the serious infrastructural inadequacies of the ULBs.

The 5th SFC of Karnataka proposes a structural reform in municipal financing to ensure a sustained and predictable source of revenue for the urban local bodies. Its key proposals include allocating 5 percent of State GST revenue to Urban Local Bodies (ULBs) and moving to a 60 percent fund vertical sharing formula from the state's divisible pool to empower cities to tackle rapid urbanization. However, the Action Taken Report (ATR) of the state government has not accepted the prescribed share of 5 percent in the GST in view of the state's huge fiscal commitments and pegged the share of the local bodies at 50 percent of NLNORR.

The commission uses **a distinct matrix based on weightage to balance equity, demographic load, and performance** with the assigned scores of 40 percent weightage to population, 30 percent to area, 15 percent to SC/ST population, and 15 percent to the slum population. Historically, SFCs in Karnataka heavily relied on the "number of illiterates" alongside basic population metrics to assess socioeconomic backwardness and calculate funding gaps between municipalities. In a welcoming development, the 5th SFC explicitly departed from this historical precedent by **substituting the illiteracy variable with "slum population**".

Greater Bengaluru Authority (GBA)

Significant attention is placed on the geographical area of *Greater Bengaluru*. The SFC recommends that municipal bodies (including corporations under the GBA framework) secure a distinct financial stake to manage civic services effectively.

The 5th SFC recommendation is unique, featuring a ward-level shift in the intra-urban distribution, with 80 percent of its budget internally across individual municipal wards.

The weightage assigned includes population (40 percent), geographical area (30 percent), SC/ST population (10 percent), slum population (10 percent), and most importantly, the tax effort. A 10 percent weightage is assigned to tax effort, which serves as a performance incentive with an objective to reward individual wards that depict high efficiency in collecting their local Own-Source Revenues (OSR), such as property taxes.

Resource Mobilization & Property Tax

Guidance Value Implementation: The Commission strongly urges the BBMP and other urban bodies to modernize their revenue streams by adopting a technology-driven and the latest guidance value-based assessment of property taxes.

Untied Grants: The SFC pushes for greater local autonomy by increasing the share of untied grants, allowing ULBs the operational flexibility to pay electricity bills, manage salaries, and fix pressing local issues without awaiting state approval.

Administrative Accountability

Mandatory Elections: Taking a strict stance against delayed democratic processes, the Commission recommends elections for municipal bodies to be expedited. Delaying these elections, the report noted, subjects the performance grants of the Central Finance Commission (CFC) to serious risk.

Most importantly**, the 5th Karnataka State Finance Commission's recommendation to set up a High-Level Monitoring Committee (HLMC) as the primary mechanism to solve the "implementation deficit" and ensure mandatory fiscal devolution is crucial to ensure smooth and predictable fiscal transfers to the local bodies.**

This gains significance in the wake of past deviations observed between the SFC recommendations and the actual transfers. The commission empowers compliance, specifically requiring the tracking of tied grants to prevent misappropriation for operational expenses.

THE MISSING LINK IN URBANIZATION: *COMMUNICATION*

Dr. Annapoorna Ravichander
Independent Consultant



Introduction

Urbanization is no longer just about expanding cities—it is about shaping how people live, move, and work and survive in the future. Various governments speak on roads, traffic, housing, and floods as separate entities, but in reality they are all interconnected. It is important that the dots between urban policies and daily needs be connected through excellent and clear communication. If a government wants to achieve this and see some success, then it is important for it to ensure and follow this 8-pronged approach mentioned below:

1. **Communicate practical issues in a simple language**. For example, the government could convey "use better planning of a city to manage floods and keep neighbourhoods clean" instead of just stating "an approach to "*integrated urban planning".* In other words, explain clearly what these terminologies mean: public transport, safety and open spaces, housing affordability, and pollution, to name a few.

2. **Use multiple platforms to communicate messages**. Public interest will increase if various channels and modes are used to communicate messages using multilingual communication. For example, the government can use local newspapers, FM radio, short videos and ward meetings. Ideally, communication should go beyond government circulars to increase public trust and participation.

3. **Use visuals rather than only statistics by using real local examples**. For example communication can include *before and after* scenarios (planned and unplanned neighbourhood), introduce citizens to successful models from other countries and share the ill effects of poor zoning which leads to traffic and flooding. People understand and absorb visual presentations, and powerful messages can be conveyed through images and videos.

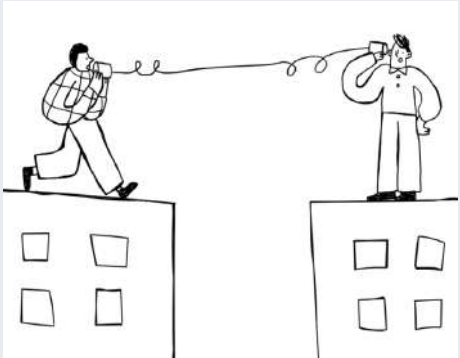
4. **Use data by converting them into stories**. Simplify urban complexity using infographics and GIS-based visuals. For example, use terminology like: *"Flood damage costs crores every monsoon." "The city loses X hours daily in traffic." "In the coming decade's urban population will double."*

5. **Link urbanization to employment and economy by promoting it as a civic issue**. For example governments can convey the following messages: "*Urbanization increases job opportunities*", "*It improves ease of doing business*" and "boosts *innovation and investment*".

6. **Present polices as future investments and not as mere regulations**. For example, a simple tag line like *"you can attract opportunities and investments if your city is well-planned and has good infrastructure*" will be effective. The government can also place emphasis by saying "*Good urban policy improves economic growth and quality of life"* or *"a well-planned city reduces future costs*".

7. **Include citizens by dialoguing with them.** Shift from announcement to engagement. For example, use participatory budgets, hold ward-level consultations, include Resident Welfare Associations and urban planners to discuss key topics and issues.

8. **Ensure that a sustained narrative is followed** to create and build awareness to convey that policy is essential and not optional. For example, do not communicate only during occasions like floods, disasters, crisis in traffic or environmental issues. Instead use long-term narratives. For example, "*Urbanization is inevitable, chaos is not".*



Case Studies

Case Study 1

What? Communicating Waste Management Reform in Indore

How? The Government employed the following:

- Used social media extensively to promote branding
- Launched competition to encourage behavioural changes
- Employed local authorities and volunteers
- Ran door-to-door awareness campaigns

Impact
Involvement of public became relevant and citizens became particpants and not mere onlookers

***Communication Message*:**
"*Cleanliness is a public movement rather than merely a municipal directive*".

Case Study 2

What? Singapore — Long-Term Urban Vision using communication in Singapore

How? The government successfully used the following:

- Used digital tools and interactive maps
- Encouraged public consultations
- Linked urban planning with national identity and economic growth
- Shared accessible master plans

Impact
Built public trust in long-term urban planning through consistent and transparent communication

Communication Message
"Urban planning is a shared national project and not a mere bureaucratic act".

Urban policy succeeds not merely through plans and regulations but through public understanding, participation, and trust. Cities are not shaped by infrastructure alone; *they are shaped by how governments communicate vision, trust, and participation.*



Reflections on Representing India in Mongolia

Dr. Sneha Yadav
Assistant Professor, Centre for Research in Social Sciences and Education (CeRSSE), JAIN University, Bengaluru; Member, Indian Institute of Public Administration (IIPA), Karnataka Regional Branch

The architecture of global governance is undergoing a significant transformation. For decades, debates on security, technology, and world order were shaped largely by the Atlantic powers. Today, however, the **Global South** and emerging middle powers are increasingly shaping these conversations. Platforms in Central and Northeast Asia are evolving into important spaces where countries engage as equal participants rather than passive observers. In this changing landscape, India's academic and intellectual engagement assumes particular importance, reflecting its traditions of strategic autonomy, dialogue, and multilateralism.

Against this backdrop, I had the privilege of participating in two major international forums in **Ulaanbaatar, Mongolia**, on 3 June 2026—the **Ulaanbaatar Dialogue (UBD) 2026** and the **Mongolia–Central Asia Regional Conference**. Both events brought together scholars, policymakers, diplomats, and strategic experts to deliberate on emerging challenges confronting the international order.

Mongolia occupies a distinctive place in international diplomacy. Situated between Russia and China, it has successfully cultivated an independent foreign policy centred on neutrality, dialogue, and confidence-building. **Ulaanbaatar**, where nomadic traditions coexist with rapid modernization, has emerged as a bridge connecting Northeast Asia, Central Asia, and the wider Eurasian region. Often described as the "Geneva of Northeast Asia," the city provides a neutral venue where conversations that may be difficult elsewhere can take place openly and constructively.

Ulaanbaatar Dialogue 2026

The Ulaanbaatar Dialogue, organized annually by the Institute for Strategic Studies of Mongolia, is among **Asia's leading Track 1.5 forums** on regional security. Established in 2014 following a proposal made in 2013, it draws inspiration from the Helsinki Process, seeking to promote confidence-building and sustained dialogue in Northeast Asia. While the Dialogue initially focused on regional security, its agenda has steadily expanded to include climate cooperation, Central Asian engagement, and, increasingly, the governance of Artificial Intelligence. These additions reflect the reality that **today's international system is shaped by overlapping geopolitical, economic, ecological, and technological challenges,** rather than by any single crisis.

I was honoured to participate in the panel on "***Emerging Security Challenges and Artificial Intelligence.***" The panel brought together distinguished experts from the United Nations Institute for Disarmament Research (UNIDIR), the International Committee of the Red Cross (ICRC), and leading scholars from China, South Korea, Sweden, France, and other countries.

A recurring theme was that **technological advances in AI are progressing far more rapidly than the institutions designed to regulate them.** This widening gap demands greater international cooperation and anticipatory governance to ensure that innovation contributes to peace and human security rather than instability.

Representing India in this discussion was both an honour and a responsibility.

Central Asia–Mongolia Regional Conference

During the same visit, I also participated in the **Central Asia–Mongolia Regional Conference 2026**, organized by the Institute for Strategic Studies at the Kempinski Hotel, Ulaanbaatar. I spoke in the opening session on "***Emerging World Order***" alongside eminent participants, including senior strategic experts from Kazakhstan, Germany, the Conference on Interaction and Confidence Building Measures in Asia (CICA), and military leadership from the region.

The discussions highlighted that t**he emerging international order cannot be explained solely through traditional notions of power politics or great-power competition.** Rather, the world is entering a period marked by multiple intersecting transformations, where geopolitical rivalry coexists with technological disruption, climate challenges, economic uncertainty, and new security threats. Addressing these interconnected issues requires cooperative approaches that transcend conventional diplomatic frameworks.

Reflections

Taken together, the two conferences brought together participants from Mongolia, Kazakhstan, Uzbekistan, Kyrgyzstan, Tajikistan, China, South Korea, Germany, Sweden, France, and several international organizations, including the United Nations. What made these gatherings particularly significant was that they reflected **a distinctly Global South and Eurasian perspective on international affairs**, offering a refreshing alternative to discussions traditionally dominated by Western institutions.

The most enduring lesson from my visit was that **the future international order will depend not only on military strength or economic power but equally on the willingness of nations to engage in dialogue, build trust, and listen to one another**. Mongolia's own diplomatic identity demonstrates how even relatively small states can make meaningful contributions to international peace by creating neutral spaces for constructive engagement.

I returned from Mongolia with renewed confidence that Indian scholars have much to contribute to—and much to learn from—the expanding networks of the Global South and Eurasia. Such engagements strengthen not only academic collaboration but also India's broader role as a responsible and constructive voice in shaping an increasingly multipolar world.

I am grateful to the **Indian Institute of Public Administration, Karnataka Regional Branch**, for providing me the opportunity to share these reflections with our community. I look forward to continuing to contribute to these important international conversations and to representing India's academic perspective on global platforms.









Branch Events

Branch Activity 1 - ***Report on Panel Discussion***

DEVOLUTION OF FINANCES TO LOCAL GOVERNMENTS



Shri T.M. Vijay Bhaskar is seen welcoming Dr. C. Narayanaswamy. At extreme left is Shri L.K. Atheeq. Seen at right are Shri R.S. Phonde and Shri Mohd. Sanaulla.

The **Karnataka Regional Branch of IIPA**, in collaboration with **Dr. Manmohan Singh Bengaluru City University** organized a **Panel Discussion** on the **Report of the 5th State Finance Commission of Karnataka** (5th SFC) on 3 June 2026 on ***Devolution of Finances to Local Governments in Karnataka.***

The **Lead Presentation** was made by the **Chairman of the 5th SFC**, **Dr. C. Narayanaswamy**. Discussants were **Shri Mohamed Sanaulla, IAS** (Retd.), Hon'ble Member, 5th SFC; **Shri L.K. Atheeq, IAS** (Retd.), former Additional Chief Secretary, Govt. of Karnataka; **Dr. K. Gayithri,** former Professor, Centre for Economic Studies and Policy, Institute for Social and Economic Change, Bengaluru; and **Dr. N. Sivanna,** Hon. Professor, Mahatma Gandhi Rural Development & Panchayat Raj University, Gadag, Karnataka. **Mr. T.M. Vijay Bhaskar, IAS** (Retd.), former Chief Secretary of Karnataka and Chairperson, Karnataka Regional Branch of IIPA presided over the programme.

In his **Lead Presentation**, **Dr. C. Narayanaswamy**, Chairman, 5th SFC, referred to the highlights of the three reports of the 5th SFC. He stated that the major recommendations of the commission included **stronger financial devolution to rural and urban local governments; greater priority to Taluk Panchayats; a shift towards outcome-based urban indicators; and emphasis on resource mobilization by local governments**.

The report also raised serious concerns about the **fiscal sustainability of the Guarantee Schemes of the Karnataka government** and the **inordinate delay in holding elections to local governments,** which has resulted in the loss of several thousand crores of rupees by way of Union Finance Commission grants, he stated.

Participating in the discussion, former Additional Chief Secretary of Karnataka, **Shri L.K. Atheeq, IAS** (Retd.) explained that the Government of Karnataka spends about Rs.1 lakh crore annually on social justice guarantee schemes, subsidies, and pension commitments, as a result of which Karnataka has climbed to the top spot in the country in terms of per capita income. He stated that local governments could mobilize greater revenue resources through the effective collection of property tax.

Shri Mohamed Sanaulla, Member of the 5th SFC stated that the Commission had submitted three reports to the government. He was happy to state that the government has accepted almost all the recommendations made in the I and II Reports, **except the ones regarding devolution of finances to rural local governments.** He called upon civil society organizations to exert pressure on the government to ensure adequate finances for them.

Dr. K. Gayithri, former Professor at ISEC, referred to the unique features of the report of the 5th SFC, with particular reference to urban local governments. The recommendation that 5% of State GSDP must go to local governments; the need to ensure equity with efficiency; the emphasis on strengthening resource mobilization by local governments themselves; ward-level devolution to be based on their needs; strengthening capacity building; and the prescription of guidelines regarding untied grants – were flagged and appreciated by her in her presentation.

