



PRAYAAS

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Editorial

Dear Colleagues,

Here I am again with the next issue of Prayaas for January-March 2026. Thanks are due to Dipak Kumar Singh and the Editor, Sanjay Kumar for their help in finalising this Edition of the Magazine.



This quarter has been marked with the Birth Anniversaries of Swami Vivekananda and Netaji Subhas Chandra Bose on 12 and 23 January, and of Chhatrapati Shivaji Maharaj on 19 February.

It makes me feel proud to state that Vinod Gunjial, N Thiagarajan, Surabh Jorwal, Roshan Kushwaha, Anand Sharma and Anshul Kumar have been awarded National Electoral Awards for election management by the President of India. Also, kudos to B Rajender has earned ISO certification for the GAD as its ACS.

I feel happy to record that Jayant Dasgupta (IAS-1981) who acquired deep knowledge and experience after working in the WTO has succinctly analysed the pros and cons of the Indo-US Deal in an article being carried in this issue.

Attractive events were jointly organised by Sanjay Kumar Singh and Harjot Kaur, Secretary of the IAS and IASOW Association to celebrate the **New Year** on 10 Jan and **Holi Milan** on 28 February 2026.

(RU Singh, IAS-Retd.)

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Ares 28-02-26

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All views and opinions expressed in the contributions are of their authors.



IAS BHAWAN

Photo Gallery



Patna Metro - Gathering momentum

Glimpses of New Year Celebrations on 10 Jan 2026



Registration by Subhash K Sinha



Sanjay K Singh rejoicing at his Creation

Ms Harjot Kaur of IASOWA Welcoming-



NK Agrawal, AK Choudhary. RU Singh



Presence of CS's Wife



A Ladies' Group



A Gents' Group

From Secretary's Desk

Dear Colleagues,

The Sun shone warm after a long chill on the mid-day of 10th January, when the members and their families met for a new year gala on the IAS Bhawan lawns. The young and the senior members warmed up to one another over local delicacies, ladies found perfect spot for selfies and the children chirped through the day to our heart's delight.

The world seemed to be crawling out of the shadow of doom that was 2025, a year of war, more war-mongering, skirmishes, acrimony and hyperbole. India avenged the death of its innocent civilians in Pahalgam by striking first at the heart of terror and later pulverising the crucial air defences of Pakistan. The five-day Operation Sindoor seemed like a logical evolution of India's counter-terrorism doctrine gradually stepping up from the surgical strike of 2016 to Balakot strike of 2019 now culminating in Operation Sindoor with ominous consequences to Pakistan. It eliminates the distinction between terrorist groups and its state sponsors making latter the legitimate target for the former's misadventures.

In 2026, India overcame a quarter-long moodswings of market triggered by the hyperbole of a howling global hegemon by remaining stoic yet steadfast in protecting its trade interests and independence. Our negotiating prowess built on robust foundations of economy saw a reduction in US tariff to 18%. Pride on the port, strength on the starboard, prosperity ahoy.

At home in Bihar, the Government has presented a budget of 3.47 lakh crores as a testament to core strengths of its economy.

When this issue goes in print, India is hosting AI Impact Summit in New Delhi where 20 heads of State, 60 ministers and 500 global AI leaders have descended to learn, showcase, deliberate, collaborate and innovate on AI. The summit, the first AI gathering to be hosted in global south, is anchored in the philosophy of "Sarvjan Hitaya, Sarvjan Sukhaya" reflecting India's commitment to harnessing AI for human-centric progress and inclusive development. The officers of the Government of Bihar are attending it with inquisitive fervour so that a suite of AI solutions may be put to best use in governance framework. With GCC Policy and Semiconductor policy in place, Bihar has signed MoU for establishment of a research park in Patna plus a Centre of Excellence in AI in IIT Patna campus. MoUs with RedCyber, GrowQR, CIPL and many more may mark the advent of resurgent Bihar.

Bihar, having met with the infrastructural pre-requisites, has set out on a path of industrial development meeting industry tycoons, prospective investors and start-ups with a sincerity of purpose and ready to walk an extra mile as an enabler. Under the inspiration from H'ble CM, the Chief Secretary and the Secretary, Industry and his team are working day and night to see Bihar as an industrialised state. The team is ready for a long haul.

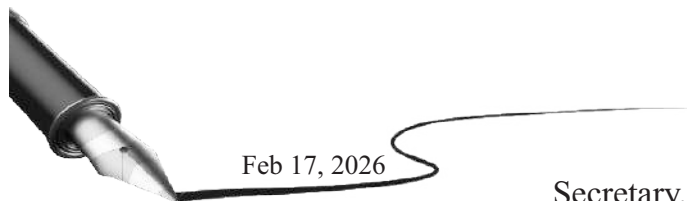
The members of the association, both serving and retired, have or have had a remarkable contribution in the development of the nation. As the days pass by, let this contribution peak; and so be the God's wish.

Sincerely yours,



(Sanjay Kumar Singh)

Secretary, IAS Officers' Association, Bihar Branch



Feb 17, 2026



From Editor's Desk

Dear Colleagues,

As 2026 descended with unrequited resolutions of the last year and freshly minted ones of its own, one is tempted to wish all the resolve and tenacity for the realisation of Resolutions: resolutions that speak of the nobility of intentions; resolutions intent upon turning us into better, nay the best versions of ourselves; resolutions that could make the world a much better place to live in.

But the problem is resolutions have a way of losing their way in the quagmire of human frailties and torments of amnesia. This happens year after year. That is the tragic fate of a resolution. It reverberates in the post-resolution immediacy of January, echoes distantly in a calendar-challenged February, recedes through the ides of March, founders uncertainly through the spring of April, sizzles in May, sings in June, gets drenched in July, sputters in August, meanders indifferently in September, flounders in October, turns into a distant memory in November and morphs beyond recognition in December. No one puts it better than Oscar Wilde. "Good resolutions are useless attempts to interfere with scientific laws. Their origin is pure vanity. Their result is absolutely nil. They give us, now and then, some of those luxurious sterile emotions that have a certain charm for the weak.... They are simply cheques that men draw on a bank where they have no account." Given the fate of resolutions, may your troubles last as long as your resolutions.

