



INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

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Note 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



I am happy to place before our readers the **July 2025** issue of our **Newsletter, the 60th issue**, since we began this initiative.

Our **Lead Feature** is on **Karnataka's revamped Single Window System (SWS)**, which was introduced at the **Invest Karnataka** summit in February 2025. It aims to offer a **fully digital, end-to-end investment portal**, centralizing approvals and clearances for over 150 services across 30+ departments.

Our **Lead Article** is by **Dr. A. Ravindra, IAS (Retd.)** on **Pope Francis and the Power of the Hospital**. Using the 'hospital' as the medium, Pope Francis sent out a profound message to demonstrate the oneness of mankind. The Kannada translation of this thought-provoking article is also provided.

We begin a new section with this issue called '**Policy Briefs**'. **Leveraging UPSC's Pratibha Setu for National Human Capital Development** is our inaugural Policy Brief, put together by our **Editor, Dr. D. Jeevan Kumar**.

In our **Communication Pulse** column this month, **Dr. Annapoorna Ravichander** delves into the use of **Artificial Intelligence** by the **Government of Karnataka**.

In our section on **Branch Events**, we report on the **Special Lecture on Digital Transformation in Public Services for Sustainable Outcomes** delivered by **Shri R. Yatish, IAS** at **Presidency College (Autonomous)**, Bengaluru last month. We also carry the Notification on the third edition of our collaborative **Essay Competition** with **Jain (DTB) University**, Bengaluru. The topic of our competition, this time, is "**Click to Empower: Harnessing Social Media for Good Governance in Karnataka**".

In our section on **Branch Members Writings in the Media**, we carry links to articles penned by the following Life Members:

1. **Dr. A. Ravindra, IAS (Retd.)**
2. **Shri Gurucharan Gollerkeri, IAS (Retd.)**
3. **Dr. Annapoorna Ravichander** and
4. **Prof. M.J. Vinod.**

In our **Books** section, we carry details of a new book written by former Ambassador, **Shri P.A. Nazareth** titled, **Historical Perspectives: Illuminating Minds on Blue Waters**.

And in our column on **Food for Thought**, we carry a relevant thought-provoking quote by His Holiness, the venerable **14th Dalai Lama**.

I wish to add a disclaimer here that the views expressed by the contributors to the articles are their personal views, and do not necessarily represent the views or position of the Editorial Board or the members of the Executive Committee of the Branch. Do write in with your suggestions for improvement of the Newsletter.





Lead Feature

Karnataka's revamped Single Window System (SWS)

(introduced at the *Invest Karnataka* summit (Feb 12–14, 2025))

Launch & Goals

- Unveiled on **February 11–12, 2025** by Chief Minister Shri Siddaramaiah and Opposition leader Shri Rahul Gandhi, alongside the new Industrial Policy 2025–30
- Aims to offer a **fully digital, end-to-end investment portal**, centralizing approvals and clearances for over 150 services across 30+ departments.

Key Upgrades

1. AI-Powered Support – UMA Chatbot

- *Udyog Mitra Assistant* (UMA) is a multilingual, generative AI chatbot offering real-time guidance on policies, approvals, incentives, etc.
- Helps investors navigate the system, use wizards, and resolve queries.

2. Affidavit-Based Clearance (ABC)

- Soon to allow manufacturing units to **start preparatory works based on an affidavit**, without awaiting full departmental approvals.
- This will significantly cut project timelines.

3. Land & GIS Integration

- Integrated **KIADB Land Management System**, enabling real-time updates on industrial land availability, allotment, and building-plan approvals.
- Includes GIS-based tools to verify compliance before land acquisition.

Seamless & Transparent Digital Experience

- **Common Application Form (CAF)** remains the single submission point for district and state-level in-principle approvals.
- **Wizards** for “Know-Your-Approval” (to list required clearances) and “Know-Your-Incentive” (incl. calculator) help investors proactively plan.

- **Mobile-optimized & multilingual** for wide accessibility.
- **Real-time dashboards & SLA monitoring** empower departments to track approvals, remove bottlenecks, and ensure timely delivery.
- **Grievance module** allows submitting issues and tracking resolutions online.

Integration & Systemwide Linkages

- **Bi-directional integration** with National Single Window System allows unified access to both state and central services.
- **PAN-based unique business ID** simplifies investor touchpoints and documentation flow.

Incentives & Future Rollouts

- **Incentive claim & disbursement module** coming soon (Apr–Jun 2025), enabling on-portal submission & tracking of rebates, capital subsidies, PLIs.
- Also supports future initiatives like industrial dormitory subsidy (₹1 cr per 1,000 beds), special incentives for female workforce/Backward regions.

Why It Matters

- **Speeds up project timelines** with ABC, live dashboards, and CIF/CAF integration.
- **Boosts investor convenience & confidence** via guided wizards, AI chatbot, and mobile access.
- **Promotes transparency & accountability** through SLA tracking, grievance resolution, and automated land/GIS tools.
- **Facilitates post-launch scaling** – approvals for expansion/diversification, and renewal reminders are all in place.

In Summary

- Karnataka's redesigned SWS is now a state-of-the-art digital investment gateway — AI-enabled, ABC-ready, land-GIS integrated, and tightly linked with national systems.
- Launched at **Invest Karnataka 2025**, it marks a big leap in *Ease-of-Doing-Business*, with more features on the horizon in 2025.

Lead Article



Pope Francis and the Power of the Hospital

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



***The walls of hospitals have heard
More honest prayers than churches,
They have witnessed far more sincere
Kisses than in airports.***

These were among the last words of Pope Francis from the hospital, before he passed away on April 21 this year. The first person to head the Catholic Church from the Americas, he endeared himself to people across religions, classes and nationalities. Calling him a “modern-day prophet”, Kerry Robinson, Catholic Churches USA President said, *“More than any public figure of his time, Pope Francis emulated what he advocated...he said what he meant, and his actions matched his words with uncommon consistency. Pope Francis exuded empathy”*.

