



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 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

A. Seminars/Conferences/Workshops	= 06
B. Special Lectures/Web Talks/Panel Discussions	= 06
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

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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 ಸಹಬಾಳೆ

ಡಾ. ಕೆ. ಗಿರೀಸನ್

ಮುಖ್ಯಸ್ಥರು, ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ವಿಭಾಗ, ರಾಜೀವ್ ಗಾಂಧಿ ರಾಷ್ಟ್ರೀಯ ಯುವ ಅಭಿವೃದ್ಧಿ ಸಂಸ್ಥೆ
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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 ಸಹಬಾಳೆ ನಡೆಸುವ AI-ನೇರವಿನ ಹೈಬ್ರಿಡ್ ಆಡಳಿತದ ಪರಿಕಲ್ಪನೆಯು ಸಾರ್ವಜನಿಕ ಆಡಳಿತದಲ್ಲಿ ಮಹತ್ವವನ್ನು ಪಡೆದುಕೊಂಡಿದೆ. ಅತಿಯಾದ ಕೆಂಪು ಪಟ್ಟಿಯ ಮೂಲಕ ಪ್ರಕ್ರಿಯೆಗಳನ್ನು ನಿಧಾನಗೊಳಿಸುವ ಅತಿಯಾದ ಅಧಿಕಾರಶಾಹಿ ಮತ್ತು ನಿರ್ಧಾರ ತೆಗೆದುಕೊಳ್ಳುವಿಕೆಯು ಮಾನವನ ಹೊಣೆಗಾರಿಕೆ ಮತ್ತು ಸಹಾನುಭೂತಿಯನ್ನು ಕಳೆದುಕೊಳ್ಳುವ ಅತಿಯಾದ ಯಾಂತ್ರಿಕರಣದ ನಡುವೆ ಸಮತೋಲನವನ್ನು ಸಾಧಿಸುವುದು ಇದರ ಗುರಿಯಾಗಿದೆ.

ಈ ಸಂದರ್ಭದಲ್ಲಿ, ವಿಶ್ವದ ಮೊದಲ AI-ಚಾಲಿತ ವರ್ಚುವಲ್ ಮಂತ್ರಿ ಡಿಯಿಲ್ಲಾ ಅವರೊಂದಿಗಿನ ಅಲ್ಪೇನಿಯಾದ 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 ಬಡ್ಡಿ 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 ಸೇವೆಯನ್ನು ರಚಿಸುವ ಮೂಲಕ ಚುನಾಯಿತ ನಾಯಕರಿಗೆ ಪರ್ಯಾಯವಾಗಿ ಅಲ್ಲ, ಪೂರಕವಾಗಿ ಅವರು ಉಳಿದಿದ್ದಾರೆ.

ಈ ನಾವೀನ್ಯತೆ ಹೈಬ್ರಿಡ್ ಆಡಳಿತದೊಂದಿಗೆ ಹೊಂದಿಕೊಳ್ಳುತ್ತದೆ, 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 ಹೊರಗಳನ್ನು 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 ವೈತಿರಿಕ ಸಂದರ್ಭವನ್ನು ಪ್ರಸ್ತುತಪಡಿಸುತ್ತದೆ. ಡಿಜಿಟಲ್ ಇಂಡಿಯಾ, ಆಧಾರ್, ಕೋವಿನ್ ಮತ್ತು ಡಿಜಿಟಲ್ ಸರ್ಕಾರದ 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 ಜವಾಬ್ದಾರಿಯು ಕೊರತೆಯಿದೆ. ಅಲ್ಲದಿದ್ದರೂ 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.

ಅಲ್ಲಾರಿದಮ್‌ಗೆ 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 ಅಲ್ಲಾರಿದಮಿಕ್ 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 ಮಂಡಳಿಯು 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 ಅಲ್ಲಾರಿದಮ್‌ಗಳೊಂದಿಗೆ 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 ಅಧುನೀಕರಣವನ್ನು ಮಾತ್ರವಲ್ಲದೆ ಸಾರ್ವಜನಿಕ ಸೇವೆಯಲ್ಲಿ ತಂತ್ರಜ್ಞಾನದ ಆಳವಾದ ಪ್ರಜಾಪ್ರಭುತ್ವೀಕರಣವನ್ನೂ ಪ್ರತಿನಿಧಿಸುತ್ತದೆ.

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

ಅನುವಾದಕಿ: ಡಾ. ಮೈಥಿಲಿ ಪಿ ರಾವ್, ಶಿಕ್ಷಣ ತಜ್ಞ 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 refers 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 human 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 curiosity 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 would 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.

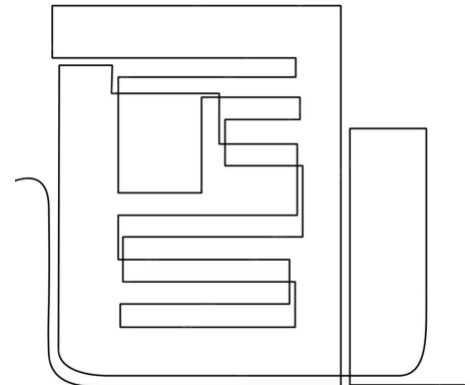
Shri T.M. Vijay Bhaskar, IAS (Retd.), former Chief Secretary of Karnataka and Chairperson, IIPA-KRB, in his Introductory Remarks, spoke of the outreach programmes being organized by the Branch to expose the student community to the roles played by eminent civil servants in promoting good governance. 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. Niranjana 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

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