Be that as it may, we at PRAYAAS have been striving to make it more inclusive, more eclectic and more interesting. We express our sincere gratitude to senior members of the fraternity including Mr. Ashok Kumar Choudhary, Mr. Anup Mukharjee, Mr. Jayant Dasgupta, Mr. M.A. Ibrahimi for having shared their ideas and reminiscences with us. The write-up on Delhi by Adya Singh- daughter of Mr. Vivek Kumar Singh- was very well received. We look forward to getting contributions from the offspring of esteemed members in order to capture their yearnings and longings. As Kahlil Gibran puts it so lyrically, "Your children are not your children, they are sons and daughters of life's longing for itself."

At the same time, we look forward to receiving contributions for PRAYAAS from young members of the fraternity. It is one area which remains largely unrepresented. And that is when they are in possession of goldmine of stories.

Editorially yours

(Sanjay Kumar)

February 12, 2026



1858

John Beames
(1837-1902)



Excerpts from 'Memoirs of a Bengal Civilian'

[Part-4]

The Tedious Journey to Gujrat in the Punjab:

Then they all shrieked and howled and one smote the pony under the belly, whereupon, with a snorting cry, a kick, and a plunge which nearly burst the old rotten mess, he started off at a breakneck speed. This was rather alarming the carriage swayed and rocked from side to side and came at times perilously near the edge of the road, which, being raised some height above the country on either side, affords facilities for an upset. The pony soon, however, subsided into a loping canter which he kept up till the end of the stage where a fresh pony was put in with the same ceremonies. Sometimes when a more obdurate animal than usual refused to start on being slapped on his belly, they fastened a leathern twitch round his upper lip and dragged him till he moved of his own accord. Sometimes they even resorted to the extreme measure of bringing a lighted ~sp of straw and putting it under the pony's belly. If even this failed, as it sometimes did, they took the pony out and put in another. Every ten miles was a change of ponies, and each stage took about an hour.

Thus I went on all night, sleeping soundly, and thus I travelled for many days and nights, reading, dozing, looking at the scenery, stopping from time to time at the numerous staging bungalows for breakfast or dinner. The Grand Trunk Road was then a magnificent, broad, level, well metalled road with staging bungalows every fifteen miles where travellers could get meals and sleep if they wished to do so. At Topichanchi in the Sonthal Hills just below the grand towering

peak of Parasnath

I met my old acquaintance Lundgren, the Swedish artist, who was returning from the upper Provinces with several huge portfolios full of sketches. I stopped a couple of days at Benares and saw the beautiful sacred city, also at Allahabad, then a chaotic, half-built place; the new station of Cannington having only recently been founded by Lord Canning. The Government of the North-Western Provinces was just then in process of being transferred to Allahabad from Agra, and all was confusion. Part of the vast mass of offices and records had arrived, and part was still on its way.

Here there was a bit more railway by which I travelled as far as Cawnpore where it left off again. The fading daylight lasted long enough to enable me to take a hurried glance at the ghastly place; a desolate, sandy waste it then was. The dreadful, well was marked by a few boards, the walls of the roofless houses were riddled with shot and tottering ruins, dust, flies, evil odours and general misery and distress were all one could see. A rough sort of hotel had been formed out of the ruins of an old mess-house where they gave us a very atrocious dinner, after which I got into my 'dak gari' fell asleep, glad to get away from the horrible place. I spent a pleasant day at Agra seeing the Taj and Akbar's tomb at Sikandra, and went on to Bulandshahr, a pleasant leafy station, the headquarters of the district where Elliot had been appointed Assistant Magistrate and Collector. He was in camp some miles off

and I had to go a long distance in a palki, and found him at last in tents with Charles Currie the Collector. I had a very pleasant time for five days with them, riding about the district, and learning a great deal about the work, and then travelled on again through Delhi and Ambala to Lahore, where I reported myself and was admitted to an interview with Sir Robert Montgomery, the Lieutenant-Governor, I also then saw for the first time Mr Richard Temple. Sir John Lawrence had just left for England. I was appointed to be Assistant Commissioner of the district of Gujrat, and ordered to go there at once.

The problem now was - where was Gujrat, and how could one get to it? By dint of much inquiry, I found that it was some seventy miles off on the way to Peshawar. No dak garis could run on that road as it was a mere unformed mass of mud and sand. So after engaging a khansaman or butler, and leaving my heavy luggage with him to bring after me, I went to the Post Office one evening at 6 p.m. and secured a seat on the mail cart. This turned out to be a small box painted red, on two wheels. The top of the box was divided into two seats, front and back, by an iron rod, so contrived that at every jolt it caught the passenger sharply in the small of the back, inflicting acute pain. One small pony was harnessed between the shafts, and a second outside the near shaft, after the manner of a Russian droshky. I was allowed to carry a small valise weighing ten pounds. The driver wore a postin or sheepskin jacket with the wool inwards, and kept on perpetually blowing a bugle to warn the wayfarers. He drove like Jehu the son of Nimshi: he never slackened speed, and very nearly drove over everyone and everything he met. Thus we went on all night long, on and on, jolting and bumping over the rough, half-finished road. The night was bitterly

cold, and I, clad to suit the warm climate of Calcutta, was almost frozen through. Towards three in the morning we crossed the broad sandy bed of the Chenab and after seven more miles of the agonizing bumping and the piercing cold we suddenly stopped in the mist at a little lonely post-house on a broad plain. A sleepy policeman with a lantern came out and took the mail bags, and the coachman threw down my valise and bowing asked me for a tip. As I looked surprised he explained that this was Gujrat! I gave him his fee, got down, and stood stupidly staring while the driver gave a terrific blast on his bugle, lashed his horses, and vanished into the darkness, leaving me half-frozen, bewildered and aching in every limb by the roadside at Gujrat at four in the morning of the 7th March 1859. It had taken me twenty-four days from Calcutta, about sixteen of which were spent in actual travelling. Nowadays the journey takes three days only. The distance by road is about 1,250 miles or perhaps a little more.