His ‘revelations’ as they were, in the hospital in the midst of illness, reflect deep wisdom and convey the truth that touches every heart without hurting. **Using the ‘hospital’ as the medium, he sent out a profound message to demonstrate the oneness of mankind:**

***It is in hospitals that you see a homophobe being saved
by a gay doctor,
A privileged doctor saving the life of a beggar...
In intensive care, you see a Jew taking care of a racist.
A police officer and a prisoner in the same room
receiving care...
A wealthy patient waiting for a liver transplant,
Ready to receive the organ from a poor donor.***

In an intuitive perception of the human mind, he observed that a hospital is a place where *“human beings remove their masks and show themselves as they truly are, in their purest essence”*.

Even as thousands of people are killed in the name of race, religion and territory, the message of Pope Francis comes as a fresh breeze and provides a new perspective on human nature and human relations.

Why is it in a hospital that no one enquires about the religion or caste or race or any other identity of the doctor or patient or the nurse or attender, while it becomes so important in politics, educational institutions and social relations?

Pope Francis was critical of anti-immigration politics and called protection of migrants “a duty of civilization”, which stands in stark contrast to President Trump’s policies. He played an active role in international diplomacy: in restoring full diplomatic relations between Cuba and US, negotiating with China for appointment of Chinese Bishops, signing Vatican’s first treaty with the State of Palestine and encouraging peace between Israel and Palestine. That hope of peace now shattered, he was quick to condemn Israel’s military operations in Gaza and calling for investigation of war crimes.

A strong believer in inter-religious harmony, he made sincere efforts to promote inter-religious dialogue. In 2012, he brought together leaders of the Jewish, Muslim, and other Christian faiths to pray for a peaceful solution to the Middle East conflicts. As Pope, he emphasized such dialogues as a way of “building bridges and establishing “true links of friendship between all people”. Sharing a warm relationship with the Israeli President Shimon Peres, he visited Israel in May 2014 and invited both Peres and Palestinian President Mahmoud Abbas to join him in Rome to pray for peace, which they did in June 2014.

The last eight decades following the Second World War have witnessed periods of relative peace, cold war and wars in the Middle East and Asian regions, America rattled by 9/11 and minor conflicts elsewhere, and escalation of violence and terrorism. The end of every war is followed by expressions of a new hope for peace which have only proved false. No wonder, military expenditures are going up and investments on peace are declining, as evident from Trump’s US withdrawing from WHO and USAID.

As the world struggles to end the cycle of violence, the need to protect the wounded, the migrants and the sick assumes greater importance. And this is where Pope Francis’ message becomes relevant. **The hospital seems to be the one place where distinctions of race, religion, nationality, colour and caste are banished, and people unite to heal the wounded and the sick. Can the same spirit pervade outside the walls of the hospitals to heal wounded hearts, and to create an environment of peace and harmony?**

This is a formidable challenge in a world of deep polarization, and the dominance of power politics. The



only answer seems to be community power, which can be strengthened through mobilization of, to use the words of Francis "open and brotherly communities and an informed laity playing a lead role". Such efforts would be more localized; the question is can it be raised to national and international levels using the power of communication technology - as it happened, however briefly, during the Arab Spring and 'Me Too' movements?

The pursuit of hope may appear elusive. We were able to overcome the most devastating attack of Corona virus, which was like waging a war. Every day dead bodies were crowding mortuaries, even as Corona patients were crowding the hospitals. Indeed, the hospital had become the nerve centre - administering vaccines, treating patients and saving lives. The instinct of survival and the hope for a better future drove the spirit of human co-operation as never before. **Can we make the 'power of the hospital' a new symbol of hope, the healing power that can unite people and fight for peace?**

ಪೋಪ್ ಫ್ರಾನ್ಸಿಸ್ ಮತ್ತು ಆಸ್ಪತ್ರೆಯ ಶಕ್ತಿ

ಆಸ್ಪತ್ರೆಗಳ ಗೋಡೆಗಳು

ಚರ್ಚುಗಳಿಗಿಂತ ಹೆಚ್ಚು ಪ್ರಾಮಾಣಿಕ ಪ್ರಾರ್ಥನೆಗಳನ್ನು ಕೇಳಿವೆ,

ವಿಮಾನ ನಿಲ್ದಾಣಗಳಿಗಿಂತ ಹೆಚ್ಚು ಪ್ರಾಮಾಣಿಕ

ಚುಂಬನಗಳನ್ನು ಅವು ವೀಕ್ಷಿಸಿವೆ

ಈ ವರ್ಷ ಏಪ್ರಿಲ್ 21 ರಂದು ನಿಧನರಾಗುವ ಮೊದಲು ಆಸ್ಪತ್ರೆಯಿಂದ ಪೋಪ್ ಫ್ರಾನ್ಸಿಸ್ ಅವರ ಕೊನೆಯ ಮಾತುಗಳಲ್ಲಿ ಇವೂ ಸೇರಿವೆ. ಅಮೆರಿಕದಿಂದ ಕ್ಯಾಥೋಲಿಕ್ ಚರ್ಚ್ ಅನ್ನು ಮುನ್ನಡೆಸಿದ ಮೊದಲ ವ್ಯಕ್ತಿ, ಅವರು ಧರ್ಮಗಳು, ವರ್ಗಗಳು ಮತ್ತು ರಾಷ್ಟ್ರೀಯತೆಗಳನ್ನು ಮೀರಿ ಜನರಿಗೆ ಪ್ರಿಯರಾದರು. ಅವರನ್ನು "ಆಧುನಿಕ ಪ್ರವಾದಿ" ಎಂದು ಕರೆದ ಕ್ಯಾಥೋಲಿಕ್ ಚರ್ಚುಗಳ USA ಅಧ್ಯಕ್ಷ ಕೆರಿ ರಾಬಿನ್ಸನ್, "ಅವರ ಕಾಲದ ಯಾವುದೇ ಸಾರ್ವಜನಿಕ ವ್ಯಕ್ತಿಗಿಂತ ಹೆಚ್ಚಾಗಿ, ಪೋಪ್ ಫ್ರಾನ್ಸಿಸ್ ಅವರು ಪ್ರತಿಪಾದಿಸಿದ್ದನ್ನು ಅವರೇ ಅನುಕರಿಸಿದರು... ಅವರು ಏನು ಹೇಳುತ್ತಿದ್ದರೋ ಅದನ್ನೇ ಅವರು ಅನುಸರಿಸುತ್ತಿದ್ದರು ಮತ್ತು ಅವರ ಕಾರ್ಯಗಳು ಅವರ ಮಾತು ಮತ್ತು ಕಾರ್ಯಗಳಲ್ಲಿ ಯಾವಾಗಲೂ ಸಮತೋಲನವಿರುತ್ತಿತ್ತು. ಪೋಪ್ ಫ್ರಾನ್ಸಿಸ್ ಸಹಾನುಭೂತಿಯನ್ನು ಪ್ರದರ್ಶಿಸಿದರು", ಎಂದು ಹೇಳಿದರು.

