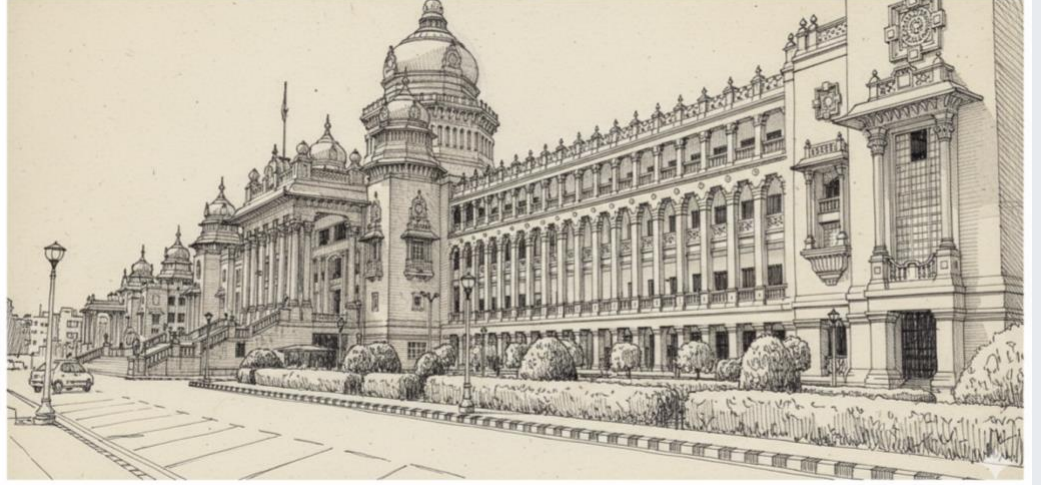




**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION**  
**Karnataka Regional Branch, Bengaluru**

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ  
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು  
**NEWSLETTER**

**February 2026**  
**Vol. 7 / Issue 67**



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## WHAT'S NEW

### COVER FEATURE

**KARNATAKA'S FOCUS ON  
INCLUSIVE DEVELOPMENT  
ROOTED IN  
CONSTITUTIONAL VALUES**

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

### LEAD STORY

**KARNATAKA SHINES AT  
WORLD ECONOMIC  
FORUM 2026 AT DAVOS**



## From the Chief Editor

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

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

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

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

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

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

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

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

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

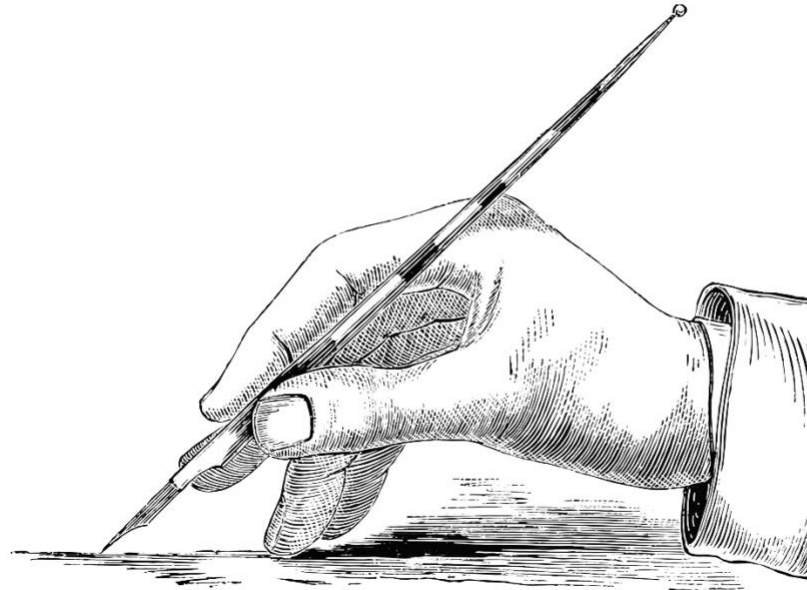
## Shri T.M. Vijay Bhaskar, IAS (Retd.)