It was now necessary, as the first thing, to find a roof to shelter myself under and as in an Indian station the dak bungalow is the stranger's natural home. The night was so dark and the fog so thick that nothing could be seen, but we seemed to be standing on the edge of a broad, flat plain with no houses or trees near us; no signs in fact of any inhabited place. But my policeman putting my valise on his head stepped out across the plain, requesting 'my Honour to do itself the grace to follow its slave.' After going a short distance we came suddenly on a wall with a door or two in it. Here a greasy, half-dressed Musulman with a smoky native lamp opened the door. I saw a room within and a bed in it on which I incontinently flung myself dressed as I was, and fell asleep immediately.

□ □

— *Part-5 To be continued in the next Issue*



The India-US Trade Deal – Balanced or Lopsided?

The India-US Framework for an Interim Trade Agreement for reciprocal trade and mutual benefit has attracted a lot of attention in the media as well as in Parliament in recent days. In this piece, we try to list out the positives and negatives for India in the agreement as well as the possible reasons for the US to finally agree to a deal giving up its earlier hardline stand on agricultural product access to India.

It would be useful to recount the 3 foundational principles of the WTO (World Trade Organisation) in respect of tariffs, which are: (a) No country would fix a higher tariff for a product than its commitment made to other WTO members (known as bound tariff commitment), (b) Most Favoured Nation (MFN) treatment, which enjoins that a country will impose the same tariff on all other WTO members unless there is an FTA or some other WTO compliant tariff concession (e.g. GSP) agreed upon with another member/(s) which allows differential treatment and, (3) Once a good is cleared by customs on payment of tariff, it will get the same tax treatment as similar domestically produced goods.

In addition to these, the WTO lays down that a Free Trade Agreement (FTA)

between a developed country and another country has to cover “substantially all the trade” between them. Though this has not been subject to judicial interpretation, it is generally accepted that substantial coverage implies 95% or more of bilateral trade comprising both goods and services. Also, an interim trade agreement is permitted by the WTO between two countries, for a period not exceeding 10 years (unless there are exceptional circumstances to be explained to the WTO membership), only for the formation of a customs union or a free trade area. However, such an interim agreement shall include a plan and schedule for the formation of a customs union or free trade area.

President Trump's reciprocal and punitive tariffs have violated the MFN principle as well as the bound tariff principle of the WTO. Hence they are totally WTO incompatible.

Since the US has not allowed fresh nominations to the 7 member permanent Appellate Body (AB) of the WTO since 2017, the AB has stopped functioning from 2019. Hence even if a country gets a favourable ruling from a Dispute Settlement Panel (the lower stage dispute adjudicating body in the WTO) on its

complaint against another country, the WTO cannot intervene till the appeal is disposed of and thus there is no redress available at the moment.

The average bound tariff commitment for the US at the WTO is around 3%, albeit with some high tariffs for garments, leather products, ceramics etc. Countries trading with the US (the world's largest importer at \$3.3 trillion in 2024) at reciprocal tariffs far higher than the US bound rate commitments, have the choice to complain ineffectually against the US actions at the WTO or continue to trade at the higher tariff levels. Only a handful of countries, including China, have challenged the Trump tariffs, while continuing to trade with the US at the reciprocal tariffs.

Except for China, all major countries have entered into bilateral trade agreements (which are coercive deals and not FTAs) with the US to get their initial reciprocal tariffs reduced. As a result of these deals, the UK has ended up with 10% tariffs, the EU, Japan and Korea 15% each and Pakistan, Bangladesh, Vietnam, Malaysia, Indonesia etc in the range of 19-20%. Many of these countries have also agreed to import large quantities of US goods and services and/or to invest large sums in the US.

India's goods exports were around \$87 billion and imports from the US \$45 billion before the Trump tariffs. An initial reciprocal tariff of 25% followed by an additional punitive tariff of 25% was

imposed on India for buying Russian oil. It needs to be noted that the US has not imposed punitive tariffs on China and the EU for buying Russian oil and gas, though China is the largest buyer of such oil and the EU the largest buyer of Russian gas.

The reciprocal and punitive tariffs had been applied to around 55% of India's export products by value. These included all the labour intensive products like textiles and clothing, leather, gems and jewellery, marine products etc. The imposition of these tariffs is estimated to have cost up to twenty lakh jobs directly and indirectly in these industries. Also India's exports to the US have shrunk by 22% between May and December 2025 because of the tariffs. This represents a substantial loss of trade as well as jobs.

By signing the framework for the Interim Trade Agreement, India has chosen to ignore the violation of the WTO's foundational principles as well as the WTO disciplines for signing FTAs. India has taken this step to protect its labour intensive industries from taking more pain and loss of business.

The good thing about the Interim Agreement is that India has successfully shielded its vulnerable agriculture products and has managed to lower the reciprocal tariffs below those of Vietnam, Indonesia, Bangladesh and Pakistan etc. which are its competitors in the labour intensive products. As regards the latest concession given by the US to

Bangladesh to lower tariffs to zero for garments produced from US cotton or manmade fibres, India may also get a similar concession in the final agreement.

A few of the negative features of this deal are:- (i) Trump has issued an Executive Order by which he has conditionally withdrawn the punitive tariff of 25% stating that India has committed not to buy any Russian oil. India has not confirmed the US assertion. (ii) India has committed to eliminate or reduce tariffs on all US industrial products and some agricultural products. There is no US commitment to reduce its reciprocal tariff from 18%. Thus this is patently an unequal deal. (iii) The US has asserted that India's export policy towards non market economies, including investments and export controls, will have to be aligned with the US. (iv) Despite its assertions regarding the imports of \$500 billion US goods in 5 years, removal of digital services tax etc., the US has subsequently modified its statements in the fact sheets issued by it to align more closely with the Indian view. (v) By being a silent but willing partner and furthermore by signing the interim trade agreement with the US, India is guilty of compromising on its long held commitment to the multilateral rules based trading system, viz. the WTO.

The answer as to why the US has finally agreed to sign the framework

agreement, even though the Indian offers had been available to it for the past few months, could be a mix of the following factors:- (i) the US realised that India would not budge from its core interests and cave in, (ii) the India EU FTA had created pressure from US business lobbies to seal a deal with India quickly. (iii) Some of the Republicans are apprehending defeat at the mid-term polls in the US in November 2026 because of Trump's tariff policies and want to see a more stable and settled policy.