Dr. N. Sivanna, former occupant of the Ramakrishna Hegde Chair on Decentralization at ISEC, focused on the recommendations of the 5th SFC on rural local governments. Referring to the recommendation of devolution of resources in the ratio of 40:60 between the state and local self-governments, respectively, where the share of rural local governments is 45 percent and the share of urban local governments is 15 percent, he stated that **this moved Karnataka to the realm of deep fiscal decentralization**. He called for better horizontal distribution of finances among Panchayati Raj institutions, where Gram Panchayats should get more resources than the Zilla and Taluk Panchayats. The allocation of 20 per cent of grants as untied grants is very positive and encouraging. He also identified the several untapped areas that could be taxed to augment the resources of Gram Panchayats. He concluded that **Karnataka could become a model for other states, thanks to the 5th SFC, as it represents a paradigm shift in fiscal federalism at the state level.**

Presiding over the Panel Discussion, **Shri T.M. Vijay Bhaskar, IAS,** Chairperson of IIPA-KRB stated that the report of the 5th State Finance Commission of Karnataka marked **a major milestone** in the progress of the state towards devolution of finances to local governments. In his view, the Southern states in India have achieved greater development by more effectively implementing policies and programmes of democratic decentralization.

Present on the occasion were **Shri R.S. Phonde**, Member, 5th SFC of Karnataka, **Shri D.R. Patil**, Chairman, Decentralized Planning and Development Committee of the Government of Karnataka, **Shri Naveen Joseph**, Registrar of Dr. Manmohan Singh Bengaluru City University, **Prof. G.B. Shivaraj**, **Prof. Eresi** and others. **Prof. Jyothi Venkatesh**, Dean of the Faculty of Arts of Dr. Manmohan Singh Bengaluru City University, welcomed the dignitaries and gathering. **Dr. D. Jeevan Kumar**, Secretary, IIPA-KRB proposed a vote of thanks.

Below
A question from the floor



Press Reports of Panel Discussion

ಶೀಘ್ರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾವಣೆ ನಡೆಯಲಿ

5ನೇ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಡಾ.ಸಿ. ನಾರಾಯಣಸ್ವಾಮಿ ಒತ್ತಾಯ

ಸಂ.ಕ.ಸಮಾಚಾರ, ಬೆಂಗಳೂರು

ನಗರಾಡಳಿತೆ ಬಿದ್ದಿರುವ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾವಣೆಯನ್ನು ಆದಷ್ಟು ಬೇಗ ನಡೆಸುವಂತೆ 5ನೇ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಡಾ.ಸಿ. ನಾರಾಯಣಸ್ವಾಮಿ ರಾಜ್ಯ ಸರ್ಕಾರವನ್ನು ಒತ್ತಾಯಿಸಿದ್ದಾರೆ.

ಸೆಂಟ್ರಲ್ ಕಾಲೇಜಿನ ಆಯೋಜಿಸಿದ್ದ ಸಂವಾದ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ 'ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳಿಗೆ ಹಣಕಾಸು ವಿತರಣೆ-5ನೇ ಕರ್ನಾಟಕ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ವರದಿ' ಎಂಬ ವಿಷಯದ ಕುರಿತು ಮಾತನಾಡಿದ ಅವರು, ಪ್ರಜಾಪ್ರಭುತ್ವದ ಬಲವರ್ಧನೆ ಹಾಗೂ ಕೇಂದ್ರ ಸರ್ಕಾರದಿಂದ ಬರಬೇಕಾದ ಅನುದಾನವನ್ನು ಪಡೆದುಕೊಳ್ಳುವ ದೃಷ್ಟಿಯಿಂದ ರಾಜ್ಯದ ನೂತನ ಮುಖ್ಯಮಂತ್ರಿ ಡಿ.ಕೆ.ಶಿವಕುಮಾರ್ ಅವರು ಈ ಬಗ್ಗೆ ಗಂಭೀರ ಗಮನ ಹರಿಸಬೇಕಾದ ಅಗತ್ಯವಿದೆ. ಸಕಾಲಿಕ ಚುನಾವಣೆ ನಡೆಯದಿರುವ ಕಾರಣಕ್ಕಾಗಿ ಅಪಾರ ಮೊತ್ತದ ಅನುದಾನ ಅಲಭ್ಯವಾಗಿರುವುದು ಎಂದು ಹೇಳಿದರು.1993ರಲ್ಲಿ ಜಾರಿಗೊಂಡ ಸಂವಿಧಾನದ 73 ಮತ್ತು 74ನೇ ತಿದ್ದುಪಡಿಗಳ ದೆಸೆಯಿಂದಾಗಿ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಸಬಲೀಕರಣ ಮತ್ತು ಅಧಿಕಾರ ವಿಕೇಂದ್ರೀಕರಣದ ಹೊಸ ಮನ್ವಂತರಕ್ಕೆ ನಾಂದಿಯಾಯಿತು. ಆದರೆ ಕೇಂದ್ರ ಹಣಕಾಸು ಆಯೋಗದ ಷರತ್ತುಗಳನ್ನು ಪಾಲನೆಯಲ್ಲಿ ವಿಫಲವಾದ ಕಾರಣ ಹಣಕಾಸಿನ ನೆರವು ಸ್ಥಗಿತಗೊಂಡು ರಾಜ್ಯದ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಗಳಿಗೆ ಅರ್ಥಿಕ ಹಿನ್ನಡೆಯಾಗಿ ಪ್ರಗತಿ ಕುಂಠಿತವಾಗಿದೆ.



ವಿಕೇಂದ್ರೀಕೃತ ಯೋಜನೆ ಮತ್ತು ಅಭಿವೃದ್ಧಿ ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಡಿ.ಆರ್.ಪಾಟೀಲ್, ಕುಲಸಚಿವ ಎ. ನವೀನ್ ಜೋಸೆಫ್, ಐಐಪಿಎ ಕಾರ್ಯದರ್ಶಿ ಡಾ. ಡಿ.ಜೀವನ್ ಕುಮಾರ್ ಉಪಸ್ಥಿತರಿದ್ದರು.

ಜಿಪಿಎ ಚುನಾವಣೆಯ ವಿಳಂಬದಿಂದಾಗಿ ಬೆಂಗಳೂರು ಮಹಾನಗರ ಸುಮಾರು 10,000 ಕೋಟಿ ರೂ.ಗಳನ್ನು ಕೇಂದ್ರ ಹಣಕಾಸು ನೆರವಿನಿಂದ ವಂಚಿತವಾಗಿದೆ ಎಂದು ತಿಳಿಸಿದರು.

ನಿವೃತ್ತ ಅಧಿಕಾರಿ ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿ ಎಲ್.ಕೆ.ಅತೀಕ್ ಮಾತನಾಡಿ, ಕರ್ನಾಟಕ ಸರ್ಕಾರ ಸಾಮಾಜಿಕ ನ್ಯಾಯದ ಗ್ಯಾರಂಟಿ ಯೋಜನೆಗಳು ಹಾಗೂ ವಿವಿಧ ಸಬ್ಸಿಡಿ ಮತ್ತು ಪಿಂಚಣಿ ಬಾಬ್ತುಗಳಿಗೆ ವಾರ್ಷಿಕ ಸುಮಾರು 1 ಲಕ್ಷ ಕೋಟಿ ರೂ. ವ್ಯಯಿಸುತ್ತಿದೆ.

ಇದರ ಪರಿಣಾಮವಾಗಿ ತಲಾ ಆದಾಯದಲ್ಲಿ ಕರ್ನಾಟಕ ರಾಜ್ಯ ದೇಶದಲ್ಲೇ ಮೊದಲ ಸ್ಥಾನಕ್ಕೇರಿದೆ ಎಂದರು.

ಈ ವೇಳೆ ವಿಕೇಂದ್ರೀಕೃತ ಯೋಜನೆ ಮತ್ತು ಅಭಿವೃದ್ಧಿ ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಡಿ.ಆರ್.ಪಾಟೀಲ್, ಕುಲಸಚಿವ ಎ. ನವೀನ್ ಜೋಸೆಫ್, ಐಐಪಿಎ ಕಾರ್ಯದರ್ಶಿ ಡಾ. ಡಿ.ಜೀವನ್ ಕುಮಾರ್ ಉಪಸ್ಥಿತರಿದ್ದರು.

News Trail

'No GBA poll left city short of ₹10k cr funds'

NT Correspondent
Bengaluru



Chairman of the 5th State Finance Commission and former MP Dr. C. Narayanaswamy said that Bengaluru city has been deprived of approximately ₹10,000 crore in central financial assistance due to the failure to conduct local body elections.

The comments came at an interactive session of Karnataka Regional Branch of the Indian Institute of Public Administration (IIPA) at the Dr. Manmohan Singh Bengaluru City University.

Delivering the keynote address, Dr. C. Narayanaswamy explained, "The 73rd and 74th Constitutional Amendments implemented in 1993 ushered in a new era of empowerment and decentralization of power for local bodies."

Dr. C. Narayanaswamy went on to express regret that due to the failure to comply with the conditions of the 15th Union Finance Commission grants had been withheld causing a financial setback and hindering the developmental works of the state's local bodies.

Former Additional Chief Secretary I.K. Atheeq explained in his address that due to the Government of Karnataka spending about Rs 1 lakh crore annually on social justice guarantee schemes, various subsidies and pension commitments Karnataka has climbed to the top spot in the country in terms of per capita income.

Presiding over the interactive session, T.M. Vijay Bhaskar, former Chief Secretary and Chairman of IIPA Karnataka Branch, analyzed that southern states have achieved greater development by effectively implementing the policy of decentralisation of power.

During the program, member of the State Finance Commission M. Sanaulla, along with senior professors Dr. K. Gayatri and Dr. N. Shivanna also deliberated on the recent 5th state finance commission report.

Failure to comply with conditions of 15th Finance Commission, grants had been withheld.

ಐದನೇ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಸಿ. ನಾರಾಯಣಸ್ವಾಮಿ ಆಗ್ರಹ

'ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾವಣೆ ಶೀಘ್ರ ನಡೆಸಿ'



ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಸಿ.ನಾರಾಯಣಸ್ವಾಮಿ, ಎ.ಸವೀನ್ ಜೋಸೆಫ್, ಎಂ.ಸಾವಿತ್ರಮ್ಮ, ಡಾ.ಕೆ.ಗಾಯತ್ರಿ, ಪ್ರೊ.ಕೆ ವೆಂಕಟೇಶ್, ಡಾ.ಎಸ್.ಶಿವಣ್ಣ, ಟಿ.ಎಂ.ವಿಜಯ ಭಾಸ್ಕರ್ ಮೊದಲಾದವರು ಪಾಲ್ಗೊಂಡಿದ್ದರು.

ಬೆಂಗಳೂರು: ಸನಿಹದಿಗೆ ಬಿದ್ದಿರುವ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾವಣೆಯನ್ನು ಆದಷ್ಟು ಬೇಗ ಸಚಿವಾಲಯದ 5ನೇ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಹಾಗೂ ಮಾಜಿ ಸಂಸದರಾದ ಸಿ. ನಾರಾಯಣಸ್ವಾಮಿ ಅವರು ರಾಜ್ಯ ಸರ್ಕಾರವನ್ನು ಒತ್ತಾಯಿಸಿದ್ದಾರೆ.

ಪ್ರಜಾಪ್ರಭುತ್ವದ ಬಲವರ್ಧನೆ ಹಾಗೂ ಕೇಂದ್ರ ಸರ್ಕಾರದಿಂದ ಬರಬೇಕಾದ ಅನುದಾನವನ್ನು ಪಡೆಯುವ ದೃಷ್ಟಿಯಿಂದ ನೂತನ ಮುಖ್ಯಮಂತ್ರಿ ಯಡಿಯೂರಪ್ಪ ಈ ಬಗ್ಗೆ ಗಮನ ಹರಿಸುವುದು ಅಗತ್ಯವಿದೆ ಎಂದು ಪ್ರತಿಪಾದಿಸಿದರು.

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆಯ ಕರ್ನಾಟಕ ಶಾಖೆಯ ಡಾ. ಮನಮೋಹನ್ ಸಿಂಗ್ ಬೆಂಗಳೂರು ನಗರ ವಿಶ್ವವಿದ್ಯಾನಿಲಯದ ಬಂಟ ಸಭಾಂಗಣದಲ್ಲಿ ಸೆಂಟ್ರಲ್ ಕಾಲೇಜಿನ ಆವರಣದಲ್ಲಿ ಆಯೋಜಿಸಿದ್ದ ಸಂವಾದ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಅವರು ಮಾತನಾಡಿದರು.

'ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳಿಗೆ ಹಣಕಾಸು ವಿತರಣೆ- 5ನೇ ಕರ್ನಾಟಕ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ವರದಿ' ವಿಷಯದ ಕುರಿತು ಪ್ರಧಾನ ಭಾಷಣ ಮಾಡಿದ ಅವರು, ಸಂವಿಧಾನಕ್ಕೆ ಚುನಾವಣೆ ನಡೆಯುವ ಕಾರಣಕ್ಕಾಗಿ ಅವರ ಮೊತ್ತದ ಅನುದಾನ ಅಲಭ್ಯವಾಗಿದೆ ಎಂದು ವಿವರಿಸಿದರು.

1993ರಲ್ಲಿ ಜಾರಿಗೊಂಡ ಸಂವಿಧಾನದ 73 ಮತ್ತು 74ನೇ ತಿದ್ದುಪಡಿಗಳ ದೃಷ್ಟಿಯಿಂದಾಗಿ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಸಬಲೀಕರಣ ಮತ್ತು ಅಧಿಕಾರ ವಿಕೇಂದ್ರೀಕರಣದ ಹೊಸ ಮಜಲುಗಳಿಗೆ ಸಾಂವಿಧಾನಿಕತೆಯ ನಾರಾಯಣಸ್ವಾಮಿ ಅಭಿಪ್ರಾಯಪಟ್ಟರು.

ಕೇಂದ್ರ ಹಣಕಾಸು ಆಯೋಗದ ಪದತ್ಯಾಗ ಪ್ರಾಧಿಕಾರದ ಕಾರಣ ಹಣಕಾಸಿನ ನೆರವು ಸ್ಥಗಿತಗೊಂಡು ರಾಜ್ಯದ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಗಳಿಗೆ ಆರ್ಥಿಕ ಹಿನ್ನಡೆಯಾಗಿದ್ದು ಪ್ರಗತಿ ಕುಂಠಿತಗೊಂಡಿದೆ ಎಂದು ವಿವರಿಸಿದರು.