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



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





## Cover Feature

### KARNATAKA'S FOCUS ON INCLUSIVE DEVELOPMENT ROOTED IN CONSTITUTIONAL IDEALS

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



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

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

#### Core Themes & Messages

##### 1. Celebration of Constitutional Values

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

##### 2. Responsible Democratic Participation

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

##### 3. Strengthening Social, Economic & Political Democracy

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

##### 4. Inclusive Growth & Development Achievements

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

##### 5. Unity, Federalism & National Progress

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



## Lead Story

### KARNATAKA SHINES AT DAVOS 2026

#### A Global Investment Magnet Steps into Its Next Growth Phase

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



**₹13,070 Crore in Fresh Global Investment Commitments**

The Karnataka delegation—led by **Industries Minister M.B. Patil**—brought back **investment commitments worth approximately ₹13,070 crore.**

These span priority sectors such as: **Renewable and green energy, Data centres and digital infrastructure, Advanced manufacturing and aerospace, Food processing and agri-innovation, Logistics and cargo operations**

#### High-Impact Global Engagement

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

#### Key Highlights

- **Nokia to expand in Karnataka**  
Plans to strengthen its presence through **Global Capability Centres (GCCs)** and R&D units.
- **Menzies Aviation to invest USD 25 million**  
The investment aims to scale up **cargo operations in Bengaluru**, reinforcing the city’s role as a regional logistics hub.
- **Global consumer, manufacturing and tech majors in talks**

Coca-Cola, AB InBev, UPL, and Tata Group held strategic discussions with Karnataka’s delegation, signalling interest in expanding footprints in the state’s high-growth sectors.

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

#### Bengaluru Positioned as the “City of the Future”

Deputy Chief Minister **D.K. Shivakumar** used the Davos platform to pitch Bengaluru as a **future-ready innovation capital**, highlighting a large, skilled talent pool; a thriving technology and start-up ecosystem; Investments in mobility, suburban rail and urban reforms; The city’s culture of innovation and inclusivity

This positioning attracted strong interest from global firms looking for stable, high-quality ecosystems for GCCs, tech labs, and digital operations.

#### From Vision to Execution: Karnataka’s Message at Davos

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

#### Key Strengths showcased:

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

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

### **What This Means for Karnataka**

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

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

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

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

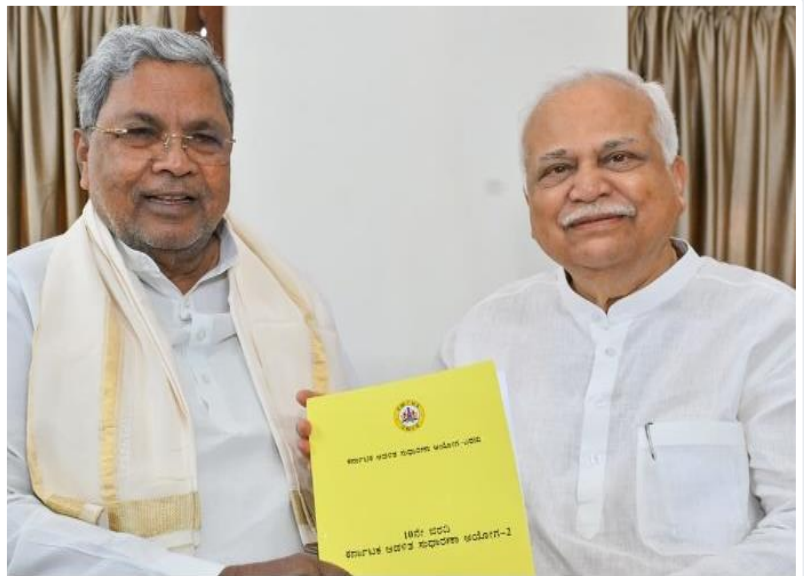




## Lead Focus

### 10<sup>th</sup> Report of KARNATAKA ADMINISTRATIVE REFORMS COMMISSION-II

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



### Overview of the 10<sup>th</sup> Report

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

### Major Themes & Recommendations

#### 1. Rationalization of Schemes and Budget Heads

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

#### 2. Service Delivery & Human Resource Reforms

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

#### 3. Strengthening Reform Implementation and Monitoring

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

#### 4. Other Structural & Procedural Reform Suggestions

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

#### Continuity & Exit Strategy

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

#### Why These Matter

These recommendations are aimed at:

