



INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

Karnataka Regional Branch, Bengaluru

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Table of Contents

Note from the Chief Editor - Shri. T.M. Vijay Bhaskar	2
Lead Focus	3
Karnataka Model of Development is a Global Blueprint	
- Shri Thaawarchand Gehlot, His Excellency the Governor of Karnataka	
Lead Features	
- Digitization, E-Governance and SMART Governance in Karnataka	3
- Shri Priyank Kharge, Hon. Cabinet Minister, Govt. of Karnataka	
- Shining a Light in the Darkness – Jehosh Paul	5
- Karnataka Tops in Devolution Index Ranking of Panchayat Raj System	7
- Karnataka in the Devolution Index 2024	8
Audit Matters – Performance Audit of BMTC – T. Sethumadhavan	9
Report of Branch Activities	11
(1) Endowment Fund instituted by Shri S. Ramanathan	
(2) Regional Conference on E-Governance	
(3) Submission of Evaluation Reports	
(4) Dharwad Local Branch event	
Books: Excerpt from Dr. A. Ravindra's Kannada book	16
Branch Members Writings in the Popular Media	17
Food for Thought	19

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 **March 2025** issue of our **Newsletter**. This is our **56th issue**, since we began this initiative.

Our **Lead Feature** is titled, "**Karnataka Model of Development is a Global Blueprint**". It is based on a significant observation made by His Excellency the **Governor of Karnataka Shri Thaawarchand Gehlot** in his **Address** to the **Joint Session** of the **Karnataka Legislature** on 3rd March 2025.

Shri Priyank Kharge, the Hon'ble Minister for Rural Development, Panchayat Raj, Electronics, IT and BT of the Government of Karnataka delivered the Inaugural Address at the **Regional Conference of IIPA Branches of South Zone and Maharashtra** organized by us recently, on the theme, "**Recent Advances in E-Governance for Citizen-Centric, Efficient and Effective Governance**". We carry its essence here.

The highlights of the study referred to by Hon Governor – an article by **Jehosh Paul** in **Oxford Human Rights Hub** – are included next.

Our next story is on Karnataka topping the **2024 Devolution Index** ranking of the **Panchayat Raj** system in India. Overall analysis of indicators demonstrates the State's **commendable performance** across nearly all identified metrics.

In our column on **Audit Matters**, we carry an edited version of the **CAG's Performance Audit of BMTC**, by **Shri T. Sethumadhavan**.



In our column on **Report of Branch Activities**, we report on the following activities/events:

1. Institution of **Endowment Fund** by **Shri S. Ramanathan**, IAS (Retd.)
2. The **Regional Conference** of IIPA Branches of South Zone and Maharashtra on the theme, **Recent Advances in Use of E-Governance for Citizen-Centric, Efficient and Effective Governance**;
3. Submission of **Evaluation Studies** of two GoK Schemes to the Chief Secretary of Karnataka; and
4. A workshop conducted by the **Dharwad Local Branch**.

In our column on **Branch Members' Writings in the Media**, we provide the link to articles penned by **Dr. A. Ravindra**, **Mr. Gurucharan Gollerkeri**, **Smt. Uma Mahadevan**, **Dr. M.J. Vinod**, **Dr. Annapoorna Ravichander** and **Dr. D. Jeevan Kumar** which appeared in the media recently.

We end this issue with our column on **Food for Thought**, which carries some reflections on the occasion of the **International Day of Women**.

I wish to add a disclaimer here that the views expressed by the contributors in this issue of the **Virtual Newsletter** are their personal views 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 Focus



Karnataka Model of Development is a Global Blueprint

- Governor Thaawarchand Gehlot



His Excellency, the Governor of Karnataka, Shri Thaawarchand Gehlot stated that the **Karnataka Model** focuses on a people-centric approach to economic, social, and cultural governance.

In his Address at the Joint Session of the Karnataka Legislature on 3rd March 2025, he highlighted the **Karnataka Government's unique development model**, which he claimed is being studied by economists and universities worldwide. He stated that the Karnataka model focuses on a people-centric approach to economic, social, and cultural governance, incorporating green energy, women's empowerment, and welfare initiatives.

Citing global recognition, the Governor mentioned that Oxford University has described this model as "**Shining a Light in the Darkness**" and "**A Blueprint for the World.**" He also noted that a top **United Nations** official had personally visited Karnataka and praised its policies.

Digitization, E-Governance, and Smart Governance in Karnataka

Shri Priyank Kharge

Hon'ble Minister for Rural Development, Panchayat Raj, Electronics, IT and BT Government of Karnataka



(Condensed version of Inaugural Address delivered at the Regional Conference of IIPA Branches of South Zone and Maharashtra on "Recent Advances in Use of E-Governance for Citizen-Centric, Efficient and Effective Governance" on Friday, 21st February 2025 held at Dr. B.R. Ambedkar School of Economics (BASE) University, Bengaluru)

What is the Government of Karnataka doing with respect to E-Governance? Something really good! **We are always slightly ahead of the curve when it comes to Karnataka.**

There are four types of E-Governance interactions:

1. **Government-to-Government (G2G)** – How the Central Government interacts with us, how we interact with local governments, and how different departments interact internally. We have focused heavily on this.

Karnataka's initiative in this area is that we are the only State in India that is completely driven on **E-Office**—it ensures transparency and seamless file movement. I think.

2. **Government-to-Business (G2B)** – How we interact with industries and companies to ensure seamless business processes.

Ease of Doing Business shouldn't just be a slogan—it needs to be implemented. We are evolving business processes to ensure that government policies reach businesses and industries efficiently.

