

# 35 *Years*

of  
**J&K Regional Branch**

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION**



**J&K Regional Branch**

**Indian Institute of Public Administration**

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**October 2013**

**GROUP PHOTOGRAPH OF MEMBERS OF EXECUTIVE COMMITTEE  
WITH SHRI N.N. VOHRA, HON'BLE GOVERNOR OF JAMMU AND KASHMIR  
(April 9, 2011)**



**GROUP PHOTOGRAPH OF MEMBERS OF EXECUTIVE COMMITTEE  
WITH SHRI OMAR ABDULLAH, HON'BLE CHIEF MINISTER OF JAMMU AND KASHMIR  
(March 16, 2012)**



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**Published by**

Shri J.B.S Johar, Hony Secretary, J&K Regional Branch, Indian Institute of Public Administration.

**Printed by**

Dee Dee Reprographix, 3-Aikta Ashram, New Rehari, Jammu.

**Editor**

Dr. S.K. Koul



**GOVERNOR  
JAMMU & KASHMIR**



**RAJ BHAVAN  
JAMMU-180001**



## **MESSAGE**

I am happy to learn that the Indian Institute of Public Administration (IIPA), J&K Regional Branch, is shortly bringing out a publication which shall reflect its activities during the past 35 years, since its establishment.

To further the objectives of the Indian Institute of Public Administration, New Delhi, the IIPA, J&K Regional Branch, has been organizing varied activities - training programmes, workshops, discussions, seminars, lectures and debates on varied relevant topics - which are aimed at building capacities for promoting good governance.

I congratulate Dr Ashok Bhan, Chairman, and all the distinguished members of the IIPA J&K Regional Branch for regularly organizing meaningful programmes on relevant issues for furthering the cause of good governance.

**(N.N. Vohra)**

24<sup>th</sup> April, 2013  
Jammu.



CHEIF MINISTER  
Jammu & Kashmir



## MESSAGE

It is rightly said that the structure of the administrative services in India has spawned over the years and indeed is the steel frame of modern, post independent India. The bureaucracy welds together and helps in maintaining and promoting the administrative unity of the country. The various institutes of public administration create and craft minds and develop capacity for governance and administration of the country. The Jammu and Kashmir Regional Branch of Indian Institute of Public Administration is one of them.

It will complete 35 years of existence later this year. The institute has done a stellar job in every sense of the term especially in terms of capacity building for good governance. I wish the Institute all the best and good wishes on the 35th year of its existence and hope that it carries its mission with the same vigour, enthusiasm and efficiency in the future as well.

**(Omar Abdullah)**

**T.N. Chaturvedi**

*Former Governor of Karnataka  
Former Member of Parliament (R.S.)  
Former Comptroller & Auditor General of India*



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## MESSAGE

I am glad to know that the Jammu and Kashmir Regional Branch of the Indian Institute of Public Administration will soon complete 35 years of its purposeful existence. It is one of our most active branches. Over the years, despite all constraints and difficulties, it has organized training programmes, workshops, seminar, lectures and debates on different aspects of governance and related problems of contemporary society. It has successfully done so both at Srinagar and Jammu. I recall about fifteen years or more ago I attended a lively symposium organized at Jammu on Ethics in Public Life. It was quite an innovative, imaginative and foreseeing pioneering effort at that point of time. The Jammu and Kashmir Regional Branch is fairly representative of different segments of civil society, administration, academic, legal fraternity, politics, business and entrepreneurial world. It is good to know that the Jammu and Kashmir Regional Branch proposes to prepare and publish a history outlining its activities, evolution and growth. The Secretary of the Branch and its office deserve our congratulation and good wishes for their new venture. It will be not only a storehouse of information, but also a source of inspiration. I wish the branch all the best in years ahead.

*T. N. Chaturvedi*

**(T.N. Chaturvedi)**

*13-5-2013*

डॉ सुधीर एस. बलोरिया  
कुलपति

**Dr. Sudhir S. Bloeria**  
Vice Chancellor



केन्द्रीय विश्वविद्यालय, जम्मू  
Central University of Jammu  
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## MESSAGE

It is a matter of considerable happiness that the J&K Regional Branch of Indian Institute of Public Administration is completing 35 years of its existence during 2013. Like all fledgling institutions, IIPA also made a modest start in the year, 1978. The un-alloyed credit for sowing the seeds of this vibrant organization belongs to Late Shri Veeranna Aivalli, IPS- then an officer of the rank of Dy. Inspector General of Police, who during that period worked tirelessly and with utter devotion to the cause of establishing this J&K Regional Branch. For more than a decade Shri Aivalli was in fact the wholesome manifestation and the public face of this institution.

It was because his unstinted devotion to the IIPA and his firm conviction that this organization has a lot of potential for the benefit of J&K State, that a good number of us got motivated to join it. These new members were inspired to continue a single minded drive to make the IIPA as one of the leading think- tanks and an institution of considerable excellence in the state. It would not be far from truth to mention that most of the old members, including myself, joined the IIPA on personal persuasion of Shri Aivalli.

डॉ सुधीर एस. बलोरिया  
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During the last 35 years this body has seen many ups and downs; including not having a roof its head for almost three decades. This was the period when the IIPA practically shuttled from one location to another, heavily learning on the courtesy and generosity of the other organizations which had some accommodation to spare. This Regional Branch finally managed to construct its own premises and moved to the present location in Jammu during February 2008, the very first time since its inception. This family has now grown from a small group of pioneers to a strong body of 347 members from diverse discipline spanning across government officials, academicians, entrepreneurs etc, constantly striving to improve the systems of governance at various levels and in diverse field.

I am sanguine in the coming years the J&K Regional Branch of IIPA would further enhance its activities and sharply focus on capacity building within and outside government organizations.

**(Dr. Sudhir. S. Bloeria)**





**PROFESSOR MOHAN PAUL SINGH ISHAR**  
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**MESSAGE**

I am pleased to learn that the Indian Institute of Public Administration J&K Regional Branch is bringing out its Biography on 35 years of its existence.

I hope that the Regional Branch of the Institute shall organize Conferences/Seminars/Workshops and other awareness programmes related to public administration, which will be beneficial for the general public at large.

I am also hopeful that the Branch will co-operate with approved Institution and bodies for the purpose of helping the cause of public administration.

On this auspicious occasion I send my warm and sincere greeting to the Regional Branch of the Institute

**(Dr M.P.S. Ishar)**

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**Dr. Ashok Bhan IPS (Retd)**



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## **MESSAGE**

35 years is more than a generation. It is time to recount the journey from the seeds sown by the visionary architect Shri Veeranna Aivalli to its present form when the J&K Regional Branch of the IIPA is widely recognized as an active instrument for building capacity for good governance and management skills. It is an occasion to recall all that has been achieved since the inception of the Regional Branch and assess our strengths and weaknesses. Above all it is time to acknowledge contributions of our founding fathers, members of IIPA, the State Government, academia and the civil society.

It is, therefore, very thoughtful of the Executive Committee of the Regional Branch to have decided to bring out a Souvenir titled "35 Years of J&K Regional Branch IIPA". Dr S. K. Kaul has been assigned the task of compiling the Souvenir in which task he has engaged himself in the right earnest. His efforts are being ably supplemented by Er J. B. S. Johar, Honorary Secretary, and Jatin. I wish them success in their endeavour. I am confident that they will not only be able to bring out the role of the pioneers but also those who worked behind the curtains and contributed significantly in the growth of the Branch.

I take this opportunity to thank the Members for their support and cooperation. Each one of them has in some way made a difference. Some of the land marks like moving into our own premises, regular publication of a Newsletter and nomination of the Regional Branch to the Executive Council of the IIPA for two consecutive terms are testimony to their commitment. The generous annual grant from the State Government has sustained us through these years for which we are grateful to the GAD.

I am confident that the Souvenir will serve as a useful document for present and future Members and the civil society to acquaint with the rich legacy of the Regional Branch.

**(Ashok. Bhan)**



## FROM THE EDITOR'S ANVIL

The J&K Regional Branch of Indian Institute of Public Administration (IIPA) during its 35 year has already passed the critical phase of its existence. This is the time that one looks back to see what we have achieved and what is achievable in the years to come. Strides have been made which have been possible due to the visionary thinking, futuristic planning and professional management of towering personalities in the field of administration like Dr M. Rehman, Mr. Jalil Ahmed Khan, Dr S.S Bloeria and Dr Ashok Bhan who have been giving guidance and direction to the Branch and made it what it is today. The members of the executive committees did not lag behind in providing all the support to execute programmes successfully in order to make this Branch among the best in the country.

The seeds of IIPA J&K were sown in early 1960s which took 18 years to sprout in 1979. The first meeting was called in Srinagar club with enrolment of 17 members. Today J&K Regional Branch has more than 340 members.

Despite disturbed conditions in the state, the Regional Branch made phenomenal progress in its activities both at Jammu and Srinagar. It continued to provide a forum for debates, discussions and workshops on issues of good governance. We received adulation for such activities from the professional as well as policy planning authorities of our State and Country. The amazing show of resilience on the one hand and the upward progressive trends in the overall functioning of the Regional Branch on the other hand, are deeply rooted in the quality and untiring efforts of its members.

The Branch has excellent relation with University of Jammu and University of Kashmir who have always come forward to render us facilities for conducting activities.



Annual inter-college debates and association with the University of Jammu to start the "Centre for Excellence in Public Administration and Management" are fine examples of the synergy. The most spectacular event for us was the end of our struggle for having our own premises when we shifted to our building in April 2008 for which we are grateful to the University of Jammu.

Our focus in the recent past has shifted to sharing of expertise by organising training programmes in management and public administration while continuing seminars, debates, and lectures etc. on topics of interest to the citizens. The Regional Branch is seriously exploring the possibility of utilizing the vast resource pool of experts in various disciplines of learning available with us to take up research projects and guide scholars enrolled by our universities.

This is the time for a sharp introspection and focused targeting by analysing our potential, strengths, proficiency, expertise and capabilities. The road that lies ahead is full of challenges and exciting opportunities. We are confident that our partners and stakeholders will lend strength and support to our endeavours to emerge triumphant in tune with the rich and time honoured traditions of this great and vibrant Institute.

Shri Veeranna Aivalli, Shri Ram Sahai and Shri Sati Sahni passed into eternal rest after shouldering the wheel of the Branch from 1979 onwards with dedication and devotion. We miss them. It is time to rededicate ourselves to the goals set by our founding fathers and visionaries by resurrection of passion for action and renewed commitment to achieve pervasive excellence.

For me, in person it is a great honour to be involved in compiling such a wide gamut of activities being carried out at the Regional Branch. I consider myself fortunate to have a dedicated, hardworking and conscientious Editorial team in Dr Ashok Bhan, Chairman and Er. J.B.S Johar, Hony. Secretary who not only put extra time and effort in compiling and editing this writeup to the present shape but also gave valuable suggestions to get the task accomplished.

The hard work put in by Mr. Bunt Kumar and Mr. Jatin in documentation of the data and desktop work on computer is acknowledged.

I hope the Readers will get a flavor of the activities of the Regional branch through this souvenir.