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

#### Link to 10<sup>th</sup> Report of KARC-II (English):

[https://dparar.karnataka.gov.in/uploads/10th\\_report\\_eng\\_website\\_1767679045.pdf](https://dparar.karnataka.gov.in/uploads/10th_report_eng_website_1767679045.pdf)

#### Link to 10<sup>th</sup> Report of KARC-II (Kannada):

[https://dparar.karnataka.gov.in/uploads/10th\\_report\\_kan\\_website\\_1767679067.pdf](https://dparar.karnataka.gov.in/uploads/10th_report_kan_website_1767679067.pdf)

#### ಗಮನಾರ್ಹ ವಿಷಯ

ಕರ್ನಾಟಕ ಆಡಳಿತ ಸುಧಾರಣೆ ಆಯೋಗ-II ರ 10ನೇ ವರದಿ

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

#### 10 ನೇ ವರದಿಯ ಅವಲೋಕನ

- 10 ನೇ ವರದಿಯು ಆಡಳಿತ ಪುನರ್ರಚನೆ, ಆಡಳಿತ ದಕ್ಷತೆ ಮತ್ತು ಉತ್ತಮ ಸಾರ್ವಜನಿಕ ಸೇವಾ ವಿತರಣೆಯ ಮೇಲೆ ಕೇಂದ್ರೀಕರಿಸಿದ ಸುಮಾರು **354** ಹೊಸ ಶಿಫಾರಸುಗಳನ್ನು ಒಳಗೊಂಡಿದೆ.
- KARC-2, ಎಲ್ಲಾ 10 ವರದಿಗಳಲ್ಲಿ, 42 ರಾಜ್ಯ ಇಲಾಖೆಗಳಿಗೆ **6,000** ಕ್ಷೂ ಹೆಚ್ಚು ಶಿಫಾರಸುಗಳನ್ನು ಮಾಡಿದೆ.
- ಈ ವರದಿಯೊಂದಿಗೆ, ಆಯೋಗದ ಆದೇಶವು ಔಪಚಾರಿಕವಾಗಿ ಮುಕ್ತಾಯಗೊಂಡಿದೆ; ಇದು ಸುಧಾರಣೆಯ ನಿರಂತರತೆಯನ್ನು ಖಚಿತಪಡಿಸಿಕೊಳ್ಳಲು ನಿರ್ಗಮನ ಯೋಜನೆಯನ್ನು ಸಹ ವಿವರಿಸುತ್ತದೆ.