ಸಿಂಧೂ ವಿವಿಯಿಂದ ಈಗಾಗಲೇ ಗೇಟರ್ ಬೆಂಗಳೂರು ಪ್ರಾಧಿಕಾರದ ಮಹಾಪಾಲಿಕೆಯ ವಿಳಂಬದಿಂದಾಗಿ ರಾಜ್ಯದ ರಾಜಧಾನಿ ಬೆಂಗಳೂರು ಮಹಾನಗರ ಸುಮಾರು 10 ಸಾವಿರ ಕೋಟಿ ರೂ.ಗಳಷ್ಟು ಕೇಂದ್ರ ಹಣಕಾಸು ನೆರವಿನಿಂದ ವಂಚಿತವಾಗಿದೆ ಎಂದು ಅವರು ವಿಶ್ಲೇಷಿಸಿದರು.

ಸಂವಾದದಲ್ಲಿ ಪಾಲ್ಗೊಂಡ ಮಾಹಿತಿ ನಿವೃತ್ತ ಹಿರಿಯ ಅಧಿಕಾರಿ ಎಲ್.ಕೆ.ಅತೀಕ್, ರಾಜ್ಯ ಸರ್ಕಾರವು ಸ್ಥಾಪಿಸಿದ ಯೋಜನೆಗಳ ಹಾಗೂ ವಿವಿಧ ಸಮಿತಿ ಮತ್ತು ಪಿಂಚಣಿ ಬಾಬ್ತುಗಳಿಗೆ ವಾರ್ಷಿಕ ಸುಮಾರು ಒಂದು ಲಕ್ಷ ಕೋಟಿ ವ್ಯಯವಾಗುತ್ತದೆ ಎಂದು ವಿವರಿಸಿದರು.

ಇದರ ಪರಿಣಾಮವಾಗಿ ಕರಾ ಆದಾಯದಲ್ಲಿ ಕರ್ನಾಟಕ ರಾಜ್ಯ ದೇಶ ದಲ್ಲೇ ಮೊದಲ ಸ್ಥಾನಗಳಿಸಿ ಎಂದು ತಿಳಿಸಿದ ಅವರು, ಆ ಕೆಲಸ ಸಂಸ್ಥೆಗಳ ಮೂಲಕ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳು ಹೆಚ್ಚಿನ ಅದಾಯ ಸಂಪನ್ಮೂಲ ಕ್ರೋಢೀಕರಿಸಿ ಬಲಿಷ್ಠವಾಗಬೇಕು ಅಭಿಪ್ರಾಯಪಟ್ಟರು.

ಸಂವಾದ ಗೋಷ್ಠಿಯ ಅಧ್ಯಕ್ಷತೆ ವಹಿಸಿದ್ದ ನಿವೃತ್ತ ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿ ಹಾಗೂ ಬಿಬಿಎಂಪಿ ಕರ್ನಾಟಕ ಕಾಯ್ದೆ ಅಧ್ಯಕ್ಷ ಟಿ.ಎಂ.ವಿಜಯ ಭಾಸ್ಕರ್ ಮಾತನಾಡಿ, ಅಧಿಕಾರ ವಿಕೇಂದ್ರೀಕರಣದ ನಿಜಕಿಯನ್ನು ಪರಿಣಾಮಕಾರಿಯಾಗಿ ಅನುಷ್ಠಾನಗೊಳಿಸುವ ದಕ್ಷಿಣದ ರಾಜ್ಯಗಳು ಹೆಚ್ಚಿನ ಅಧಿಕಾರವನ್ನು ಹೊಂದಿವೆ ಎಂದು ವಿಶ್ಲೇಷಿಸಿದರು.

ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ಸದಸ್ಯರಾದ ಎಂ. ಸಾವಿತ್ರಮ್ಮ, ಹಿರಿಯ ಪತ್ರಕರ್ತರಾದ ಡಾ. ಕೆ.ಗಾಯತ್ರಿ ಮತ್ತು ಡಾ.ಎಸ್. ಶಿವಣ್ಣ ವರದಿಯ ವಿವಿಧ ಅಯಾಮಗಳ ಬಗ್ಗೆ ವಿಚಾರ ಮಂಡಿಸಿದರು.

ವಿಕೇಂದ್ರೀಕೃತ ಯೋಜನೆ ಮತ್ತು ಅಭಿವೃದ್ಧಿ ಆಯೋಗದ ಅಧ್ಯಕ್ಷರಾದ ಡಿ.ಆರ್.ಪಾಟೀಲ್, ಕುಲಸಚಿವರಾದ ಎ. ಸವೀನ್ ಜೋಸೆಫ್, ಐಐಪಿಎ ಕಾರ್ಯದರ್ಶಿ ಡಾ. ಡಿ.ಶಿವಣ್ಣ ಕುಮಾರ್, ಉಪಸ್ಥಿತರಿದ್ದರು. ಕರಾ ವಿಜಯದ ವಿಜಯದ ಸ್ಮೃತಿ ಪ್ರೊ.ಕೆ ವೆಂಕಟೇಶ್ ಸ್ವಾಗತಿಸಿ ಭಾಷಣ ಮಾಡಿದರು. ಡಾ.ಮಾರುತಿ.ಎಂ. ಕಾರ್ಯಕ್ರಮ ನಿರೂಪಿಸಿದರು.

ವಾರ್ತಾ ಭಾರತಿ
varthabharati.in epaper.va

ಶೀಘ್ರದಲ್ಲೇ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾವಣೆ ನಡೆಸಿ: ಡಾ.ಸಿ.ನಾರಾಯಣಸ್ವಾಮಿ

ಬೆಂಗಳೂರು, ಜೂ.3: ಸನಿಹದಿಗೆ ಬಿದ್ದಿರುವ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾವಣೆಯನ್ನು ಆದಷ್ಟು ಶೀಘ್ರವಾಗಿ ನಡೆಸುವಂತೆ 5ನೇ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಡಾ.ಸಿ.ನಾರಾಯಣಸ್ವಾಮಿ ಆಗ್ರಹಿಸಿದ್ದಾರೆ.

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆಯ ಕರ್ನಾಟಕ ಶಾಖೆ, ಡಾ.ಮನಮೋಹನ್ ಸಿಂಗ್ ಬೆಂಗಳೂರು ನಗರ ವಿಶ್ವವಿದ್ಯಾನಿಲಯದ ಬಂಟಿ ಸಭಾಂಗಣದಲ್ಲಿ ನಗರದ ಸೆಂಟ್ರಲ್ ಕಾಲೇಜಿನ ಆವರಣದಲ್ಲಿ ಆಯೋಜಿಸಿದ್ದ ಸಂವಾದದಲ್ಲಿ 'ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳಿಗೆ ಹಣಕಾಸು ವಿತರಣೆ 5ನೇ ಕರ್ನಾಟಕ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ವರದಿ' ವಿಷಯದ ಕುರಿತು ಅವರು ಮಾತನಾಡಿದರು.

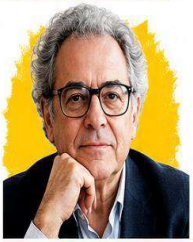
ಪ್ರಜಾಪ್ರಭುತ್ವದ ಬಲವರ್ಧನೆ ಹಾಗೂ ಕೇಂದ್ರ ಸರಕಾರದಿಂದ ಬರಬೇಕಾದ ಅನುದಾನವನ್ನು ಪಡೆದುಕೊಳ್ಳುವ ದೃಷ್ಟಿಯಿಂದ ರಾಜ್ಯದ ನೂತನ ಮುಖ್ಯಮಂತ್ರಿ ಡಿ.ಕೆ.ಶಿವಕುಮಾರ್ ಅವರು ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾವಣೆಯ ಬಗ್ಗೆ ಗಂಭೀರ ಗಮನ ಹರಿಸುವುದು ಅಗತ್ಯವಿದೆ ಎಂದು ತಿಳಿಸಿದರು.

ಸಕಾಲಿಕ ಚುನಾವಣೆ ನಡೆಯದಿರುವ ಕಾರಣಕ್ಕಾಗಿ ಆಪಾರ ಮೊತ್ತದ ಅನುದಾನ ಅಲಭ್ಯವಾಗಿದೆ. 1993ರಲ್ಲಿ ಜಾರಿಗೊಂಡ ಸಂವಿಧಾನದ 73 ಮತ್ತು 74ನೇ ತಿದ್ದುಪಡಿಗಳಿಂದಾಗಿ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಸಬಲೀಕರಣ ಮತ್ತು ಅಧಿಕಾರ ವಿಕೇಂದ್ರೀಕರಣಕ್ಕೆ ಸಾಂವಿಧಾನಿಕತೆಯಾಯಿತು ಎಂದು ಹೇಳಿದರು. ಕೇಂದ್ರ ಹಣಕಾಸು ಆಯೋಗದ ಪದತ್ಯಾಗ ಪ್ರಾಧಿಕಾರದ ಹಾಲನೆಯಲ್ಲಿ ವಿಫಲವಾದ ಕಾರಣ ಹಣಕಾಸಿನ ನೆರವು ಸ್ಥಗಿತಗೊಂಡು ರಾಜ್ಯದ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಗಳಿಗೆ ಆರ್ಥಿಕ ಹಿನ್ನಡೆಯಾಗಿದೆ. ಅದರಿಂದ ಪ್ರಗತಿ ಕುಂಠಿತವಾಗಿದೆ ಎಂದು ಅವರು ತಿಳಿಸಿದರು.

ಗ್ರೇಟರ್ ಬೆಂಗಳೂರು ಪ್ರಾಧಿಕಾರದ ವಿಳಂಬದಿಂದಾಗಿ ರಾಜ್ಯದ ರಾಜಧಾನಿ ಬೆಂಗಳೂರು ಮಹಾನಗರ ಸುಮಾರು 10 ಸಾವಿರ ಕೋಟಿ ರೂ.ಯಷ್ಟು ಕೇಂದ್ರ ಹಣಕಾಸು ನೆರವಿನಿಂದ ವಂಚಿತವಾಗಿದೆ ಎಂದು ಅವರು ವಿಶ್ಲೇಷಿಸಿದರು.

ನಿವೃತ್ತ ಆಯ ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿ ಎಲ್.ಕೆ.ಅತೀಕ್ ಮಾತನಾಡಿದರು. ಸಂವಾದದಲ್ಲಿ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ಸದಸ್ಯ ಎಂ. ಸಾವಿತ್ರಮ್ಮ, ಹಿರಿಯ ಪತ್ರಕರ್ತ ಡಾ. ಕೆ.ಗಾಯತ್ರಿ, ಡಾ.ಎನ್.ಶಿವಣ್ಣ, ವಿಕೇಂದ್ರೀಕೃತ ಯೋಜನೆ ಮತ್ತು ಅಭಿವೃದ್ಧಿ ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಡಿ.ಆರ್.ಪಾಟೀಲ್, ಕುಲಸಚಿವ ಎ.ಸವೀನ್ ಜೋಸೆಫ್, ಐಐಪಿಎ ಕಾರ್ಯದರ್ಶಿ ಡಾ.ಡಿ.ಶಿವಣ್ಣ ಕುಮಾರ್ ಮತ್ತಿತರರು ಭಾಗವಹಿಸಿದ್ದರು.

POL SCIENCE / PUBLIC ADMINISTRATION



STREET-LEVEL BUREAUCRACY

POLICY IS MADE WHERE PEOPLE MEET THE STATE

Public policies are ultimately shaped not only by politicians and senior officials but by frontline public servants who interact with citizens every day.

Teachers, police officers, nurses, revenue inspectors, panchayat secretaries, social workers and many others use their judgement and discretion to decide how policies are interpreted, delivered, and experienced.

They don't just implement policy.
They effectively make it.

THINKER

MICHAEL LIPSKY

American political scientist and sociologist, best known for his work on frontline public service and bureaucratic behaviour.

AT A GLANCE

- **Thinker:** Michael Lipsky
- **Concept:** Street-Level Bureaucracy
- **Core Idea:** Frontline officials make policy through their everyday decisions and interactions with citizens.
- **Key Mechanism:** Policy → Discretion → Implementation → Citizen Experience
- **Example:** Traffic police, panchayat secretary, teacher or doctor exercising judgement in daily situations.
- **Significance:** Explains why well-designed policies often succeed or fail on the ground.

THE MECHANISM: HOW IT WORKS

POLICY	DISCRETION	IMPLEMENTATION	CITIZEN EXPERIENCE
Rules, laws and guidelines framed by the State.	Frontline officials use judgement based on experience, resources, pressures.	Decisions are taken in real-life situations with real constraints.	Citizens experience the policy as it is actually delivered.

Public policy is not what governments intend.
It is what citizens actually experience.

EVERYDAY EXAMPLES

- Traffic police deciding whether to issue a warning or a challan.
- Panchayat Secretary prioritizing eligible beneficiaries under a welfare scheme.
- Government doctor allocating scarce medicines or time to patients.
- School Headmaster interpreting guidelines on attendance or discipline.

Frontline decisions shape real outcomes.

WHY IT MATTERS

- Policies rarely fail because of poor design alone.
- Implementation is the critical link.
- Frontline discretion is both a resource and a risk.
- Citizens judge the State through these everyday interactions.
- Improving delivery means strengthening street-level institutions and people.

Good policy design must be matched with good implementation on the ground.

ADMINISTRATIVE LESSONS

Reduce unnecessary discretion	Improve training	Simplify procedures	Increase transparency	Strengthen citizen feedback
Clarify rules and standards.	Build skills, values and professional judgement.	Make rules easy to understand and follow.	Ensure visibility and public oversight.	Create channels for grievances and dialogue.

Support the street-level bureaucrat, but also build systems that support citizens.

CONSEQUENCES

Decisions made daily	Lead to inequality	Impact trust in institutions	Shape legitimacy of the State

Street-level choices can either build public trust or erode it.

WHAT THIS MEANS FOR CHANGE

- Recognize and respect the role of frontline officials.
- Invest in capacity, motivation and working conditions.
- Design policies with implementation in mind.
- Use data and feedback to improve delivery.
- Empower citizens to hold the system accountable.

Better street-level governance leads to better policy outcomes.

> *Public policy is not what governments intend.*
> *It is what citizens actually experience.*
>
> — MICHAEL LIPSKY

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

NEWSLETTER

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WHAT'S NEW

—

LEAD STORY

KARNATAKA CONSTITUTES ADMINISTRATIVE REFORMS IMPLEMENTATION COMMITTEE

LEAD FEATURE

State Finances 2014-15 to 2024-25

From the Chief Editor

Shri T.M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary, Government of Karnataka.
Former Chairman, Karnataka Administrative Reforms Commission-2.
Chairperson, Indian Institute of Public Administration, Karnataka Regional Branch



It gives me great pleasure to place before readers the **August 2026** issue of our newsletter. It is the 73rd issue since we began this initiative.

Our **Lead Story** is on the constitution of the **Administrative Reforms Implementation Committee** by the Government of Karnataka to translate recommendations for administrative reforms into action. Headed by former Chief Secretary **Shri S. V. Ranganath**, the committee brings together senior retired civil servants with wide administrative experience.