**Dr S.K Koul**



**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION  
J&K REGIONAL BRANCH**

**CHAIRMAN AND HONY SECRETARIES**

S.NO	CHAIRMAN	HONY SECRETARY	YEAR
1.	Sh S.N.Bajpe	Sh Veeranna Aivalli	1981-1983
2.	Sh S.C.Pathak	Sh Veeranna Aivalli	1983-1984
3.	Sh Mehmood -ul-Rehman	Sh Veeranna Aivalli	1984-1994
4.	Sh Jalil Ahmad Khan	Sh Veeranna Aivalli	1995-1999
5.	Sh Jalil Ahmad Khan	Sh Prem Gupta	1999-2000
6.	Sh Jalil Ahmad Khan	Sh Swami Raj Sharma	2000-2001
7.	Sh Jalil Ahmad Khan	Dr Ashok Bhan	2002-2003
8.	Dr S.S.Bloeria	Dr Ashok Bhan	2004-2009
9.	Dr Ashok Bhan	Sh J.B.S.Johar	2010-continuing

## EXECUTIVE COMMITTEE JAN (2012-2014)

### IIPA-J&K REGIONAL BRANCH



**Dr S.S. Bhoena**  
Patron



**Dr A.K. Bhan**  
Chairman



**Sh A.M. Watali**  
Vice Chairman



**Sh B.R. Sharma**  
Vice Chairman



**Dr C.M. Sethi**  
Vice Chairman



**Sh J.B.S. Johar**  
Hony Secretary



**Sh T.P. Singh**  
Treasurer



**Sh Vikrant Kuthiala**  
Joint Secretary (Jammu)



**Sh G.M. Andrabi**  
Joint Secretary (Kashmir)



**Prof Versha Mehta**  
Director (Seminar)



**Prof Alka Sharma**  
Joint Director (Seminar)



**Prof Mushtaq Ahmed Darzi**  
Joint Director (Seminar)  
Kashmir



**Sh Chander Gulhati**  
Member



**Sh Lal Chand**  
Member



**Sh M.K. Dewildt** IAS  
Member



**Sh Nasir Ahmed** IFS  
Member



**Dr Pawan Kotwal**  
Member



**Sh Vikram Gour**  
Member



**Sh V.N. Sharma**  
Member



**Sh Basheer Ahmed**  
Shah Member



**Prof Menq-u-ddin**  
Member



**Kh Bashir Ahmad**  
Member



**Prof S.M. Afzal Qadri**  
Member



**Sh M.M. Gupta**  
Member



**S Jagjeet Singh Sudin**  
Member



**Dr G.N. Qasbi**  
Member



**Prof Rekha Choudhary**  
Member





## **GENESIS OF THE REGIONAL BRANCH OF IIPA**

**Dr M. Rahman<sup>1</sup>**

It was a great pleasure for me to receive the telephonic call from my illustrious friend in the J&K Police, Dr A. K. Bhan who had worked with me in the most turbulent times and survived a grievous attack, while serving as SSP Anantnag, when the militancy was at its peak in 1990. He was asking me to write about my association with the J&K Chapter of IIPA. Unfortunately my life in Mumbai during this period is totally preoccupied in finalizing a report on the causes of backwardness of minorities in Maharashtra. When I came to Jammu to attend the 4th meeting of the Executive Council of the Central University of Jammu, I was again reminded of my commitment and consequently I am hastening to scribble whatever stands out in my memory in relation to the IIPA.

I distinctly recall that we had a well-knit circle of friends, which included Veeranna Aivalli, A.K.Kapoor, Ashok Kumar and myself and our families used to meet in Jammu and Udhampur. There were other friends like Ashok Jaitly, M.N.Sabharwal, Wajahat Habibullah, J.A.Khan and S.D.Singh, who also formed a circle of friends. S.S.Rizvi and Hindal Tyabji were often more hospitable than others. We also had friends in Rajendar Singh Rana, S.S. Bali, Prithipal Singh, B.K. Suri and Sushma Chaudhuri.

Veeranna Aivalli had an academic bent of mind and held formal discussions in his Police Training School at Udhampur in early 70s. In this initiative of Veeranna Aivalli, I clearly see the genesis of what has now grown as the J&K Chapter of the Indian Institute of Public Administration. Aivalli was assisted by Ghulam Hassan Kaloo and a few other distinguished academics, who made their notable contribution to the present outfit of IIPA. I distinctly remember B.K. Suri as extremely keen on organizing functions.

I think it was the late summer of 1985 when Veeranna Aivalli invited the Union Home

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<sup>1</sup>Dr M. Rehman, a distinguished IAS officer of J&K Cadre is a founder Member of the Regional Branch and served as its Chairman (1984-1994). A recipient of Padma Shri, Dr Rehman served as Secretary in the GOI, Vice Chancellor of Aligarh Muslim University and Chairman and Administrator of BMC Bank Ltd. He is Chairman of the J&K State Finance Commission (Editor).



Minister in his capacity as President of the IIPA. He was received by me, Aivalli and Mir Nasrullah as Chief Secretary at the Srinagar airport and the IIPA's function was held at the Srinagar Club. The IIPA's function remained confined to the IIPA's invitees, though invitations were extended to Chief Minister G.M.Shah, Dr Farooq Abdullah and some prominent Ministers. Dr Farooq Abdullah preferred to sit in the rear as a member of the IIPA, though on the insistence of Home Minister S.B.Chavan Dr Farooq came to take the vacant seat on the dais next to him. The absence of the Chief Minister and his cabinet colleagues from this IIPA's meeting in which the Home Minister of India was the Chief Guest and he had come all the way from Delhi was too conspicuous and in our reckoning it was destined to take its own toll. We could note that coming events cast



A group photograph taken in Srinagar on September 7, 1985.  
Sitting (LtoR) Sh M.Rahman, Shri S.B.Chavan, Union Home Minister,  
Sh Jagmohan, Hon'ble Governor and unidentified guest.  
Standing (LtoR) Sh V.Aivalli, Sh G.H.Kaloo, unidentified and Sh Sati Sahni



Sh S.B Chavan, Hon'ble Union Home Minister and Sh Veeranna Aivalli, Hon'y Secretary during the programme on "National Integration: Role of Administration" on September 7, 1985 at Srinagar

their shadows before. Our misgivings were further fortified by the absence of the then Chief Minister and his colleagues from the dinner hosted by the IIPA on the verdurous lawns of the then Oberoi palace hotel along the famous Dal lake whose placid waters invariably concealed the brewing storm and Sir Walter Lawrence described the lake as most beautiful in the world.

It is said that misfortune never comes alone and coming events cast their shadows before. The Home Minister chose to bid good-bye to the Chief Minister at his residence almost unannounced. Though Aivalli and I were a part of the motorcade, we erred on the side of caution, and went straight to the airport. Later on an ardent supporter of IIPA Sati Sahni gave us tell-tale account of the unedifying conversation that took place between the two dignitaries. According to some observers the Governor's rule became more imminent than what the J&K Kaleidoscope indicated prior to the Home Minister's





courtesy call at the house of the Chief Minister at Maulana Azad road, Srinagar.

Noor Jahan, the beautiful queen of Jahangir, was famous for her poetic talent and appropriate repartees. On being told by her maid that her favourite Chinese mirror has got broken by providential intervention, to this she clinchingly replied, "it is indeed very good that the source of swagger and beauty exhibition has gone".

Royal maid's remarks: AzQazaAina-e-ChiniShikasth

*By divine intervention your mirror has broken*

Noor Jahan's repartee: KhoobShudAsbab-e-KhudbiniShikasth

*It is indeed very good that the source of swagger and beauty exhibition has gone*



Sh B.G. Verghese and Sh Sati Sahni, a founder member of the Regional Branch, in a seminar in Nov 1995



Dr M. Rahman, our former Chairman, during his visit to the Regional Branch on May 3, 2012

Within months of the fateful address of the Union Home Minister, the Governor's rule followed and the state did look poised for a leap forward. Town planning, power generation, resource mobilization, inclusive growth and eradication of corruption became the main plank on which the Governor started working. While the efforts were being intensified in the process of development, the political confabulations in Delhi reached a crescendo and the elections were called in which the Congress party and the National Conference formed a coalition Government. What followed is history and can be dilated upon subsequently.

The J&K Chapter of the IIPA has been the most vibrant Branch of Public Administration in the whole country. Veeranna Aivalli virtually nursed it to its present form and many friends and colleagues have contributed to its sound health. It is now a very great satisfaction that it has a beautiful structure located at a coveted spot along the magnificent Tawi River. It is now bound to make significant strides in the right direction under the leadership of Dr A.K.Bhan, who very kindly asked me to write these few lines. I do hope to send him my impressions on the rudiments of administration at a later stage.

I was taken to this new building of IIPA at the initiative of my dear and distinguished colleague Dr Sudhir Bloeria, Vice Chancellor, Central University Jammu. I believe that he played a key role in the acquisition of the present beautiful building. I recall very vividly that in search of a suitable place for the IIPA we had gone from pillar to post and after obtaining clearance from Doctor Farooq Abdullah we had obtained a small vacant building at an elevated corner of the famous Bagh-e-Bahu and held many meetings at this picturesque spot. The site to which the IIPA has now shifted is closer to the Jammu city and along the magnificent Tawi River it indeed marks a curious spectacle. I have no doubt that this will prove to be a thin end of the wedge.

Before I conclude I would like to suggest that the J&K chapter of the IIPA may evolve some studies and research projects to be taken up by the IIPA members and even guest researchers from within and outside the country. Subjects like the diversity index of the state, reorienting the public service to meet the challenges of emerging economy, administrative reforms with special reference to enriching tourism, eradicating corruption, legal aid and useful helpline to the tourists, emergency services, making the education rewarding and purposive and also making the growth and planning process more inclusive. Scholars and people having insightful knowledge of J&K can be encouraged to undertake these studies and for this the concomitant perquisites and infrastructural facilities can be created after obtaining liberal assistance from the planning commission and several ministries in the Govt. of India. Studies on various facets of terrorism can be financed by the ministry of Home Affairs. The efficiency of all public services needs closest attention so that the cultural ambience of the state may become the focus of the country.



## From the Archives





## **35 YEARS OF J&K REGIONAL BRANCH - A FLASHBACK**

**Shri T.P. Singh<sup>1</sup>**

My association with J&K Regional Branch started from its very inception in 1979 and I got enrolled as life member in January 1981. I will not repeat what my learned colleagues particularly Dr Ashok Bhan, Chairman of the Regional Branch, have narrated in detail in their contributions to the Souvenir. Some more facts associated with the Regional Branch that I am privy to must be shared with the readers and members.

No records are available of any activities of IIPA in the State of Jammu and Kashmir before 1979. However, enquiries from the IIPA Headquarters at that time provided a very interesting piece of information. In September 1963, a local Branch was inaugurated at Srinagar by Prof V.K.N. Menon, the then Director of the IIPA, New Delhi and Dr N. Agha I.A.S, the then Financial Commissioner was elected as its Chairman.

In 1979, steps were taken to start a Regional Branch. A membership drive was launched and senior civil servants and bankers were enrolled as members. PWD Bungalow No: 1, the official residence of Shri Veeranna Aivalli, founder Hony Secretary, was used as office of the Branch with 'PRASHASAN' as telegraphic address and Post Box No. 88. All meetings were held at the residence of Shri Aivalli where Smt Swarna Aivalli played a generous host. Her role in keeping the Branch alive is laudable.

In September 1981, Dr P.R. Dubashi IAS the then Director IIPA New Delhi, visited Srinagar and advised that despite limited membership, steps be taken to organize lecture-meetings etc. The meeting of existing members was called on 5th

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<sup>1</sup> The author served the State Government in various capacities and is a former Settlement Commissioner, J&K. He has been one of the founder Members and Joint Secretary of the Regional Branch. He is currently the Treasurer for more than two decades.



December, 1981 at Srinagar and on 14th December, 1981 at Jammu. At that time, there were only 75 members. As a result of these meetings, an Executive committee was formed having Shri M. Rahman IAS as chairman. Shri Veeranna Aivalli IPS as Secretary, Shri Choube, the then Divisional Manager of United Commercial Bank Srinagar as Treasurer, Shri G.H. Kaloo, the then Executive Engineer as Joint Secretary, Srinagar and the author as Joint Secretary Jammu. The academic activities were started on 26th December, 1981 with audio-visual presentation by Dr A.K. Nagpal, the then project Director, Institute of Medical Sciences Soura, Srinagar on "Health Project Planning-Institute of medical sciences Srinagar".

Indian Institute of Public Administration, New Delhi is registered under the Societies Act XX1 of 1860 on 13-03-1954 but this act is not applicable to J&K state. Therefore, the Executive Committee took a decision to get it registered under Societies Registration Act of 1998(1941 A.D). The Regional Branch is now a registered entity



Sh Prem Gupta, Sh Vinod Malhotra, Smt Swarna Aivalli and Sh Veeranna Aivalli with Sh T.P. Singh participating in a Seminar organized by the Regional Branch in 1991



Dr S.S. Bloeria, Patron, Sh J.A. Khan, former Chairman, Dr A.K. Bhan, Chairman and Sh T.P. Singh, Honorary Treasurer during the 34<sup>th</sup> AGM on January 5, 2013

vide no: 5027-S of 2007 under the J&K Societies Registration Act.

The IIPA, New Delhi had issued draft bye-laws for the Regional Branches in 1992. To prepare the bye-laws for J&K regional Branch, a committee was constituted as early as December, 1992. However, the bye-laws of the J&K Regional Branch got approved in General Body meeting held on 8th January 2005. The accounts are regularly audited as required by the bye-laws of IIPA, New Delhi and J&K Regional Branch.

The Branch moved to its own building on 21st April 2008. The journey from the residence of Shri Aivalli to present building was very testing and difficult one. In 1991, we got accommodation at Bagh-e-Bahu complex of Fisheries Department. After some



years we vacated the building as it was required for an Aquarium. We started search for another building with other Departments to avoid expenditure on rents. In 1998, Fire services department provided us two rooms in their Gandhi Nagar Complex. However, there was great opposition from some quarters and we surrendered the accommodation.