#### ಪ್ರಮುಖ ವಿಷಯಗಳು ಮತ್ತು ಶಿಫಾರಸುಗಳು

1. ಯೋಜನೆಗಳು ಮತ್ತು ಬಜೆಟ್ ಶೀರ್ಷಿಕೆಗಳ ತರ್ಕಬದ್ಧಗೊಳಿಸುವಿಕೆ
  - ಅಸಮರ್ಥ/ಕಡಿಮೆ-ಹಣಕಾಸಿನ ರಾಜ್ಯ ಯೋಜನೆಗಳು ಮತ್ತು ಬಜೆಟ್ ಶೀರ್ಷಿಕೆಗಳನ್ನು ಗುರುತಿಸಿ ಮತ್ತು ಮುಚ್ಚಿ ಅಥವಾ ವಿಲೀನಗೊಳಿಸಿ:
    - ಸುಮಾರು **1,000** ನಿಷ್ಕ್ರಿಯ ಅಥವಾ ಕನಿಷ್ಠ-ಹಣಕಾಸಿನ ಖಾತೆಗಳನ್ನು (ಶೂನ್ಯ ಅಥವಾ ಅತ್ಯಲ್ಪ ಹಂಚಿಕೆಗಳೊಂದಿಗೆ) ಮುಚ್ಚಲು ಅಥವಾ ವಿಲೀನಗೊಳಿಸಲು ಶಿಫಾರಸು ಮಾಡಲಾಗಿದೆ.
    - ಆಡಳಿತಾತ್ಮಕ ಓವರ್ಹೆಡ್ ಅನ್ನು ಕಡಿಮೆ ಮಾಡಲು ಮತ್ತು ಪರಿಣಾಮವನ್ನು ಸುಧಾರಿಸಲು ಪರಿಶೀಲಿಸಲಾದ **₹1 ಕೋಟಿಗಿಂತ ಕಡಿಮೆ** ಹಂಚಿಕೆಗಳನ್ನು ಹೊಂದಿರುವ ಬಜೆಟ್ ಶೀರ್ಷಿಕೆಗಳನ್ನು/ಯೋಜನೆಗಳನ್ನು ಮುಚ್ಚುವುದು ಅಥವಾ ಕ್ರೋಢೀಕರಣ ಮಾಡುವುದು
    - ನಕಲು ಮತ್ತು ವ್ಯರ್ಥವನ್ನು ತಪ್ಪಿಸಲು ಯೋಜನೆಗಳ, ವಿಶೇಷವಾಗಿ ಕೇಂದ್ರ ಸರ್ಕಾರದ ಉಪಕ್ರಮಗಳೊಂದಿಗೆ ಅತಿಕ್ರಮಿಸುವ ಯೋಜನೆಗಳ, ವೈಜ್ಞಾನಿಕ ಮತ್ತು ಆವರ್ತಕ ಪರಿಶೀಲನೆಯನ್ನು ಸೂಚಿಸಲಾಗಿದೆ.
    - "ಒನ್ ಇನ್, ಒನ್ ಔಟ್" ನೀತಿಯನ್ನು ಪರಿಚಯಿಸಿ: ಅಸ್ತಿತ್ವದಲ್ಲಿರುವ ಒಂದನ್ನು ನಿವೃತ್ತಿಗೊಳಿಸಿದ ನಂತರವೇ ಹೊಸ ಯೋಜನೆಗಳನ್ನು ಪರಿಚಯಿಸಬೇಕು.