Recently, in our new **Industrial Policy**, we have simplified and reduced nearly 300 procedural steps across 30-40 departments to ensure quicker policy implementation for industries.

3. **Government-to-Employees (G2E)** – How the government communicates with employees through orders and other official matters.

I think Karnataka has moved from E-Governance to **M-Governance** (Mobile Governance) in this aspect.

4. **Government-to-Citizen (G2C)** – The most important interaction.

This is critical because public-facing governance is what ultimately reflects Good Governance. How you collaborate within your departments, businesses, and employees doesn't matter as much as how you interact with citizens.

This is where Karnataka has a huge advantage.

The **Benefits of E-Governance** include:

1. Improved delivery and efficiency of government services
2. Better government interactions with businesses and industries
3. Citizen empowerment
4. More efficient government management
5. Less corruption in administration

Additionally, E-Governance leads to:

6. Increased transparency in administration
7. Cost reduction and revenue growth

But remember—just because a process is electronic and digital, that's not enough.

It also needs to be **SMART**:

- Simple
- Moral
- Accountable
- Responsive
- Transparent

We have ensured that **Panchatantra 2.0**, the Karnataka Panchayat Raj portal, is a game changer. Trust me, no State in the country has such a powerful solution like Panchatantra 2.0. We have implemented it in the Department of RDPR, and it is being used across all Panchayats. It is not limited to just one Panchayat or a pilot test—it is **operational in all 5,949 Gram Panchayats**. We have digitized close to 1.43 crore rural properties that were previously missing from records.

For the first time, this has enabled us to collect ₹1060 crore in tax revenue from villages. This has never happened in Karnataka's history. This is how digitization, e-governance, and smart governance lead to sustainable revenue growth. And this money is not coming back to

us—it is going back to the Panchayats, back to the villages, and back to development initiatives.

Suddenly, Panchayat members are now interested in governance. They are now interested in asset monetization. They realize that the more they digitize, the more transparency they bring in, and the more money they will have for development and better administration.

For example, Gram Panchayat meetings are now happening online. The proceedings are recorded electronically, and attendance is tracked digitally. Attendance of elected representatives is also tracked digitally. Can you guess how many meetings have been held in the last year? Close to 1.4 lakh meetings! And these meetings are publicly available.

Can you guess how many people have viewed these meetings? 2.56 crore people, out of which 1.17 crore are women. That's a surprising statistic. Imagine, people are watching these proceedings on their mobile phones, tablets, and other devices. For the first time, Gram Panchayat proceedings are available for public scrutiny.

We are also using digital mechanisms to track the progress of MGNREGA (Mahatma Gandhi National Rural Employment Guarantee Act) projects. Earlier, the identification of work to be done was controlled by public representatives. Now, we are ensuring that the work—whether it's a road from Point A to Point B—gets selected transparently.

We provide nearly 300 digital Government services in the Gram Panchayat **Bapuji Seva Kendras**. These services include issuing licenses, birth certificates, death certificates—everything that the Karnataka Government provides is now available in my Panchayats. In the last year alone, we have issued nearly 6.7 million RTC copies, 1.2 million health cards, and processed 3 million Gruha Lakshmi card applications through the Panchayats' digital platform.

We don't expect people to work 24/7, but we cannot tolerate inefficiency at the grassroots level. The initiatives we are implementing in my department will be recognized. By the end of my tenure, I will be the most audited RDPR Minister because we are introducing transparency and better administrative mechanisms.

Our state is ahead of the curve compared to others. If you compare us to Maharashtra, the North-East, or Northern states, I don't even know if they have such a system in place. **We have moved from E-Governance to M-**



Governance (Mobile Governance) and are now moving towards AI Governance.

AI is the buzzword now. We have established an **Artificial Intelligence and Machine Learning (AI-ML)** unit in the e-Governance Department to strengthen administrative systems. The objective of AI-ML in governance is to enhance decision-making processes, improve efficiency, and foster innovation.

For instance, we are using AI to optimize operations. We ran a program called ***Elevate*** in the Department of IT, BT to provide grants to startups, especially in Deep Tech and AI.

AI is not just about automation; it ensures that governance is smart and efficient. But just because it is AI, it doesn't mean it can be used recklessly. We are dealing with people's data—personal and private information—so we must ensure ethical and responsible AI usage.

Optimizing document management significantly impacts governance efficiency. AI is revolutionizing how we operate, and **Karnataka is leading the way in leveraging technology for better rural development.**

We are also using AI to detect fake images in crop surveys. Especially in disaster management, during floods or droughts, we assess crop damages extensively. We use satellite images to determine the extent of losses based on various parameters, including thermal imaging.

Additionally, we are working on **AI-powered Chatbot responses for citizens.** The Panchayati Raj Department itself runs an AI Chatbot called ***Panchamitra***, which has already been used by more than 500,000 people. It is currently in the beta stage and available in Kannada.

With this, you can go down to your village level, report a problem, and get a response from the GP or the government. This is a low-hanging fruit that every department is trying to implement.

Another major innovation is ***Aadhaar for Animals***. While Aadhaar is commonly discussed for people, the Karnataka government is working on an unique identification system for livestock.

AI is undoubtedly a powerful catalyst for enhancing the efficiency and effectiveness of governance. By embracing digital technologies, the government can streamline operations, promote transparency, improve service delivery, and, most importantly,

foster a stronger relationship between the government and its citizens.