To save the record and furniture, a hall at Channi Himmat Railway crossing was taken on rent in Nov.1999, as an emergency measure. There was demand from all members to hire a building on rent to resume our activities. Accordingly in 2000, a house in Sector-1 of Channi Himmat housing colony was taken on rent till we moved to Hall No: G-9, DDE Complex of Jammu University in 2002. From here we moved to our own building in 2008.

IIPA New Delhi in its all India Programme had decided to compile "The Landmarks in Administration post-independence". The executive committee of J&K Regional Branch selected four important measures taken in the state viz "Single line administration", 'Directive Principles of the state policy", "Agrarian reforms" and "Applicability of central laws in J&K". Accordingly selected four authors having expertise in the particular field and requested them to prepare papers for publication. These were "Single line Administration" by Shri B.R Kundal, "Directive Principles of State Policy" by Shri Sudesh Kumar Sharma, "Agrarian Reforms" by Shri Swami Raj Sharma and "Applicability of central laws in J&K" by Shri (Justice) Sudesh Kumar Gupta. The Branch published these papers in the form of booklet entitled "Post-Independence Landmarks in State Public Administration."

These were some interesting highlights of the early years. We have moved on to a stature which gives satisfaction to each member. Providing an insight into the various facets of public administration for the benefit of the serving officers, the students and the citizens will continue to remain our aim. We hope to achieve this aim to everyone's satisfaction in times to come.





## **NOSTALGIC MOMENTS**

**Dr Ashok Bhan<sup>1</sup>**

Impressed by the infrastructure, faculty and course content, I became a life member of the IIPA in October 1984 while attending an Executive Development Program in Delhi. My first substantial contact with the J&K Regional Branch came only after I returned from a Central deputation in early 1986. The rest of the 80s and for almost the entire 90s the Regional Branch was synonymous with ShriVeerannaAivalli, an IPS officer of 1966 batch. Like many other young officers I started attending programs out of respect for Shri Aivalli's towering personality, his commitment to his profession and his capacity to bring together people of different backgrounds on the IIPA platform to discuss contemporary issues. From being part of the audience, I began participating in some deliberations. Little did I know that one day destiny will throw the mantle of the Branch on my shoulders and I would have to fit into the shoes of this illustrious institution builder?

### **The Foundation**

The foundation of the Regional Branch was laid during the stewardship of Shri Aivalli. Though the initial work of enrolling members began in 1979, he was formally elected as the Honorary Secretary in 1981 on which post he continued till 1999 when he left the State on a Central deputation to head the Civil Aviation Security. This created a leadership vacuum for some time. His untimely passing away in 2001 was a setback for the Branch.

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<sup>1</sup> The author is a former Director General of Police and is presently Chairman of the J&K Regional Branch of IIPA. He earlier served as Honorary Secretary of the Branch (2002-2010). He has served on the National Security Advisory Board (2011-12) and is currently Member of SMVDSB and Distinguished Fellow IPCS New Delhi.

Shri Aivalli when at the helm enjoyed the confidence of many officers of the civil administration, Police and the Forest department. Particular mention need to be made



Sh J. Akhan, IAS speaking during a Seminar on November 6, 1995



Sh Ved Marwah, Shri Ram Sahai and Shri Veeraana Aivalli during a programme on Whither Terrorism on Feb 9, 1991

of his close rapport with two stalwarts in the administration Dr M. Rehman IAS and Shri Jalil Ahmed Khan IAS who contributed immensely in laying the foundation and worked towards the growth of the Branch. Both served as Chairmen with credit. The most important task was enrolment of members. This they accomplished by targeting their personal contacts in the administration, academia and the corporate world. The members were carefully chosen so that they could contribute in informed debates on issues like public policy and governance. Over 200 members were enrolled during the period including the then Chief Minister Dr Farooq Abdullah. Currently the Regional Branch has over 350 members.

The State Government was persuaded to sanction an annual grant to sustain the Branch. Though small meetings were held in Shri Aivalli's office, functions were organized in Asia Hotel Jammu, SKICC and IMPA Srinagar. Members whom I can recall



Shri A.K. Srivastava IFS speaking in the presence of dignitaries in a seminar on "Whither Terrorism" on Feb 9, 1991



Smt Rani Bloeria, Mrs A.C. Chaturvedi, Smt Swarna Aivalli and Smt Prem Sahni amongst audience during a programme in 1991





## Our distinguished guests



Dr Manmohan Singh, Hon'ble Union Finance Minister, Sh Ram Sahai and others listening to the welcome address by Sh Veeranna Aivalli in a seminar on April 21-22, 1995



Sh G.C. Saxena Hon'ble Governor J&K State being escorted by Sh Ram Sahai and Sh Veeranna Aivalli to a seminar on April 18, 1992



Dr Farooq Abdullah, Chief Minister, welcoming Ambassador G. Parthasarathi, who delivered a lecture on "India's Security Concerns" on February 15, 2002



Hon'ble Chief Minister Jenab Ghulam Nabi Azad speaking during a seminar on "Responsive Governance – Issue and Perspectives" on Feb 16, 2008



Hon'ble Governor Sh N.N Vohra speaking during a seminar on "Corrosion of the Steel Frame - Implication on Good Governance" on April 9, 2011



Hon'ble Chief Minister Jenab Omar Abdullah being welcomed by Dr. Ashok Bhan in a Seminar on "Creating and sustaining a strong bond between citizens and government" on March 16, 2012

## Earthquake victims October 2005 – A Memorial



Hon'ble Union Home Minister Sh Shiv Raj Patil addressing a memorial programme on Oct 8, 2006 at Srinagar on the anniversary of the 2005 earthquake



Late Sh A. A. Zargar, Hon'ble Minister, Jenab Ghulam Nabi Azad, Hon'ble CM, Lt Gen (Retd) S.K. Sinha, Hon'ble Governor, Union Home Minister Sh Shiv Raj Patil, Hon'ble Chief Justice B.A. Khan and Union Minister Dr Farooq Abdullah at the function



Hon'ble Governor, Lt. Gen. (Retd.) S.K. Sinha speaking during the programme "Earthquake 2005 - the year after" on Oct. 08, 2006



Hon'ble Chief Minister, Jenab Gulam Nabi Azad presenting a memento to Dr G.N. Qasba during the programme



Some eminent personalities watching the programme held to mark the 1<sup>st</sup> anniversary of the Earthquake



A view of the audience at the memorial programme held at SKICC Srinagar



rendering a helping hand in almost every function were S/Shri Ram Sahai, Sati Sahni, T.P.Singh, A.K. Srivastava IFS, Farooq Ahmed IPS, Bashir Ahmed Shah, and Prem Gupta IPS. Shri Ashwani and Shri Ram Singh constituted the secretariat maintaining records of membership, accounts, printing and distribution of invitations and carrying out the liaison work. A room was earmarked in IMPA Srinagar to serve as office and meeting place. Similarly, a conference Hall at Baghe Bahu in Jammu was made available to the Branch through the clout of the founders. Later when the premises were taken over by the fisheries department, Shri Aivalli persuaded the Jammu University authorities to make available for our office use a hall in the Department of Distance Education in which a modest library was also set up. The arrangement continued till we moved into our own premises.

To highlight the contribution and influence of the Regional Branch comes to my mind a program on the subject "Whither Terrorism" held in Asia Hotel Jammu on 9th February 1991. The event had contemporary relevance, boldness in choice of subject and high level of participation. To discuss terrorism on a public platform and attract participants from the State and outside was no easy feat. The participants included Justice R.P.Sethi, Justice K.K.Gupta, Shri Ved Marwah Former Advisor to the Governor, Shri P.G.Halrankar, Former CRPF Chief, Shri P.A.Rosha, Shri Gautam Kaul, Shri M.M.Khajooria, Shri M.A.Nomani and a host of security analysts and academicians. It may not serve much purpose to repeat the other programs held during that period (listed elsewhere). Suffice it to say that The Regional Branch had come of age. A sound foundation had been laid.

### **The superstructure**

My earliest memories as Honorary Secretary from the year 2002 go back to the patronage given by Shri Jalil Ahmed Khan IAS whose office in the Banquet Hall Annexee in Srinagar became the venue of meetings after office hours. His constructive counsel stabilized the Branch from a leadership vacuum. It goes to his credit that even now he misses no opportunity to be a part of our activities. Programs were resumed in Srinagar despite disturbed security scenario and in Jammu when Darbar moved to the winter capital. The programs in Kashmir were well attended as the intellectual discourse had come to a halt in the valley for some time.

In Jammu it was late Shri Ram Sahai (who served as Vice Chairman) on whom we had to bank upon, a service which he volunteered with aplomb and without batting

an eyelid. His hospitality was an overriding incentive for holding Executive Committee meetings in his Chamber of Commerce office. A few programs too were organized in Chamber Conference Hall. He was always available for anything connected with IIPA. His sudden passing away was a serious blow to the Branch.

Dr S.S. Bloeria, a soldier, administrator and scholar rolled in one, former Chief Secretary and currently Vice Chancellor of the Central University of Jammu, deserves credit for bringing in new ideas and drawing a roadmap for achieving the objectives of the Regional Branch. As Chairman of the Branch (2004-09) and presently our Patron, many innovations and landmarks bear his stamp. He has not only led the management but also contributed by his lectures and views on different subjects. His continued counsel and participation in our activities has benefitted and encouraged the Members immensely. His association has brought credibility to the organization. He is truly the conscience keeper of the Regional Branch.

There were many landmarks in this phase and a few of these can be recalled. Perhaps the most talked about event was construction and moving into our own premises in Jammu on April 21, 2008. Prof Amitabh Mattoo, Vice Chancellor of University of Jammu was gracious enough to provide us a piece of land to set up the "Centre for Excellence in Public Administration and Management" as a mark of synergy between the Regional Branch and the academia. Our savings over the years were supplemented by generous financial assistance by Dr Farooq Abdullah, Former Chief Minister and now Union Minister, Shri Amrit Malhotra, now Speaker of the State Assembly and Shri Raman Bhalla, now a Minister in the J&K Cabinet. The construction was carried out by the J&K Police Housing Corporation in a record time and interest taken by Shri Rajan Bakhshi IPS, MD J&K PHC, Shri M.M.Gupta, Chief Engineer and our own in-house team of Engineers is acknowledged. The Jammu and Kashmir Police chipped in to provide Air Conditioners for the premises. The two storey building comprising of a 113 seat auditorium, Library (dedicated to the memory of Shri Veeranna Aivalli) and office rooms was inaugurated by the then Chief Minister Jenab Gulam Nabi Azad in the presence of Prof Amitabh Mattoo, our Chairman Dr S.S.Bloeria and a large gathering of members. The efforts of many had borne fruits. A dream of our members had come true. Most of the programs, whose frequency has increased, are now held here. J&K became the first Regional Branch in the country to own its premises.



The Regional Branch has not only been able to attract large number of experts of national acclaim for its programs, it has also involved the political leadership and administration to spread the message of good governance. Shri Manmohan Singh, then Union Finance Minister, Shri Shiv Raj Patil, then Union Home Minister, Governors of the state Shri B.K. Nehru, Shri G.C. Saxena, Lt Gen (Retd) S.K. Sinha and Shri N.N. Vohra, Chief Ministers Dr Farooq Abdullah, Jenab Mufti Mohd Sayeed, Jenab Gulam Nabi Azad and Jenab Omar Abdullah have all been kind to grace our functions. We had the occasion to receive many State Ministers, Chief Secretaries and top Administrators and Police Officers. The list of programs at the end of this publication will give a fair idea about our guest speakers over the years. The Regional Branch has provided a platform for a rich and scholarly discourse between practitioners and academics with inputs from the civil society for an informed debate on topics of contemporary interest related to public administration, governance and management.

The Branch deeply mourned the passing away of Shri Sat Paul Sahni in 2010. He was one of the founder Members and a pillar of the Regional Branch. A journalist who rose to be the Director General of State Information Department, Shri Sahni was a multifaceted personality. His deep commitment to the cause of IIPA will long be remembered. As Director Seminars and Editor he rendered invaluable service to the growth of the Branch. To perpetuate his memory the Regional Branch has instituted an annual "Sat Paul Sahni Memorial Lecture" held in November. Smt Prem Sahni has been gracious to attend the three lectures that have been held so far.

As part of our effort to build capacity for good governance, a number of training programs have been organized during the last 4-5 years. The trainees include officers nominated by the State Government, PSUs and Corporate sector. The subjects chosen included Ethics in Public Administration, Preventing harassment of women at work places, Consumer protection, urban development, Disaster Management, Panchayati Raj, RTI, Public Service Guarantee Act, Waste management and Environmental issues. Holding these sessions has been a rich experience and more recently faculty of IIPA New Delhi has provided the much needed impetus to this effort.