The details of the Interim Agreement are going to be negotiated over the next few weeks as stated by the Indian Commerce Secretary. It is expected to be a difficult negotiation and realistically speaking take more time than just a few weeks. We will have to wait till the interim agreement is out to carry out a more detailed analysis.

There is one factor, which has the potential to change the rules of the game completely. This is the pending ruling of the US Supreme Court, on the issue of whether President Trump's tariffs are covered under the US International Emergency Economic Powers Act, 1977 or are without jurisdiction sans US Congress approval. The US Supreme Court had heard the matter on 5th December 2025 and had reserved its ruling. Now that the SC has delivered the judgement trumping Trumpian tariffs, the plot gets thicker and murkier.

□ □



Bihar RERA - Imagery Based Inspections (BR-IBI)

A Tech-based tool for enhancing RERA Compliances:

Spadework

RERA Bihar (Bihar Real State Regulatory Authority) has been, over the past one year, trying to coordinate with the district administration, through divisional interactions, to bring about a concerted effort to make Real Estate (Regulatory and Development) Act effective. Till now, the Authority has organised five divisional level workshops for awareness and sensitisation of the officials from 20 districts, urban local bodies and registration department officials about the cardinal provisions of the RERA and related Acts and their expected role for its effective implementation on the ground.

In these meetings feedback was also taken about main areas of their respective districts where apparent violation of the Act was taking place. In addition to this, bespoke formats were also shared with districts in which field officials, particularly those engaged in land revenue related works, were requested for submission of monthly reports on violations.

Once the preliminary information was collected, the technical teams of RERA Bihar were assigned the task of identifying the spots by using satellite imagery and prepare the Keyhole Markup Language (KML) files for

keeping a digital record of the identified sites. In the preliminary information itself the exact longitude and latitude of the identified spots are mentioned for direct access to the location during the field visits.

Action

After identification of spots and collection of preliminary data, coordination with the district administration was done for carrying out the ground truthing work. The officials of the district administration and members of technical teams of RERA Bihar undertook the field visit jointly. They visited sites and collected all possible information, including name of the project, name of the promoter, estimated land area being developed etc. A dossier was prepared and the same was also shared with the District Magistrate concerned for further action which included collecting authentic information about the land record details like name of village (Mauza), name of landowner, Khata Number and Plot Number etc. from the Government records and also about the further steps, including awareness generation, to be taken up to check violations.

So far joint survey of identified spots has been done in three districts - Saran, Bhagalpur and Purnea - which was

followed by coordination with the land revenue officer of the area for obtaining desired data.

Based on collected evidence, Section Three Violation (STV) proceedings have been started. In fact, orders in STV cases of Saran have also been delivered by the Authority and a penalty of about Rs. 1.35 crore has been imposed against ten defaulters who were doing plotted development projects without getting them registered with RERA Bihar.

Hearing in STV cases of Bhagalpur and Purnea too are in advanced stage and orders are expected soon. Also, more rounds of survey work under the BR-IBI initiative are expected to be launched in other districts in coming months.

RERA Bihar, however, has not kept its role limited to taking penal action only and rather adopted a board-spectrum approach which also entails making the stakeholders aware of the relevant provisions of the Act. Awareness generation billboards have been erected in surveyed areas so that the prospective home/plot buyers and developers as well. While from the plot buyers' perspective, these billboards would safeguard them against falling

prey to the attractive advertisements, from the developers' perspective these would encourage them to follow the provisions of the Act before launching any project. In addition to this, RERA Bihar has also been airing radio jingles and publishing newspaper advertisements for awareness generation about RERA Act across the State.

Gist

Putting effective check on violation of Section 3 of RERA Act calls for a proactive approach. With Real Estate Regulatory Authorities across the country working with limited resources, involvement of field machinery of State Government appears imperative to keep tab on the developments taking place on the ground. RERA Bihar is working on this very premise and it may be said from its experience gained from sensitisation workshops and follow up steps, that awareness generation and coordinated steps in association with the local administration are very important for effective implementation of the Act. RERA Bihar aspires to cover all the major districts under BRBIB by the end of this financial year. We, hope to enhance compliances and registrations by adopting this tech-based approach.

*

Vivek Kumar Singh is presently the Chairman of RERA, Bihar





My Experiments with Economics

In 2008, I went on a mid-career study program and enrolled in Masters program in Economic Policy Management in Columbia University, New York. The insights gained from study of Economics were used in a number of innovations in the government to improve its working and to gain results. Here are a few of my experiments using Economic theories/insights in Civil Administration.

Information Asymmetry and Credit Risk Management in Loans to Government Servants

George Akerlof and Joseph Stiglitz, the Nobel prize winners in Economics in 2001, talk about information asymmetry in markets showing how unequal information between parties in a transaction (buyers/sellers/ lenders/borrowers) leads to market inefficiencies or even market failures. George Akerlof in his essay on "The Market for Lemons" focused on different levels of information in used car markets between the seller, who has more information and the buyer who has less information about the car and how it leads to the problem of 'adverse selection' by which the good car owners get lesser price in used car markets and are generally pushed out of the market. Stiglitz in his research with Michael Rothschild based his analysis on the insurance market in USA and analysed risk behaviour of the customers and the response of the insurance companies, wherein they found that insurance companies charged all insurance

customers more due to the challenge of identifying customers with health problems. Stiglitz indicated that mechanisms for overcoming information asymmetry can be developed through incentives and the government has a role in that.¹

During my tenure as Secretary in Finance Department, Government of Bihar (2009-2012), I found a similar situation in the loans' market for Government Servants. In the early 2000s, the employees of the State Government were not having any specific arrangements for loans like Housing Loans or Loans for Vehicles. The Bihar budget used to have a small fixed amount, usually less than Rs.10 crores as the budget provision for giving housing loans to its employees and this was usually given to the employees on first come first served basis on the basis of seniority of the officer/employee. Naturally, every year less than a 100 employees were able to take advantage of

the housing loan facility.