ಅನಾರೋಗ್ಯದ ಮಧ್ಯೆ ಆಸ್ಪತ್ರೆಯಲ್ಲಿ ಅವರ 'ಪ್ರಕಟಣೆಗಳು' ಆಳವಾದ ಬುದ್ಧಿವಂತಿಕೆಯನ್ನು ಪ್ರತಿಬಿಂಬಿಸುತ್ತವೆ ಮತ್ತು ಯಾವುದೇ ಹೃದಯವನ್ನು ನೋಯಿಸದೆ ಹೃದಯವನ್ನು ಸ್ಪರ್ಶಿಸುವ ಸತ್ಯವನ್ನು ತಿಳಿಸುತ್ತವೆ.

'ಆಸ್ಪತ್ರೆ'ಯನ್ನು ಮಾಧ್ಯಮವಾಗಿ ಬಳಸಿಕೊಂಡು, ಅವರು ಮನುಕುಲದ ಏಕತೆಯನ್ನು ಪ್ರದರ್ಶಿಸಲು ಆಳವಾದ ಸಂದೇಶವನ್ನು ಕಳುಹಿಸಿದರು:

ಆಸ್ಪತ್ರೆಗಳಲ್ಲಿಯೇ ನೀವು ಸಲಿಂಗ ದ್ವೇಷಿ ವೈದ್ಯರು ಸಲಿಂಗಕಾಮಿಯನ್ನು ರಕ್ಷಿಸುವುದನ್ನು ನೋಡುತ್ತೀರಿ,

ಭಿಕ್ಷುಕನ ಜೀವವನ್ನು ಉಳಿಸುವ ಸವಲತ್ತು ಪಡೆದ ವೈದ್ಯರು...

ತೀವ್ರ ನಿಗಾ ಘಟಕದಲ್ಲಿ, ಒಬ್ಬ ಯುಹೂದಿ, ಜಾತಿವಾದಿಯನ್ನು ನೋಡಿಕೊಳ್ಳುವುದನ್ನು ನೀವು ನೋಡುತ್ತೀರಿ.

ಒಬ್ಬ ಪೊಲೀಸ್ ಅಧಿಕಾರಿ ಮತ್ತು ಕೈದಿ ಒಂದೇ ಕೋಣೆಯಲ್ಲಿ ಆರೈಕೆ ಪಡೆಯುವುದನ್ನು ನೋಡುತ್ತೀರಿ,

ಯುಕ್ತತೆ ಕಸಿಗಾಗಿ ಕಾಯುತ್ತಿರುವ ಶ್ರೀಮಂತ ರೋಗಿ,

ಬಡ ದಾನಿಯಿಂದ ಅಂಗವನ್ನು ಸ್ವೀಕರಿಸಲು ಸಿದ್ಧವಾಗಿರುವುದನ್ನು ನೋಡುತ್ತೀರಿ.

ಮಾನವ ಮನಸ್ಸಿನ ಒಂದು ಅರ್ಥಗರ್ಭಿತ ಗ್ರಹಿಕೆಯಲ್ಲಿ, ಅವರು ಆಸ್ಪತ್ರೆ ಎಂದರೆ "ಮನುಷ್ಯರು ತಮ್ಮ ಮುಖವಾಡಗಳನ್ನು ತೆಗೆದುಹಾಕಿ, ತಮ್ಮ ನಿಜವಾದ ಸ್ವಭಾವವನ್ನು, ತಮ್ಮ ಶುದ್ಧ ಸಾರದಲ್ಲಿ ತೋರಿಸಿಕೊಳ್ಳುವ" ಸ್ಥಳ ಎಂದು ಗಮನಿಸಿದರು.

ಜನಾಂಗ, ಧರ್ಮ ಮತ್ತು ಪ್ರದೇಶದ ಹೆಸರಿನಲ್ಲಿ ಸಾವಿರಾರು ಜನರು ಕೊಲ್ಲಲ್ಪಡುತ್ತಿದ್ದರೂ, ಪೋಪ್ ಫ್ರಾನ್ಸಿಸ್ ಅವರ ಸಂದೇಶವು ಹೊಸ ತಂಗಳಿಯಂತೆ ಬಂದು ಮಾನವ ಸ್ವಭಾವ ಮತ್ತು ಮಾನವ ಸಂಬಂಧಗಳ ಬಗ್ಗೆ ಹೊಸ ದೃಷ್ಟಿಕೋನವನ್ನು ಒದಗಿಸುತ್ತದೆ. ರಾಜಕಾರಣದಲ್ಲಿ, ಶಿಕ್ಷಣ ಸಂಸ್ಥೆಗಳಲ್ಲಿ ಮತ್ತು ಸಾಮಾಜಿಕ ಸಂಬಂಧಗಳಲ್ಲಿ ಧರ್ಮ, ಜಾತಿ, ಜನಾಂಗ ತುಂಬಾ ಮುಖ್ಯವಾಗುತ್ತಿರುವಾಗ, ಆಸ್ಪತ್ರೆಗಳಲ್ಲಿ ಯಾರೂ ವೈದ್ಯರ ಅಥವಾ ರೋಗಿಯು ಅಥವಾ ದಾದಿ ಅಥವಾ ಸಹಾಯಕರ ಯಾವುದೇ ಗುರುತಿನ ಬಗ್ಗೆ ವಿಚಾರಿಸುವುದಿಲ್ಲ ಏಕೆ?