Our **Lead Feature** is on **State Finances 2014-15 to 2024-25**. Based on a Decadal Analysis by the **Comptroller & Auditor-General of India**, **Shri T. Sethumadhavan** and **Dr. D. Jeevan Kumar** present the highlights of the report and examine its implications for Karnataka. In their view, Karnataka should adopt a five-part fiscal strategy.

In our section on **Branch Events**, we carry a report on our **Training Programme** for officers of the Karnataka Administrative Service at the Administrative Training Institute at Mysore on 24 July 2026 on ***Administrative Reforms.*** We also carry a report on the inauguration of the **Smt. Sumithra and Shri S Ramanathan Memorial Auditorium**, constructed with a generous grant by **Shri S Ramanathan, former Chairman Emeritus of the IIPA-KRB**.

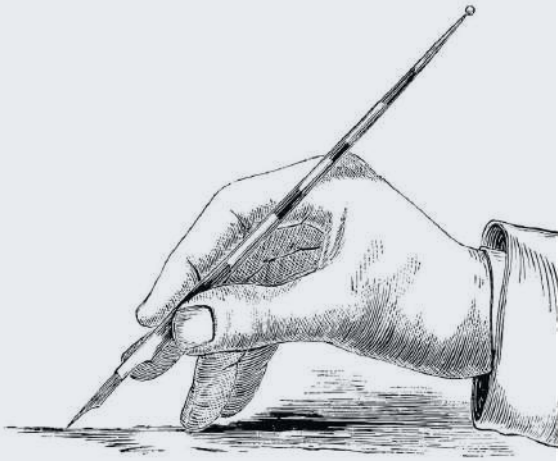
In our section on **Karnataka in the News**, we report on two Policy Initiatives of the government: 1. Karnataka has plans to become the First Customer of new technology and innovation; and 2. State sets up Net Zero Task Force to reach Climate Goals.

In our section on **Branch Members' Writings**, we carry links to recent thought-provoking articles by our members in the media.

In our **Book Review** section, we carry **Prof. P.S. Jayaramu**'s review of **Prof. Sandeep Shastri**'s recent book, ***Learning across Continents: My Academic Odyssey.***

We end this issue with our column on **Food for Thought.** This time, we present an infographic on **India's Economic Geography**. It is revealing to note that five states—Maharashtra, Tamil Nadu, Uttar Pradesh, **Karnataka** and Gujarat—together account for **nearly half of India's GDP**.

I add our usual disclaimer here that the views expressed by the contributors in this issue of the Virtual Newsletter are personal and *do not represent the views or position of the Editorial Board or the Executive Committee of the Branch*. Do write in, with your responses, views and ideas for improvement of the Newsletter.



Lead Story

KARNATAKA CONSTITUTES ADMINISTRATIVE REFORMS IMPLEMENTATION COMMITTEE

High-level Committee to Translate Administrative Reforms to Practice



Top Row: From L to R: Shri S. V. Ranganath, Shri T. M. Vijay Bhaskar, Smt. Vandita Sharma
Bottom Row: From L to R: Shri I.S.N. Prasad, Shri L. K. Atheeq and Shri Harsh Gupta

In a significant institutional initiative, the Government of Karnataka has constituted a six-member **Administrative Reforms Implementation Committee** to advise it on steps for implementation of administrative reforms recommended by the Karnataka Administrative Reforms Commission 1 and 2, strengthening capacity of frontline staff and steps to adopt Artificial Intelligence and other emerging technologies. Headed by former Chief Secretary **Shri S. V. Ranganath**, the committee brings together senior retired civil servants known for their administrative experience and integrity.

Its members are former Chief Secretaries **Shri T. M. Vijay Bhaskar** and **Smt. Vandita Sharma**, former Additional Chief Secretaries **Shri I. S. N. Prasad** and **Shri L. K. Atheeq,** with serving IAS officer **Shri Harsh Gupta** as Secretary. Collectively, they possess experience spanning public finance, urban administration, infrastructure, interdepartmental coordination and policy implementation.

The committee's Terms of Reference give it a role broader than that of a conventional administrative reforms panel. **It is expected to review the implementation of the recommendations of the KARC 1 and KARC 2 and other such reports that can have immediate and wide impact on administration and service delivery; suggest steps for their speedy implementation; identify constraints in implementation of any recommendations and recommend suitable modifications and changes in laws and rules where necessary; suggest steps for enhancing capacity and efficiency of frontline staff to respond better to citizens needs and expectations and recommend measures to adopt Artificial Intelligence and other emerging technologies in public administration in a safe, ethical and effective manner.**

Expectations from the committee will understandably be high. The government would expect it to recommend steps to improve the efficiency of the administrative machinery, accelerate decision-making, resolve interdepartmental conflicts and ensure that reforms produce visible results.

Citizens will look for simpler procedures, time-bound delivery of services, reduction of corruption, greater accountability of officials, transparent recruitment, faster grievance redressal and improved urban and rural infrastructure. Bengaluru's mobility, flooding, waste management and infrastructure problems require particular attention, while governance reforms must also reach districts, taluks, municipalities and gram panchayats.

The committee's distinguished composition is undoubtedly a source of confidence. Its success will ultimately be judged not by the number of meetings held or reports produced, but by whether its advice is accepted and implemented. ***Karnataka does not lack administrative knowledge; the persistent difficulty has been converting good recommendations into sustained institutional change.***

The formation of the **Administrative Reforms Implementation Committee** is therefore a welcome beginning. **Its real contribution will lie in helping Karnataka move from episodic problem-solving to coordinated and citizen-centred governance—and from administrative advice to measurable public outcomes.**

Lead Feature

STATE FINANCES - 2014-15 to 2024-25 Decadal Analysis by the Comptroller & Auditor-General of India (CAG) and its Implications for Karnataka

Shri T. Sethumadhavan, IAAS (Retd.)
Former Principal Accountant General, Madhya Pradesh

and

Dr. D. Jeevan Kumar
Hon. Professor
Mahatma Gandhi Rural Development & Panchayat Raj University, Gadag, Karnataka.

The CAG's report, ***State Finances: Decadal Analysis***, examines fiscal trends across all 28 States during 2014–15 to 2024–25. It highlights the growing financial role of the States, while warning that rising committed expenditure, subsidies and debt are reducing their developmental flexibility.

In 2024–25, the combined revenue receipts of the States amounted to ₹40.52 lakh crore. States' Own Tax Revenue contributed 50 per cent, their share in Union taxes 32 per cent, Central grants 10 per cent and non-tax revenue 8 per cent. State GST alone accounted for 43 per cent of States' Own Tax Revenue. **Seven States, including Karnataka, generated 60 per cent or more of their revenue receipts from their own taxes, indicating comparatively strong fiscal autonomy.**

Karnataka's revenue receipts increased by 10.63 per cent, although actual collections remained below budget estimates. Its non-tax revenue rose by 23 per cent, mainly because of a special dividend from State Public Sector Undertakings. Karnataka received 4.36 per cent of total Central grants and assistance, compared with Uttar Pradesh's 12.46 per cent.

The combined expenditure of all States was ₹51.20 lakh crore, equivalent to 15.8 per cent of their combined GSDP. Revenue expenditure formed 83 per cent of total expenditure, leaving a relatively small proportion for capital formation. During the decade, capital expenditure generally remained between 13 and 20 per cent of total spending.

The CAG identifies committed expenditure as a major concern. Salaries, pensions and interest payments accounted for 43.07 per cent of revenue expenditure, while subsidies added another 10.24 per cent. Including salary grants to autonomous bodies, committed expenditure reached 61 per cent of total revenue expenditure, sharply limiting the funds available for development.

The position is particularly significant for Karnataka. Revenue expenditure constituted 81 per cent of its total expenditure. Committed expenditure accounted for 71 per cent of revenue expenditure, while total inflexible expenditure—including the State's contribution to Centrally Sponsored Schemes—absorbed 82 per cent of revenue receipts.

The combined public debt of all States stood at ₹75.52 lakh crore, while total liabilities reached ₹90.5 lakh crore. Public debt amounted to 23.3 per cent of the States' combined GSDP. **Karnataka's public debt was comparatively lower at 18.3 per cent of GSDP, though its total liabilities stood at 23.5 per cent.**

The report's central message is that State finances are increasingly constrained by revenue expenditure, subsidies and committed liabilities. For Karnataka, the challenge is not immediate debt distress, but the shrinking fiscal space available for infrastructure, human development and regional balance. Greater expenditure prioritization, realistic revenue projections, periodic evaluation of subsidies and welfare guarantees, and protection of capital expenditure are therefore essential.

Implications for Karnataka

The CAG's ***State Finances 2024–25: Decadal Analysis*** presents a mixed picture for Karnataka. The State retains a relatively strong revenue base and a manageable debt ratio, but its fiscal flexibility has narrowed sharply because of growing subsidies, committed expenditure, revenue deficits and the use of borrowings for recurrent expenditure.

1. **Karnataka's own-revenue strength is a major advantage**
   Karnataka is among the seven States where **State Own Tax Revenue accounts for 60 per cent or more of total revenue receipts**. This indicates comparatively high fiscal autonomy and reflects the strength of its economy, especially the services,

information technology, manufacturing, real estate and consumption sectors.

Unlike States heavily dependent on Central transfers, Karnataka has greater capacity to finance its own priorities. This provides some insulation from fluctuations in grants from the Union Government.

However, this advantage should not create complacency. Revenue receipts grew by 10.63 per cent in 2024–25, but actual collections were below the budget estimate. Persistent overestimation of revenue can lead to expenditure commitments that cannot subsequently be financed without additional borrowing.

2. **The non-tax revenue increase may not be sustainable**
Karnataka's non-tax revenue rose by 23 per cent, largely because of a special dividend from State Public Sector Undertakings. This is welcome, but a one-time or exceptional dividend cannot be treated as a permanent revenue source.

The State must distinguish between:
- Recurring revenue arising from taxes, fees, royalties and user charges; and
- Exceptional receipts arising from dividends, asset sales or accounting adjustments.

Long-term welfare commitments should not be financed through temporary receipts. Karnataka needs a systematic policy for improving returns from State enterprises, revising user charges where appropriate and rationalizing fees without burdening poorer citizens.

3. **Karnataka receives a relatively modest share of Central grants**
Karnataka received 4.36 per cent of total Central grants and assistance, compared with Uttar Pradesh's 12.46 per cent. Part of this difference is explained by population, income criteria and the design of Centrally Sponsored Schemes. Nevertheless, it reinforces Karnataka's long-standing concern that economically stronger and better-performing States may receive proportionately lower fiscal transfers.

For Karnataka, the policy implication is twofold. It must continue to argue for a Finance Commission framework that rewards tax effort, governance performance, demographic achievement and contribution to national revenues. At the same time, it must strengthen its capacity to prepare projects, meet matching-fund requirements and fully utilize Central schemes.

4. **Fiscal space has become severely constrained**
The most serious warning is that **inflexible expenditure, including committed expenditure and the State's share of Centrally Sponsored Schemes, absorbed about 82 per cent of revenue receipts**. This means that only a small proportion of the budget remains available for new development programmes, infrastructure and unforeseen needs.

Once salaries, pensions, interest, subsidies and scheme commitments are met, the Government has limited room for discretionary allocation. This weakens the budget's ability to respond to droughts, urban infrastructure deficits, health emergencies, educational requirements or regional imbalances.

Karnataka therefore requires a medium-term expenditure framework extending beyond the annual budget.

5. **The Five Guarantees have altered the fiscal structure**
The CAG's most politically significant observation is that the Five Guarantee schemes contributed to Karnataka's movement from a revenue-surplus to a revenue-deficit position. According to the figures cited, **62 per cent of State borrowings was used to meet the deficit attributed to the Guarantee Schemes**.
The issue is not whether welfare guarantees are desirable. Schemes supporting women, low-income households, food security, mobility and unemployed graduates generate substantial social benefits. The concern is whether they are:
   - **Adequately targeted;**
   - **Regularly evaluated;**
   - **Protected against duplication and leakage;**
   - **Financed through stable revenue; and**
   - **Balanced against investment in public infrastructure and services.**

Borrowing for an irrigation project, metro system, hospital or industrial corridor creates an asset and may enlarge future productive capacity. Borrowing to finance recurring transfers creates a repayment obligation without creating a corresponding

financial asset. Continued reliance on debt to finance guarantees could eventually make the schemes themselves fiscally vulnerable.

6. **Karnataka has the highest subsidy burden among States**
Subsidies accounted for around **14 per cent of Karnataka's expenditure**, the highest among the States. Subsidies are not inherently unproductive. Electricity support, food assistance, transport concessions and social protection advance equity and stimulate demand.

But subsidies must be assessed in terms of their distributional and developmental impact.

Karnataka should undertake a comprehensive **subsidy audit**, classifying subsidies as:
- Merit subsidies with strong social benefits;
- Livelihood and social-protection subsidies;
- Economic or sectoral incentives;
- Poorly targeted or regressive subsidies; and
- Temporary subsidies that have continued without review.

The objective should be rationalization rather than indiscriminate withdrawal.

7. **Physical Capital expenditure may be crowded out**
Karnataka's revenue expenditure constituted 81 per cent of total expenditure. Revenue expenditure includes expenditure on teachers, doctors and health workers salaries that contribute to development and human capital. Though this broadly follows the national pattern it leaves only a limited share for physical capital formation.
The danger is that welfare expenditure may gradually crowd out investment in roads, irrigation, urban transport, water supply, schools, hospitals, renewable energy and climate resilience. These investments are essential for sustaining Karnataka's future revenue base.

Bengaluru's infrastructure pressures, the development needs of northern Karnataka and the fiscal requirements of rapidly growing cities demand sustained capital expenditure. Karnataka should therefore establish a minimum capital-expenditure commitment and protect major infrastructure projects from year-to-year fiscal compression.

8. **Debt remains manageable, but its use matters**
Karnataka's public debt was 18.3 per cent of GSDP and total liabilities were 23.5 per cent. These levels appear relatively manageable compared with several other States. The immediate concern is therefore not a debt crisis, but a deterioration in debt quality.

The critical questions are:
- *What proportion of borrowing finances capital assets?*
- *What proportion finances revenue deficits?*
- *Are borrowed funds generating future economic or social returns?*
- *Will interest payments progressively crowd out developmental expenditure?*

A moderate debt ratio can still become problematic when borrowings are repeatedly used for consumption expenditure.

9. **Karnataka needs more realistic budgeting**
Actual revenue realization falling below budget estimates suggests the need for conservative forecasting. Over-optimistic revenue assumptions allow governments to announce programmes without fully providing for their cost.

Karnataka should publish:
- Realistic revenue projections;
- Scheme-wise medium-term expenditure estimates;
- Statements of outstanding liabilities;
- Expenditure arrears and deferred payments;
- Guarantee-related fiscal risks; and
- Sensitivity analyses showing how slower economic growth would affect the budget.

Greater transparency would enable the legislature and the public to assess the true fiscal cost of government commitments.