The rest of the employees used to go to banks to avail of the facility of housing loans. The Banks in turn treated these government employees at par with other loan seekers and gave them loan usually at an interest rate which was around 2-2.5% higher than the lowest rate (called Base Rate in those days). The Government employees used to go from Bank to Bank in search of lower interest rates and often faced rejection from a number of Banks due to non standardized procedures. At the same time, there was an issue of recovery of loans as well. I had noticed during my district tenures that the bankers used to write to the government employers for recovery of loans from errant government employees who were not repaying their loans in time.

To sum up, the state government was facing a budget constraint in providing loans to its employees and the employees were not getting housing loan as per their demand. On the other hand, the banks were facing problems of non realisation of loans from certain government employees who were not repaying the loan and were constrained to write to the government employer for its realisation. However, this was without any result, as the employer had no leverage on the employee due to a lack of provision for government to intervene except moral suasion. This resulted in change in the banks' perception and increase in credit risk of all

government employees as a whole, resulting in the government servants being treated at par with other private loan seekers and being offered loans at higher interest rates.

I noticed that this was a classic case of asymmetric information flow leading to a 'trust-gap' between this particular group of government employees and the banks, which led to 'adverse selection'. While the banks used to participate in RBI sponsored State Development Loans (SDL) and offered loans to the state at a slightly higher rate than the Central Government Securities (G- Sec), the employees of the State Government, who were getting regular government salaries every month and served till 60 years which is their retirement age, were getting loans at a much higher rate due to the perceived higher repayment risk by the banks.

The instrument introduced by the state government was a small one but it created a win-win situation for all the parties and thus incentivized compliance by all. A tripartite agreement was designed between the government employee, the Bank and the employer (Government) where the government acted only as a 'guarantor' and repayment of the loan was ensured by the employer by deducting from the monthly salary of the employee. The employee was free to take an insurance for security of the loan during his lifetime, failing which the Government would ensure repayment of loan from

Leave Encashment and GPF/Gratuity payable to the employee. The agreement was binding even in the case of transfer of the employee and was linked to CBS salary account of the employee. In turn, the Bank was expected to reduce the loaning rate to the minimum - just a few basis points above the Base Rate, waive the processing charges and reduce the paper work to agreed standard documentation.²

As a result of this innovation, the Government could overcome its budget constraint in providing housing loan to its employees, the Banks' challenge of assured repayment was solved and the credit risk of government employees was reduced and the employees could get housing loans at pre-disclosed and cheaper rates than the market. Standardization of loan agreements and supporting papers reduced harassment of employees and improved perception of the Banks. The approval of the State Cabinet was taken on this proposal in the month of May 2011 and it immediately created a vast new market of housing loan for government employees.

The immediate result of the acceptance of this new mode of

availability of house loans to the government employees resulted in challenge to the monopoly of State Bank of India in housing loan as other Public Sector Banks like Punjab National Bank, Central Bank and Bank of India surged ahead in this new market. As a result, the housing loan market in Bihar expanded four times (from approximately 4000 crores in 2010-11 to 16405 crores in 2020-21, out of which a major share was that of government employees). The percentage share of Housing Loan in the total credit, given in the state increased from approximately 6.23% (2016) to 10.51% (2021), which in turn contributed to raising of the C.D. ratio of the state as well.³

The scheme became so successful that it was gradually accepted by all the State Governments of India within a span of a decade and finally by the Government of India. Now a days, all Banks offer housing loans to Government Servants at a discounted rate as per their corporate policy, and all Public Sector Banks have come up recently with salary packages wherein housing loan is added up with incentives like insurance benefits and free remittances.

*

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Human Rights : Law and Practice
by Jatindra Kumar Das

'Human Rights Law and Practice' by Jatindra Kumar Das is an ambitious work that attempts to bridge doctrinal exposition and practical application in the uneasy, often contested field of human rights. The book is timed to a long-standing and intensifying conversation in India - and internationally - about how rights are claimed, protected, and enforced in the face of socio-economic realities, state power, and evolving jurisprudence. Das, writing as a scholar-practitioner, sets out to offer readers not only the legal rules and key cases but also a sense of how rights operate on the ground: in courts, administrative fora, civil society campaigns, and in the everyday interactions between citizens and the state.

From the outset the book signals two interlocking aims. First, it provides a systematic account of the legal architecture of human rights: constitutional provisions, statutory norms, and major judicial decisions that define rights and remedies. Second, it tries to practice what its title promises - to relate law to practice by discussing mechanisms of enforcement, institutional actors, litigation strategy, and policy implications. This duality is both the book's principal strength and the source of the tensions that run through it.

Das organizes the book into clear thematic parts: foundational theory and history; civil and political rights; socio-economic rights; institutional frameworks and enforcement mechanisms; special topics (vulnerable groups, refugees, torture, death penalty); and, finally, comparative and international dimensions. Each part contains chapters that are short enough to be digestible but substantive enough to be useful as reference units. The layout favours modular reading - a student can approach individual chapters for coursework, while practitioners can consult chapters that speak directly to litigation or policy design.

The choice of topics is comprehensive. Das does not confine himself to classic civil liberties; he gives substantial attention to socio-economic rights, environmental justice, and the interface between human rights and development. He also dedicates chapters to institutional actors such as human rights commissions, public interest litigation (PIL) mechanisms, and the role of non-governmental organizations. This breadth is commendable: modern human rights practice demands familiarity with this whole ecosystem, not only Supreme Court pronouncements.

One of the strongest features of the book is Das's lucid, compact exposition of human rights theory and history. Beginning with philosophical foundations (natural law, positivism, liberalism, and rights-based approaches) and moving through the twentieth-century codification moments (Universal Declaration, ICCPR, ICESCR),

Das sketches a narrative that helps readers situate Indian human rights discourse internationally. He is careful to show how international instruments inform domestic norms while recognising the limits of transposition in contexts where constitutional structures and social realities differ.

Das also traces the genealogy of human rights in Indian constitutionalism with care. He examines the drafting history of fundamental rights, the post-independence debates, and the ways in which the Indian judiciary - particularly since the 1970s - reworked constitutional doctrine to read rights in a dynamic, purposive manner. Where many texts remain descriptive, Das is at his best when he synthesizes normative debates: how to balance individual autonomy against social welfare; whether socio-economic rights should be justiciable; and how courts should exercise restraint in policy-rich domains.