ವಲಸೆ ವಿರೋಧಿ ರಾಜಕೀಯವನ್ನು ಪೋಪ್ ಫ್ರಾನ್ಸಿಸ್ ವಿರೋಧಿಸುತ್ತಿದ್ದರು ಮತ್ತು ವಲಸಿಗರ ರಕ್ಷಣೆಯನ್ನು "ನಾಗರಿಕತೆಯ ಕರ್ತವ್ಯ" ಎಂದು ಕರೆದರು, ಇದು ಅಧ್ಯಕ್ಷ ಟ್ರಂಪ್ ಅವರ ನೀತಿಗಳಿಗೆ ಸಂಪೂರ್ಣವಾಗಿ ವಿರುದ್ಧವಾಗಿದೆ. ಅವರು ಅಂತರರಾಷ್ಟ್ರೀಯ ರಾಜತಾಂತ್ರಿಕತೆಯಲ್ಲಿ ಸಕ್ರಿಯ ಪಾತ್ರ ವಹಿಸಿದ್ದರು: ಕ್ಯೂಬಾ ಮತ್ತು ಯುಎಸ್ ನಡುವೆ ಪೂರ್ಣ ರಾಜತಾಂತ್ರಿಕ ಸಂಬಂಧಗಳನ್ನು ಪುನಃಸ್ಥಾಪಿಸುವಲ್ಲಿ, ಚೀನೀ ಬಿಷಪ್‌ಗಳ ನೇಮಕಾತಿಗಾಗಿ ಚೀನಾದೊಂದಿಗೆ ಮಾತುಕತೆ ನಡೆಸುವಲ್ಲಿ, ಪ್ಯಾಲೆಸ್ಟೈನ್ ರಾಜ್ಯದೊಂದಿಗೆ ವ್ಯಾಟಿಕನ್‌ನ ಮೊದಲ ಒಪ್ಪಂದಕ್ಕೆ ಸಹಿ ಹಾಕುವಲ್ಲಿ ಮತ್ತು ಇಸ್ರೇಲ್ ಮತ್ತು ಪ್ಯಾಲೆಸ್ಟೈನ್ ನಡುವೆ ಶಾಂತಿಯನ್ನು ಪ್ರೋತ್ಸಾಹಿಸುವಲ್ಲಿ. ಶಾಂತಿಯ ಆ ಭರವಸೆ ಈಗ ಭಿದ್ರವಾಯಿತು, ಅವರು ಗಾಜಾದಲ್ಲಿ ಇಸ್ರೇಲ್‌ನ ಮಿಲಿಟರಿ

ಕಾರ್ಯಾಚರಣೆಗಳನ್ನು ಖಂಡಿಸಲು ಮತ್ತು ಯುದ್ಧ ಅಪರಾಧಗಳ ತನಿಖೆಗೆ ಕರೆ ನೀಡಿದರು.

ಅಂತರ-ಧರ್ಮೀಯ ಸಾಮರಸ್ಯದಲ್ಲಿ ಬಲವಾದ ನಂಬಿಕೆಯುಳ್ಳವರಾಗಿದ್ದ ಅವರು ಅಂತರ-ಧರ್ಮೀಯ ಸಂವಾದವನ್ನು ಉತ್ತೇಜಿಸಲು ಪ್ರಾಮಾಣಿಕ ಪ್ರಯತ್ನಗಳನ್ನು ಮಾಡಿದರು. 2012 ರಲ್ಲಿ, ಅವರು ಮಧ್ಯಪ್ರಾಚ್ಯ ಸಂಘರ್ಷಗಳಿಗೆ ಶಾಂತಿಯುತ ಪರಿಹಾರಕ್ಕಾಗಿ ಪ್ರಾರ್ಥಿಸಲು ಯಹೂದಿ, ಮುಸ್ಲಿಂ ಮತ್ತು ಇತರ ಕ್ರಿಶ್ಚಿಯನ್ ಧರ್ಮಗಳ ನಾಯಕರನ್ನು ಒಟ್ಟುಗೂಡಿಸಿದರು. ಪೋಪ್ ಆಗಿ, ಅವರು ಎಲ್ಲಾ ಜನರ ನಡುವೆ " ಪರಸ್ಪರ ಸಂಬಂಧಗಳ ಸೇತುವೆಗಳನ್ನು ನಿರ್ಮಿಸುವ" ಮತ್ತು ನಿಜವಾದ ಸ್ನೇಹದ ಕೊಂಡಿಗಳನ್ನು "ಸ್ಥಾಪಿಸುವ" ಒಂದು ಮಾರ್ಗವಾಗಿ ಅಂತಹ ಸಂವಾದಗಳನ್ನು ಒತ್ತಿ ಹೇಳಿದರು. ಇಸ್ರೇಲಿ ಅಧ್ಯಕ್ಷ ಶಿಮೋನ್ ಪೆರೆಸ್ ಅವರೊಂದಿಗೆ ಆತ್ಮೀಯ ಸಂಬಂಧವನ್ನು ಹಂಚಿಕೊಂಡ ಅವರು, ಮೇ 2014 ರಲ್ಲಿ ಇಸ್ರೇಲ್‌ಗೆ ಭೇಟಿ ನೀಡಿದರು ಮತ್ತು ಪೆರೆಸ್ ಮತ್ತು ಪ್ಯಾಲೆಸ್ಟೀನಿಯನ್ ಅಧ್ಯಕ್ಷ ಮಹಮೂದ್ ಅಬ್ಬಾಸ್ ಇಬ್ಬರನ್ನೂ ತಮ್ಮೊಂದಿಗೆ ಸೇರಿ ಶಾಂತಿಗಾಗಿ ಪ್ರಾರ್ಥಿಸಲು ರೋಮ್‌ಗೆ ಆಹ್ವಾನಿಸಿದರು, ಅದನ್ನು ಅವರು ಜೂನ್ 2014 ರಲ್ಲಿ ಮಾಡಿದರು.