Publication of a Newsletter since 2010 has been a very useful addition in our armory to increase our reach and record our activities for the posterity. The biannual publication has been well received and is a medium for interaction with our members as well as the outside world. It carries details of our activities and photo features.



Recommendations of important discussions are also reflected. The Editorial Board has delegated the entire task to a team of young academicians Dr Alka Sharma, Dr Anil Gupta and Dr Komal Nagar which they have been accomplishing with finesse.

A conscious effort at democratizing the working of the Regional Branch has paid rich dividends by way of active contributions from more and more members. AGMs are held regularly every year in January and elections biannually. Audited reports are presented in the AGM for ratification. To get best inputs there are frequent meetings of the Executive Committee. Core groups are constituted for important activities; each training program has a course Director and members to share responsibility voluntarily. The Newsletter is handled by an editorial team of young academicians. Young members are also being encouraged to conduct programs so that talent available in the Regional Branch is exposed to the audience.

The Executive Committee and the Office Bearers have taken their job in the right earnest. Shri JBS Johar, Honorary Secretary since 2010, and his team have given a new direction by introducing training programs and maintaining a high standard of debates and discussions. A core group consisting of Er JBS Johar, Dr C.M.Seth, Shri A.M.Watali, Shri VikramGour, Shri T.P.Singh, Shri ChanderGulhati, Shri B.N.Saraf, Dr S.K.Kaul (Editor of this Souvenir), Shri Vikrant Kuthiala and Er. V.N.Sharma meet almost every week in Jammu to finalize arrangements for various programs. They have made value addition to the programs. The secretariat headed by the Program Coordinator Shri Jatin makes it possible to keep the infrastructure in top condition and maintain the records, accounts and the library. I am conscious of the effort required to get quality resource persons and an audience which can benefit from the program. Our team of dedicated members has now mastered the art by dint of sheer hard work and dedication.

Some of our veterans like Gen G.S.Jamwal, Gen B.N.Dhar, former DGP Shri A.C.Chaturvedi, former Chairman of JKPS Shri M Shafi Pandit, Former Pr CCFs Shri P.P.Sharma and Shri S.D.Swatantra, Er B.K.Suri, Er S.K.Gupta, journalist D.P.Sharma, Er. Madan Dogra and many others make it a point to encourage us by their presence in almost every function. From the civil society the Branch has the privilege of continuous support from the President of the Chamber of Commerce Shri Y.V.Sharma, former Advocate General Shri D.C.Raina, Advocate Rameshwar Singh Jamwal, and leading journalists Shri Arun Joshi, Shri HarbansNagokay and Shri G.H.Kaloo.



## Programmes in Kashmir



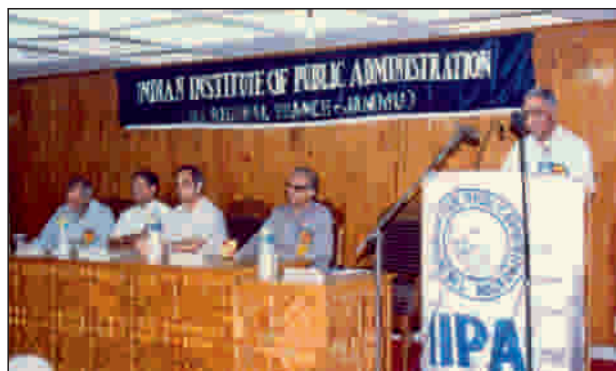
H.E Shri N.N Vohra and dignitaries at the Panel discussion on "Higher Education – Changing Dynamics" held on Nov 1, 2008 at SKICC Srinagar



Prof Tej Pratap Singh, VC, SKUAST, giving away awards at Annual Debate held at Gandhi Bhawan, University of Kashmir on Sept 13, 2012



Winners of Annual Intercollege debate held on Sept 13, 2012 at University of Kashmir, Srinagar



Dr Ashok Bhan and other dignitaries during a lecture on "Trends in Scientific Technology – impact on mankind" at Srinagar on July 3, 2004



The Panel of Judges including Kh Bashir Ahmed IAS and Sh G.J. Nehvi IAS (Retd) during Annual Debate on Sept. 13, 2012 at Srinagar



Prof Abdul Wahid, Vice Chacellor, University of Kashmir, Dr Ashok Bhan and Prof. Mehaj-ud-din giving away winner's trophy of Inter College debate on Aug 21, 2004 at Srinagar

## In collaboration with Jammu and Kashmir Police



DG Police Sh Ashok Prasad giving away winner's trophy on 11<sup>th</sup> Veeranna Aivalli Memorial Debate on Dec. 15, 2012 held at University of Jammu



DG Police Sh Gopal Sharma, Prof Amitabh Mattoo, Vice Chancllor and Smt Swarna Aivalli giving away prizes on 5<sup>th</sup> Veeranna Aivalli Memorial Debate on Dec. 16, 2006



Sh J.B.S. Johar, Sh Sunil Sharma, DIG Traffic, Dr Pawan Kotwal, Divisional Commissioner, Dr. S.S Bloeria and Parminder Singh, SSP during a seminar on "Traffic Management" held on May 18, 2009



DG Police Sh Kuldeep Khoda, Sh J.A. Khan, Dr S.S. Bloeria, Dr Ashok Bhan, Smt Swarna Aivalli and Sh J.B.S. Johar with winners of 9<sup>th</sup> Veeranna Aivalli Memorial Debate held on Dec. 15, 2010



Sh B.R. Sharma, Home Commissioner, Dr S.S. Bloeria and Sh Kuldeep Khoda, DG Police during an interaction on "Police Reforms" held on Feb 27, 2012 at Jammu



Dr S.P Vaid, ADGP, Shri K. Rajindra Kumar, ADGP, Justice (Retd) B.A Khan and Sh A.M. Watali, Vice Chairman during dissussion on Police Reforms on July 20, 2012 at Srinagar





The performance of the Regional Branch was duly recognized by our parent body IIPA New Delhi when the J&K Regional Branch was nominated to the apex decision making Executive Council for a two year term (2011 and 2012). In an unprecedented move the nomination has been renewed for another term of two years (2013 and 2014). I had the privilege of attending the meetings of EC on behalf of the Regional Branch. The Chairman has also been co-opted to the Finance and Economy Committee of the IIPA. All credit goes to the Office bearers, Executive Committee and all Members of the Jammu and Kashmir Regional Branch for this achievement.

### **Programs in Kashmir valley**

The Regional Branch has resumed activities in Srinagar after a lull due to disturbances in 2010-11. The credit for this goes to Shri A.M.Watali and our valley based colleagues. A team of highly committed valley based members with outstanding organizational abilities has from the very inception of the Branch been pro actively pursuing its objectives. These included Prof Mehrajjudin, Prof Afzal Qadiri, Prof Khurshid Ali, Shri S.G.M.Andrabi, Dr G.N.Qasba, Dr S.K.Kaul, Dr S.N.Dhar, Dr O. N. Wakhloo, Shri. Farooq Ahmed IPS (Retd), Shri Bashir Ahmed Shah, Shri Kh Bashir Ahmed IAS (Retd) and Shri G.A.Nehvi IAS (Retd). Leading Doctors Dr A.H.Zargar, former Director SKIMS, late Dr S.Jalal and Dr M.S.Khuroo and academicians Dr M.I.Parrey (now Director JAKEDA), Prof Mehrajjudin, Prof AfzalQadiri and Prof Khurshid Ali acted as resource persons in many of our programs. SKICC, IMPA and Gandhi Bhawan of the University of Kashmir were usually the venues for our programs.

An annual feature which became very popular was the Inter College/ University Department Debate on a topic of contemporary relevance. The program enjoyed the patronage of successive Vice Chancellors and Deans of Student's Welfare. It provided a good platform for interaction with the students and the academia. Let me confess that for first couple of years the debates had to be held under a security cover for fear of such activities becoming target of mischievous elements. These programs gave impetus to cultural and group activities in the University which had been hampered due to disturbed conditions and DSW became active again taking cue from our initiative.

The organizing capacity of the Regional Branch was put to test while hosting a mega event at Srinagar in 2006 to mark the anniversary of the severe earthquake that shook parts of the valley and PoK in 2005. The full to capacity SKICC auditorium bore testimony to our skills in the program organized to recount the relief and rehabilitation

measures in the presence of Union Home Minister Shri Shiv Raj Patil. The IIPA platform brought together on the dais Governor Lt Gen (Retd) S.K.Sinha, Dr Farooq Abdullah, Chief Minister Jenab Ghulam Nabi Azad and the Chief Justice Shri B.A.Khan. J&K Bank lend a helping hand and an exhibition was organized by the Information Department. I vividly remember that the interest in program was so intense that it extended to over three hours and I had to request the Hon'ble Home Minister twice to conclude his address as Iftaar time was approaching. The vote of thanks had to be dispensed with. It was a show made possible with herculean efforts of Shri S.G.M.Andrabi, Dr G.N.Qasba, Shri G.A.Nehvi IAS (Retd), Secretary of the Indian Red Cross and many other members.

### **Contribution of Jammu and Kashmir Police**

With Honorary Secretaries for 31 years out of 35 coming from amongst Police Officers, it is natural that J&K Police got involved in a substantial way in the growth of the Regional Branch. Sizeable number of Police Officers got enrolled as Members. In the absence of any regular accommodation the Offices of the Honorary Secretaries became the meeting places after office hours. In each program the entire behind the curtain jobs were assigned to Police Officials. It was not an easy task. One always looked for volunteers among the colleagues who could arrange and decorate the dais, make seating arrangements, print and distribute invitations and arrange for refreshments. The watchword was quality arrangements at the cheapest rates as we had to manage within a limited budget. I recall joining my colleagues to make floral decorations and even cleaning the chairs before a program. I am glad to say that these colleagues in appreciation of the cause would very happily and voluntarily ensure first grade arrangements. I am beholden to each one of them.

Particular mention must be made in this regard of the contributions of S/ShriS.G.M.Andrabi, Shri A.Q.Manhas IPS, Shri Nissar Ahmed IPS, Shri Ghulam Hassan Bhat IPS, Shri Rauful Hassan IPS, Shri Farooq Ahmed IPS, Shri Bashir Ahmed Shah, Shri P.N.Pandita, Shri Samir Rekhi, Shri Ashok Sharma, Shri Prashant Mahajan, and scores of others. My colleagues from J&K police Shri Andrabi and Shri Bashir Ahmed have over the years liaised with Government departments to ensure regular flow of Grant-in-aid and nominations for the trainees. Shri Pawan Gupta ran the secretariat single handed for about a decade. His was a very demanding job as he had to work extra time and got no concessions in his official functions. His selfless dedication is gratefully acknowledged.



When the question of selecting an agency to execute the construction of IIPA building came, it was unanimously decided to assign the job to J&K Police Housing Corporation. This was primarily for two reasons. The Corporation had high credibility and we were sure to have the task completed in time on competitive rates. The very dynamic and result oriented MD of the Corporation Shri Rajan Bakhshi proved that we had made the right choice. As a goodwill gesture the then DG Police Shri Kuldeep Khoda was kind to have air conditioners installed in the premises. The strong bonds between the Regional Branch and J&K police got further reinforced.

Security arrangements and traffic management are integral to hosting any program in Jammu and Kashmir particularly in view of disturbed conditions. Any VIP visit entails detailed security drill and deployment. It goes to the credit of J&K Police on every occasion they made excellent foolproof arrangements for the programs. The Telecom wing has helped us with audio visual aids till we acquired our own and the Crime Branch with photographers. The Regional Branch is deeply indebted to these wings of Police and their leadership. Successive Directors General of Police Shri A.K.Suri, Shri Gopal Sharma, Shri Kuldeep Khoda and Shri Ashok Prasad have taken keen interest in the activities of the Branch. It has been their patronage that the regional Branch has made generous use of the resources of the Police Department.

Every year during the last 11 years, the Officers of J&K Police, Members of IIPA, academicians and students of University of Jammu assemble in the month of December to pay tributes to the founder of the Regional Branch Shri Veeranna Aivalli. The occasion is the annual Inter College Debate organized jointly by the Regional Branch and the University. It brings together heads of these institutions, galaxy of Police Officers, serving and retired, faculty members, students and well wishers of Shri Aivalli. It is an occasion to renew bonds of friendship between the Police and the civil society particularly the youth. It goes to the credit of Police Chiefs and the Vice Chancellors that they make it a point to grace the occasion. The Regional Branch will always be willing to provide its platform for interaction between the Police and the civil society. The brain storming sessions held recently in Jammu and Srinagar on the "Police Reforms" is an example of such healthy cooperation.