For readers seeking doctrinal clarity, the book performs well. Das's treatment of key constitutional rights - freedom of speech and expression, equality, life and personal liberty under Article 21, freedom of religion, and protections against arbitrary detention - is methodical. He provides clear statements of rule formulations, traces doctrinal evolution through seminal cases, and highlights tensions and open questions that still animate litigation.

What distinguishes Das's doctrinal chapters is his attempt to map doctrinal developments to practical consequences. For instance, his chapter on Article 21 goes beyond reciting cases: it analyzes judicial methods (textual, purposive, structural) and their consequences for governance and administration. He does not shy from critical commentary - where judicial activism may have filled gaps, how courts sometimes overstep into policy or show deference when necessary - but his critique is balanced and evidence-driven.

Another plus is Das's selection of cases. He does not overload chapters with every decision; instead he picks representative judgments that illustrate doctrinal shifts. This editorial choice makes the text teachable and usable for revision. However, readers looking for a comprehensive case compendium will need to supplement with headnotes or databases.

Das devotes considerable space to socio-economic rights- an area where many human rights texts either do the minimum or get swept into theoretical disputes. He frames the debate around justiciability with a pragmatist's sensibility: acknowledging the resource constraints of the state while stressing that courts can - and have - played a catalytic role in securing minimum core entitlements. The discussion on the right to health, education, food, and housing is notable for blending statutorily grounded arguments with litigation strategy.

Importantly, Das refuses to treat socio-economic rights as merely aspirational: he examines programmatic litigation, the role of commissions, and the potential for rights-based administrative reforms. He is candid about the limits of judicial remedies for widespread structural deprivation and argues persuasively that litigation must be

paired with policy advocacy and institutional reform. This integrated perspective is one of the book's practical contributions.

A substantive portion of the book explores enforcement - courts, constitutional remedies, statutory bodies (human rights commissions), national mechanisms, and international recourse. Das offers valuable commentary on the strengths and weaknesses of each. His critique of human rights commissions is fair: they have been useful forums but are hampered by resource constraints, political pressures, and limited powers. Similarly, his assessment of PIL is nuanced; Das celebrates PIL's democratising potential while acknowledging the risks of frivolous litigation and judicial overreach.

The chapter on prison reform, police accountability, and custodial violence is especially useful for practitioners. Das provides a clear explanation of procedural safeguards, investigative expectations, and remedies, with suggestions for strategic litigation (e.g., using habeas corpus, compensation orders, systemic directions). These practical insights - which read like guidance derived from courtroom experience - give the book utility beyond theory.

Das is attentive to the lived realities of marginalised communities — Dalits, Adivasis, religious minorities, women, children, LGBTQ+ persons, and persons with disabilities. He devotes chapters to special themes like caste-based discrimination, gendered violence, and the rights of indigenous peoples, and is careful to articulate the intersectional dynamics that compound rights deficits.

In particular, his coverage of cultural rights and the tension between community customs and individual rights is nuanced. Das resists simplistic binaries: he recognises the value of cultural autonomy for marginalised communities while insisting that rights discourse must protect individual dignity against oppressive practices. This sensitivity to complexity strengthens the book's ethical core.

Das situates Indian law within comparative and international frameworks effectively. While the book is primarily focused on domestic law, it draws on jurisprudence from other common-law jurisdictions as persuasive context. Das's treatment of international norms — treaty obligations, soft law, and the role of UN mechanisms — is measured. He neither fetishizes international law nor dismisses its persuasive power; instead he shows how global norms can influence domestic jurisprudence and administrative practice.

This comparative lens serves pedagogical purposes (helping readers see alternatives and analogies) as well as practical ones (identifying strategies that have been successful elsewhere). However, some readers may wish for deeper engagement with regional human rights mechanisms or non-Western models of rights protection; such expansion could have enriched the book further.

Das writes in a clear, direct style that balances academic rigor with accessibility. Chapters begin with learning objectives and end with concise summaries — a format particularly helpful to students. The inclusion of illustrative examples, hypothetical

problem prompts, and lists of suggested readings at the end of chapters enhances the book's value as a teaching text.

Footnotes are used judiciously: they provide sources and occasional elaborations without interrupting the flow. Das's citations are generally comprehensive, though advanced researchers will still need case reporters and legal databases for exhaustive work. The index is serviceable; a slightly more detailed subject index would have improved navigability for the busy practitioner.

Strengths:

1. **Balanced Dual Focus:** The book's commitment to both law and practice is realized effectively. Readers get doctrinal clarity and practical guidance in one place.
2. **Breadth with Depth:** Das covers a wide array of topics without superficiality. Socio-economic rights, environmental justice, and institutional analysis receive due attention alongside classic civil liberties.
3. **Practical Examples:** Litigation strategies, sample pleadings (where included), and hands-on advice on enforcement mechanisms make the book valuable to lawyers and activists.
4. **Ethical Sensitivity:** A principled approach to marginalized groups and an understanding of intersectionality strengthen the moral thrust of the text.
5. **Pedagogical Aids:** Learning objectives, summaries, and problem prompts are classroom-friendly and help structure study.

Human Rights Law and Practice by Jatindra Kumar Das is an important contribution to Indian human rights literature. It successfully navigates the difficult terrain between doctrinal exposition and practical engagement. Das's balanced voice critical yet constructive, normative yet pragmatic - makes the book a useful tool for a wide readership. It neither succumbs to doctrinaire abstraction nor flattens complex questions into mere procedural advice.

If the book has a single overarching achievement, it is to remind readers that human rights are not a self-sufficient legal artefact; they are lived through institutions, politics, litigation, and the everyday choices of officials, advocates, and citizens. Jatindra Kumar Das equips readers to understand the law and to act within it - to litigate more strategically, to design better institutions, and to ground rights claims in social realities. For anyone seeking a robust, practice-oriented introduction to human rights law in the Indian context, Das's book is highly recommended.

In short : thoughtful, practical, and educative - a text that belongs on the shelf of students, lawyers, and anyone engaged in the ongoing project of securing human dignity through statutory law.