ಎರಡನೆಯ ಮಹಾಯುದ್ಧದ ನಂತರದ ಕಳೆದ ಎಂಟು ದಶಕಗಳು ಮಧ್ಯಪ್ರಾಚ್ಯ ಮತ್ತು ಏಷ್ಯಾದ ಪ್ರದೇಶಗಳಲ್ಲಿ ಸಾಪೇಕ್ಷ ಶಾಂತಿ, ಶೀತಲ ಸಮರ ಮತ್ತು ಯುದ್ಧಗಳ ಅವಧಿಗಳಿಗೆ ಸಾಕ್ಷಿಯಾಗಿವೆ, ಅಮೆರಿಕವು 9/11 ಮತ್ತು ಇತರ ಕಡೆಗಳಲ್ಲಿ ಸಣ್ಣಪುಟ್ಟ ಸಂಘರ್ಷಗಳಿಂದ ತತ್ತರಿಸಿದೆ ಮತ್ತು ಹಿಂಸಾಚಾರ ಮತ್ತು ಭಯೋತ್ಪಾದನೆಯ ಉಲ್ಬಣವನ್ನು ಕಂಡಿದೆ. ಪ್ರತಿ ಯುದ್ಧದ ಅಂತ್ಯದ ನಂತರ ಶಾಂತಿಗಾಗಿ ಹೊಸ ಭರವಸೆಯ ಅಭಿವ್ಯಕ್ತಿಗಳು ಬರುತ್ತವೆ, ಅದು ಸುಳ್ಳು ಎಂದು ಸಾಬೀತಾಗಿದೆ. ಮಿಲಿಟರಿ ವೆಚ್ಚಗಳ ಹೆಚ್ಚಳ ಮತ್ತು ಶಾಂತಿಗಾಗಿ ಹೂಡಿಕೆಗಳು ಕಡಿಮಿಯಾಗುವಿಕೆಯಲ್ಲಿ ಆಶ್ಚರ್ಯವೇನಿಲ್ಲ. ಟ್ರಂಪ್ ಅವರ ನಾಯಕತ್ವದ ಅಮೆರಿಕವು WHO ಮತ್ತು USAIDನಿಂದ ಹಿಂದೆಗೆದುಕೊಂಡಿರುವುದರಿಂದ ಈ ವಿಚಾರವು ಸ್ಪಷ್ಟವಾಗುತ್ತದೆ.

ಹಿಂಸಾಚಾರದ ಚಕ್ರವನ್ನು ಕೊನೆಗೊಳಿಸಲು ಜಗತ್ತು ಹಣಗಾಡುತ್ತಿರುವಾಗ, ಗಾಯಾಳುಗಳು, ವಲಸಿಗರು ಮತ್ತು ರೋಗಿಗಳನ್ನು ರಕ್ಷಿಸುವ ಅಗತ್ಯವು ಹೆಚ್ಚಿನ ಪ್ರಾಮುಖ್ಯತೆಯನ್ನು ಪಡೆಯುತ್ತದೆ. ಮತ್ತು ಇಲ್ಲಿಯೇ ಪೋಪ್ ಫ್ರಾನ್ಸಿಸ್ ಅವರ ಸಂದೇಶವು ಪ್ರಸ್ತುತವಾಗುತ್ತದೆ. ಜನಾಂಗ, ಧರ್ಮ, ರಾಷ್ಟ್ರೀಯತೆ, ಬಣ್ಣ ಮತ್ತು ಜಾತಿಯ ವ್ಯತ್ಯಾಸಗಳನ್ನು ಹೊರಹಾಕುವ ಮತ್ತು ಗಾಯಗೊಂಡವರು ಮತ್ತು ರೋಗಿಗಳನ್ನು ಗುಣಪಡಿಸಲು ಜನರು ಒಂದಾಗುವ ಏಕೈಕ ಸ್ಥಳ ಆಸ್ಪತ್ರೆಯಾಗಿದೆ. ಗಾಯಗೊಂಡ ಹೃದಯಗಳನ್ನು ಗುಣಪಡಿಸಲು ಮತ್ತು ಶಾಂತಿ ಮತ್ತು ಸಾಮರಸ್ಯದ ವಾತಾವರಣವನ್ನು

ಸೃಷ್ಟಿಸಲು ಅದೇ ಮನೋಭಾವವು ಆಸ್ಪತ್ರೆಗಳ ಗೋಡೆಗಳ ಹೊರಗೆ ವ್ಯಾಪಿಸಬಹುದೇ?

ಆಳವಾದ ಧೃವೀಕರಣ ಮತ್ತು ಅಧಿಕಾರ ರಾಜಕೀಯದ ಪ್ರಾಬಲ್ಯದ ಜಗತ್ತಿನಲ್ಲಿ ಇದು ಒಂದು ಭೀಕರ ಸವಾಲಾಗಿದೆ. ಉತ್ತರವಾಗಿರಬಹುದಾದ ಏಕೈಕ ಮಾರ್ಗವೆಂದರೆ ಸಮುದಾಯದ ಶಕ್ತಿ, ಇದನ್ನು ಫ್ರಾನ್ಸಿಸ್ ಅವರ ಪದಗಳನ್ನು ಉಪಯೋಗಿಸಿ ಹೇಳುವುದಾದರೆ - 'ತೆರೆದ ಮತ್ತು ಸಹೋದರತ್ವದ ಸಮುದಾಯಗಳು ಮತ್ತು ಮುಂಚೂಣಿಯ ಪಾತ್ರವಹಿಸುವ ಜಾಗೃತ ಜನಸಾಮಾನ್ಯರು' ಎಂಬ ಸಂಘಟನೆಯ ಮೂಲಕ ಬಲಪಡಿಸಬಹುದು. "ಇಂತಹ ಪ್ರಯತ್ನಗಳು ಸ್ಥಳೀಯ ಮಟ್ಟದ್ದಾಗಿರುವ ಸಾಧ್ಯತೆ ಹೆಚ್ಚು. ಆದರೆ, ಅರಬ್ ಸ್ಪ್ರಿಂಗ್ ಮತ್ತು 'ಮೀ ಟೂ' ಚಳವಳಿ ಸಮಯದಲ್ಲಿ (ಅಲ್ಪಕಾಲದವಾದರೂ) ಕಂಡಿದ್ದಂತೆಯೇ, ಸಂಪರ್ಕ ತಂತ್ರಜ್ಞಾನವನ್ನು ಬಳಸಿಕೊಂಡು ಇವುಗಳನ್ನು ರಾಷ್ಟ್ರೀಯ ಹಾಗೂ ಅಂತರರಾಷ್ಟ್ರೀಯ ಮಟ್ಟಗಳಿಗೆ ತರಲು ಸಾಧ್ಯವೇ ಎಂಬುದೇ ಪ್ರಶ್ನೆ."