10. **Welfare and growth must not be treated as opposites**
The CAG findings should not be interpreted as an argument for abandoning welfare. Well-designed social transfers improve nutrition, women's mobility, household purchasing power and access to essential services. They also support economic growth.

The real challenge is to create a **sustainable balance** between:
- Present consumption and future investment;

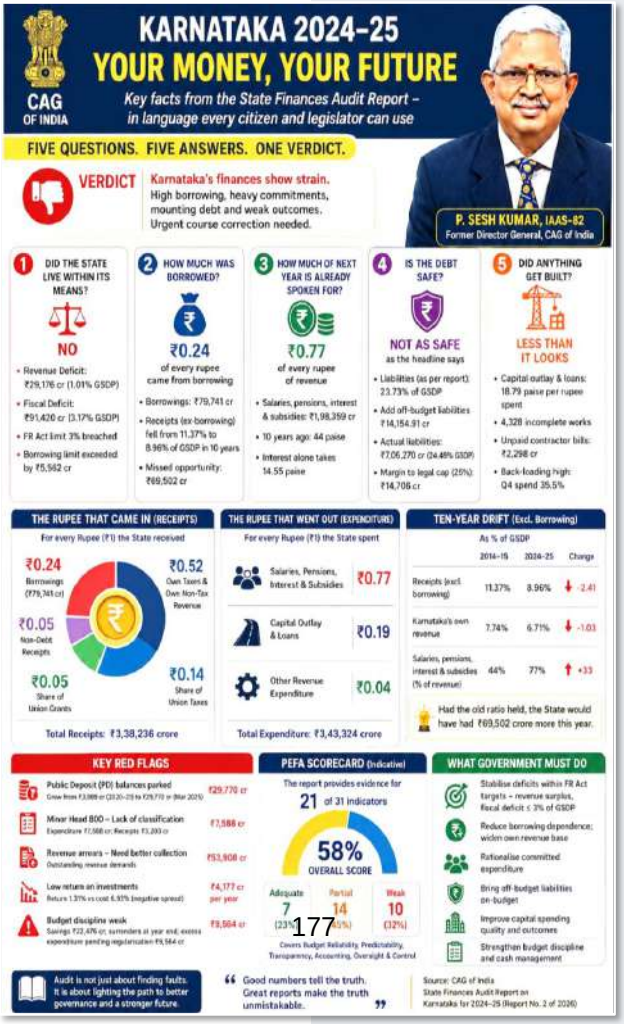
- Universal promises and targeted support;
- Welfare transfers and quality public services;
- Political commitments and fiscal capacity; and
- Bengaluru-led growth and balanced regional development.

The Way Forward

Karnataka should adopt a five-part fiscal strategy:

1. **Undertake independent outcome evaluations of all Guarantee schemes.**
2. **Ensure that recurring welfare expenditure is financed increasingly from recurring revenue rather than debt.**
3. **Conduct a comprehensive subsidy and committed-expenditure review.**
4. **Protect physical capital expenditure through a medium-term fiscal and infrastructure framework.**
5. **Strengthen tax administration, non-tax revenue and the performance of State public enterprises.**

The CAG's decadal analysis does not suggest that Karnataka is fiscally insolvent. It shows something more subtle: ***a financially capable State is progressively losing its freedom to choose.*** Karnataka's strong economy and revenue base give it an opportunity to correct course. But unless recurrent commitments are aligned with sustainable revenues, the State may find that increasingly large budgets produce increasingly limited room for development.



Branch Events

Branch Activity 1 - *INDIAN INSTITUTE OF PUBLIC ADMINISTRATION*
Karnataka Regional Branch
Bengaluru

Report of One Day Training Programme for officers of the Karnataka Administrative Service on "Administrative Reforms" in ATI, Mysuru



Above – L to R – Dr. Gayathri Patil, Smt. Sathyashree, Shri T.M.Vijay Bhaskar, Shri Shivayogi Kalasad, Shri Nagaraja.

The **Karnataka Regional Branch** of **IIPA**, in collaboration with the **Administrative Training Institute**, Mysuru organized a one-day **Training Programme** for officers of the Karnataka Administrative Service on 24th July 2026 on the theme, "***Administrative Reforms***" at the ATI, Mysuru. A total of 33 KAS Officers working in Mysuru division participated in the programme.

The Training Programme began with a welcome by **Smt. Sathyashree**, Joint Director, ATI, Mysuru. It was followed by an Introductory Address by **Shri T.M. Vijay Bhaskar, IAS** (Retd.), former Chief Secretary of Karnataka and Chairperson of the Karnataka Regional Branch of IIPA. He hoped that the subjects covered in the programme would help in improving the effectiveness of the officers. He said it would be a welcome break for them from the stress of daily office work.

The following themes were addressed by competent Resource Persons:

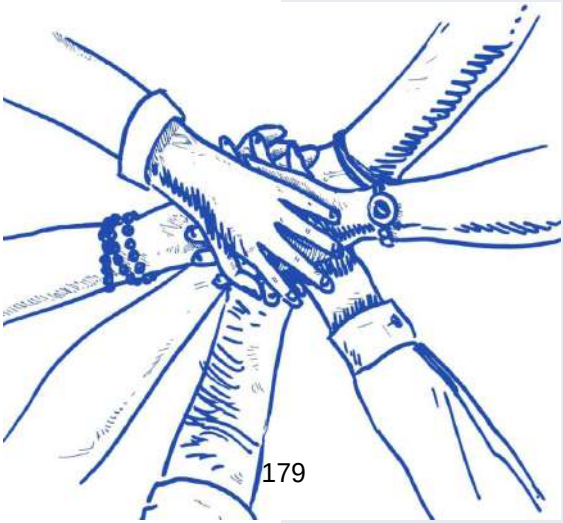
1. **Expediting Land Acquisition Cases: Shri Shivayogi Kalasad, IAS** (Retd.)
2. **Expediting Departmental Inquiries: Shri S. Ganesh, Guest Faculty, ATI**
3. **Data Analytics/ Data-Driven Decision-Making: Dr. V. Rema,** Head, and **Dr. Sudarshana**, Asso. Professors, Centre of AI for Social Good, Ramaiah University of Applied Sciences**,** Bengaluru
4. **AI Applications for Improved Governance: Dr. H.M. Shree Vyasa,** Director, AIML**,** Centre for E-Governance**,** Govt. of Karnataka

The key takeaways from the one-day programme were as follows: Land Acquisition and AI and Technology in Governance emerged as the most valued and demanded areas, with many participants requesting longer, hands-on programmes. There was a clear demand for **regular refresher programmes**, preferably every 6–12 months. Overall satisfaction with the programme was **very high** and there was strong support for expanding similar capacity-building initiatives.

Dr. Gayathri Patil, Deputy Director, ATI proposed a vote of thanks.



Above
Participants in the Training Programme



Inauguration of Smt. Sumithra & Shri S. Ramanathan Memorial Auditorium

A **Memorial Auditorium** in the names of **Smt. and Shri S. Ramanathan, IAS** (Retd.) was inaugurated at **Poornaprajna Education Centre**, Sadashivanagar, Bengaluru on 24 July 2026.

The **Chief Guest** on the occasion was **Dr. C.N. Ashwathnarayan**, Member, Karnataka Legislative Assembly. **Guest of Honour** was **Shri S.V. Ranganath**, IAS (Retd.), former Chief Secretary of Karnataka. The Auditorium was constructed with the help of a generous grant by Shri S Ramanathan, former Chairman Emeritus of IIPA KRB to the institute.



Below: Shri S.V. Ranganath is seen speaking on the occasion.



DECCAN HERALD
Sunday
July 26, 2026

TOP

State govt plans to be 'first customer' for new technology

New policy aimed at adopting innovations early, says Priyank

BENGALURU, DHNS

Karnataka is working on a new policy under which the government will become the first customer of new technologies and innovations, Information Technology Minister Priyank Kharge said on Saturday.

Priyank said this at a news conference to announce the 14th edition of Bengaluru India Nano, which will be held here from August 3-5.

"We are coming up with a Government First policy," Priyank said. "The idea is to adopt tech and innovations early so that we become one of the most progressive states."

Priyank said the government can become a 'Nano First' buyer, citing examples from the nanotechnology sector.

"There are water quality sensors, smart materials for constructions, nano-enabled forensics and hazardous material detection equipment...the government will need all this," Priyank, also the home minister, said, adding that nanotechnology can help anti-narcotics teams to detect the movement of drugs.

In his previous stint as the rural development & panchayat raj (RDPR) minister, Priyank said he used technology to audit rural roads.

"For rural water supply, we had a grand challenge to solve problems with potability, contamination (chemical and bacterial) and how nanofilters can be used. Some 80-90 startups participated and we narrowed down to 10 of them. We gave them money. They are now conducting pilots," he explained.

"So, the government can become the first customer provided we follow a thorough and transparent process," Priyank said.

Karnataka, the minister said, has an "appetite for everything" when it comes to technology.

"We run something called e-Kartavya. A traffic constable must check in on time from a designated place. We have already started this. I will know how long that individual is spending at a traffic signal. If that person is 15 minutes late, half of the day's salary is gone," he said.

He added that panchayat development officers (PDO) are also similarly geofenced.

Priyank said his department will submit to Chief Minister D K Shivakumar a Karnataka Nanotechnology Mission plan by August or September.

"It will be an all-encompassing vision for research, incubation, skillsets, commercialisation and procurement. The chief minister has asked for this," he said, adding that the upcoming Bengaluru India Nano summit would help frame the plan.

The government is expecting more than 4,000 attendees from over 10 countries.

Priyank said the government is mulling over the creation of a Nanotechnology Manufacturing Corridor.

"We will discuss this at the summit and come up with the blueprint," he said.



IT Minister Priyank Kharge at an event to announce the Bengaluru India Nano meet.

PUSH FOR NANOTECHNOLOGY

Priyank Kharge announces 14th edition of Bengaluru India Nano event from August 3-5

- Minister cites use of nanotech in multiple sectors
- IT dept to submit Karnataka Nanotechnology Mission plan to CM D K Shivakumar
- Govt planning to create Nanotechnology Manufacturing Corridor

> "Karnataka has an appetite for everything when it comes to technology."
> Priyank Kharge, IT Minister

DH 27/7/26

State sets up net zero task force to reach climate goals

'It'll focus on investments & job creation in paths opened by just transition'



CHIRANJEEVI KULKARNI
BENGALURU, DHNS

The state government on Friday set up a task force to accelerate efforts to achieve Net Zero emissions and to guide the state's transition to future-ready, climate-resilient economy.

The State Task Force on Net-Zero will be chaired by the chief minister with retired IAS officer Upendra Tripathy, as vice chairman along with 20 members representing different departments.

The government's move comes at a time when it is grappling with issues related to drought-like conditions and extreme heat attributed to El Nino. In 2023, the conservative estimate of agriculture and horticulture losses due to drought stood at over Rs 35,000 crore. At the other end, the government has been spending hundreds of crores of rupees for flood damage every year.

The Centre approved the Karnataka's state action plan on climate change (SAPCC) after a three-year wait, in May 2024. The government took initial steps in early 2025 to implement some of the measures and the SAPCC even got a mention in the budget but no progress has been seen since then.

Implementation targets

The task force will focus on the imperatives of deep decarbonisation, net-zero sectoral road-mapping and structured participation in the carbon markets. The order listed 10 major functions for the task force.

Synthesising the reports and studies related to climate change and net-zero in Karnataka into actionable tasks, coordinate with central, state and local governments to mobilise climate finance, prepare sectoral roadmaps and policies, facilitate convergence among departments, facilitate sustainable climate-finance models, facilitate transfer and scaling of climate technologies, to guide skilling and just-transition initiatives, help the state participate in global carbon markets and explore flagship state projects as models for climate action.

Sources said Tripathy, known for his work in the renewable energy sector and international solar alliance, is expected to boost Karnataka's renewable energy sector. "The task force will lay emphasis on investments and job creation in the new paths opened by just transition," the source added.

Branch Members' Writings in the Media



Dr. A. Ravindra, IAS (Retd.)
Former Chief Secretary of Karnataka

Regional Development, not Greater Bengaluru, is the Real Solution?

In ***Deccan Herald*** dt. 6 July 2026
https://www.deccanherald.com/opinion/can-washington-and-beijing-escape-the-thucydides-trap-4022826



Shri G. Gurucharan, IAS (Retd.)
Director, School of Social Sciences
MS Ramaiah University of Applied Sciences
Bengaluru

Beyond NEET and Political Spectacle: Why India's Systemic Reforms need Substance over Drama

In ***Deccan Herald*** dt. 26 July 2026
https://www.deccanherald.com/opinion/politics-of-spectacle-4087599

Book Review | Allama Prabhu and the Shaiva Imagination

In ***Deccan Herald*** *dt.* 5 July 2026
https://www.deccanherald.com/features/books/allama-prabhu-and-the-shaiva-imagination-from-the-edge-of-silence-4060939



Smt. Uma Mahadevan, IAS
Additional Chief Secretary and Development Commissioner,
Government of Karnataka

The Odyssey across Ages: How an Ancient Epic continues to Speak to Us

In ***The Hindu***, dt. 19 July 2026
https://www.thehindu.com/books/the-odysseyacross-ages-how-an-ancient-epic-continues-to-speak-to-us/article71085010.ece

How Karnataka Rewrote the Story of the Village Library

In ***Deccan Herald*** *dt. 11 August 2026*
https://www.deccanherald.com/opinion/how-karnataka-rewrote-the-story-of-the-village-library-4107031



Dr. Annapoorna Ravichander
Freelance Consultant

Preparing learners for a changing world: In the age of AI, what should students learn?