I firmly believe that if E-Governance, Mobile Governance, and AI Governance are implemented with good intentions, the government can truly become *by the people, for the people, and of the people.*

Shining a Light in the Darkness

How the Karnataka Model bridges Economic Divides and advances Human Rights

by **Jehosh Paul**



Jehosh Paul is a lawyer and research consultant. He holds an LLM in Law and Development from the Azim Premji University, Bengaluru. Given below are the highlights of his article of 27 March 2024 in the ***Oxford Human Rights Hub***, which was referred to by His Excellency, the Governor of Karnataka in his Address to the Karnataka Legislature on 3 March 2025. **Editor**

- **In a world where the economic divide between the rich and poor is ever widening, recent Oxfam reports have highlighted the widening chasm between the affluent and the impoverished in India, revealing a scenario where prosperity is a privilege of the few.**
- **Amidst this challenging backdrop, the state of Karnataka has emerged as a beacon of hope and change.**
- **Known as the 'Karnataka Model', the state's innovative approach weaves together governance and social welfare through its five guarantee schemes. This model not only showcases the potential of targeted state-led interventions to uplift millions from poverty but also champions the principles of human rights.**

Human Rights and the Karnataka Model

- Central to the Karnataka Model is a commitment to reducing economic inequality and elevating families out of poverty.
- The state's initiatives have dramatically improved the socio-economic status of over 12 million families by uplifting them to middle-class stature. This has been achieved through an array of interventions that has

positively impacted food security, access to healthcare, and education.

- This monumental achievement not only signifies a reduction in poverty, but also underlines the state's dedication to the right to an adequate standard of living, which is a core principle of the **Universal Declaration of Human Rights (UDHR)** and **echoed in the International Covenant on Economic, Social and Cultural Rights (ICESCR)**.

The Five Guarantees: A Multifaceted Approach to Welfare

- The five guarantee schemes: **Shakti**, **Annabhagya**, **Gruha Jyoti**, **Gruha Lakshmi**, and **Yuvanidhi**, collectively contribute to the holistic development of the state's residents.
- **Shakti**, by facilitating over 1500 million trips for women passengers in state-run buses, has not only enhanced women's mobility but has also empowered them through ensuring safer and more accessible public transportation options. This initiative aligns with **Article 12 of the International Covenant on Civil and Political Rights (ICCPR)** which stipulates the right to freedom of movement.
- **Annabhagya**, addresses the fundamental human Right to Food by freely providing food grains to millions of beneficiaries. This initiative aligns with **Article 11 of ICESCR**, which recognizes the right of everyone to an adequate standard of living and to be free from hunger. This is also in line with **Goal 2 of the Sustainable Development Goals (SDGs)**, which aims to end hunger and achieve food security.
- The **Gruha Jyoti**, has been a beacon of hope for 16 million consumers by providing free electricity up to 200 units per month. By subsidizing electricity, the scheme further supports **Article 11 of the ICESCR**, which through the right to an adequate standard of living includes adequate food, clothing, and housing, and the continuous improvement of living conditions.
- Through the **Gruha Lakshmi Yojana**, financial assistance has been directly transferred to 11.7 million women beneficiaries, promoting economic independence and security.



This aligns with the **Article 13 of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)**, which aims to eliminate discrimination against women in all areas, including economic and social life. This also is in accordance with **Article 9 of the ICCPR** which guarantees the right to liberty and security of person. By enhancing the women's economic status, **Gruha Lakshmi** directly contributes to their personal security and freedom as it protects them from various forms of economic coercion and enables them to make independent choices, live with dignity and participate more fully in social and economic life.

- Lastly, the **Yuvanidhi**, addresses the **Right to Work** and to an adequate standard of living by providing unemployment allowances to graduates and diploma holders. This scheme aligns with **Article 6**, read with the **Preamble of the ICESCR**, which not only recognizes the Right to Work as an essential aspect of human dignity but also construes the **Right to Work** as the opportunity for everyone to gain a living by work that they freely choose or accept. **A Blueprint for Human Rights Fulfilment**
- The **Five Guarantees** represent a multifaceted approach to Social Welfare and Human Rights, addressing critical areas such as gender equality, food security, energy access, economic independence, and employment.
- Collectively, these schemes illustrate the **Karnataka model's comprehensive strategy** for enhancing the quality of life and advancing Human Rights.
- The documented success in uplifting millions from poverty exemplifies the tangible impact of Governance rooted in Human Rights principles.
- **As Karnataka continues to set a precedent, it invites global reflection on the transformative power of Governance that places Human Dignity and Rights at its core.**



Karnataka in the Devolution Index 2024

Source: Status of Devolution to Panchayats in States, 2024, Vol.1, Main Report

Published by Ministry of Panchayat Raj, Government of India and

Indian Institute of Public Administration, New Delhi

Coordinator: Prof. V.N. Alok

Professor, IIPA, New Delhi

- ✓ **Karnataka tops the chart** in the **composite Devolution Index**, as well as in the key sub-indices of '**Finances**' and '**Accountability**'.
- ✓ Overall analysis of indicators demonstrates the State's **commendable performance** across nearly all identified metrics.
- ✓ **Karnataka devolves a significant number of functions to Panchayats** and assigns them substantial roles in vertical schemes designed by the Union and State governments.
- ✓ **The State is among the front runners** which has **timely released** and has even **spent the released grant** recommended by the Fifteenth Finance Commission.