ಭರವಸೆಯ ಅನ್ವೇಷಣೆ ಕೈಗೊಂಡಂತೆಯೆನಿಸಬಹುದು. ಆದರೆ ನಾವು ಕೊರೊನಾ ವೈರಸ್‌ನ ಅತ್ಯಂತ ಭೀಕರ ದಾಳಿಯನ್ನು, ಅದು ಒಂದು ಯುದ್ಧವನ್ನೇ ಹೋಲುವಂತಹದಾಗಿದ್ದರೂ, ಜಯಿಸುವಲ್ಲಿ ಯಶಸ್ವಿಯಾದೆವು. ಪ್ರತಿದಿನ ಮೃತ ದೇಹಗಳು ಶವಾಗಾರಗಳಿಂದ ತುಂಬಿ ತುಳುಕುತ್ತಿದ್ದವು, ಕೊರೊನಾ ರೋಗಿಗಳು ಆಸ್ಪತ್ರೆಗಳಲ್ಲಿ ಕಿಕ್ಕಿರಿದು ತುಂಬುತ್ತಿದ್ದರು. ವಾಸ್ತವವಾಗಿ, ಆಸ್ಪತ್ರೆ ನರ ಕೇಂದ್ರವಾಗಿತ್ತು - ಲಸಿಕೆಗಳನ್ನು ನೀಡುವುದು, ರೋಗಿಗಳಿಗೆ ಚಿಕಿತ್ಸೆ ನೀಡುವುದು ಮತ್ತು ಜೀವಗಳನ್ನು ಉಳಿಸುವುದು. ಬದುಕುಳಿಯುವ ಪ್ರವೃತ್ತಿ ಮತ್ತು ಉತ್ತಮ ಭವಿಷ್ಯದ ಭರವಸೆ ಮಾನವ ಸಹಕಾರದ ಚೈತನ್ಯವನ್ನು ಹಿಂದೆಂದಿಗಿಂತಲೂ ಹೆಚ್ಚಾಗಿ ಪ್ರೇರೇಪಿಸಿತು. ನಾವು 'ಆಸ್ಪತ್ರೆಯ ಶಕ್ತಿ'ಯನ್ನು ಭರವಸೆಯ ಹೊಸ ಸಂಕೇತವಾಗಿ, ಜನರನ್ನು ಒಗ್ಗೂಡಿಸುವ ಮತ್ತು ಶಾಂತಿಗಾಗಿ ಹೋರಾಡುವ ಗುಣಪಡಿಸುವ ಶಕ್ತಿಯಾಗಿ ಮಾಡಬಹುದೇ?





Leveraging UPSC's *Pratibha Setu* for National Human Capital Development

D. Jeevan Kumar

Background

- The Union Public Service Commission (UPSC) conducts India's most rigorous competitive examinations to recruit talent for the higher civil services.
- **Every year, thousands of highly capable individuals reach advanced stages of these examinations but do not find a place in the final merit list, despite demonstrating outstanding competencies.**
- **Recognizing this underutilized talent pool, UPSC has launched *Pratibha Setu*, a national platform to link non-recommended, willing candidates with potential employers across public and private sectors.**
- This initiative not only supports individual aspirations but also aligns with India's larger goal of enhancing human capital utilization for national development.

Global experiences, such as the UK's **Civil Service Talent Networks**, the US **Presidential Management Fellows (PMF) alumni programmes**, and Singapore's **Public-Private Talent Mobility models**, offer valuable lessons to optimize and scale *Pratibha Setu* for greater impact.

Policy Objective

To institutionalize and strengthen *Pratibha Setu* as a prestigious, inclusive, and impactful platform that channels high-potential candidates from UPSC examinations into leadership roles across government-linked enterprises, private sector organizations, policy thinktanks, academia, and developmental sectors.

Key Rationale

- **Maximizing Human Capital:** Thousands of candidates reaching UPSC interview stages possess advanced skills in problem-solving, critical thinking, and policy understanding.
- **Reducing Talent Drain:** Many such candidates face underemployment, resulting in national talent underutilization.
- **Supporting National Priorities:** Sectors like Digital India, Clean Energy, Urban Governance, Health, and Start-ups require competent, policy-oriented professionals.

- **Fostering Inclusive Development:** Enabling aspirants from marginalized and rural backgrounds to access broader career pathways supports social mobility.

Recommendations and Action Points

1. Institutional Branding and Public Awareness

- Establish *Pratibha Setu* as a symbol of elite national talent, emphasizing the credibility and rigour of UPSC assessments.
- Launch coordinated outreach with industry bodies such as **CII, FICCI, ASSOCHAM, and NASSCOM** to promote awareness among recruiters.

2. Development of a Secure Digital Talent Platform

Create an AI-enabled, secure portal where:

- Verified employers access candidate profiles based on sectoral needs.
- Candidates update skills, preferences, and availability.
- Performance insights (exam stages cleared, subject expertise) are shared with candidate consent.

3. Expansion of Sectoral Partnerships

Engage strategic sectors including:

- Public Sector Undertakings (PSUs) and Government-Linked Corporations (GLCs).
- Private enterprises in emerging areas: technology, renewable energy, logistics, ESG, and public health.
- Policy thinktanks, academic institutions, and social enterprises.

4. Career Support and Mentoring Programs

Organize:

- Career transition workshops and webinars.
- Networking events connecting candidates with employers.
- Mentoring initiatives led by UPSC alumni now in private, academic, or developmental roles.

5. Monitoring, Evaluation, and Continuous Improvement

Track impact through:

- Placement statistics (sectoral distribution, success rates).
- Employer satisfaction surveys.
- Candidate feedback loops.
- Publish an annual **Pratibha Setu Impact Report** to enhance transparency and accountability.

6. Promoting Inclusion and Diversity

Prioritize outreach to underrepresented regions, marginalized communities, and women candidates to foster equitable opportunities.

Global Best Practices Referenced

- **UK Fast Stream Networks:** Alternative pathways for top candidates into public and private leadership roles.
- **US PMF Alumni Programs:** Structured talent pools for finalists beyond direct government recruitment.
- **Singapore PSC Mobility Models:** Integration of top talent into GLCs and aligned private sector leadership pipelines.
- **French ENA Networks:** Cross-sector leadership development via alumni engagement.