In ***Deccan Herald*** *dt. 21 July 2026*
https://www.deccanherald.com/education/preparing-learners-for-a-changing-world-in-the-age-of-ai-what-should-students-learn-4081234

Building influence: from communication to engagement

In ***On Think Tank*** of 20 July 2026
https://onthinktanks.org/articles/building-influence-from-communication-to-engagement/

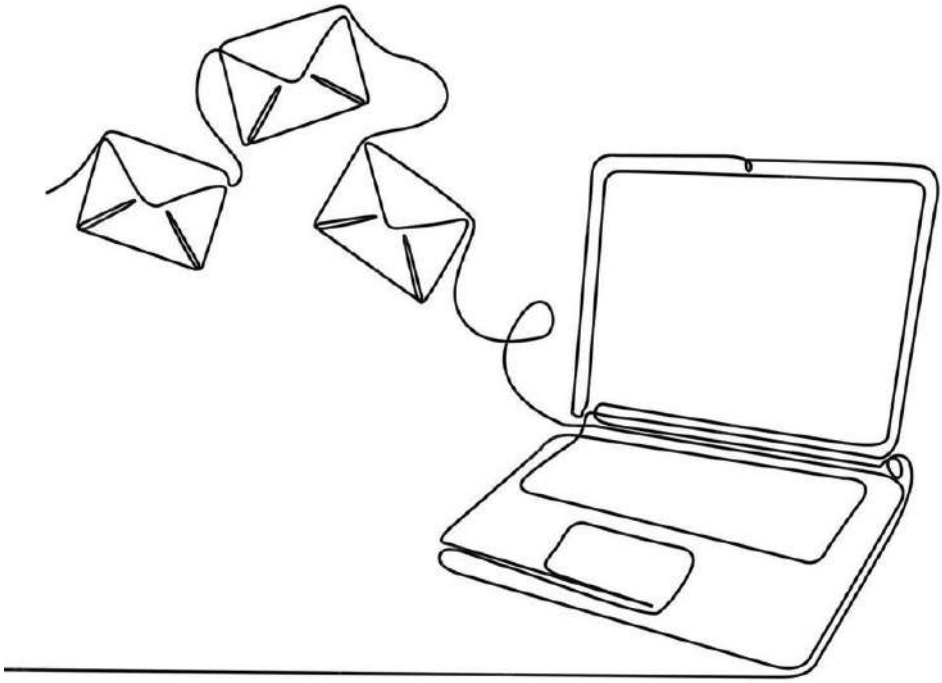


Dr. D. Jeevan Kumar
Hon. Professor
Mahatma Gandhi Rural Development & Panchayat Raj University, Gadag, Karnataka

Behind India's 'responsible' score

In ***Deccan Herald*** *dt. 6 July 2026*
https://www.deccanherald.com/opinion/behind-india-s-responsible-score-4063202





Book Review

Learning Across Continents: My Academic Odyssey by Sandeep Shastri

Writers Choice Publications Pvt. Ltd. New Delhi, 2026

Page: 158, Price: Rs. 495.



Dr. P. S. Jayaramu
Former Professor of Political Science, Bangalore University and former Senior Fellow, ICSSR, New Delhi

Prof. Sandeep Shastri, who is a well-known academician writing for decades on electoral politics, federal relations and the functioning of India's democratic institutions, has penned a book about his academic assignments across continents from 1993 to 2022. He refers to them as his *academic odyssey*. The book is a result of the copious notes he maintained, something which many academicians, including this reviewer, seldom do. The result is an extremely readable book on the cardinal topics covering his visits, which were predominantly on Constitution drafting, relations between the federal and state governments, challenges in conducting elections and, more importantly, the perspectives he gathered from scholars across continents drawn from the Developed West to the Developing Global South.

In the words of Dr. Rupak Chattopadhyay who has written the Foreword, 'what unites these diverse journeys is Sandeep's belief that democratic federalism and decentralisation are tools for managing diversity, fostering inclusion and enabling responsive governance' as drawn from his comparative surveys like the Global Barometer Survey and the State of Democracy Studies. The book reminds us that 'federalism is not simply a Constitutional solution but a democratic ethic resulting in a willingness to share power, to respect differences, to negotiate rather than dominate and to remain open to learning'. Sanguine feelings of a writer observed more in breach than in reality in a world where even electoral democracies are turning into electoral autocracies, as Prof. Yogendra Yadav reminds us.

True to his belief in federalism as a panacea for national problems, Sandeep Shastri's first visit abroad was to Salzburg in 1993 as a Fellow at the famous **Salzburg Seminar** on Perspectives on Federalism where European, Canadian US and Indian participants shared their perspectives. The focus was rightly more on the regions than the centre.

The author's visits to the United States began as an **International Visitor** (I.V. Program) under the invitation of the US Government, which was followed by many more visits laid the foundation for forging academic partnerships with focus more on Comparative Democracies. The differences between the Western and Eastern/Third world Democracies were glaring, sadly with not many meeting points. [This reviewer too had the privilege to attend Salzburg Seminar and the I.V. program in the United States, though on different themes relating to International Relations].

In contrast to the developed West which the author covered during his several journeys, his visits to South Sudan brought into sharp focus the problems it faces in Constitution Making and Decentralization. But as the author himself observes, poverty and underdevelopment characterised the nation in general. Sadly, South Sudan remains an authoritarian country even today under the garb of a transitional Presidential 'Republic'.

I must make a reference to the innumerable visits Prof. Shastri made to Myanmar in his capacity as the leading resource person as part of the **Forum of Federation's Capacity Building Programme for Transition to Democratic Decentralization**. He was also a senior adviser to the said Forum. He says that Myanmar had a unique decentralization structure with regions and the states.(p.96) His and others' job was to sensitize the trainers to provide balanced perspectives on critical issues in national development. But the capacity building exercises notwithstanding, Myanmar is still miles away from democracy and genuine decentralization. Of course, Prof. Shastri expresses his disappointment at the 'backsliding' that has occurred there (p.110) and remains hopeful of better days in self-governance at all levels.

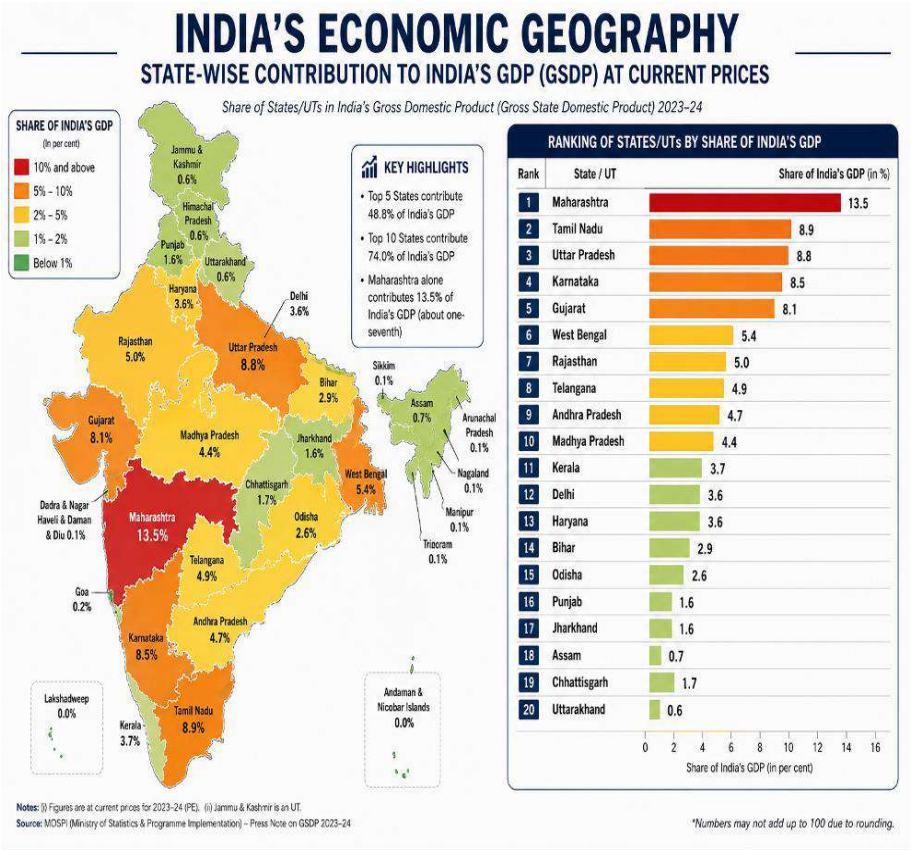
Sandeep Shastri's odyssey took him to many countries in Europe, Africa, Southeast Asia, the Gulf, China, etc. He gained interesting and diverse insights into the functioning of the political systems of those countries. As he says in the end, his voyage of discovery yielded nine key lessons in learning, leading to the realisation that history is not a story of monuments and historical

sites, rather, it is in the cut and thrust of everyday lives of people. (p.150).

As a reviewer, I must say I enjoyed reading the book. I recommend it to fellow academicians and the general readers. But, having said that, I must say that, unfortunately, most of the democratic nations he visited are witnessing a backsliding, which is the unfortunate 'new normal'. Well, that has nothing to do with Prof. Shastri's scholarship.

A word about the Publishing House. **Writers Choice Publications** Pvt. Ltd. has brought out the book in an elegant and extremely readable manner in the shortest possible time, as I understand. Kudos to them.





A few interesting observations emerge:

- **Maharashtra alone contributes about one-seventh of India's GDP.**
- The **top five states**—Maharashtra, Tamil Nadu, Uttar Pradesh, **Karnataka** and Gujarat—together account for **nearly half of India's GDP**.
- **Southern and Western states continue to dominate national output because of stronger industrialization, services, manufacturing and exports.**
- Uttar Pradesh's large economy reflects its population size, while **Karnataka's position is driven largely by IT and knowledge industries.**

Editorial Board

Chief Editor
Shri T. M. Vijay Bhaskar, IAS (Retd.)



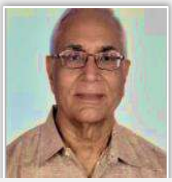
Shri S. V. Ranganath, IAS (Retd.)



Dr. A. Ravindra, IAS (Retd.)



Shri T. Sethumadhavan, IA&AS (Retd.)



Dr. Annapoorna Ravichander



Dr. Priyanca Mathur



Editor
Dr. D. Jeevan Kumar



Feedback/Contributions/Ideas/Book Reviews/Report Summaries may kindly be mailed to

iipakrb.bangalore@gmail.com with a copy to Jk4942893@gmail.com

Designed by annaravi.consultant@gmail.com

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

NEWSLETTER

September 2026
Vol. 7 / Issue 74



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WHAT'S NEW

—

LEAD FEATURE

EASE OF DOING BUSINESS IN KARNATAKA

LEAD ARTICLE

Safe and Ethical Use of Artificial Intelligence by Students

From the Chief Editor

Shri T.M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary, Government of Karnataka.
Former Chairman, Karnataka Administrative Reforms Commission-2.
Chairperson, Indian Institute of Public Administration, Karnataka Regional Branch



It gives me great pleasure to place before readers **the September 2026** issue of our **Newsletter,** the **74th** since we began this initiative.

Our **Lead Feature** is on "***Ease of Doing Business in Karnataka***". Karnataka is preparing to overhaul the way investors obtain government approvals. The system could help move Karnataka from episodic clearance drives to lifecycle-based investment facilitation.

Our **Lead Article** is by **Prof. Arvind Rao,** Professor of Computational Medicine and Bioinformatics at the University of Michigan Ann Arbor, USA on ***"Safe and Ethical Use of Artificial Intelligence by Students"***. It is based on the **Distinguished Lecture** delivered by him last month at **Bangalore University**. In his words, "*Students should use Artificial Intelligence (AI) to extend their intellectual abilities—not to replace the thinking, learning and responsibility that education is intended to develop."*

In our **Communication Pulse** column, **Dr. Annapoorna Ravichander** writes on "***From Policy to Programme: The Administrative Journey of Delivering Public Value".***

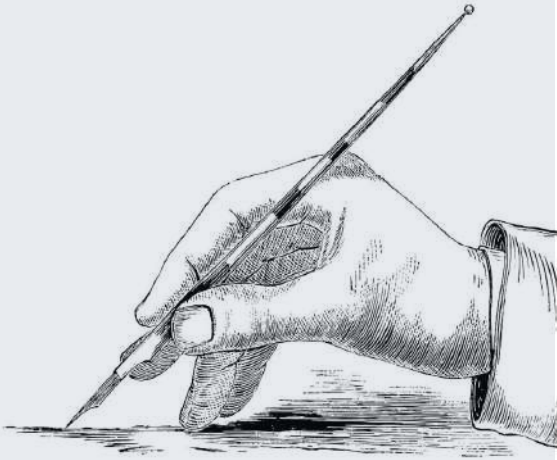
In our section on **Branch Events**, we report on the **Distinguished Lecture** delivered by **Dr. Arvind Rao** at **Bangalore University** on "***Safe and Ethical Use of AI by Students".***

In our section on **Branch Members' Writings,** we provide links to thought-provoking articles written by our members.

In our **Book Review** column, we carry a review by our Editor of the recently published memoir by **Mr. J.S. Deepak, IAS** (Retd.) titled, '***I Dared to Dial Differently: An Insider's Account of the Indian Administrative Service'.*** The book offers an engaging account of administrative courage, policy innovation and the possibilities—and perils—of India's civil service.

And in our **Food for Thought** column, we carry an infographic of the surprising decision of resignation from the Indian Administrative Service of **Ms. Divya Mittal,** after 13 years of service in the UP cadre.

I add our usual disclaimer here that the views expressed by the contributors in this issue of the Virtual Newsletter are personal and *do not represent the views or position of the Editorial Board or the Executive Committee of the Branch*. Do write in, with your responses, views and ideas for improvement of the Newsletter.



EASE OF DOING BUSINESS IN KARNATAKA

From Single Window to Seamless Governance

Karnataka's proposed digital approval system could reduce delays and strengthen investor confidence—but technology must be matched by administrative accountability.

Karnataka is preparing to overhaul the way investors obtain government approvals. The proposed unified digital system promises a single interface through which businesses can submit documents, apply for clearances, track decisions and meet compliance requirements, *without repeatedly approaching different departments.*

The reform forms part of the **Karnataka Industries (Facilitation) Amendment Bill, 2026,** which was passed by the Karnataka Legislative Assembly on August 24, 2026. Its central objective is simple but potentially transformative: ***government departments should function as parts of one administrative system rather than as separate regulatory islands.***

Karnataka already operates a **Single Window System** through **Karnataka Udyog Mitra**, the State's investment-facilitation agency. The existing ***Invest Karnataka*** portal brings together more than 150 business services administered by over 30 departments. Investors can identify the permissions applicable to a project, submit a Combined Application Form, ascertain available incentives and track applications through an online dashboard.

***The proposed changes seek to carry this process further*—from providing a common digital entry point to creating an integrated approval architecture.**

What will change?

1. **The most important feature is the proposed "once-only" document-submission principle**. At present, an investor may have to provide the same company registration, identity, address, land and project documents to several departments. Under the proposed arrangement, *Know Your Customer* information and other records already available with the government may be accessed by authorized departments for subsequent processing.

   For investors, this would mean fewer duplicate applications, reduced documentation costs and fewer visits to government offices. For the administration, it could create a common and more reliable record of each enterprise.

2. The *second* major reform is **the introduction of enforceable turnaround times for different services.** Applications would be routed digitally to the departments concerned and their progress monitored against prescribed deadlines. Where an authority fails to decide an application within the stipulated period, the proposal provides for "deemed approval".

   This is intended to replace administrative uncertainty with predictability. An investor should know what documents are required, which authority is responsible and when a decision can reasonably be expected. If properly implemented, the mechanism could prevent applications from remaining indefinitely pending merely because one department has failed to act.

3. *Third*, the Bill proposes **expanding affidavit-based clearances from 15 to 20 services**. Their validity would reportedly extend to three years for micro, small and medium enterprises, and five years for large industries, or until commercial operations begin, whichever is earlier. Eligible enterprises could therefore commence preparatory activity on the strength of formal undertakings, while completing the remaining regulatory requirements within the permitted period.