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गांधी और सुभाष

जब सुभाष का गांधी से अन्तर्विवाद गहराया था, सन् अड़तिस में जंग चुनावी का परचम लहराया था; गांधी को पाकर विपक्ष में, मन सुभाष का भर आया, एक खंड, फॉरवर्ड ब्लॉक का, तत्पश्चात् उभर आया। पुरुषसिंह वह राजनीति से भले बहुत ही घायल था, किन्तु सदा अन्तर्मन से वह गांधीजी का कायल था; मातृभूमि की जय जय जय, जयहिन्द बना जब नारा था, कदम कदम से मिले, बढ़े, धरती का भार उतारा था। शान्तचित्त विश्राम-विटप-द्वय, उलझे थे जब दावों में, अद्भुत ही क्या प्रीति-बंध था, उन दोनों नेताओं में! वशीकरण का मंत्र सिक्त था, गांधीजी की बातों में, रहा समादर गुरु के प्रति, नेताजी की सौगातों में। गांधीजी नेता सुभाष, द्वय, दिव्य युगल निष्कामी थे, नाम एक का मोहन था, दूजे सुभाष भी नामी थे; भरी रही मोहिनी एक में, अन्य स्वतंत्र प्रवादी था, पूजक एक अहिंसा का, तो दूजा रण का वादी था। दोनों दिव्य सपूत रहे, स्वर्णिम युग की उस पीढ़ी के, उभय ऊर्ध्व-द्रष्टा ही थे, आज़ादी की उस सीढ़ी के; अलग भले थे मार्ग, किन्तु मन में विद्वेष न कुछ भी था, क्योंकि उभय में अन्तर तो सिद्धान्तों के तल पर ही था। यह दृष्टान्त, उच्च स्तर का व्यवहार हमें है सिखलाता, यदि परिवेश आज का होता हमें सिखा वह क्या पाता? था व्यवहार भव्य, उन दिनों वैर-भाव था नहीं कहीं, यद्यपि था मतभेद नीतिगत, लेकिन था आचरण सही। चलो, आज फिर याद करें हम नेताजी की वाणी को, प्रिय सुभाष में बापू के प्रति उमड़ी प्रीति पुरानी को। समय रहा सन् तैंतालिस का, दो अक्टूबर का दिन था, जन्मदिवस था बापू का, जो पूर्ण देश का शुभ दिन था। था सुभाष ने कहा, 'मनोबल जनता ने जब-जब खोयी, नहीं रहा बापू के जैसा अन्य वहाँ तब-तब कोई; व्यक्ति, सदा जो जनता में असीम साहस बँधवाता है, तथा घोर अंधेरे में, सब को प्रकाश दिखलाता है। भारत में जब-जब भी सारी जनता का विश्वास हिला, सदा सर्वदा प्रिय बापू का, है उसको नेतृत्व मिला।' आखिर सन् चौवालिस का जब माह जुलाई आया था, तब सुभाष ने, निजी रेडियो पर, संदेश सुनाया था। 'बापू! अब आज़ाद हिन्द फौजों की चली सवारी है, आज पुनः कुरुक्षेत्र बन गई, धरा विश्व की सारी है; तब तक धर्मयुद्ध होगा, जब तक न तिरंगा फहरायें, शोणित-धार बहेगी, जब तक गंगाजी बहती जायें। राष्ट्रपिता! यह धर्मयुद्ध है, त्याग-तपस्या का क्षण है, हो स्वतंत्र यह देश, इसी कारण यह छिड़ा महारण है; बापू! अब चाहिये तुम्हारा प्यार, समर्थन भारी हो, मिले असीस तुम्हारा, जिसमें शुभकामना तुम्हारी हो।' बापू ने ध्वनि एवमस्तु की, भले प्रकट न किया होगा, पर सुभाष को मन-ही-मन, आशीष अवश्य दिया होगा; जाने कैसा पुरुषसिंह की वाणी में अद्भुत बल था, जिस कारण हर देशभक्त में मर-मिटने का संबल था।

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[कविता का उपरोक्त अंश स्वरचित तथा 'गांधी स्मृति एवं दर्शन समिति राजघाट' द्वारा प्रकाशित 'गांधी शतकोत्तर' से नेताजी की जयंती के शुभ अवसर पर उद्धरित है - राम उपदेश सिंह 'विदेह']



UZBEKISTAN DIARY

Past and Present

In my imagination, Uzbekistan and the USSR come together. What also registers on mind is the Tashkent Agreement and the untimely demise of the then Prime Minister, Lal Bahadur Shastri. Tashkent is almost midway between Moscow and New Delhi. On my way back from St. Petersburg, Russia, I watched the route of flight by choosing cockpit mode on my seat screen. Turgay plateau, Aral Sea, Baikonur - places and references from remote geography books flooded me. We arrived at Terminal 2 of Tashkent Airport before the scheduled time. After completing immigration formalities, we reached the hotel Al Arda Avenue, located near the Indian Embassy in Tashkent.

Adrift in Tashkent

At the Indian Embassy, we met the Head of Chancery Namo Narayan Meena. We also met Nizomiddin Jumaev, the local staff. Meena was of immense help. Nizomiddin arranged a local driver Afzalbek, who was also his friend. Tashkent is a well-planned city full of parks and a variety of flowers blooming everywhere. Clean and wide roads,

beautifully
buildings and
with activities.
Bahadur
at a corner of a
Street was the
visited to pay
Minor Mosque
architecture. It
white marble
Hazrati Imam
religious and



designed
markets abuzz
The statue of Lal
Shastri - located
park on Shastri
first place we
our tributes. The
is a marvel of
is a modern,
Mosque. The
complex is a
architectural

ensemble of mosque, madrasa and museum. Chorsu Bazar - located in a huge fort type building - was packed with vendors selling spices, fruits, vegetables and traditional handicrafts. The Mustaqillik Maydoni (Independence Square) has Independence Monument that commemorates Uzbekistan's independence from the USSR in 1991. At Amir Taimur square, the huge bronze statue of Amir Taimur sitting atop a horse back is part of a beautifully laid out park.

Over to Samarkand and Bukhara

After about four hours' drive from Tashkent, we took the famous Silk Route. Before reaching Samarkand, the road became congested as there was heavy traffic of eight countries including other Central Asian Republics, Russia and Afghanistan.