### **Regional Branch and the University of Jammu**

Our collaboration with the University of Jammu dates back to early 80s when Shri Aivalli motivated a number of academicians to enroll themselves as Members of the

## Synergy with University of Jammu



Prof MPS Isher, Vice Chancellor, University of Jammu, during a training programme on "Disaster Management with Special Reference to J&K" on Aug 11, 2012



Dr S.K. Sharma and Prof K.L. Bhatia as rapporteurs during a seminar on "Indian Police and Human Rights" held in 1992



Prof Nirmal Kamal interacting with a speaker during a seminar on "Responsive Governance – Issues and Perspectives" held on Feb 16, 2008



Prof Rekha Choudhary introducing the subject during a lecture on "Trends in Indian Politics" held on Feb 14, 2003



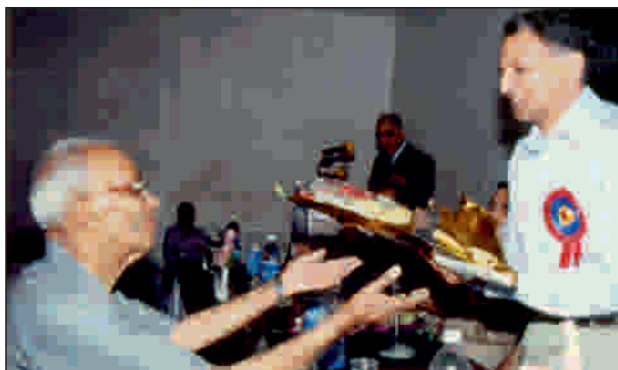
Dr Abha Chauhan delivering a lecture on "Reservation and Inclusive Growth" on September 30, 2010



Dr. Ashok Aima speaking during a seminar on "Whither Terrorism" on Feb 9, 1991



## With Civil Administration – A Photo Spectacle



Sh Sati Sahni presenting a bouquet to Sh Madhav Lal, IAS during a seminar on "Approaches to Urban Planning with special reference to J&K" held on April 8, 2006 at Jammu



Sh Anil Goswami, IAS chairing a session during a seminar on "Tourism in Jammu – the road ahead" held on Feb 24, 2007. Sh B.B. Vyas, IAS and Sh Ram Sahai also on the dais



Hon'ble Chief Minister Jenab Ghulam Nabi Azad, Sh B.R Kundal, Chief Secretary and other dignitaries during a seminar on "Responsive Governance – Issues and perspectives" held on Feb 16, 2008



Dr Ashok Bhan, Hony Secretary, presenting a bouquet to Sh Pratyush Sinha, CVC, GOI during a seminar on "Responsive Governance - Issues and perspectives" held on Feb 16, 2008



Sh. B.B Vyas, IAS speaking during the seminar on "Responsive Governance – Issues and perspectives" held on Feb 16, 2008



Mrs Shashi Rajagopalan, eminent Cooperator and Freelance Consultant delivering a lecture on "Cooperatives and Peace" on April 25, 2007 in the presence of Sh S.S. Sahni, IAS ACS

IIPA. He rightly believed that without inputs from the academia the task of imparting message of good governance will remain incomplete. He wanted to use the IIPA platform for a healthy debate between practitioners of public administration and academicians for best results and evolving good practices. It is not therefore surprising that some of the best brains and most active members of the Branch came from the University of Jammu and the University of Kashmir. The trend continues though not at the desired rate.

The MoU signed with the University of Jammu to set up a "Centre for excellence in Public Administration and Management" by virtue of which a piece of land became available to the Regional Branch to construct its premises was a high point in the relations between the University and the IIPA. All credit goes to then Vice Chancellor Prof Amitabh Mattoo for recognizing the need for collaboration with the IIPA to benefit both institutions in achieving academic excellence and scholarship. His successors Prof VarunSahni and Prof M.P.S.Ishar have gone an extra mile in accepting our requests from time to time to enrich the level of discourse in our programs by their participation.

Another important linkage with the University is the annual Veeranna Aivalli Memorial Debate being organized jointly with the DSW for the last 11 years in Brig Rajinder Singh auditorium. Every year in December large participation is witnessed during the debate. The prize distribution function is attended by top serving and retired police officers, their spouses and academicians with the Vice Chancellor and Director General of Police gracing the occasion and distributing prizes. Smt Swarna Aivalli and other family members of Shri Aivalli make it a point to be present during the debate every year.

If one begins to count the academia from the University of Jammu who has contributed through their scholarship and management skills, it will read like the who's who of the University itself. Successive Vice Chancellors Prof R.R.Sharma, Prof Amitabh Mattoo, Prof VarunSahni and Prof M.P.S.Ishar, Registrars, Deans of Students Welfare (DSW) particularly Prof R.D.Sharma, Prof Hira, Prof N.S.Pathania and Prof N.K.Tripathi have always been gracious to make our programs a success. The Branch owes it to Shri Vijay Attri of DSW, more recently ShriVinayThussoo, PRO and a host of Judges and Rapporteurs for their support in making the annual Veeranna Aivalli Debate a popular event in our calendar.

The University has provided some of the best Resource persons to the Regional Branch over the years. Notable among these are Profs A.N.Sadhu, Rekha Choudhary,





## With Civil Administration – A Photo Spectacle



Prof M.D. G Koreth interacting with audience during a Seminar on "Creating and Sustaining a Strong Bond between Citizens and Government" held on March 16, 2012 in the presence of Hon'ble Chief Minister and Hon'ble Deputy Chief Minister



A view of audience during a Seminar on "Creating and Sustaining a Strong Bond between Citizens and Government" held on March 16, 2012



Hon'ble Minister Sh. Nawang Rigzin Jora and other dignitaries during the workshop on "Urban Development and Urban Service Delivery" on Jan 19, 2013



Sh Sourav Bhagat IAS, Smt Sarita Chauhan IAS and Sh Murti Gupta on the dais during the workshop on "Urban Development and Urban Service Delivery" on Jan 19, 2013



Hon'ble MOS Sh. Viqar Rasool and other dignitaries during the workshop on "Consumer Protection and Consumer Welfare" held on April 5, 2013



Dr C.M Seth, Sudhanshu Pandey, IAS, Ram Sahai and T.P Singh during a training programme on "Organizational Management" on Oct 4, 2008

## Other Varied Activites



CIC Sh. G.R Sufi inaugurating a workshop on June 16, 2012 at Srinagar on "Role of PIOs under RTI" with Justice (Retd) B.A Khan and Sh A.M Watali seated on the dais



Sh D.C Raina, Former Advocate General addressing the audience on "Public Service Guarantee Act" at Jammu on June 2, 2012



Members of IIPA during a day long visit to Gharana Wetland on Feb 28, 2011



Sh. Deepak Khanna IFS delivering the key note address on "J&K State Bio Diversity Conservation and Sustainable Development" on March 30, 2013



Sh. J.A Khan, Prof. R.L Bhat and Sh. Y. V. Sharma during a panel discussion on J&K State Budget on March 15, 2011



Dr Ashok Bhan, Sh S.M. Desalpine IAS (Retd) and Sh Vikrant Kuthiala on the dais during the seminar on "Power Sector Reforms" on Oct 20, 2010



K.L.Bhatia (presently with NLC Jodhpur), V.K.Kapoor, Nirmal Kamal, R.L.Bhat, Ashok Aima, S.K.Sharma (presently Information Commissioner), Poonam Dhawan, Keshav Sharma, Neelu Rohmetra, Versha Mehta, Kulwant Kaur, G.M.Bhat, Deepak Raj Gupta, Deepankar Sengupta, Abha Chouhan and Renu Nanda and Drs Munir Alam and Kavita Suri. Most of them come from the fields of Management, Economics, Law and Political Science. Many of them are Members of the IIPA and have served with distinction on the Executive Committee. A team of young academicians from the Business School Dr Alka Sharma, Dr Anil Gupta and Dr Komal Nagar constitute the Editorial Team for the Newsletter. Alka and Komal have acted as Stage Secretaries for a number of important programs. The synergy generated by the academic excellence of these scholars and practical field experience of many members who have or are serving the Government has proved the hallmark of the quality of output that the Regional Branch has put together in 35 years of its existence.

### **Linkages with the civil administration**

Top administrators like Dr M.Rehman and Shri. J.A.Khan, as already indicated, were part of the small team of founders. Through them and scores of well wishers from the State Administration a strong link has been established with the Government over the years. The Government has been providing annual Grant-in-aid to run the Branch. Successive GAD Secretaries including ShriKhursheedGanai, ShriM.S.Khan and the present incumbent ShriMushtaq Ahmed have all been generous and have valued the contribution of the Branch. GAD has been nominating officers for attending various training programs and workshops. Some programs are being chosen on the advice of GAD. One interaction with Delhi based NGO Asian Centre for Organization Research and Development (ACCORD) on 16th March 2012 was organized at the initiative of Chief Minister Shri Omar Abdullah who attended the program with his Cabinet colleagues and senior officers. Chief Secretaries Shri H.Tyabji (later Chairman of JKPS and Advisor to Governor), Shri B.R.Kundal, Shri Vijay Bakaya, Shri S.S.Kapur and Shri MadhavLal took keen interest and participated in our activities.

A number of civil servants are members of IIPA and currently ShriB.R.Sharma IAS is a Vice Chairman of the Branch. Dr G.N.Qasba, Shri Swami Raj Sharma, Kh Bashir Ahmed and Shri G.A.Nehvi have been among our very active office bearers. Senior officers of the State Government like Shri B.B.Vyas, Shri Sudhanshu Pandey, Shri

Suresh Kumar, Shri K.B.Aggarwal, Shri Pradeep Gupta, Smt Sarita Chouhan and Shri Sourav Bhagat have always accepted our requests to act as resource persons. Shri S.M.Deasalphine and his team from the State Electricity Authority have often used our platform to interact with the civil society and officials of PDD. A number of Government departments are involved in the organizing of programs some of whom are department specific.

The Regional Branch had very special and productive relationship with members from the Forest department. Shri Aivalli had attracted a number of them to IIPA fold in the initial years and they made significant contribution in the growth of the Branch. Shri A.K.Srivastava and Shri R.D.Tiwari were familiar faces lending a helping hand to Shri Aivalli. It is a matter of pride that Pr CCFs including Shri M.A.Mufti, Shri P.P.Sharma, Shri S.D.Swatantra, late Shri P.Patnaik, Shri R.D.Tiwari and Shri Vinod Ranjan are all members of the IIPA and have taken interest in our activities. Dr C.M.Seth, a former IFS officer, is a Vice Chairman and part of the active core group of the Branch. Noteworthy contributions have been made from time to time by Shri Abhay Kumar and Shri A.K.Singh. Shri Deepak Khanna IFS, Officers of the Pollution Control Board and WWF have associated with the Branch to create awareness on environmental issues. The Forest department had very generously been allowing us to use their conference hall at Bikram Chowk Jammu.

### **Looking ahead**

Having recalled some of my experiences let me thank all those who made it possible to bring the Regional Branch to the present stature. I have tried to recall notable contributions and may have missed some important actors. I extend my apologies to each one of them.

The Branch must now move to GeNext by grooming and motivating younger members to take over the leadership. The new leadership preferably in 40s and 50s must emerge if the Branch has to cope with the changing complexion of public administration and management techniques. We need younger drivers of change who can make appropriate use of experience and practical wisdom of the elders. The new team must spare a thought for recording and publishing text of lectures and proceedings of programs for the benefit of the outside world and posterity. In this regard the Branch must someday realize our dream of publishing a Journal of Public Administration and Management. It will be an important and permanent contribution in ensuring continued synergy between the academia and the administrators.





## REMINISCENCES OF A LONG ASSOCIATION

**Dr S.S. Bloeria<sup>1</sup>**

The J & K Regional Branch of the Indian Institute of Public Administration is celebrating 35 years of its existence in a befitting manner. Indeed it has a lot to be proud of, having developed from an embryonic organization to an institution of considerable reckoning. It has been a memorable transformational journey, not without it's own ups and downs as well as a fair mix of bitter and sweet memories. A considerable number of members and office bearers have rendered yeoman's service in this regard, but the main credit would always lie with the founder members of this organization, so ably headed by the founder Honorary Secretary.