#### 2. ಸೇವಾ ವಿತರಣೆ ಮತ್ತು ಮಾನವ ಸಂಪನ್ಮೂಲ ಸುಧಾರಣೆಗಳು

- ಕೆಲಸದ ಹೊರೆ ಮೌಲ್ಯಮಾಪನ ಮತ್ತು ವಿಕಸನಗೊಳ್ಳುತ್ತಿರುವ ಸೇವಾ ಅಗತ್ಯಗಳ ಆಧಾರದ ಮೇಲೆ ಸಿಬ್ಬಂದಿಯ ಮರು ನಿಯೋಜನೆ, ಹೆಚ್ಚಿನ ಕೆಲಸದ ತೀವ್ರತೆಯನ್ನು ಹೊಂದಿರುವ ಘಟಕಗಳು ಸಾಕಷ್ಟು ಅಧಿಕಾರಿಗಳನ್ನು ಹೊಂದಿವೆ ಎಂದು ಖಚಿತಪಡಿಸಿಕೊಳ್ಳುವುದು.
- ಅನಗತ್ಯ ಹುದ್ದೆಗಳನ್ನು ರದ್ದುಗೊಳಿಸಿ ಅಥವಾ ಪರಿವರ್ತಿಸಿ; ಉದಾಹರಣೆಗೆ, ಬಳಕೆಯಾಗದ ಕ್ಲರಿಕಲ್ ಹುದ್ದೆಗಳನ್ನು (ಗುಂಪು C/D) ಅಗತ್ಯವಿರುವಲ್ಲಿ ಬಹು-ಕಾರ್ಯ ತಾಂತ್ರಿಕ ಅಥವಾ ಕಾರ್ಯನಿರ್ವಾಹಕ ಪಾತ್ರಗಳಾಗಿ ಪರಿವರ್ತಿಸಿ.
- ಸುಪ್ರೀಂ ಕೋರ್ಟ್ ನಿರ್ದೇಶನಗಳೊಂದಿಗೆ ಹೊಂದಾಣಿಕೆ ಮಾಡುವ ಮತ್ತು ಆಂತರಿಕ ಸಾಮರ್ಥ್ಯವನ್ನು ಬಲಪಡಿಸುವ ಮೂಲಕ ಗ್ರೂಪ್-ಸಿ ಮತ್ತು ಗ್ರೂಪ್-ಡಿ ಕೇಡರ್ ಹುದ್ದೆಗಳನ್ನು ಹೊರಗುತ್ತಿಗೆ ನೀಡುವುದನ್ನು ನಿಲ್ಲಿಸಿ.
- ದೀರ್ಘಕಾಲದಿಂದ ಖಾಲಿ ಇರುವ ಮುಂಚೂಣಿಯ ಹುದ್ದೆಗಳ ಭರ್ತಿಗೆ ಆದ್ಯತೆ ನೀಡಿ ಮತ್ತು ಭೌಗೋಳಿಕತೆ, ಬೇಡಿಕೆ, ಜನಸಂಖ್ಯೆ ಮತ್ತು ಆಡಳಿತಾತ್ಮಕ ತೀವ್ರತೆಯನ್ನು ಪ್ರತಿಬಿಂಬಿಸುವ ವೈಜ್ಞಾನಿಕ ನಿಯೋಜನೆ ಮಾನದಂಡಗಳ ಆಧಾರದ ಮೇಲೆ ಅನುಮೋದಿತ ಹುದ್ದೆಗಳನ್ನು ಭರ್ತಿ ಮಾಡಲಾಗಿದೆಯೆ ಎಂದು ಖಚಿತಪಡಿಸಿಕೊಳ್ಳಿ.

### 3. ಸುಧಾರಣಾ ಅನುಷ್ಠಾನ ಮತ್ತು ಮೇಲ್ವಿಚಾರಣೆಯನ್ನು ಬಲಪಡಿಸುವುದು

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

### 4. ಇತರ ರಚನಾತ್ಮಕ ಮತ್ತು ಕಾರ್ಯವಿಧಾನದ ಸುಧಾರಣಾ ಸಲಹೆಗಳು

- ಕೆಲಸದ ಹೊರೆ ಮತ್ತು ತಾಂತ್ರಿಕ ಅಗತ್ಯಗಳಿಗೆ ಅನುಗುಣವಾಗಿ ಕೇಡರ್ ಮತ್ತು ನೇಮಕಾತಿ ನಿಯಮಗಳ ಸುಧಾರಣೆ, ಅಗತ್ಯ ಸೇವೆಗಳನ್ನು ಬಲಪಡಿಸುವಾಗ ಕೆಲವು ಗುಂಪುಗಳ ಅತಿಯಾದ ವಿಸ್ತರಣೆಯನ್ನು ಕಡಿಮೆ ಮಾಡುತ್ತದೆ.

- ಬಜೆಟ್ ಶೀರ್ಷಿಕೆಗಳನ್ನು ತರ್ಕಬದ್ಧಗೊಳಿಸುವ ಮೂಲಕ ಮತ್ತು ಅನಗತ್ಯ ವೆಚ್ಚದ ಹರಿವುಗಳನ್ನು ತೆಗೆದುಹಾಕುವ ಮೂಲಕ ಪುರಾವೆ ಆಧಾರಿತ ಮತ್ತು ಫಲಿತಾಂಶ-ಆಧಾರಿತ ಬಜೆಟ್ ಅನ್ನು ಉತ್ತೇಜಿಸಿ.
- ಕೇವಲ ಕಾರ್ಯವಿಧಾನದ ಅನುಸರಣೆಗಿಂತ ಹೆಚ್ಚಾಗಿ ಪರಿಣಾಮಕಾರಿತ್ವ ಮತ್ತು ಪರಿಣಾಮಕ್ಕಾಗಿ ನಡೆಯುತ್ತಿರುವ ಯೋಜನೆಗಳ ಆವರ್ತಕ ಮೌಲ್ಯಮಾಪನವನ್ನು ಪ್ರೋತ್ಸಾಹಿಸಿ.