In addition, **funds from the SFC route are also timely released to Panchayats.**

- ✓ In the State, Panchayats enjoy **maximum power to levy taxes and non-taxes.**
- ✓ The State has excelled in the '**Accountability**' dimension, as well, with the highest score in the sub-indicators namely, '**Social Audit**' and '**Gram Sabha**'.
- ✓ Under the '**Functionaries**' dimension, **the State is one of the front runners** in keeping maximum Panchayat officials working as per the requirement of the State.
- ✓ In the '**Capacity Enhancement**' dimension, **the State comes under top ten States** having good number of training institutions both at State level and in Panchayats.
- ✓ The State had received awards in the past under **Composite Devolution Index**, for creating the environment for the Panchayats to function as institutions of self-government.
- ✓ **Overall, the Gram Panchayat system in Karnataka serves as a vital institution for promoting local self-governments, participatory democracy, and sustainable development in rural areas.**





Audit Matters

Performance Audit of the Functioning of the Bengaluru Metropolitan Transport Corporation (BMTC) by the CAG of India:

Report No.4 of the Year 2024

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



(The Report was placed in the Assembly on 17th Dec, 2024 and covered the performance of BMTC from 2017 to 2022 only.)

Introduction

- BMTC's operations, as at the end of March 2022 were spread over 5,310 sq. kms covering both urban and suburban areas.
- Its fleet strength came to 6,799 buses; it operated 5,547 schedules from 48 Bus Stations and 46 Depots spread over 6 Zones.
- BMTC had a staff strength of 29,726 persons and a daily traffic revenue of Rs.3.56 crores.
- BMTC issues daily, weekly, and monthly Passes to general passengers and Annual Passes at concessional rates to students. Senior Citizens also receive Concessional Passes in ordinary buses.
- CAG's Performance Audit included visits to 12 Bus Depots covering 28% of the schedules.
- Auditors compared the performance of BMTC with similar organizations in a few other Metros, the results of which are internalized in the PA Report.

Major Findings and Observations

- Sale of tickets (63%) was the major source of revenue with financial assistance from the State Government being 21%.
- About 87% of the total expenditure was on account of personnel cost (63%) and fuel expenditure (27%).
- The BMTC could not increase the passenger fare during the last 8 years making it increasingly dependent on State assistance to maintain operations.
- The ratio of operating cost to operating revenue increased from 133.6% in 2017 to 142.8% in 2019 and to 222.6% in 2021-22.
- Operating Ratio almost doubled from 133.6% in 2017-18 to 222.6% in 5 years' time.

- About 87% of the total cost of operations being inelastic in nature, BMTC will have to focus on innovative measures to control cost and maximize revenue.
- In theory, BMTC has autonomy to revise fares when the combined effect of increase in diesel price and impact of DA revisions, together, exceeds 0.25 paise per passenger km, subject to government approval.
- Cost per Passenger Km increased from Rs.1.45 in 2017-18 to Rs.2.43 in 2021-22, but BMTC's proposal to raise the fares did not receive approval. The last revision was in 2014-15.
- Government did not compensate BMTC for concessions extended as per government policy adequately and in time.
- Passenger base of BMTC decreased continuously, despite the increase in city population.
- Over the period from 2017 to 2022, the load factor in Ordinary buses ranged from 55-76% and in Premium buses from 31 to 55%.
- There were frequent cancellations of trips due to poor fleet management, overaged buses, crew shortages etc.
- In parallel, registration of private vehicles increased in the city from 65.6 lakhs in 2017 to 91 lakhs in 2022. (Passenger load of BMTC decreased from 44.37 lakh per day in 2017 to 33.10 lakh per day in 2020, despite an increase of 8.29% in city population. BMTC's load factor compares poorly with parallel organizations elsewhere.)
- Vehicle productivity of Ordinary buses showed a general decline due to high incidence of cancellations. Though the average cost of Repairs and Maintenance (R&M) declined from Rs.3.9 lakh in 2017 to Rs. 2.84 in 2022, the average R&M cost per vehicle per km increased from year to year. Avoidable delays in servicing and in getting Vehicle Fitness Certificates resulted in revenue loss of Rs. 276 crores.
- An Innovative Technology System (ITS) for effective transport management for Vehicle Tracking Utility (VTU), Electronic Ticket Management (ETM), Passenger Information System (PIS), Realtime Operation Data for rationalization of schedules etc., awarded in 2012 to an Agency (which had no prior experience in the area) for development, management and maintenance did not attain the required level of effectiveness.

The PA Report brings out several areas where the management could be improved for better operational and financial gains.

Optimization of Non-Operating Revenue and Land Management

- Total land area with BMTC came to 1,602 acres spread over 239 locations, of which only 38 % was under active use.
- There was no Action Plan or strategy in place to maximize Licence Fees, though 62% of land parcels were lying vacant for more than 15 years. Also, many land parcels suffered from encroachment and litigation.
-

Non-operating revenue of the Corporation came to just 6% of the total. Even prime properties in city areas remained vacant. In one of the cases pointed out in the Report, a Bus Depot constructed at a cost of Rs.4.5 crores remained unutilized for more than 7 years since the land was under litigation.

- Though an Environment Policy is yet to be formulated, efforts are being made to abate pollution through scrapping of old vehicles, Rainwater Harvesting, Electric buses etc. Auditors found that though praiseworthy, these efforts were yet to make any significant impact since the implementation was not effective.



Report of Branch Activities



1. Endowment Fund instituted by Shri S. Ramanathan, IAS (Retd.)

Shri S. Ramanathan, Chairman Emeritus, IIPA-KRB handed over a cheque of **Rs. 5.00 lakh** to **Shri T.M. Vijay Bhaskar** for instituting an **Endowment Fund** for organizing Annual Lectures in memory of his late father **Sri K. S. Aiyar**.