I vividly remember the day when I had gone to the office of my friend late Shri Veerana Aivalli, IPS, then Dy. Inspector General of Police (Vigilance) in the old Secretariat, Srinagar in September, 1982. The purpose was to have a chat and to enjoy a cup of coffee in his company. In the middle of our discussion, he changed the topic of conversation and abruptly asked me as to when was I going to become a member of the IIPA. It was then a fledgling institution, struggling to make its presence felt in the State with Shri Aivalli as its founder member and Honorary Secretary. Not convinced about my reluctance to accept the invitation, he went on to extol the virtues of the IIPA as an organization of national importance; the name it had acquired across the country as a prominent organization in the sphere of public administration. Not finding any plausible excuse to deflect his efforts, I told him that I did not have enough money to pay for becoming a life member. He kept quiet for some time, then opened the drawer of the

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<sup>1</sup> The author a former Chief Secretary of Jammu and Kashmir and Chairman J&K Regional Branch of IIPA is presently Vice Chancellor, Central University Jammu & Patron of the J&K Regional Branch





Sh Jalil Ahmad Khan IAS (Retd) former Chairman , Dr S.S Bloeria, Patron, Dr Ashok Bhan Chairman, Sh J.B.S. Johar, Hony Secretary, Sh T.P. Singh, Hony Treasurer and members during the 34<sup>th</sup> AGM on January 5, 2013

office table and pulled out his cheque book. He wrote on it, signed, tore the cheque and attached it with a form of membership and said "Your life membership has been paid. Now please sign this form without any further excuse and return the money to me whenever you can spare it."

That was it. I had filed my claim to be a full-fledged member of the J&K Regional Branch and of the IIPA. Since that day, I have not been able to adequately thank him for this unique way of getting me into the fold of this organization which, with his vision and keen sense of anticipation, he could foresee how important and essential it was for me to be a part of this family.

During the following many years, he continued to be the Honorary Secretary of this Regional Branch and his name became synonymous with that of IIPA. Before relinquishing this post in the year 1999, Shri Aivalli was able to nurture, stabilize and expand the activities of this institution not only to the extent of making it known through out the State but also bringing it to a stage where it came to be recognized as a premier think-tank in Jammu and Kashmir.

Another occasion which has remained etched in my mind relates to the year 1996. I had just authored my first book titled "The Battles of Zojilla 1948" based on my Ph.D thesis of the same nomenclature. The then Chief of Army Staff, General Shanker Roy Chowdhary had been kind enough to agree to release the book in Jammu. One day when I was discussing the details about logistics and administrative arrangements to be made for this function with Shri Aivalli; in the middle of our conversation, he said





"Why don't you let the IIPA organize this function as a token of appreciation for the work done by one of its members". Though surprised by this sudden gesture and a little hesitant to accept his generous help, I thanked him for his gracious support and offered to share expenses. To this he replied that such details could be discussed later.

Subsequently, the memorable function was organized in Hotel Asia, Jammu and book was duly released by General Shanker Roy Chowdhary in the presence of galaxy of personalities, most important amongst them included three veteran Army Officers who had taken part in the operations against Pakistani forces in the Zojilla areas during May-November 1948. The proceedings were conducted with clock-work precision, with the legendary "Sattiji" taking on the role of Master of Ceremonies and carrying it out to perfection. The memories of that day are still fresh in my mind. I can also not forget the expression of satisfaction and happiness on the face of Shri Aivalli. He exuded so much cheer as if it was his own book that was being released.

It is on occasions like these that one realizes how an institution transforms itself from merely being a group of members to become a one large family, almost imperceptibly. On many occasions, this "happy family" feeling is on display, particularly during the dinners which follow every AGM in the month of January each year. For those couple of hours the evening chill of peak winter season gets infected by the palpable warmth of the affection and bonhomie amongst the members.

Last over three decades has also been a period, memories of which still linger in the minds of older members. Of special mention is the status of our Regional Branch which, for almost three decades, could only be described as nomadic. There was no place we could call our own. It took more than a decade of concerted efforts and serious negotiations resulting into ground breaking ceremony on April 19, 2006 and moving into the current premises near the third Tawi Bridge Jammu on April 21, 2008. Finally the J&K Regional Branch of IIPA had a place of its own. How the possession of this piece of land was acquired and considerable resources mobilized for the construction of this building, is another interesting story. It would be narrated some other time.



## FROM MY MEMORY BANK

**Girish Aivalli<sup>1</sup>**

It is with a great sense of nostalgia that I write this piece. We were all thrilled when we were informed that beloved Dad has been awarded the Paul H Applebey Award. It sent us all back in time to our days in Jammu and Srinagar, when there used to be immense activity in our residence prior to any IIPA talk or meeting.

My first memory of IIPA probably dates back to 1979, when we had all gone to the Boat Club near Zero Bridge in Srinagar. Daddy was in CBI then. He alongwith Shri Mahmood-Ur Rahman, IAS (Rahman Uncle) and Shri Ghulam Hassan Kalloo (Kalloo Uncle) were looking at the place where a 'talk' was to be delivered a few days later. We had a look at the place, and returned after having some snacks. On the day of the first talk, Dad, Rahman Uncle, Kalloo Uncle - and we the kids were helping each other in setting the stage, cleaning the tables and chairs.

Over the years, as IIPA gained in stature and prominence in activities, our roles at home also got more defined. While as Mom was supposed to ensure that the tea, kahwa and snacks were served to the IIPA office bearers who would come home for meetings, my job was to ensure that I would write the names of the people sitting on the dias, very neatly on drawing paper and fold it appropriately. In those days, there was no computer and hence everything was to be done by hand. Indeed, for a long time, the chart paper which carried the IIPA logo was designed by me. Later, a neat cloth banner was designed and used.

I think IIPA's proudest moments were in the mid 1980's and early 1990's when IIPA played host to the US Ambassador to India for a conference on "The US Constitution - Guarantor of Freedom" held at SKICC Srinagar. The conference was attended by the Hon'ble Governor and the Hon'ble Chief Minister of our state, besides a host of US Government officials posted in India. Regional Branch also organized talks by Hon'ble Union Home Minister Shri S.B. Chavan and Hon'ble Union Finance Minister Dr Manmohan Singh the current Prime Minister. These are our landmark events. IIPA also played a prominent role in bringing together the administration, the academia and the civil society on a single platform. It was probably the first such effort where ideas were exchanged - and I am certain that it was probably a potent trigger for thoughts on making the civil administration more responsive and friendly to the citizens of the state.

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<sup>1</sup> The author is the son of Late Sh Veeranna Aivalli the, founder Hony Secretary of J&K Regional Branch of IIPA. He is Country General Director with Archer Daniels Midland (India).



Over the years, the photographs of all these events accumulated in various photo albums in our residences. One could see through those photographs - some in black and white and later in color - on how the themes and subjects had evolved, on how the attendance had grown, on how the venue of the talks also evolved. In the photographs, one also sees the passage of time as also the vagaries of ageing in the wrinkles of people. There are many who left us - beloved Dad, Nomani Uncle, Ram Sahai Uncle and Sati Sahni Uncle. The talks became broadbased - Role of the Judiciary, Traffic Problems in Jammu, Making Education more contemporary, Increasing Administrative Responsiveness, Financial Management, Town Planning, Police Reforms etc. all were discussed openly and in a constructive manner. Talks like these also enthused the civilian population to take an interest in administration - and indeed inspired a few younger ones to appear for the civil services exams.

Recognizing that J&K Regional Branch of IIPA was playing a great role in encouraging a dialogue on contemporary issues, the Government of J&K sanctioned some grant to the J&K Branch to help it in conducting its affairs. One must also thank members of the civil society - the Universities of Jammu and Kashmir, the management of Asia Hotel, Broadway Hotel, Amar Singh Club and Boat Club for their generosity allowing IIPA in its initial days to hold the activities in their premises.

Above all, we remain grateful to Dr Ashok Bhan (Bhan Uncle) and a host of family friends, for organizing the Veeranna Aivalli Inter-College Memorial Debate every year since 2002, the year that beloved Dad unfortunately left us. Over the years, this event has become a home coming for our entire family - a day when Mom and we get to meet all our family friends who became an extended family for us. I remain most grateful, and can never return, what IIPA in collaboration with the University of Jammu and J&K Police, has done to keep beloved Dad's memory alive.



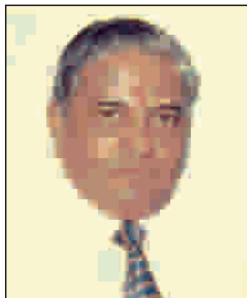
Mr John Gunther Dean, His Excellency U.S. Ambassdor to India, with Dr Farooq Abdullah, Hon'ble Chief Minister J&K and Sh Sati Sahni in a Seminar on "Indo- US Relations" held on June 20, 1987 at Srinagar



Dr Farooq Abdullah, Hon'ble Chief Minister being welcomed by Dr S.S. Bloeria, Sh V. Aivalli and Sh M. Rahman to attend a seminar on "District Planning" held on October 19, 1988 at Srinagar

## A TRIBUTE TO THE "THREE PIONEERS"

The Regional Branch was unfortunate in losing from our midst three of our stalwarts who laid the foundation of the organization. While their contributions have been recalled by various authors in this publication, it will be appropriate to pay tributes to late Shri Veeranna Aivalli, Shri Ram Sahai and Shri Sati Sahni on behalf of the members. Not only these gentlemen but even their gracious spouses Smt Swarna Aivalli, Smt Prem Sahni and Smt Ritu Sahai had become part of the IIPA fraternity. They often participated in the programs lending a helping hand. Their patronage even today is a source of inspiration for all of us.



**SHRI VEERANNA AIVALLI**

Shri Veeranna Aivalli, a 1966 batch IPS officer of J&K cadre and the brain behind establishing the J&K Regional Branch of Indian Institute of Public Administration served as Honorary Secretary of the Branch for nearly two decades. He was dedicated to ideals of ethics in administration and good governance and created the Branch to spread this message. It was by his efforts that in the late eighties and early nineties, the J&K regional Branch flowered into one of the most active Branches in the country. He was on the editorial board of Indian Institute of Public Administration, New Delhi. The large number of membership and reputation attained by the Regional Branch was primarily due to the dedication and hard work of Shri Aivalli. The membership of the Regional Branch rose to more than 200 during his time.

He was an administrator par excellence, a good human being and an individual with a multifaceted personality. Shri Aivalli was an icon and represented a breed of professional, upright, hard task masters for whom country came first always and every time. He was a thinking police officer who was full of commitment to serve the society as a true civil servant. The concern for the society that he served emerged from his heart and this facet of his life was ably demonstrated by his being aggressively social and bestowed with a quality to develop friendship with anyone he met even once. Shri Aivalli was a gifted communicator and a gracious host. The hospitality extended by Aivallis to many of us was exemplary and always with a personal touch. This quality enabled him to increase the sphere of activities and influence of the Regional Branch.

Shri Aivalli was a great proponent of ethics in public administration. As Vigilance Commissioner of the state he made significant contribution to create awareness against corruption and need for transparent and accountable administration. Shri Aivalli was a visionary as became evident from his authorship of the report of the Expert Committee on Reorganization of Jammu and Kashmir Police in 1994. The report was well received and implemented by the Central Government to provide much needed infrastructure and resources to J&K Police to fight terrorism. Shri Aivalli was earlier seriously injured in the





Shri Veeranna Aivalli, founder Hony Secretary of the Regional Branch speaking during a Seminar on "Whither Terrorism" on Feb 9, 1991



Justice R.P. Sethi, who became Judge of the Supreme Court of India and 1st Chairman of State Accountability Commission addressing the same seminar

PHQ bomb blast at Srinagar on Jan 24, 1992. He headed the State Intelligence with distinction and served as IGP Kashmir during very difficult times when militancy was at its peak.

Shri Aivalli had a deep commitment to a healthy relationship between the Police and the community, between Police and the Academia and between Academia and the Indian Institute of Public Administration. It was through his efforts that large number of academicians became members of the IIPA. The forum provided a platform for exchange of ideas between academia and the administrators, academia and citizens and academia and technologist. It is not a coincidence that it was decided to perpetuate his memory by jointly organizing with the Department of Students Welfare of University of Jammu, an annual inter college/ department debate on a subject of contemporary relevance. Eleven such competitions have been held so far. On each occasion Smt Swarna Aivalli has graced the occasion. The event every year brings together members of IIPA, scholars and students of the University and officers of Jammu and Kashmir in a synergistic mode, a sight which Shri Aivalli would have loved to see.

Shri Aivalli remains the architect of J&K Regional Branch of Indian Institute of Public Administration. As Commissioner, Bureau of Civil Aviation Security, under the Ministry of Civil Aviation, Shri Veeranna Aivalli passed away in New Delhi in August 2002 after a brief illness. He was 59. He headed the Bureau for over 3 years.

The Regional Branch will ever remain indebted to this visionary and owe to him our current position. It was only appropriate that the Library Hall in our new premises has been named after Shri Veeranna Aivalli. It is a matter of pride for the Regional Branch that IIPA has decided to decorate Shri Veeranna Aivalli with Paul H. Appleby Award for 2013 for his outstanding contribution to IIPA and Public Administration.