### ನಿರಂತರತೆ ಮತ್ತು ನಿರ್ಗಮನ ತಂತ್ರ

KARC-2ರ ನಿರ್ಗಮನದೊಂದಿಗೆ, ವರದಿಯು ಒತ್ತಿಹೇಳುವ ಅಂಶಗಳು:

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

### ಇವು ಏಕೆ ಮುಖ್ಯ

ಈ ಶಿಫಾರಸುಗಳ ಉದ್ದೇಶ :

- ನಿಷ್ಪರಿಣಾಮಕಾರಿ ಯೋಜನೆಗಳು ಮತ್ತು ಹುದ್ದೆಗಳನ್ನು ಕಡಿತಗೊಳಿಸುವ ಮೂಲಕ ಆಡಳಿತಾತ್ಮಕ ದಕ್ಷತೆಯನ್ನು ಸುಧಾರಿಸುವುದು.
- ಸಾರ್ವಜನಿಕ ವಲಯದಲ್ಲಿ ಮಾನವ ಸಂಪನ್ಮೂಲ ಬಳಕೆಯನ್ನು ಬಲಪಡಿಸುವುದು.
- ರಚನಾತ್ಮಕ ಮೇಲ್ವಿಚಾರಣೆ ಮತ್ತು ತರ್ಕಬದ್ಧಗೊಳಿಸುವಿಕೆಯ ಮೂಲಕ ಹೊಣೆಗಾರಿಕೆ, ಪಾರದರ್ಶಕತೆ ಮತ್ತು ನಾಗರಿಕ-ಕೇಂದ್ರಿತ ಆಡಳಿತವನ್ನು ಹೆಚ್ಚಿಸುವುದು.

ಅನುವಾದಿಸಿದ್ದಾರೆ

ಡಾ. ಮೈಥಿಲಿ ಪಿ. ರಾವ್

ಶಿಕ್ಷಣತಜ್ಞ ಮತ್ತು ಸ್ವತಂತ್ರ ಅನುವಾದಕಿ

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## Communication Pulse

### WHERE POLICY MEETS PEOPLE *Gram Panchayats: The Policy Hub*

#### Introduction

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

#### Context

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

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

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

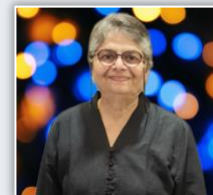
The GoK has left no stone unturned and continues to focus on introducing capacity building programmes, developing digital infrastructure, predicting financial transfers, and providing technical support to GPs. This in turn has encouraged the GPs to be transparent, accountable, and responsive and have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

GP focus on some niche areas include:

- Women Empowerment and Social Justice by enabling women's Self-Help Groups (SHGs) by

**Dr. Annapoora Ravichander**

Freelance Consultant



ensuring effective implementation of social welfare policies.

- Livelihood and Employment by promoting rural enterprises through MNREGA.
- Health and Sanitation by driving immunization by implementing health policies and improving sanitation under the Swachh Bharat Mission.
- Education through the Sarva Shiksha Abhiyan monitors school infrastructure and attendance.