4. *Fourth,* Karnataka proposes **a risk-based inspection system**. Instead of inspecting all industrial units with the same frequency and intensity, **regulators would classify enterprises according to factors such as the nature of their operations, environmental impact, safety record and compliance history.** Administrative attention could then be concentrated on higher-risk establishments, while compliant, low-risk businesses would face fewer routine inspections.

Why the Reform Matters

Karnataka possesses formidable advantages as an investment destination: **a skilled workforce, strong research and educational institutions, an internationally recognized technology ecosystem and established strengths in aerospace, biotechnology, electronics, automobiles, renewable energy and advanced manufacturing.**

Attracting investment commitments, however, is only the beginning. Their value ultimately depends upon conversion into functioning enterprises, employment and regional development. Projects can be delayed by difficulties relating to land, power, water, building plans, fire safety, pollution control and local-body permissions. When each clearance follows a separate procedure and timeline, the resulting uncertainty raises the cost of investment.

The proposed system could help move Karnataka from episodic clearance drives to lifecycle-based investment facilitation. A project could be followed from its initial proposal through land allocation and construction to the commencement of production, subsequent renewals and expansion.

This could be especially valuable to smaller enterprises. Large corporations can employ specialists to navigate regulatory systems; micro and small enterprises frequently cannot. A transparent portal that identifies required approvals, reuses documents and shows application status could reduce this inequality of access.

The reform also has implications for the internal functioning of government. **A properly designed dashboard can show how many applications each department has received, how long they have remained pending and where procedural bottlenecks occur.** Digitization can thereby become an instrument of administrative accountability, rather than merely a convenience for investors.

A Single Window must not Hide many Doors

The success of the reform will nevertheless depend on implementation. Many single-window arrangements provide only a common place for submitting applications; decisions continue to travel through the same departmental hierarchy. **A portal becomes genuinely effective only when databases communicate, workflows are redesigned and officials are held responsible for delays.**

Deemed approval also requires careful safeguards. It is appropriate for routine and low-risk permissions, particularly when an applicant has submitted complete information and an authority has failed to respond. **It should not automatically override essential requirements concerning environmental protection, occupational safety, public health, land rights or hazardous industries.**

The system must clearly specify which approvals qualify, when the statutory clock begins and what happens if an application is incomplete. Otherwise, deemed approval could generate legal disputes rather than administrative certainty.

Risk-based inspections must similarly rest on transparent and publicly defensible criteria. Reduced inspections for compliant units should not become regulatory neglect. High-risk establishments require qualified inspectors, reliable data and effective enforcement. Randomized checks and strong penalties for false declarations will remain necessary.

Data protection and cybersecurity are equally important. A unified platform containing corporate, financial, land and identity records will become a valuable digital asset—and a potential target. Departments should receive access only to information necessary for their statutory functions, while investors must be able to see how their data are being used.

From *Ease of Doing Business* to *Responsible Investment*

The larger purpose of investment facilitation must be kept in view. Faster approvals are desirable not simply because they improve rankings or attract capital, but because responsible investment can create decent employment, promote innovation, strengthen local supply chains and widen development beyond Bengaluru.

The system should therefore disclose not only approval statistics but also implementation outcomes: projects grounded, capital invested, jobs created, regional distribution and compliance with environmental and labour obligations. **Investor facilitation and public accountability need not be competing objectives.**

Karnataka's proposed reform represents a welcome shift towards integrated, time-bound and digitally enabled governance. Its real test, however, will not be the sophistication of the portal. It will be whether an entrepreneur can secure a clear and lawful decision without making repeated visits, whether an official can be held accountable for an unexplained delay, and whether regulatory safeguards remain effective.

If Karnataka combines technology with process simplification, departmental coordination and transparent accountability, the single window could become more than a website. It could become *a new compact* between government and enterprise—one that offers investors certainty, while protecting the wider public interest.



Safe and Ethical Use of Artificial Intelligence by Students



Dr. Arvind Rao
Professor of Computational Medicine and Bioinformatics
The University of Michigan Ann Arbor, USA
Member, Voxel Analytics, LLC

Students should use Artificial Intelligence (AI) to extend their intellectual abilities—not to replace the thinking, learning and responsibility that education is intended to develop.

Major Arguments

1. Fluency should not be mistaken for truth
Generative AI is essentially a highly sophisticated prediction system. It produces language that is statistically plausible, but it does not "*know*" (epistemologically) whether its answer is true.

AI-generated responses can appear convincing because they possess clear structure; authoritative tone; specific names, dates and figures; apparent confidence; and well-formatted references.

Yet these qualities belong to the presentation of an answer, not to its evidentiary validity. As the presentation puts it, confidence is a property of the response, while correctness is a property of the evidence.

The most dangerous answers are therefore not those that are obviously wrong, but those that are *almost right*. A single response may seamlessly combine accurate information, useful synthesis and fabricated or unsupported claims.

2. Students remain accountable for AI-assisted work
AI does not know the instructor's intentions, the course readings, the grading rubric, the institutional policy or the capability an assignment is meant to assess. It usually sees only what the student enters in the prompt. Consequently, responsibility cannot be transferred to the chatbot.

The model does not receive the grade. The student does.

Students remain responsible for every claim, citation, calculation, interpretation and line of code they submit, irrespective of whether it originated with them or with an AI system.

3. Irresponsible AI use can cause four forms of harm

(1) **Epistemic Harm—Harm to Truth**
Unchecked AI output may cause students and readers to believe something false. Fabricated references are a particularly serious example. A citation may look perfectly authentic while referring to an article that does not exist. The rule is unequivocal: *if a source matters, the student must open and read it.*

(2) **Learning Harm—Harm to Capability**
AI may help a student complete an assignment without acquiring the competence the assignment was intended to develop. The visible product may be polished, while the invisible processes of reasoning, struggling, making mistakes and developing intuition have been bypassed.

The presentation's "capability test" asks:
Could I solve, explain or reproduce the essential reasoning without the chatbot?

If the answer is no, the assignment may have been completed on paper but not as a learning experience.

(3) **Authorship Harm—Harm to Proper Credit**
The ethical issue is not simply whether AI was used, but whether the submission gives an honest account of the student's intellectual contribution. Assistance and substitution exist along a continuum. AI may polish a student's ideas, help restructure prose or provide feedback; at the other extreme, it may formulate

the thesis, construct the argument or generate the logic of the code.

The crucial question is: ***who formed the central idea and made the "load-bearing" intellectual decisions?***

(4) **Privacy and Safety Harm—Harm to Data and People**
Students should not place personal information, confidential records, unpublished research, examination material, proprietary code or information protected by institutional rules into public AI systems. **Once information is submitted, the student may lose control over how it is stored, retained or used.**

AI should also not be treated as a substitute for qualified human help in high-stakes situations such as a serious mental-health crisis.

4. Ethical AI use depends on context, not percentages

AI use cannot be judged by calculating the percentage of AI-generated material. A five-per-cent contribution might supply the entire thesis, while a much larger contribution might involve only routine formatting.

Responsible use should instead be judged according to four considerations:

1. **Purpose:** *Is AI extending the student's abilities or helping the student avoid developing them?*
2. **Policy:** *Is the proposed use permitted by the instructor, course and institution?*
3. **Disclosure:** *Has the student honestly acknowledged what AI contributed?*
4. **Retained competence:** *Can the student still explain, reproduce and defend the work?*

The same activity may therefore be acceptable in one setting and prohibited in another. **AI-generated code might be appropriate in a design course that assesses ideas, conditionally acceptable in a disclosed take-home project, and unacceptable in a programming examination intended to test whether the student can code independently.**

5. AI uses can be placed on a responsible-use spectrum

(1) **Green Zone** uses generally **support learning** because the student remains intellectually active. These include obtaining an alternative explanation; generating practice questions; preparing a study plan; conducting a mock oral examination; and receiving feedback on the clarity of one's own writing.

(2) **Yellow Zone** uses require **contextual judgement**. These include generating an outline, rewriting prose, drafting code, analyzing data, summarizing unread sources and producing an initial draft. The decisive question is whether AI has replaced the capability the assignment was designed to assess.

(3) **Red Zone** uses clearly **cross the ethical line**. These include using AI in a prohibited examination; submitting fabricated evidence or references; passing AI-generated work off as one's own; concealing AI assistance when disclosure is required; and exposing confidential or personal data.

6. Verification is part of scholarship, not an afterthought

Verification should not be treated merely as final "cleanup." It is the intellectual work through which a student converts AI output into a claim that can responsibly be defended.

Students should independently verify facts, dates, names and statistics; citations, quotations and page numbers; calculations and every stage of the reasoning; computer code, including its safety and data practices; and interpretations and unsupported inferential leaps.

A programme that runs is not necessarily understood or safe. Similarly, a polished literature review is not academically sound, unless the student has located, read and assessed the cited sources.

7. The CLEAR framework offers a practical safeguard

Element	Student Responsibility
C — Check the rules	Consult the assignment instructions, instructor's policy and institutional academic-integrity code.
L — Limit what you share	Protect personal, confidential, proprietary and unpublished information.
E — Examine the evidence	Verify factual claims, references, reasoning, calculations and code.

Element	Student Responsibility
A — Acknowledge the assistance	Explain honestly how AI was used whenever disclosure is required.
R — Retain responsibility	Be able to explain, reproduce and defend the final work.

The framework transforms AI use into a five-stage checkpoint between prompting and submitting.

8. Students should practice "assured authorship"
There is a need to distinguish between *generated authorship* and *assured authorship*.

In **generated authorship**, the machine produces material that the student simply forwards. In **assured authorship**, AI may assist, but the student verifies the content; shapes the result; discloses the assistance; exercises human judgement; and accepts responsibility for every substantive part.

Assured authorship rests on transparency, verification, human judgement and reflexivity—understanding not only how AI was used, but why it was used and which decisions remained with the student.

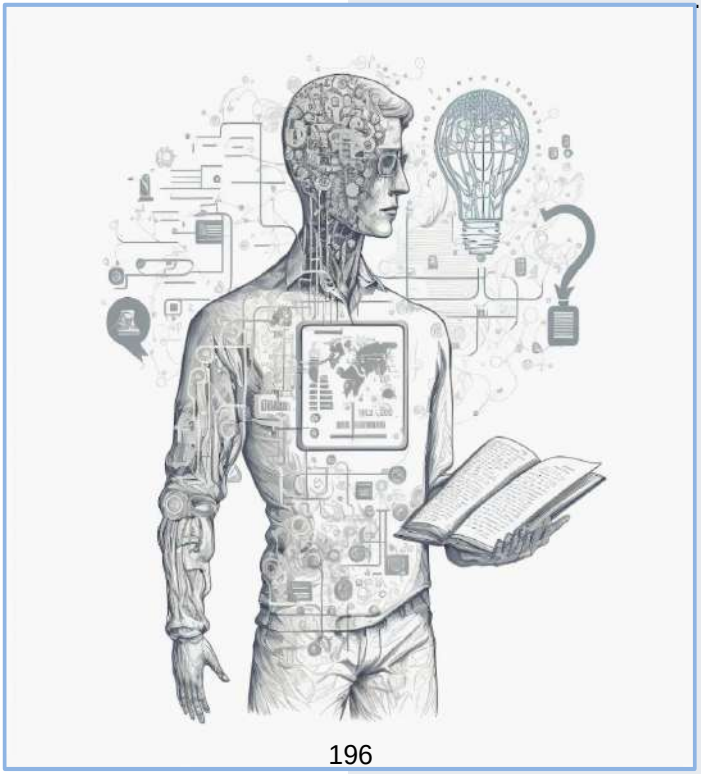
Concluding Message
Education is not the production of assignments; ***it is the formation of a person capable of observing, questioning, reasoning, verifying, creating and accepting responsibility.***

In short, students should use AI to become more capable, not merely to appear more accomplished.

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Acknowledgements:
We acknowledge the contributions of Prahlad Uchila (of Harmony School of Innovation, Sugarland, TX) and Achyutha Rao (Clague Middle School, MI) for important review and feedback through the preparation of the material.

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From Policy to Programme:

The Administrative Journey of Delivering Public Value

Dr. Annapoorna Ravichander
Freelance Consultant



Introduction

Public Policy represents the intent of a State and ideally articulates the government's vision, priorities, and commitment to addressing societal challenges. However, for citizens, policies acquire meaning only when they are translated into programmes that deliver tangible outcomes. **The true test of governance therefore lies not in announcing policies but in designing and implementing programmes that improve people's lives.**

The journey from Policy to Programme is neither automatic nor linear. It is a complex administrative process requiring evidence-based planning, institutional coordination, financial prudence, technological support and continuous learning. It is in this space that the Civil Service assumes its most critical role—***transforming political vision into administrative action.***

Context

To start with, the first step in this transformation is to interpret and communicate the intent of a policy with clarity. Policies often express broad aspirations such as improving learning outcomes, enhancing agricultural productivity, strengthening public health, or promoting sustainable urban development. These aspirations need to be converted into clearly defined objectives with measurable outcomes and operational priorities. A well-crafted programme answers fundamental questions: ***Who are the beneficiaries? What services will be delivered? Through which institutions? What timeframe? Are there resources?***

Evidence must guide every stage of programme design. Baseline data, socio-economic surveys, field consultations and lessons from previous initiatives to help ensure that programmes respond to actual needs rather than perceived ones. **Ideally, quantitative data must be complemented by qualitative insights from frontline officials, community organizations, local governments and citizens themselves.** Listening to stakeholders often identifies implementation challenges that statistics alone cannot capture.

Localizing Policies

India being a diverse country, a policy conceived at the national or state level often encounters varied realities across districts. **Differences in geography, demography, institutional capacity and socio-economic conditions require contextual adaptation,** while preserving the core objectives of the policy. The most effective programmes therefore combine standardization, where necessary, with flexibility where possible. District administrations frequently demonstrate that innovation within a common policy framework can significantly improve outcomes.

An important factor is planning resources to help in programme conversion. Governments often face a challenge in financial allocations, delegation of human resources, institutional capacity, technology, infrastructure and partnerships which are equally important. A programme may have adequate funding but still struggle because of shortages of trained personnel, weak procurement systems, or limited implementation capacity. **Administrative planning must therefore adopt a comprehensive view of resources, ensuring that every component required for execution is available and aligned with programme objectives.**

What is important is coordination between agencies to ensure a functional flow of activities during implementation. For example, improving nutrition requires convergence between health, women and child development, education, water supply, sanitation, agriculture and local government institutions. Similarly, climate resilience, urban mobility, skill development and rural livelihoods demand coordinated action across multiple agencies. Regular communication, shared monitoring mechanisms and collaborative problem-solving helps in effective programme implementation. **Civil servants increasingly serve not merely as departmental managers but as coordinators of complex governance ecosystems.**

How does Technology help?