Conclusion

Pratibha Setu holds the potential to revolutionize India's approach to human capital optimization. By adopting global best practices and tailoring them to India's context, this initiative can:

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Retain top talent within national development pathways.

- Bridge gaps between public administration expertise and private sector needs.
- Empower aspirants with structured, dignified alternate career avenues.
- Support India's broader goals under **Viksit Bharat 2047**.

A coordinated, well-resourced approach will ensure that no capable individual is left behind, and the nation benefits from their potential beyond the narrow confines of government service.

Next Steps Suggested

- Stakeholder consultations with UPSC, industry leaders, academia, and civil society.
- Pilot implementation of the enhanced **Pratibha Setu** platform in priority sectors.
- Formal partnerships with national and international employers.
- Institutionalization of continuous monitoring and global benchmarking





Communication Pulse

Probe, Reflect, Act

How does the Government of Karnataka use AI Technology?

Dr. Annapoorna Ravichander

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Introduction

Artificial Intelligence (AI), simply put, is using computer systems to perform actions that can be done by human beings. Broadly it includes Machine Learning (ML) using data, making predictions, solving problems/overcoming challenges and identifying patterns and trends.

Government of Karnataka and Use of AI Technology

The Government of Karnataka (GoK) began integrating AI into policy-making and governance over the past decade, with several key milestones marking its journey. The GoK has been proactive in adopting AI for key sectors to include education, agriculture, governance and public services. Some examples:

In 2017 the GoK partnered with Microsoft in India to introduce the [Bhoochetana](#) initiative. An MoU was signed to use machine learning and cloud analytics for crop price forecasting and advisories to farmers.

In 2018 the Centre of Excellence (CoE) in Data Sciences & AI was launched in cooperation with NASSCOM and IISc. This was done to ensure the State's commitment to embedding AI into a wide range of policy sectors—manufacturing, agriculture, health and S Cities.

In 2018 a workshop was organized for Cabinet Ministers on the importance of AI and data technology. This helped the participants to understand AI's potential to make governance more efficient and transparent.

Challenges

Key challenges faced in using AI technology:

- No standardized frameworks for database management
- Limited access to data sources and data collection
- Limited trained personnel
- Lack of adherence to data security standards and ethical guidelines
- Non-availability of robust policies to manage AI deployment effectively and ensure accountability

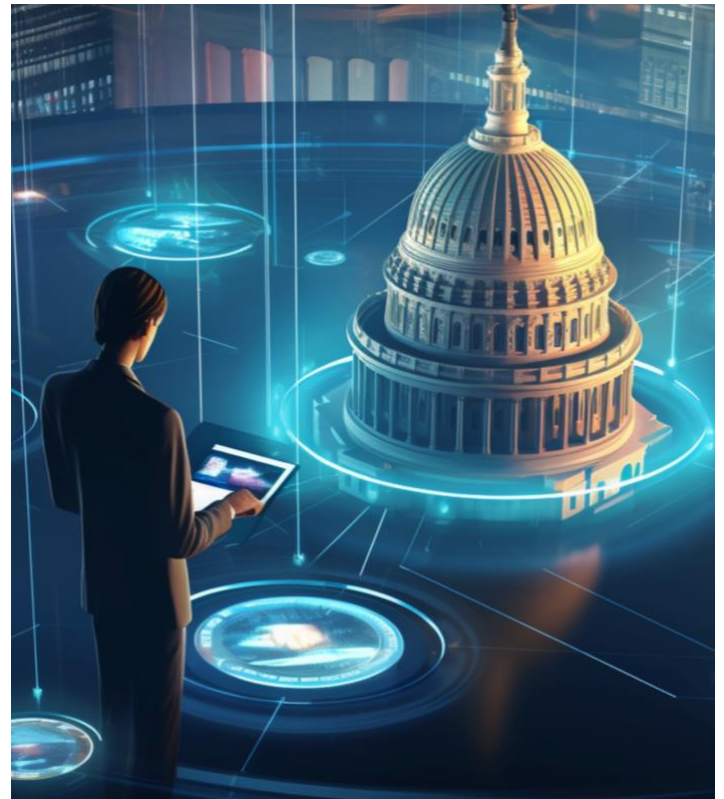
Advantages

The Government of Karnataka has found value in embracing AI technology in the policy making process and these include:

- Improving public service delivery by introducing digitized approaches and solutions to reduce burden on citizens
- Enhancing Education by helping teachers spend quality time on teaching and supporting students by introducing tools like [Shiksha Co-Pilot](#), an AI-based assistant for teachers
- Make data driven decisions in healthcare and agriculture to help allocate
- Increase management of agriculture and environment challenges by introducing AI technology to yield predictions and optimize resources
- Increase economic growth and creating jobs with initiatives like the GCC Policy 2024–29

Conclusion

The Government of Karnataka has paved a path to emerge as a national and global leader in AI adoption by establishing AI centres through its partnerships with Microsoft, research institutions and World Economic Forum.



Branch Event



Digital Transformation in Public Services for Sustainable Outcomes

Report of Special Lecture

The **Karnataka Regional Branch** of the **Indian Institute of Public Administration**, in collaboration with **Presidency College (Autonomous)**, Bengaluru organized a **Special Lecture** by **Shri R. Yatish, IAS**, Director, Electronic Delivery of Citizen Services, Department of Personnel and Administrative Reforms (E-Governance), Government of Karnataka on 30 June 2025 in the college on the theme, ***Digital Transformation in Public Services for Sustainable Outcomes***. In his presentation on E-Governance projects in Karnataka, Shri Yatish spoke about digital governance and reforms, the role of administrators in public transformation, and how technology promotes sustainable and inclusive development. **Chief Guest** on the occasion was **Shri T.M. Vijay Bhaskar, IAS (Retd.)**, former Chief Secretary of Karnataka and Chairperson of the Karnataka Regional Branch of IIPA. **Dr. Chandan Chavadi**, Dean of the Business School at Presidency College, presided over the event. **Dr. Noreen Alexeena Datta** introduced the guests and welcomed the gathering. **Dr. Honey Raj** proposed a vote of thanks.