Shri K. S. Aiyar had served as **Chief Reporter** in the **Central Legislative Assembly**, the forerunner of the Lok Sabha. He is credited with improving **Pitman Shorthand** by adding new symbols to its repertoire. He authored the book **Lightning Cuts to High Speed in Pitman's Shorthand**, being a Companion Volume to the Author's Reporter's Phrase Book.



2. Report of Conference of the IIPA Regional Branches of South Zone and Maharashtra

Recent Advances in Use of E-Governance for Citizen-Centric, Efficient and Effective Governance

The **Karnataka Regional Branch** of IIPA organized a day-long conference of its **Regional Branches of South Zone and Maharashtra** on Friday, 21st February 2025 on the theme, "**Recent Advances in Use of E-Governance for Citizen-Centric, Efficient and Effective Governance**" in collaboration with the **Dr. B.R. Ambedkar School of Economics (BASE) University** at the **BASE University campus, Bengaluru**.

The **Inaugural Address** was delivered by **Shri Priyank Kharge**, Hon'ble Minister for Rural Development & Panchayat Raj, Electronics, IT, BT, Government of Karnataka. The **Keynote Address** was delivered by **Shri Rajeev Chawla**, IAS (Retd.), Chief Knowledge Officer and Advisor, Ministry of Agriculture and Farmers' Welfare, GoI. **Chief Guest** at the inaugural session was **Shri S.N. Tripathi**, IAS (Retd.), Director-General of IIPA. The **Presidential Address** was delivered online by **Shri V. Srinivas**, IAS, Secretary to Government, Ministry of Personnel, Public Grievances and Pensions, GoI.

The **Welcome Address** was given by **Shri T.M. Vijay Bhaskar**, IAS (Retd.), Chairperson of the Karnataka Regional Branch of IIPA. **Dr. D. Rajasekhar**, Acting Vice-Chancellor of BASE University gave a brief overview of the strides made by the institution. **Shri S. Ramanathan**, IAS (Retd.), Chairman Emeritus of IIPA-KRB gave the Introductory Address. **Dr. D. Jeevan Kumar**, Secretary, IIPA-KRB proposed a vote of thanks.

On this occasion, **Sri S. Ramanathan**, Chairman Emeritus, IIPA-KRB handed over a cheque of **Rs. 5 lakh** as **Endowment** to IIPA-KRB towards an **Endowment Fund** for organizing annual lectures in memory of his late father **Sri K.S. Aiyar** who had served as **Chief Reporter** in the **Central Legislative Assembly**, the forerunner of the Lok Sabha, and was acknowledged as a world-famous authority on high speed in Pitman's Shorthand.

The **First Session** was chaired by **Shri S.V. Ranganath**, IAS (Retd.), former Chief Secretary of Karnataka. This session had presentations by the following experts on recent E-Governance initiatives:

1. **Shri T. Krishna Kumar**, Vice-President, E-Governance Foundation, Bengaluru;
2. **Shri Swadheen Kshatriya**, IAS (Retd.), Chairman, IIPA, Maharashtra Regional Branch;
3. **Dr. Ronnie Thomas**, Jt. Secretary, IIPA, Kerala Regional Branch.

The **Second Session** was chaired by **Shri T.M. Vijay Bhaskar**. This session had presentations by the following on recent E-Governance initiatives in their respective States:

1. **Dr. V. Gunashekar Reddy**, DGP (Retd.), EC Member, IIPA, Andhra Pradesh RB;
2. **Shri B. Sundar**, IFS, Special Secretary, IT & Com, Govt of Andhra Pradesh;
3. **Shri B.S. Subil**, Head, Technology, IT Mission, Govt of Kerala;
4. **Dr. Dileesh Sasi**, IAS, CEO, Centre for E-Governance, Govt of Karnataka;

5. **Shri Shrutanjay**, IAS, Jt. CEO, E-Governance Organization, Govt of Tamil Nadu; and
6. **Dr. R.R. Dhanapall**, Chairman, IIPA, Puducherry Regional Branch.

At the **Final Session**, there was a **General Discussion** which saw several questions being raised by the audience. Faculty and students from BASE University, Jain (DTB) University, M.S. Ramaiah University of Applied Sciences, Maharani Cluster University, Kristu Jayanti College, Universal School of Administration and Lumbini Group of Institutions participated in the Conference. **Concluding Remarks** were made by **Shri T.M. Vijay Bhaskar**, Chairperson, IIPA-KRB and **Dr. D. Rajasekhar**, Acting Vice-Chancellor, BASE University. **Dr. D. Jeevan Kumar, Secretary, IIPA-KRB** proposed a Vote of Thanks.

Below: The Hon'ble Minister **Shri Priyank Kharge** is seen delivering the Inaugural Address.