In recent times, technology has emerged as a powerful enabler in bridging the gap between policy and programme. Digital platforms facilitate beneficiary identification, direct benefit transfers, real-time monitoring, grievance redress and transparent financial management. Geographic Information Systems (GIS), artificial intelligence, predictive analytics and mobile-based reporting tools are enhancing administrative efficiency and decision-making. At the same time, ***technology should remain an instrument rather than an objective*** and ensure that digital solutions are inclusive, accessible, and sensitive to the realities of citizens with limited connectivity.

Institutional Approach

No programme succeeds without capable institutions and motivated frontline workers. Teachers, health workers, *anganwadi* workers, police personnel, engineers, agricultural extension officers, and local government functionaries represent the face of government for most citizens. Their training, motivation, accountability and working conditions significantly influence programme outcomes.

Capacity building should therefore be viewed as a continuous investment rather than a one-time activity. ***Equally important is creating an organizational culture that encourages innovation, learning, and responsiveness.***

Importance of Monitoring and Evaluation

Monitoring and Evaluation complete the policy-to-programme cycle. Traditionally, monitoring focused on financial expenditure and physical targets. **Contemporary Public Administration increasingly emphasizes outcomes and impact.**

The central question is no longer how much money was spent, but whether the intended change occurred in people's lives. Well-designed monitoring systems combine administrative data, independent evaluations, citizen feedback, social audits, and field inspections. Such mechanisms provide early warning signals, identify implementation bottlenecks, and enable timely course correction.

Citizen Participation

Involving citizens strengthens every stage of programme implementation. Beneficiaries are not passive recipients of government services but active partners in governance. **Public consultations during programme design, participatory planning through local governments, grievance redress mechanisms, community monitoring and social audits enhance transparency, accountability and public trust.** Programmes that incorporate citizen voices are generally more responsive, equitable, and sustainable.

Conclusion

The conversion of Policy into Programme is not merely an administrative exercise; ***it is the process through which democratic promises are realized.***

Every policy announcement creates expectations among citizens. It is through thoughtful programme design, effective implementation, institutional collaboration and continuous evaluation that these expectations are translated into meaningful public outcomes.

For the Civil Service, this responsibility extends beyond compliance with procedures. It requires leadership, empathy, innovation and an unwavering commitment to public service. **As governance becomes increasingly complex, the ability to convert policy into well-designed, citizen-centric programmes will remain one of the defining competencies of effective administration.**

Often governments are judged less by the policies they formulate than by the programmes they execute and the lives they transform. **Bridging the gap between policy intent and programme impact is therefore not only the essence of good administration but also the foundation of inclusive and sustainable development.**

Branch Events

Safe and Ethical Use of Artificial Intelligence by Students



Dr. Arvind Rao is seen seated second from left. To his left is Mr. T.M. Vijay Bhaskar. At extreme right is Prof. S.R. Keshava. At extreme left is Dr. D. Jeevan Kumar.

The **Karnataka Regional Branch** of IIPA, in collaboration with the **BA Programme** of **Bangalore University**, organized a **Special Lecture** by **Dr. Arvind Rao**, Professor of Computational Medicine and Bioinformatics at the University of Michigan Ann Arbor, USA on "***Safe and Ethical Use of Artificial Intelligence by Students***" on 18 August 2026 for the undergraduate students of Bangalore University.

The deepest argument of Dr. Rao's presentation was educational rather than merely technological. ***Education is not the production of assignments; it is the formation of a person capable of observing, questioning, reasoning, verifying, creating and accepting responsibility.*** Dr. Rao advocated using AI carefully and consciously—as a coach, critic, explainer or productivity aid—***while ensuring that it does not displace the intellectual struggle through which competence is acquired.***

Presidential remarks on the occasion were delivered by **Mr. T.M. Vijay Bhaskar, IAS** (Retd.), former Chief Secretary of Karnataka and Chairperson of the Karnataka Regional Branch of IIPA. **Prof. S.R. Keshava**, Senior Professor of Economics and Coordinator of the BA Programme at Bangalore University welcomed the guest and gathering. **Dr. D. Jeevan Kumar,** Secretary of the Branch proposed a vote of thanks.



Dr. Arvind Rao was felicitated by Prof. S.R. Keshava and Mr. T.M. Vijay Bhaskar



A section of the audience

Branch Members' Writings in the Media



Dr. A. Ravindra, IAS (Retd.)
Former Chief Secretary of Karnataka

India's Accountability Crisis: When Leaders Fail, who takes Responsibility?

In ***Deccan Herald*** dt. 24 August 2026
https://www.deccanherald.com/india/indias-accountability-crisis-when-leaders-fail-who-takes-responsibility-4121616



Shri G. Gurucharan, IAS (Retd.)
Director, School of Social Sciences
MS Ramaiah University of Applied Sciences
Bengaluru

NEET is more than an Exam. It is a Social Contract

In ***Deccan Herald*** dt. 23 August 2026
https://www.deccanherald.com/opinion/neet-is-more-than-an-exam-it-is-a-social-contract-4120935

When AI outruns Governance: What the Hugging Face breach signals for Machine Safety

In ***Deccan Herald*** *dt.* 13 August 2026
https://www.deccanherald.com/opinion/when-ai-outruns-governance-what-the-hugging-face-breach-signals-for-machine-safety-4109117



Smt. Uma Mahadevan, IAS
Additional Chief Secretary and Development Commissioner,
Government of Karnataka

The Legacy of Dolly Parton's Imagination Library

In ***The Hindu***, dt. 29 August 2026
https://www.thehindu.com/books/the-legacy-of-dolly-partons-imagination-library/article71395694.ece

***When Healthcare comes too Late | Review of Ramani Atkuri's* 'Staying Alive'**

In ***The Hindu***, dt. 2 September 2026
https://www.thehindu.com/books/books-reviews/review-of-ramani-atkuri-staying-alive/article71355631.ece



Dr. Annapoorna Ravichander
Freelance Consultant

Kodaikanal: Nine Stops, A Thousand Moods
Kodaikanal: Nine stops, a thousand moods - Meghalaya Monitor

Beyond Communication: Why Engagement Matters more than Ever?
https://meghalayamonitor.com/beyond-communication-why-engagement-matters-more-than-ever/

Six lessons from the OTT Conference 2026:
Trust, People, and Impact — Rethinking the Future of Think Tanks
On Think Tanks | Six lessons from the ott conference 2026: trust, people, and impact — rethinking the future of think tanks

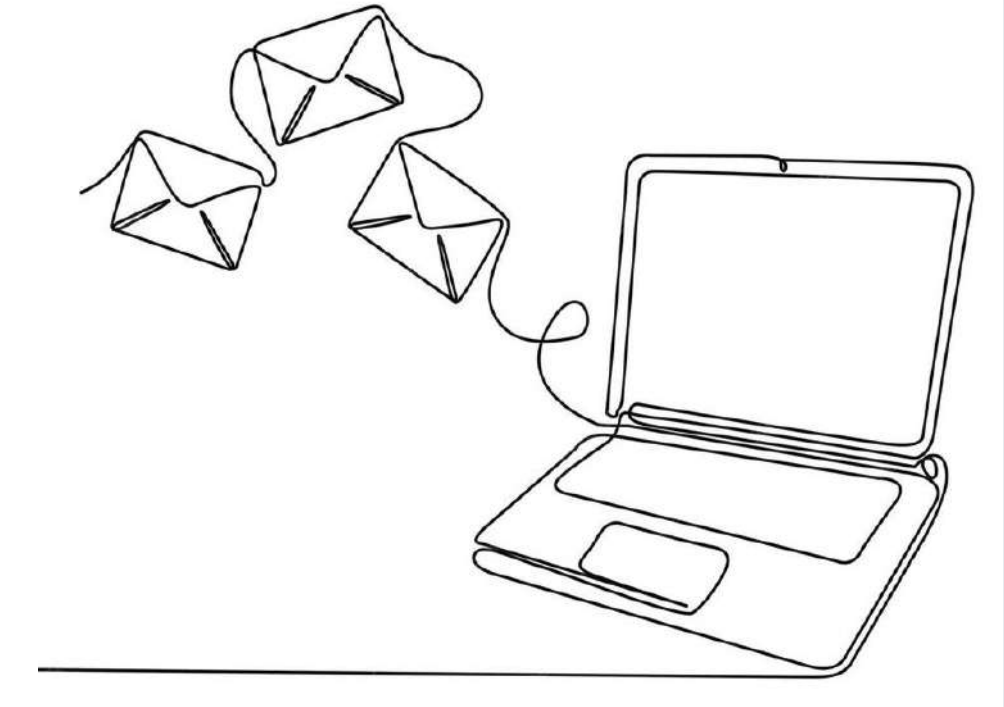


Dr. D. Jeevan Kumar
Hon. Professor
Mahatma Gandhi Rural Development & Panchayat Raj University, Gadag, Karnataka

Book Review: S.S. Patagundi, Foreign Policy Decision-Making in India: A Political Psychology Perspective
In ***The Indian Journal of Public Administration***, Vol.72/Issue 2/June 2026

Why India's Peacekeeping Experience Matters as UN Missions come under Strain
In ***Deccan Herald,*** *Bengaluru dt. 25 August 2026*
https://www.deccanherald.com/world/rest-of-world/why-indias-peacekeeping-experience-matters-as-un-missions-come-under-strain-4122898





Book Review

Dialling Conscience into Governance

D. Jeevan Kumar

'I Dared to Dial Differently' offers an engaging account of administrative courage, policy innovation and the possibilities—and perils—of India's civil service.

J.S. Deepak, *I Dared to Dial Differently: An Insider's Account of the IAS*.
Hachette India, 2026.
344 pages. ₹799. HB.

Memoirs by retired civil servants often become chronological accounts of postings, personalities and achievements. J.S. Deepak's *I Dared to Dial Differently*, however, goes beyond the story of an individual career. **It offers an insider's view of how public policy is formulated and implemented within a system shaped by political authority, bureaucratic hierarchy, corporate influence, institutional inertia and personal conscience.**

A 1982-batch IAS officer, Deepak served for nearly four decades in positions ranging from administration in Uttar Pradesh to telecommunications, international trade and economic diplomacy. He eventually became Secretary in the Department of Telecommunications and India's Ambassador and Permanent Representative to the World Trade Organization in Geneva. This breadth of experience gives the memoir its distinctive character: **it moves seamlessly from the delivery of school meals to spectrum auctions, public procurement, international negotiations and the management of a major sporting event.**

The title cleverly captures the book's central message. **"*Dial*"** refers to Deepak's long association with telecommunications, while **"*differently*"** signifies his **willingness to question convention, resist improper pressure and accept the consequences of acting according to his judgement.**

One of the book's most socially significant episodes concerns the implementation of the cooked mid-day meal programme in nearly 1,00,000 government primary schools in Uttar Pradesh, reaching more than 15 million children. **The account illustrates that Public Administration is not ultimately about files and procedures but about converting policy decisions into improvements in people's lives.** Implementing a programme of such scale required coordination among government departments, schools, local institutions, suppliers and monitoring agencies.

This experience highlights an important administrative lesson: ***scale does not diminish the importance of detail.*** The larger a welfare programme becomes, the more it depends upon clear procedures, reliable information, local participation and continuous supervision. A policy announcement acquires meaning only when an effective implementation system carries it to the intended beneficiaries.

The most prominent part of the memoir concerns India's first auction of Third Generation (3G) telecommunications spectrum in 2010. Spectrum is a scarce and valuable public resource, and its allocation affects competition, technological development, consumer services and public revenue. Deepak's account explains how a transparent electronic auction was designed in a sector characterized by high commercial stakes and complex technical considerations.

The combined 3G and Broadband Wireless Access auctions yielded approximately ₹1.06 lakh crore to the exchequer, far exceeding initial expectations. **The achievement lay not only in the revenue generated but also in establishing that a valuable public asset could be allocated through a competitive, transparent and credible process.** The episode becomes a case study in regulatory governance and institutional innovation.

Equally revealing is Deepak's account of blocking an allegedly questionable procurement proposal at Bharat Sanchar Nigam Limited. This episode brings administrative courage to the centre of the narrative. ***Preventing irregular procurement requires more than personal honesty.*** It demands the ability to scrutinize technical and financial details, identify procedural weaknesses, record objections and withstand pressure from powerful interests.

The episode also challenges the common view that bureaucratic procedure is invariably an obstacle to efficiency. Rules can certainly create delay and encourage excessive caution. Yet intelligently applied procedures can protect public funds, promote equal treatment and prevent arbitrary decisions. **The real choice is not between rules and results, but**

between mechanical proceduralism and principled *due process*.

Deepak's assignment connected with the Commonwealth Games Village before the 2010 Delhi Games provides another lesson. **Crisis administration requires quick decisions, inter-agency coordination and the willingness to assume responsibility when established arrangements have broken down.** The episode demonstrates what may be called "***administrative presence***"—remaining at the point of difficulty, obtaining accurate information and ensuring that problems are resolved before deadlines become unmanageable.

The chapters dealing with international trade and the WTO broaden the memoir beyond the conventional boundaries of an IAS narrative. Deepak's participation in negotiations involving the WTO, the Regional Comprehensive Economic Partnership and the proposed India–European Union trade agreement shows how international economic rules affect domestic policy.

His involvement in defending India's food-security and public-stockholding programmes is especially instructive. **Questions discussed in Geneva may appear highly technical, but they influence food procurement, agricultural support and the ability of governments to provide subsidized food.** Trade diplomacy therefore requires not merely economic expertise but a clear understanding of national developmental priorities.

The book neither uncritically celebrates the IAS nor dismisses it as an outdated "steel frame". Instead, *it humanizes the Civil Service by showing that administrative institutions are ultimately inhabited by individuals who must make difficult choices.* Officers may speak or remain silent, innovate or follow precedent, record objections or avoid responsibility.

At the same time, the memoir's focus on one unusually accomplished officer raises a broader question. ***Good governance cannot depend indefinitely upon the presence of heroic individuals.*** **Personal integrity must be supported by transparent procurement systems, stable tenures, professional expertise, protection for principled dissent and institutional accountability.** Deepak's experiences are therefore valuable not only as examples of individual courage but also as arguments for stronger administrative institutions.

Like every memoir, the book presents events from the author's perspective. Controversial episodes involving procurement, transfers, corporate influence or policy disagreements may admit alternative interpretations. **A fuller discussion of failures, misjudgments and lessons drawn from unsuccessful initiatives might have made the account even more instructive.**

Nevertheless, ***I Dared to Dial Differently*** is an engaging and valuable contribution to contemporary administrative literature. Civil Service aspirants will gain a realistic view of the opportunities and pressures of public service. Students of Public Administration will find useful cases concerning programme implementation, regulation, procurement, crisis management and international negotiation.

The book's enduring message is that *integrity in administration is not a passive personal virtue.* It must be converted into action—*asking uncomfortable questions, designing transparent processes, placing objections on record, protecting the public interest and accepting the consequences.*

Deepak's career demonstrates that even within a complex and resistant system, an officer who chooses to "***dial differently***" can influence outcomes affecting millions.



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Infographic generated using Artificial Intelligence, based on inputs provided by Editor.

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INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

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