Justice V.S. Malimath, later Judge of the Supreme Court of India speaking during a Seminar on Human Rights on Nov 6, 1995



Dr S.S. Bloeria, Chairman & Prof. Amitabh Mattoo, Vice Chancellor felicitating Smt Swarna Aivalli on 5<sup>th</sup> Veeranna Aivalli Memorial Debate on December 16, 2006



### **SHRI RAM SAHAI**

Shri Ram Sahai was an alumnus of the Govt. MAM College, Jammu and did his Masters in Social Work from the University of Delhi. From a humble beginning Shri Sahai scaled great heights, transforming himself into a business giant by virtue of his hard work and commitment to which ever cause he undertook.

His wisdom was astute and his ability uncannily great. In 1990, he was elected President of Chamber of Commerce, Jammu. It was due to his efforts that the chamber has a building of its own in Bahu Plaza. He continued to be the President of Chamber of Commerce for successive years from 1990 to 1992, 1994 to 1996 and finally from 2000 to 2009. He was also Chairman of the Citizen's Cooperative Bank. He was not only a founder and life member of JKIPO (Jammu Kashmir Institute of Public Opinion) an opinion making society of prominent citizens in the state but was also the Chairman of PHD Chamber of Commerce and industry, J&K Chapter -a national level organization.

Shri Sahai had a multifaceted personality -a man of the people, kind hearted, gentle soul, generous to his friends and magnanimous to those in need. Being a



Sh Ram Sahai, Vice Chairman, addressing the participants during a Training Programme on "Health Care Management" held on Dec 27, 2008



Dr Ashok Bhan, Hony Secretary, Late Sh S.P. Sahni and Late Sh Ram Sahai during a seminar on "Approaches to Urban Planning with Special reference to J&K" held on April 8, 2006





humanitarian par-excellence, he worked tirelessly and selflessly to improve the lot of the less privileged. Many of his qualities as a humanitarian devoted to social causes, socializing and event management were in ample view during his long and productive association with the Regional Branch of the IIPA.

He was life member of our Branch and served the institute for more than two decades. He rose to the position of its Vice Chairman. He chaired many meetings during the summer at Jammu and there was hardly any occasion when he would miss any event of the Regional Branch. Shri Sahai generously hosted many meetings of the Executive Committee in his Chamber office. Some programs were organized in the Chamber Conference hall. Whenever a conference facility was needed for a program it was Shri Sahai who could be banked upon. His generous hospitality on each occasion that he played to host to IIPA events was remarkable. The Chamber of Commerce became another home for the Regional Branch during his times. Unfortunately, we never got an opportunity to repay even part of this due to his untimely passing away.

The man has since long passed into another realm of light but his memory lingers on like the fragrance of rose petals deflowered by the strong winds. He is a beacon and an inspiration to us even today. Our salutation to Mr. Ram Sahai for helping to keep the wheel of J&K Regional Branch of Indian Institute of Public Administration moving.



Sh Ram Sahai flanked by Sh Ved Marwah, Advisor to Governor and Sh Veeranna Aivalli during a programme in 1991



Sh Ram Sahai welcoming Justice K.K. Gupta and Sh Balraj Puri at Hotel Asia while Sh Veeranna Aivalli and Sh H.L Kadalbaju IAS escort the guests in the same programme in 1991



### SHRI SAT PAUL SAHNI

Shri Sat Paul Sahni (1922-2010), Sati Ji to his friends and admirers, a pioneer photo journalist in J&K State, had acumen of writing and editing from his college days. An honors graduate in English from S.P College Srinagar, Sati Sahni rose to the rank of Director General of Information, Publicity, Public relations and Tourism Publicity in J&K Govt.

He harnessed and nurtured his passion of journalism and was one of the few Indian Journalists who have handled with equal élan print medium, radio reporting, TV



Sh S.P. Sahni addressing the audience during the seminar on "Whither Terrorism" held on Feb 9, 1991



Dr Ashok Bhan, Sh S.P. Sahni, Prof G.S. Sambyal and Dr P.S. Pathania escorting Vice Chancellor Prof Amitabh Mattoo for laying the foundation stone of our Complex in Jammu on April 19, 2006

camera coverage and photo journalism. During his 60 years of professional work he worked and represented world's prestigious news organizations including BBC, London Times, New York Times, Reuters, National Geographic, Time, Life Magazine, Illustrated London Weekly, UPI (United Press Doordarhan), Visnews International and many more. Sati Sahni was the only journalist who covered from the front all the four wars of Independent India. Sahni's love for photography is depicted through his collection of more than two lakh photographs which is virtually a visual record of history of J&K State of past more than 60 years. His participation in numerous national and



international photo exhibitions won laurels. He gifted rare photographs and a large collection of rare books to Indira Gandhi National Centre of Arts, Gurjar Desh Charitable Trust and University of Jammu.

Five books viz Travelogue on Jammu and Kashmir, Centre-State Relations, Farooq's Dismissal, Kashmir Underground and very recently Nehru's Kashmir besides publishing of 200 articles and presentation of 140 papers in various Conferences and international seminars are to his credit. Shri Sahni was connected with various organizations and was the founder member of Press Club of India, Press Club of Kashmir and Press Club of Jammu. Shri Sahni was a Life Member of International Himalayan Club; Jammu Club, Jammu Adventure Sports Club; J&K Institute of Public Opinion; Public Relation Society of India; American Society of Travel Agent and an active Rotarian for 46 years where he was the Rotary District President -thrice. He also led a team of very senior Rotarians to USA in 1979 on exchange program.

Some of the works of Shri Sahni are 'garden fresh'. Sati ji maintained a strict code of conduct which never allowed him to splash private moments of people across the media. He was a store house of Indian history post 1947 and gifted with a sharp memory which enabled him to cite events as an encyclopedia.

He was one of the founder Members of the J&K Regional Branch of Indian Institute of Public Administration and was soul behind the programmes organized by the Chapter both in Srinagar and Jammu. He was the member of Executive and Director of Seminars for many years. All the publications of J&K Regional Branch of Indian Institute of Public Administration bear his imprint. Being a man of varied abilities he took special interest in the activities and growth of this Branch. His contribution in its development is manifold including making the Branch visible in the state and outside.

Memory of Sati Sahni, a Karmayogi, is enriched and grows with the passage of time to his friends and admirers as new facets of his personality get revealed through his works. The achievements to his credit are beyond imagination and one wonders whether these are achievable in one's life time. Sati Sahni's life is worth emulating equally for Government functionaries, media persons and members of civil society, in all of which roles he excelled. We hugely miss his words of wisdom.

Sati Sahni was an integral part of the remarkable things that happened in J&K Regional Branch of Indian Institute of Public Administration from 1979-2010. The J&K Regional Branch to perpetuate his memory has instituted an annual Sat Paul Sahni

Memorial Lecture delivered by eminent personalities. Three lectures organized in his memory so far were delivered by Shri Ved Bhasin, Chairman, Kashmir Times Group of Publications Jammu; Shri Saleem Beg, former Director General of Tourism Government of J&K and a heritage conservation expert; and noted journalist Shri Raj Chengappa, Editor in Chief, The Tribune. Smt Prem Sahni has been gracious enough to attend each of these programs to renew the couple's bonds with the Regional Branch.



Late Sh. Sat Paul Sahni  
(January 1, 1922- Oct. 18, 2010)



Sh Ved Bhasin delivered the 1<sup>st</sup> S.P. Sahni Memorial Lecture on November 27, 2010. Smt Prem Sahni graced the occasion



Sh Raj Chengappa, Editor in Chief, The Tribune, delivering the 3<sup>rd</sup> Sat Paul Sahni Memorial Lecture on Media and Governance on Nov 23, 2013



Chief Guest Sh Devender Singh Rana, Political Advisor to the Chief Minister, addressing the audience during 3<sup>rd</sup> Sat Paul Sahni Memorial Lecture





## **J&K REGIONAL BRANCH OF IIPA IN RETROSPECT**

**J.B.S Johar<sup>1</sup>**

Established in 1954, as an autonomous institution under the Societies Registration Govt. Act of India, Indian Institute of Public Administration was formally inaugurated by Shri Jawahar Lal Nehru, the first Prime Minister of India, as the first President of this august body, on March 29, 1954 at New Delhi. Regional branches of IIPA function as extended arms of IIPA New Delhi, under a well defined legal and administrative system, with centralized control over new membership.

J&K Regional branch has all along been in the forefront as one of the most active branches, playing a pivotal role in varied contexts- organizing seminars, symposia, workshops, conferences and guest lectures by eminent speakers on important key issues and other topics of contemporary relevance. The membership of this branch comprises of govt.



Dr Ashok Bhan, Chairman, Sh J.B.S Johar, Hony Secretary and Sh Vikram Gour welcoming Hon'ble Governor Sh N.N. Vohra at IIPA Complex on April 9, 2011



Dr S.S. Bloeria, Dr Ashok Bhan, Sh T.P. Singh and Sh Chander Gulhati on dais during 32<sup>nd</sup> AGM on Jan 8, 2011

officials, academicians, professionals and members drawn from corporate world. The branch was registered with Registrar of societies J&K, in 2007 and has presently over 350 members.

Over the years, the regional branch has expanded its activities and made a sizable contribution in the field of public administration and governance. Notably, this branch has actively involved University of Jammu and University of Kashmir, govt. departments and a

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<sup>1</sup> The author is a Retd. Chief Engineer and presently Hony Secretary of the J&K Regional Branch of IIPA





Sh Chander Gulhati delivering a lecture on "Public Private Partnership" before the 32<sup>nd</sup> AGM on Jan 8, 2011



Sh Vikrant Kuthiala delivering a lecture on "Industrial Policy" before the 34<sup>th</sup> AGM on Jan 5, 2013

few NGO's in pursuit of excellence in study and research relating to governance and public administration.

In yester years, this branch had been functioning from several make shift premises, latest in a small hall in the department of Distance Education - courtesy University of Jammu till 2008. In February 2008, we entered into a MOU for establishment of "Centre of Excellence in Public Administration and Management". The University of Jammu has been gracious enough to provide a piece of land for the building. Prof Amitabh Mattoo, Former Vice Chancellor, University of Jammu laid the foundation stone of this centre on April 19, 2006. Shri Ghulam Nabi Azad, Former Hon'ble Chief Minister of J & K inaugurated the centre on April 21, 2008. The construction of building was executed through J & K Police Housing Corporation.

The Study Centre houses an auditorium with a seating capacity of 113, a library, two office rooms and a toilet block. The library has been named after late Shri Veeranna Aivalli, the founder Secretary of this branch for more than two decades.

Over the years new programmes have been added in the curriculum. Invited lecture in the memory of Shri Sati Sahni is organized every year. Students of the college participate in annual debate held at Srinagar and Jammu. Publication of Bi-annual newsletter by Regional Branch is regular feature and each issue focuses on the current challenges. Workshops, Training programmes on different facets of administration spread over a day or



A view of the 33<sup>rd</sup> AGM held on January 7, 2012



Interaction after a lecture on "Understanding Crime and Changing Criminal Behaviour" on Feb 26, 2013

two have been introduced in which young and budding administrators from different specialities participate. The support cooperation and encouragement from the govt. is laudable for which we offer sincere thanks.





It is hoped that with the created infrastructure, professionals and experts of J & K Regional Branch would act as an "Advisory body" in shaping the policies and programmes of the government.



Hon'ble Chief Minister Jenab Ghulam Nabi Azad inaugurating the IIPA Complex on April 21, 2008



Hon'ble Chief Minister Jenab Ghulam Nabi Azad in conversation with Prof Amitabh Mattoo and Shri Rajan Bakhshi, DGP and MD Police Housing corporation



Prof Amitab Mattoo, Vice Chancellor, University of Jammu, laying the foundation stone of IIPA complex on April 19, 2006



Release of the 1<sup>st</sup> issue of the IIPA Newsletter by Dr. S.S Bloeria on May 31, 2010



Dr. Ashok Bhan and members of IIPA taking stock of the construction work of the IIPA complex in Nov 2006



Prof Bhupinder Brar addressing on "Accountability of Elected Representatives" on Oct 29, 2012. Sh Vijay Bakaya, Hon'ble MLC and Sh J.B.S. Johar are also on the dais



## **J&K REGIONAL BRANCH OF IIPA - MY EXPERIENCES**

**M.A. Mufti<sup>1</sup>**

An old saying goes "knowledge has no limits and no boundaries or age bar" but, needs urge to acquire. Who would infuse this urge in the minds of a galaxy of bureaucrats, academicians, doctors, engineers, technical experts and others, who with varied academic background, and from different shades play their limited role within the orbit of assigned task. And, what institution would undertake this august and sacred mission to bring together different people from individual backgrounds to share knowledge and experience and develop a tie and bond to forge and devise new strategies within the sphere of assigned role by virtue of the occupied position. Thus was the Indian Institute of Public Administration born. Initially the membership was restricted to only members of a few elite services, but as the horizon of activities widened, and the role of the intelligentsia in the service of the people was appreciated, the membership was extended to other strata of the civil society. The institute initially located in New Delhi started opening branches in the states. So came in to existence the J&K Chapter of IIPA.