The GPs have been instrumental in ensuring that:

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

#### Challenges and Solutions

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

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

## Best Practices of GPs in Karnataka

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

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

*Outcome:* Increase in public trust and reduction of corruption

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

*Outcome:* Strengthening accountability and transparency

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

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

- 

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

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

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

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

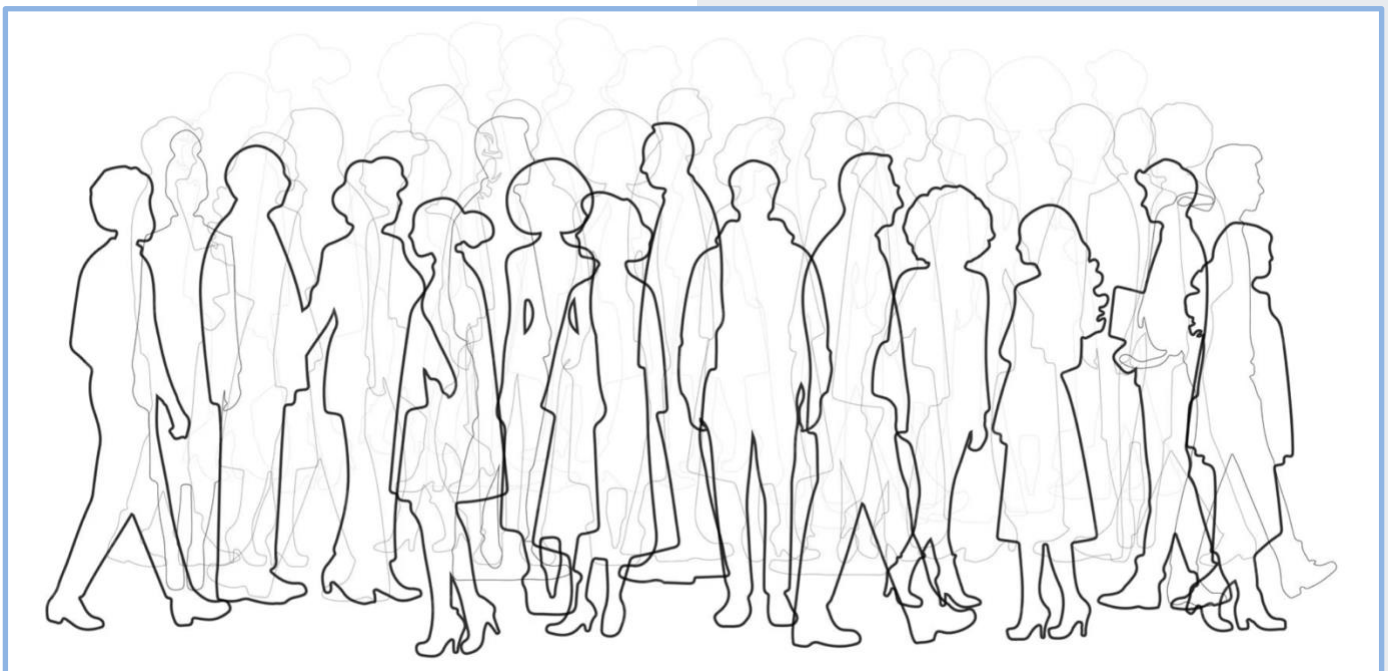
- **Working with local nonprofit organizations** (NGOs) to conduct training programmes.

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

### Conclusion

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

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





## Opinion

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

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

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

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

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

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

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

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

- The Indian **bureaucracy plays a central role** in maintaining democratic consensus and governance continuity beyond shifts in political ideology.

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

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

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

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

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



## Branch Activities

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

about chronology but also about understanding structures, choices, and consequences.

**Dr. G. Veershetty**, Deputy Director, Divisional Archives Office, Kalaburagi was the Chief Guest. **Prof. Battu Satyanarayana**, Vice-Chancellor, CUK, in his Presidential remarks, emphasized that history



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

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

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

continues to shape the present and the future in significant ways. He underlined the importance of academic activities such as national seminars in deepening historical understanding and encouraging critical thinking.

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

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

**Technical Session – III** was on *Tracing the Trajectories of Local Administration in the Medieval Deccan*. **Mr. Kedar Naik**, Asst. Professor, Gokhale Institute of Politics and Economics, emphasized that the Deccan should not be reduced to a mere hinterland in historical imagination and that it demands more sustained scholarly engagement. **Dr. M. S. Chaitra**, Director, Foundation for the Study of

Indian Culture, Bangalore, referred to the existence and functioning of panchayat-like institutions even prior to British rule. The idea that communities negotiated with local authority structures for implementation of works and responsibilities showed that administration was not always purely top-down; it often involved bargaining, mediation, and shared practical governance.