Below: A Group Photograph of the dignitaries, speakers and participants



Links to the Individual Presentations made at the Regional Conference

1. Inaugural Session - Shri. Rajeev Chawla, IAS (Retd.) -

https://docs.google.com/presentation/d/12eXSuurzfgKZ7TZM5VYMDwLj6B Iv9vs/edit?usp=drive_link&oid=100752386942621047739&rtpof=true&sd=true

2. Inaugural Session - Shri. V. Srinivas, IAS

- https://docs.google.com/presentation/d/1UypoWUyZgthuFJa5YLBbFZcOXMJMdya5/edit?usp=drive_link&oid=100752386942621047739&rtpof=true&sd=true

3. Session 1 - Shri. Krishnakumar T

- https://docs.google.com/presentation/d/1c bi900ZSeo7uh4nAfgzyfF0Yb5jzdp/edit?usp=drive_link&oid=100752386942621047739&rtpof=true&sd=true

4. Session 1 - Shri. Swadheen Kshatriya, IAS (Retd.)

- https://docs.google.com/presentation/d/1fMPoLSlhvVS0TxLBwj3Kq8XnjZjKfiOB/edit?usp=drive_link&oid=100752386942621047739&rtpof=true&sd=true

5. Session 1 - Dr. Ronnie Thomas

- https://drive.google.com/file/d/1YilaUVTtsbmAxQeq8I7lluOPGwNfngbY/view?usp=drive_link

6. Session 2 - Prof. Dr. V. Gunashekhar Reddy, DGP (Retd.)

- https://docs.google.com/presentation/d/1EkIqRaYhw dFWogPV Njs3KdWsp0zMOZ/edit?usp=drive_link&oid=100752386942621047739&rtpof=true&sd=true

7. Session 2 - Dr. Sundar Balakrishna, IFS

https://docs.google.com/presentation/d/1EjH3pGOiyA7AYR9Y8M74GpIaqXYiJS5I/edit?usp=drive_link&oid=100752386942621047739&rtpof=true&sd=true

8. Session 2 - Shri. B.S. Subil

- https://docs.google.com/presentation/d/1PopJiPXIHb0Oye-wr1DbEeUke7FavpaI/edit?usp=drive_link&oid=100752386942621047739&rtpof=true&sd=true

9. Session 2 - Dr. Dileesh Sasi, IAS

- https://docs.google.com/presentation/d/1Lkhwp740665nmL4FpONG8geGWmk39Nme/edit?usp=drive_link&oid=100752386942621047739&rtpof=true&sd=true

10. Session 2 - Shri. Srutanjay, IAS -

https://docs.google.com/presentation/d/1Y-f4aD2nRDGZefNg1tWVhq16U1cJxeMr/edit?usp=drive_link&oid=100752386942621047739&rtpof=true&sd=true

11. Session 2 - Dr. R.R. Dhanapall, IAS (Retd.) -

https://docs.google.com/presentation/d/1SxVnBd0Tc1EA_gQlZWeVZfmFZ5jyWmk/edit?usp=drive_link&oid=100752386942621047739&rtpof=true&sd=true

3. Evaluation Studies of Two Schemes of the Government of Karnataka

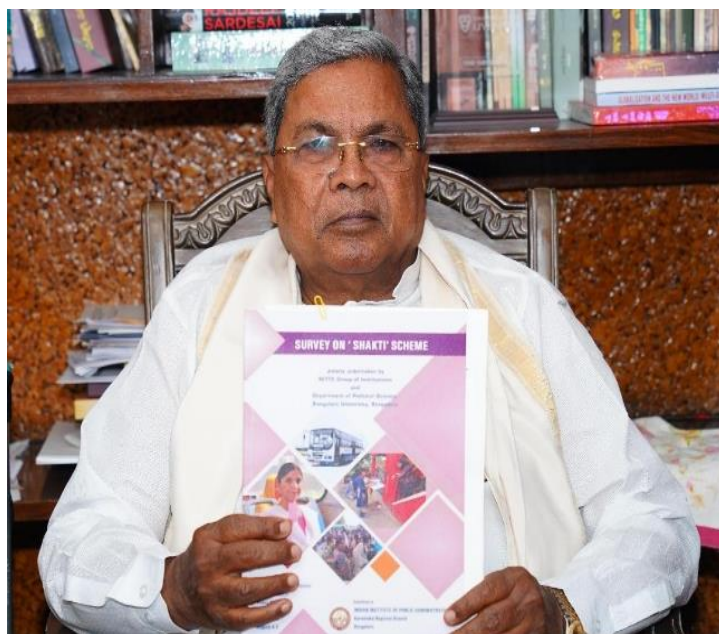
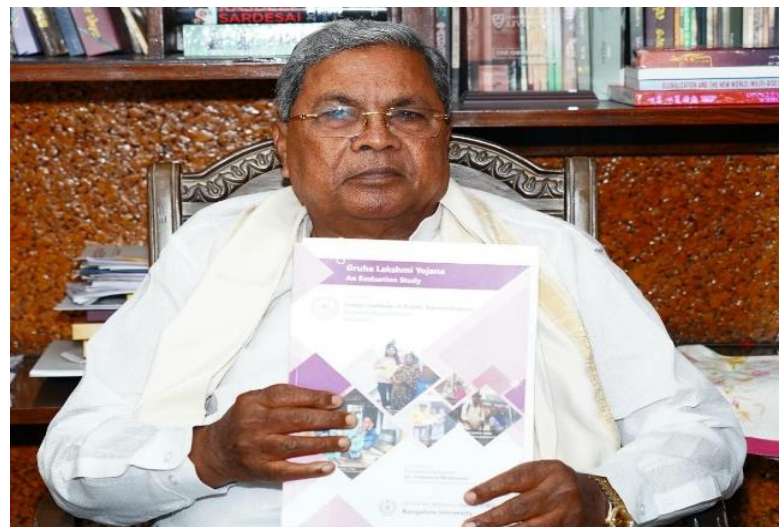
Karnataka Regional Branch of the IIPA had entrusted the conduct of **Evaluation Studies** of two schemes of the Karnataka Government.