Photo below shows the speakers with the Faculty and Organizing Team of Presidency College (Autonomous), Bengaluru

Shri R. Yatish (top) and Shri T.M. Vijay Bhaskar (bottom) are seen below speaking on the occasion





JAIN-IIPA-KRB

Third Edition

ANNUAL

ESSAY COMPETITION 2025



THEME

**CLICK TO EMPOWER:
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 FOR GOOD GOVERNANCE IN
 KARNATAKA**

PRIZES

Last Date for Online Submission of Essays:
30th August, 2025

1st
Rs.10,000

Evaluation by Panel to be Completed by:
20th September, 2025

2nd
Rs.5,000

Announcement of Results and Prize Distribution:
6th October, 2025

3rd
Rs.3,000

Eligibility Criteria

- Students below the age of 25 years enrolled in any Educational Institution in Karnataka
- A scanned copy of **Credential/Bonafide Certificate**, indicating age of student from the Principal / Head of the Institution to be submitted online, along with the essay

Format of Essay

- In English and Kannada language only
- Maximum length 5000 words including footnotes, references, etc
- 7th APA style of referencing to be followed

Submission of Essay

Candidates are required to submit the essay in the form link provided below -

<https://forms.gle/r541dH3SGijYkRKr6>

Rules and Regulations

- Each competitor must send his/her original essay on the theme notified, as per the stipulations specified by the organising committee, including an undertaking of originality of the essay, signed by the head of the educational institution
- Only soft copies of essays are to be submitted; hard copies will not be accepted
- Joint participation is not permissible
- The Essay Competition will not be open to relatives of the office bearers of the IIPA-KRB
- IIPA-KRB and JAIN (Deemed-to-be University) will have the copyright of the prize-winning essays, for publication in its journals/magazines or in the Journals or publications of IIPA-New Delhi or elsewhere

Please note: All essays will go under AI Plagiarism check

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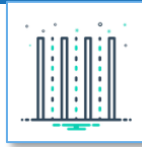
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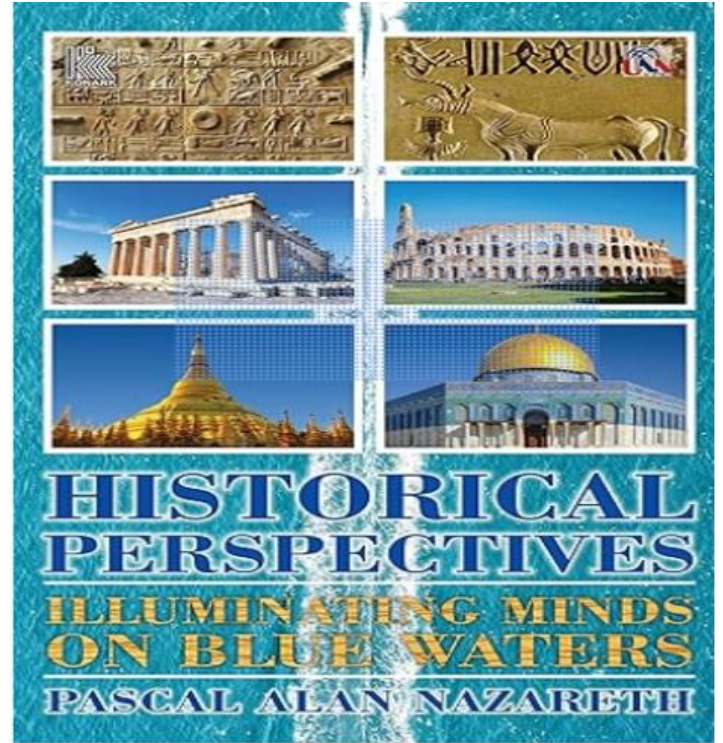
Book



Historical Perspectives: Illuminating Minds on Blue Waters

By P.A. Nazareth, IFS (Retd.)
Konark Publishers, New Delhi, 2025
Pages:336
Rs. 720

Historical Perspectives: Illuminating Minds on Blue Waters distils a lifetime of scholarship and globetrotting diplomacy into twenty vivid lectures that sweep across five millennia, two continents, and every major world faith. First delivered to discerning audiences aboard luxury cruise liners, **Ambassador Pascal Alan Nazareth's** talks—now refined and expanded for the page—invite readers to set sail on an intellectual voyage from the Indus Valley to Iberia, from Angkor Wat to Athens and from the Indian Ocean trade winds to the Napoleonic tempest.



Branch Members' Writings In Popular Media



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



Why Rail must reclaim Centre stage in India's Urban Mobility Story

The focus here is on the relative merits of road and rail travel in India – and the urgent need to shift more passenger and freight movement towards railways, both for intra- and inter-city transport.

In *Deccan Herald* dt. 1 July 2025

<https://www.deccanherald.com/opinion/why-rail-must-reclaim-centrestage-in-india-s-urban-mobility-story-3609700>

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



India's Moment to Lead Learning in Global South

India and the Global South have a shared ethos. India's unique strength lies in its socio-cultural affinity with much of the Global South.

In *Deccan Herald* dt. 28 June 2025

<https://www.deccanherald.com/opinion/india-s-moment-to-lead-learning-in-global-south-3606284>

Dr. M.J. Vinod
Professor of Political Science
CHRIST (DTB) University, Bengaluru



What India brings to G7 Table

India's non-member role in G7 has evolved significantly over the last few years. It has been invited as a special invitee since 2019.

In *Deccan Herald* dt. 12 June 2025

<https://www.deccanherald.com/opinion/what-india-brings-to-g7-table-3581819>

Dr. Annapoorna Ravichander
Freelance Consultant



Digital dialogue: How govts use social media for public good

Social media makes public policy more interactive, data-driven, and people-focused, bridging the gap between govt & the governed.

In *Meghalaya Monitor* dt. 15 June 2025

<https://meghalayamonitor.com/digital-dialogue-how-govts-use-social-media-for-public-good/>

Meghalaya banks big on AI technology

State is emerging as a pioneer in adopting AI to enhance governance, optimise resource allocation and promote inclusive development

In *Meghalaya Monitor* dt. 15 June 2025

<https://meghalayamonitor.com/meghalaya-banks-big-on-ai-technology/>





The planet does not need more successful people. The planet desperately needs more peacemakers, healers, restorers, storytellers and lovers of all kinds.

~ Dalai Lama



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