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

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



## Branch Members' Writings in the Media



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

### ***Safety must become the first measure of urban governance***

In *Deccan Herald* dt. 21 January 2026

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



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

### **Lives lived between shame and sunrise** In *Deccan Herald* dt. 18 January 2026

<https://www.deccanherald.com/features/books/lives-lived-between-shame-and-sunrise-3864220>

### **Trump's properties: The unravelling of a real estate president**

In *Deccan Herald* dt. 18 January 2026

<https://www.deccanherald.com/opinion/trumps-properties-the-unravelling-of-a-real-estate-president-3866023>

### **The return of the oil conflict**

In *Deccan Herald* dt. 7 January 2026

<https://www.deccanherald.com/opinion/the-return-of-the-oil-conflict-3853669>



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

### **Republic Day 2026 | 6 books to read on the Indian Constitution**

In *The Hindu* dt. 23 January 2026

<https://share.google/pA6YnccWAECa0LiEM>



**Dr. Annapoorna Ravichander**  
Freelance Consultant

### **Reimagining Governance in the Age of Artificial Intelligence**

<https://meghalayamonitor.com/reimagining-governance-in-the-age-of-artificial-intelligence/>

### **Short Story: The Last Scene**

<https://meghalayamonitor.com/short-story-the-last-scene-when-the-camera-stopped/>

### **Making Policy Matter: The Communication Factor**

<https://meghalayamonitor.com/making-policy-matter-the-communication-factor/>

### **Travelogue: Between Mountains and Moments**

<https://meghalayamonitor.com/travelogue-between-mountains-and-moments/>

### **Short Story: Paws, Laws and Disorder**

<https://meghalayamonitor.com/short-story-gali-dogs-gavel-laws-paws-laws-disorder/>



**Dr. D. Jeevan Kumar**

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

**Merit or Bias? The Case for a Civil Debate**

In *Deccan Herald* dt. 30 January 2026

<https://www.deccanherald.com/opinion/merit-or-bias-the-case-for-a-civil-debate-3879535>

**Book Review: Udai Prakash Sinha, *Legacy of Dr. Manmohan Singh: Architect of India's Economic Renaissance***

Sage Publishing, *Indian Journal of Public Administration*, January 2026

<https://journals.sagepub.com/eprint/GBPSNGERCVNCDRHAWTVN/full>





## Books by Members

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





## Book Review

### FROM PANDEMIC TO POLYCRISIS *Rethinking World Order after COVID-19*

- *By Dr. Jeevan Kumar*

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

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

#### **Geopolitical Shifts and Power Reconfigurations**

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

#### **Governance, Democracy, and Rights**

The book foregrounds the tension between **state authority and individual rights** during emergencies. Several contributions unpack how public health measures affected civil liberties, democratic accountability, and institutional trust. In some

contexts, emergency powers and digital surveillance expanded state reach, raising critical questions about transparency, accountability, and the balance between security and freedom. The authors argue that democratic institutions need robust safeguards to ensure that temporary crisis measures do not calcify into permanent curbs on rights.

#### **Migration, Inequality, and Social Fragilities**

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

#### **Economic and Institutional Reforms**

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

#### **Future Directions**

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

## Utility of the Book

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

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

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





### Republic Day Reflections

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

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

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

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

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

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

- **Dr. S. Radhakrishnan**

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

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

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

- **Neelam Sanjiva Reddy**

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

- **Shankar Dayal Sharma**

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

- **B. D. Jatti**

***“Liberty without discipline can destroy itself.”***

- **Mohammed Hidayathullah**



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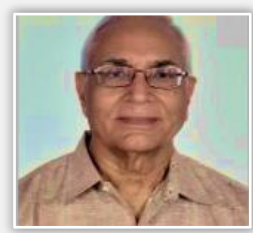
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