- 1) The **Shakti Free Bus Travel Scheme for Women** was evaluated by a team from Bangalore University led by **Prof. Sandeep Shastri** and **Prof. Veena Devi**;
- 2) The **Gruha Lakshmi Yojana 2023** was evaluated by **Dr. Sudeshna Mukherjee** and her team from the Department of Women Studies of Bangalore University.



Copies of the Evaluation Studies were submitted to the **Chief Secretary of Karnataka, Dr. Shalini Rajneesh, IAS** on 6th March 2025. Seen in the photo above are (from L to R) Prof. Veena Devi, Dr. D. Jeevan Kumar, Mr. T.M. Vijay Bhaskar, Dr. Shalini Rajneesh, Dr. Sudeshna Mukherjee and Dr. Shamla Iqbal, Secretary, Dept of Women and Child Development, Govt of Karnataka.

Hon'ble Chief Minister of Karnataka, Shri Siddaramaiah is seen (below) holding copies of the two reports.



4. Report of Activity of Dharwad Local Branch

The **Dharwad Local Branch** of the IIPA, in association with **RPD College of Arts and Commerce (Autonomous)**, Belagavi held a day-long **Faculty Development Programme** on **“Learning to Teach and Teaching to Learn”** on 6th March 2025.

Dr. Madhuri Shanbhag, Chairperson of the RPD and GSS College Managing Committee, Belagavi, inaugurating the FDP, said that Dr. A.P.J Abdul Kalam and Dr. R.A. Mashelkar made outstanding contributions to scientific research, primarily due to their humility.

Shri S.Y. Prabhu, Guest of Honour and Former Principal of GSS College, Belagavi, and Vice-Chairman, SKE Society, Belagavi, spoke on basic issues of higher education to improve the performance of higher education institutions.

Dr. Subash H. Patil, Programme Coordinator of FDP, welcomed and introduced the guests and resource persons and apprised the audience about the theme of the FDP.

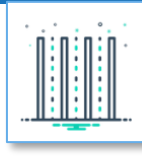
Prof. S.S. Patagundi, Chairman of the Dharwad Local Branch of IIPA emphasized that teachers’ concern, commitment and passion for learning play a crucial role in ensuring critical teaching. Teachers should promote awareness about the role of technology, specifically AI, in developing skills.

Prof. V.B. Annigeri’s presentation was on *How to Prepare a Project Proposal in Social Science Research*. He outlined the statement of the problem, review of literature, conceptual framework, interrelationship between concepts, objectives of the study, formulation of hypotheses, methodology, chapterization, main body of research report, and findings of the study. Chairing the session, **Dr. V.N. Torgal** viewed that passion for learning is crucial for teachers and students. This strengthens the quality of research. **Dr. Basappa Athani**, Secretary, IIPA, Dharwad Local Branch, proposed a vote of thanks.



Seen in the photo are (from L to R) **Dr. Subhash Patil**, Programme Coordinator, RPD College, Belagavi; **Dr. Basappa Athani**, Secretary, IIPA, Local Branch, Dharwad; **Dr. Prabhu**, Vice-Chairman, RPD and GSS College Management, Belagavi; **Dr. V.B. Annigeri**, Former Director, CMDR, Dharwad; **Dr. Madhuri Shanbhag**, Chairperson, RPD and GSS College Management, Belagavi; **Prof. S.S. Patagundi**, Chairman, IIPA, Local Branch, Dharwad; **Dr. V.N. Torgal**, Former Senior KAS Officer and Vice-Chairman, IIPA, Local Branch, Dharwad; and **Dr. Abhay M. Patil**, Principal, RPD College, Belagavi.

Books By Members



Excerpt from Dr. A. Ravindra's
Kannada book, *Saddharma Geetha*

ಬುದ್ಧ, ಬಸವ, ಬಾಬ
ಸಮಾನತೆ - ನ್ಯಾಯದ ಹೋರಾಟ

ಇತಿಹಾಸವೇ ಒಂದು ಹೋರಾಟ

ಸತ್ಯ - ಅಸತ್ಯ, ನ್ಯಾಯ - ಅನ್ಯಾಯ

ಧರ್ಮ - ಅಧರ್ಮ, ಶ್ರೇಷ್ಠ - ಕೀಳುಮಟ್ಟದ

ದ್ವಂದ್ವಗಳ ಸನೇಸಾಟ

ಅಂದು

ರಾಮ - ರಾವಣ, ಪಾಂಡವರು - ಕೌರವರು,

ಕೈಸ್ತ- ಫಾರಸೀಯರು,

ಮೊಹಮ್ಮದ - ಖುರಾಯಿಷ್ ಮುಖಂಡರು

ಸಾಮ್ರಾಜ್ಯಶಾಹಿ - ಗುಲಾಮಗಿರಿ

ದೊರೆಗಳು - ಜೀತದಾಳುಗಳು

ಇಂದು

ಸರ್ಕಾರಿಶಾಹಿ - ಗುಲಾಮಗಿರಿ

ಶ್ರೀಮಂತರು - ಬಡವರು

ಮಹಿಳೆಯರು - ಪುರುಷರು

ಬಲವಂತ - ಬಲಹೀನ ರಾಷ್ಟ್ರಗಳು

ಇವರ ನಡುವೆ ನಿಲ್ಲದ ಹೋರಾಟಗಳು.