I vividly remember a fellow member of IFS approaching me in Jammu with a membership form and persuading me to fill the same. This was the era when a subtle fissure of mistrust and alienation was brewing in the minds of members of State Services and AIS and locals and non locals. To be honest I was hesitant in the first instance, but a second thought over took me. Assuring myself that becoming member of IIPA would, if not benefit me, not harm me even. I filled up the form and became a life member. One hardly knew at that time how this membership would yield the dividends of offering me a forum to meet, to know, to learn, to exchange and then to utilize the knowledge and experience while discharging my obligations. Looking back a great tribute is due to Mr Veeranna Aivalli who was synchronizing and monitoring the activities of J&K Chapter. Soon after welcoming me with a warm smile, we became close associates for a long time to come.

Remembering as to how being the member of IIPA benefitted me, the benefits were innumerable. The very fact that we met once in a month and every time a new topic

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would be deliberated upon and discussed was a boon to add something new to my store. The tenure of Mr M. Rahman, Mr Jalil Ahmad Khan and Mr S.S. Bloeria was equally active and highly contributory followed by a long and untiring, dedicated and devoted contribution from Dr Ashok Bhan.

My memory is still afresh with deliberations of various symposia on the chosen topics organized by the J&K Regional Branch of IIPA which undoubtedly added to the knowledge of many like me. A wonderful lecture by Mr Amitabh Mattoo, the Vice Chancellor of Jammu university, on "India's Foreign Policy and Strategic Position Achieved by it in Global Matters in the background of the influences of the World Powers" did open the eyes of many listeners, though in the lecture, Mr Mattoo skipped over the Nuclear might attained by India's neighbour vis-a-vis India.

A thought provoking lecture on "Civic Rights of the people living within the cities and the role and rules of Municipal Corporations" by Mr G.J. Nehvi did make the audience conscious of day to day failures of Civic bodies. A Lacuna in the law regarding limitation period of a mere one week to seek redressal from the Tribunal if some neighbour encroached upon ones rights while getting building permission came to the fore. One week was not even sufficient to obtain a copy of the impugned order let alone apply to the Tribunal. By the time the appeal is filed, the violator has already executed the construction, and even if a stay order is obtained, the same is infructuous. The remedy suggested was that the permission should be well publicized and, the validity of the permission granted should begin minimum two months after the date of issue.

An illuminating lecture by the Central Vigilance Commissioner of India on the role of the Commission in infusing the courage in the common man to come forward with complaints against the erring elements is still afresh in my memory. Indeed, howsoever punitive the laws may be, the effectiveness could be fathomed only on the reciprocative co-operation of the public. A new definition of corruption and the corrupt was thought provoking. The lecture laid stress on the distinction between the malafide and bonafide, omission and commission, and brought to the fore that the investigating authority does have the knack to sift bonafide from malafide, and omission from commission.

As of today, the J&K Regional Branch of IIPA is not shelterless or nomadic institute. With the continued efforts of the Executive Committee, the branch is having its own building. The library of which is indeed a source of past time for book readers, and also a place to interact. The day would not be far off when the Branch would take more and more strides and reach higher and higher rungs





## MY ASSOCIATION WITH J&K REGIONAL BRANCH OF IIPA

**Prof Rekha Chowdhary<sup>1</sup>**

My association with IIPA, Jammu and Kashmir Regional Branch dates back to sometimes in early nineties. Before becoming the life member of the IIPA, I used to attend the seminars organized by the regional Branch. 1990s was a turbulent time for J&K. Militancy had been on its peak and there were lot of political, social and administrative developments related to this state and one felt the need of being part of a forum where one could exchange opinions and interact with the experts. Being in Jammu for more than a decade after I was appointed in University of Jammu as a young lecturer, I was hungry for intellectual activities and I found that there was not much that was happening in this city, not even in the University. University still had to start its vibrant seminar culture. By middle of nineties, University of Jammu started becoming very seminar-savvy, but before that IIPA was the only organization that was giving one an opportunity for intellectual stimulation.



Prof R.L. Bhat, Dr Haseeb A. Drabu, Dr S.S. Bloeria, Sh Ram Sahai and Sh Vikrant Kuthiala during the Panel discussion on "Global Melt Down and Indian Economy" March 16, 2009



Prof Versha Mehta, Prof Alka Sharma, Dr Neelika Arora & Dr Komal Nagar During a Workshop on "Management Competencies" held on Aug 31, 2013

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It was actually the need for intellectual stimulation that introduced me to IIPA. Along with another younger colleague, I started attending the functions of IIPA. After attending various functions I applied for the membership of this prestigious organisation and became its life time member. At the centre of IIPA at that point of time was Mr. Veeranna Aivalli whom I found not only very dynamic but also a good organizer. Although I was a new member he involved me in its activities and even asked me to organize a seminar along with Mr. Sati Sahni who was another central character of the organisation. Between Mr. Aivalli and Mr. Sahni, the organisation was full of life. The functions which were organized were meaningful, relevant to the times and were very



Winners of the 8<sup>th</sup> Veeranna Aivalli memorial debate along with Shri Varun Sahni, VC, JU, Kuldeep Khoda, D.G Police, Dr S.S Bloeria and Dr Ashok Bhan held on Dec 15, 2009

keenly attended. At that time, IIPA did not have its own building and it used to function from rented places but Hotel Asia was the venue of the seminars and other functions. I remember attending a number of functions and being also very actively involved in some of these. The additional charm of these functions was Mrs. Aivalli who not only remained present throughout the organisation of the activities but took full interest in these. She had personal relations with most of the members. Mrs. Sahni's presence was also there in most of the IIPA functions.

As a member of the IIPA, I always felt that this organisation was like a family one could always relate to. It gave me enough opportunity not only to express my opinions but also to be fully involved in its activities. If I felt that there was a pressing need to organize a function on an issue, I could present the idea to the executive committee and office bearers and mostly, these ideas were accepted. I had my basic training of organizing the seminars in IIPA only because the first such opportunity was provided to





me by this organisation. Later I could use that experience in organizing seminars in the University as well. I was also given opportunity to present my views in the shape of formal presentations. A number of times, I had the privilege to be part of panel discussions organized by IIPA and a number of times I was invited to deliver lectures. All these opportunities helped me grow intellectually. I have also been given opportunity to be the member of executive committee a number of times. This gave me an insight into the internal decision making of the organisation. I could see as to how democratic the executive committee meetings are.

One thing which is fascinating about the IIPA as an organisation in Jammu is that it is a wonderful space for bureaucrats, police officials, technocrats, academicians, business people and civil society members to come together on the same platform. It is a rare forum which has remained vibrant for so many years. Though Mr. Aivalli was the soul of this organisation and Mr. Sahni its major organizer, and their loss has been very much felt, but the strength of this organisation can be seen from fact that it has continued to remain vibrant even after their departure. Another important personality who gave it a sense of stability and continuity was Mr. Ram Sahai. His untimely departure also was felt but the strength of the organisation continues to remain.

That the regional branch of Jammu has continued to organize its activities year after year and has rather expanded itself over the last few years, adds to its profile. With the organisation owning its own building and having a very good seminar hall of its own, has been a boon. Of late, the organisation has also started training programmes. The able present leadership with its sense of commitment has continued to keep it vibrant.



Prof. Amitabh Mattoo presenting certificate to a participant of 5<sup>th</sup> Veeranna Aivalli Memorial Debate on Dec. 16, 2006





## **COMMEMORATIVE NOTE ON THE COMPLETION OF THIRTY FIVE YEARS OF FUNCTIONING OF THE J&K REGIONAL BRANCH OF IIPA**

**SWAMI RAJ SHARMA <sup>1</sup>**

The J&K Regional Branch of Indian Institute of Public Administration is shortly completing thirty five years of its functioning. The state branch was established in 1977-78 while its parent body was established at New Delhi in early fifties by the Govt. of India with the basic objective to instill better capacity building standards for good governance in the junior, middle and senior level IAS Officer in particular and the State Administrative Service Officers and Officers of the Technical Departments dealing with the administrative matters in general. The capacity building mission is carried out by conducting short term orientation courses, seminars, debates and discussions. The quarterly journal published by IIPA disseminates valuable information contributed by reputed ex-Administrator academicians. The state branches supplement the role of the parent organization. I have no hesitation to record that J&K Regional Branch of IIPA has been second to none in the matter of doing the assigned job. When I recall the past of the J&K Regional Branch of IIPA, I deem it fit to pay rich tributes to late Shri Veeranna Aivaili (IPS), Late Shri Ram Sahai and Late Shri Sati Sahni the three pillars of the J&K Branch for their memorable contribution to make the functioning of the branch quite impressive. It is also acknowledged that the present leadership of the branch is carrying on the programmes efficiently and effectively.

Late Prof Appleby who was an acknowledged authority in the subject of Public Administration and who studied the qualitative role of ICS and I.P.S in the domain of Public Administration in India called them as "rare birds" of high repute. He also called them as pillars of the British "Steel frame" who virtually ruled British India most

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successfully. Their selection to the service was based on lord Macanlay's thesis of selecting young talented and meritorious persons to the service. They mostly learnt administration on the job. Their successors IAS and IPS follow the same model of selection. They are in addition given repeated capacity building short term orientation courses. But certain disturbing trends in the field of capacity utilization are being noticed day in and day out mostly in the form of integrity cracks. It is also noticed the some civil servants succumb to political pressures in the decision making processes. This should necessitate the re-appraisal of our in-service orientation course to develop better capacity utilization aptitude. Proper shift has to be considered for better capacity utilization aptitudes in the civil servants along with their capacity building standards. New strategy to tackle the institutionalized corruption need to be tried by entrusting the primary responsibility in the matter to the minister incharge, the Administrative Secretary and Head of the Department. The vigilance organization may monitor the modus operandi of corruption to these authorities under intimation to Chief Minister. These authorities must ensure follow up action in time. Moral and Legal steps need to be introduced to make the role of Minister-incharge, Administrative Secretary and the H.O.D as Caesar's wife above suspicion. Then other will follow the suit. Only then the warning given by Late Rajiv Gandhi that 15 N.P out of a rupee is reaching the beneficiaries shall get rectified.

The J&K Regional Branch of IIPA may also undertake case studies on important issued like discrimination between the three regions and delegation of more powers to Panchayats to give impartial and objective suggestions to the Government. The new message to this Branch would be to redesign more and more seminars on better capacity utilization programmes. Occasional talks on these issues by outstanding scholars of Gita, Quran and Bible followed by extensive discussion will also be a good addition.



## **J&K REGIONAL BRANCH OF IIPA - MY IMPRESSIONS**

**Prof Mehraj Uddin<sup>1</sup>**

Regional Branch of Jammu & Kashmir of IIPA is a pioneer Institute in the State of Jammu and Kashmir with its main focus on sharpening the administrative skills and striving for academic excellence.

The Regional Branch over the decades, under the dynamic leadership of stalwarts like Shri Veeranna Aivalli (IPS), Shri J. A. Khan (IAS), Shri S.S. Bloeria (IAS), Dr Ashok Bhan (IPS) and various other dignitaries has played a very important role in the State of Jammu and Kashmir and has contributed in almost every sphere of life.

The Institute over the decades has been a hub of activities and a series of seminars, workshops, guest lectures by the experts on current and important issues are conducted every year on regular basis, both at Srinagar and Jammu. Seminars, workshops, discussions on issues of public importance like consumerism and consumer rights, education and higher education, politics and political will, governance, right to information, juvenile justice, environment, biodiversity, crime and criminal behaviour has been of great significance to the public at large.

I have long association with the IIPA, Regional Branch and have had the privilege to attend a number of meetings and other academic activities organised by the Institute from time to time. I was really honoured to deliver special lecture on "Dynamics of Higher Education: Changes Dynamics" which was well attended and chaired by the Hon'ble Governor Shri N.N. Vohra.

The Regional Branch of the State has in a real sense enhanced the administrative, managerial, academic insight and leadership qualities of the people at the helm of affairs in the State of Jammu & Kashmir. I have been benefitted by my close and long association with the Jammu and Kashmir Regional Branch of the Indian Institute of Jammu & Kashmir.

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