ಪುಣ್ಯಭೂಮಿ ಭಾರತ

ಅದೊಂದು ಅದ್ಭುತವೋ

ಭಾರತದ ಪುಣ್ಯವೋ

ಮೂರು ಮಹಾಪುರುಷರು ಜನಿಸಿದರು

ಇತಿಹಾಸದ ಮೂರು ಕಾಲಗಳಲಿ

ಅವತರಿಸಿದ ಗೌತಮ ಬುದ್ಧ ಪ್ರಾಚೀನದಲಿ

ಉತ್ತರದ ಲುಂಬಿನಿ ವನದಲಿ

ಜನ್ಮತಾಳಿದ ಬಸವಣ್ಣ ಮಧ್ಯದಲಿ

ದಕ್ಷಿಣದ ಬಾಗೇವಾಡಿಯಲಿ

ಜನಿಸಿದ ಭೀಮರಾಯ ಆಧುನಿಕದಲಿ

ಪಶ್ಚಿಮದ ಮಾಂವ್ ಗ್ರಾಮದಲಿ

ಮೂವರು ಜನಿಸಿದ ಕುಲದಲಿ ಅಂತರ

ಸಿದ್ಧಾರ್ಥ ಕ್ಷತ್ರಿಯ, ಬಸವ ಬ್ರಾಹ್ಮಣ

ಭೀಮರಾವ್ ಅಂಬೇಡ್ಕರ್ ದಲಿತ.

ನುಡಿದ ಭಾಷೆಗಳೂ ಅನ್ಯ

ಪಾಲಿ, ಕನ್ನಡ, ಮರಾಠಿ.

ಯಾವ ಕಾಲವಾದರೇನು, ಯಾವ ಕುಲವಾದರೇನು

ಯಾವ ಭಾಷೆಯಾದರೇನು, ಯಾವ ಊರಾದರೇನು,

ಮಾನವ ಕುಲವೊಂದೇ,

ಬೇಕಿದೆ ಮುಕ್ತಿ ಮೂಡನಂಬಿಕೆಗಳಿಂದ,

ಸಾಮಾಜಿಕ ಶೋಷನೆಗಳಿಂದ

ಮತ, ಜಾತಿ ಭೇದಗಳಿಂದ

ಮನದಲ್ಲಡಗಿರುವ ದ್ವೇಷ - ಅಹಂಗಳಿಂದ

ಈ ಮುಕ್ತಿಗಾಗಿಯೇ ಹೋರಾಡಿದರು ಜಗತ್ರಯರು.

Branch Members' Writings In Popular Media



Beyond State Boundaries: Need for Regional Economic and Urban Planning

India's planning framework is either national or state-focused, bypassing regions.

In *Deccan Herald* dt. 21 February 2025

<https://www.deccanherald.com/opinion/beyond-state-boundaries-need-for-regional-economic-and-urban-planning-3414981>

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



Leaders in their own Right

A pioneer in representation for women in local bodies, Karnataka introduced 25% reservations in seats for women in the mid-1980s. In 1993, after the 73rd Constitutional Amendment, this proportion was increased to 33%, including quotas in the positions of Panchayat Chairperson and Vice-Chair. In 2010, the proportion was further increased to 50%.

In *Deccan Herald* dt. 11 March 2025

<https://www.deccanherald.com/opinion/leaders-in-their-own-right-3440827>

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



India's Economic Migrants and their Invisible Enablers

A distinguishing feature of this recent phase has been the remarkable role of student mobility, which represents perhaps the best migration pathway, an exemplar of mobility in a globalising world.

In *Deccan Herald* dt. 2 March 2025

<https://www.deccanherald.com/opinion/india-s-economic-migrants-and-their-invisible-enablers-3427992>

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



Trump wields the 'Big Stick' again

His approach, marked by tariff wars and expansionist rhetoric, may usher in a new era of American imperialism.

In *Deccan Herald* dt. 17 February 2025

<https://www.deccanherald.com/opinion/trump-wields-the-big-stick-again-3408596>

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



Branding as a Communication Tool for Think Tanks

Branding is crucial for Think Tanks as it shapes their identity, builds credibility and amplifies their influence. A strong, recognizable brand ensures that an organization stands out in a crowded field of research, advocacy and policy-making.

In *On Think Tanks* dt. 20 February 2025

<https://onthinktanks.org/articles/branding-as-a-communication-tool-for-think-tanks/>

Dr. Annapoorna Ravichander

Professor of Practice
School of Public Policy
Manipal Academy of Higher Education
Bengaluru



Can Peacekeeping do without Women?

Minister of External Affairs S Jaishankar noted that 2025 marks 25 years since the adoption of the UN Security Council Resolution 1325 on Women, Peace, and Security.

In *Deccan Herald* dt. 8 March 2025

<https://www.deccanherald.com/opinion/can-peacekeeping-do-without-women-3437566>

Dr. D. Jeevan Kumar

Hon. Professor
Karnataka State Rural Development
and Panchayat Raj University
Gadag



Food For Thought



On the occasion of *International Women's Day*



"To call woman the weaker sex is a libel; it is man's injustice to woman. If by strength is meant brute strength, then, indeed, is woman less brute than man. If by strength is meant moral power, then woman is immeasurably man's superior. Has she not greater intuition, is she not more self-sacrificing, has she not greater powers of endurance, has she not greater courage? Without her, man could not be. If non-violence is the law of our being, the future is with woman. Who can make a more effective appeal to the heart than woman?"

Mahatma Gandhi, (*Young India*, Oct. 4, 1930)



We are either going to have a future where women lead the way to make peace with the Earth or we are not going to have a human future at all."

*Vandana Shiva
Environmental Activist*

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Dr. Priyanca Mathur



**Dr. D. Jeevan Kumar
Editor**

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