People in Samarkand looked happy, the cost of living is moderate and tourism is the mainstay of the economy. Our visit to Registan, the Madarsah complex had three ceramic, porcelain multi-coloured ornate madrasas with intricate architectural designs. On the hill overlooking the city did we come across a full height statue of Islam Karimov, the first President of the independent Uzbekistan.

On the way to Bukhara, many small eateries and soft drinks outlets selling mostly Pepsi dotted the highway. For coffee break, we stopped at a shop attached to a house which also doubled as stay home for tourists. The daughter of the shop owner - studying in class 3 was learning 3 languages - Russian, English and Uzbek. I was surprised to see that she was reading the Quran and the Hadees in three languages in a single book. A walk through the city of Bukhara offered us peep into its trade, culture and religious practices. Its historical monuments showcase centuries of Islamic architecture. Lyabi Hauz ensemble is a lively square surrounded by beautiful buildings.

Back to Tashkent and India

The penultimate day of our stay being a Friday, we offered our Juma Namaz prayers at Rakat Masjid. I was pleasantly surprised to see thick grey paper towels provided free for drying face and arms after ablutions. The famous Timurid Museum was an interesting place. Meeting Pushpendra Kumar Sharma - an engineer from Azamgarh who had been working there for more than one year - was really enlightening: India being a preferred destination for medical tourism. Our flight departed at the scheduled time. On the way did we see white shining mountains and hills. Silver ores are mined from them - other minerals of Uzbekistan being Gold, Uranium and Copper. New Delhi is 3.15 hrs. flying time from Tashkent. (For full travelogue, photos and videos please visit website www.maibrahimi.com)

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Interesting Facts from the Archives

1. Memorandum of Agenda item no. 27 for the meeting of the council of Ministers held on 31st January, 1950 :

Sub: Extension of the term of Anti-corruption Section

Excerpt from Memorandum of Political Department, Anti-corruption Section, memo no. 114 P (AC) dated the 18th January, 1950, signed by Shri L. P. Singh, Chief Secretary to the Government of Bihar.

“With a view to eliminate the growing corruption in the public services in general and Supply Department in particular, Government created an Anti-corruption section attached to the Political Department, temporarily for a period of six months in the first instance, with effect from the 8th July 1946. The term of the section was extended from time to time, and the present term expires on the 28th February 1950. This section has done quite useful work in checking corruption in public services but the need for this section is still there. it is proposed to extend the term of sanction of this section for a further period of one year with the existing staff on the existing terms and conditions.....

2. The statement of existing strength attached with the Memorandum shows that the then existing strength of this section was one Additional secretary, one special officer, two magistrates, 5 DSPs, 5 Inspectors, 9 Sis, 1 ASI, 1 Special Officer (non-gazetted) SI rank, 1 Havildar, 20 constables plus other clerical staff.

3. Excerpt from Letter no. 766 P(AC), Anti corruption section, Political Department, dated the 24th July, 1952 from Shri L.P. Singh, Esqr. I.C.S. , Chief Secretary to the Government of Bihar, addressed to all Heads of Departments (excluding the Commissioners of Divisions)

“I am directed to say that Government consider it necessary to make a planned effort to mark out the corrupt Government Servants, and to deal with them in a systematic manner. Until corruption is eradicated from the rank of gazette officers, it would be impossible to make much progress with the eradication of corruption from the lower ranks; and Government have, therefore, decided that, in the first instance, a list should be prepared of gazette officers suspected or reported to be corrupt.”.....

4. The constitution of the Indian Administrative Service was communicated by letter no. 45-31-47- Ests. (R), dated the 15th December 1947, of P.V.R. Rao, Esq., I.C.S. Joint Secretary to the Government of India.

The scheme was applicable to the Central Government and the Governments of Assam, Bihar, Bombay, Central Provinces and Berar, East Punjab, Madras, Orissa, the United Provinces and the West Bengal, who had agreed to the scheme by then.

The first competitive examination for the Indian Administrative Service and the Allied

Services was held by the Federal Public Service Commission in July 1947.

Candidates selected for appointment to the Indian Administrative Service were to be allotted to the Participating provinces by the Central Government in consultation with the Provincial Government concerned, and, as far as possible, in compliance with the latter's wishes. Candidates were, as far as possible, to be allotted to their province of origin and domicile (Sarvan Singh and SK Mukherji of Bihar Cadre belonged to this 1948 Batch).

5. First creation of Grand predecessor to the post of DG-cum – Chief Inquiry Commissioner, in its journey from Special officer to Commissioner of Departmental Inquiries to Chief Inquiry Commissioner to DG cum Chief Inquiry Commissioner

proposal of in-principle approval of creation of a post of special officer for dealing with departmental proceedings was placed as Item no. 34 in the meeting of the Council of Ministers held on 25th November 1958. However, the Item was postponed in that meeting.

The memorandum bearing memo no. A 13654 dated 17th November 1958, signed by Shri M. S. Rao, Chief Secretary to the Government, was again placed in the meeting of the Council of Ministers dated 2nd December 1958, as Item no. 12 and was approved.

Excerpt from the memorandum placed before the Council of Ministers :

“Due to a variety of reasons, disposal of departmental proceedings, including proceedings for corruption, is frequently delayed; sometimes these delays are unconscionably long. It is felt that if the conducting of important proceedings is centralized, disposal will be quicker. Rule 55 of the Civil Services (Classification, control and Appeal) Rules, as well as Rule 5 (5) of the All India Services (Discipline and Appeal) Rules, 1955, provide for an inquiry officer to enquire into the charges framed against any member of the services. Government may accordingly appoint a special officer in the Appointment Department who may function as the Inquiry officer in respect of all important departmental proceedings under the administrative control of every department of Government. The appointment of Special Officer will not only ensure expedition but is also expected to bring about a general qualitative improvement in the disposal of these proceedings. The special officer will devote more time and attention to these cases, and exercise proper control; the evidence will be subjected to a more or less uniform standard; chances of ‘departmental loyalties’ giving rise to softness towards a delinquent officer will be removed.

..... If the Council of Ministers approves the above proposal, further action will be taken for creation of the post in consultation with the Finance Department.”

It seems the post was ultimately created in 1960. Vide agenda item no. 12, in the meeting of Council of Ministers dated 25th January, 1960, the post of Special Officer was created, temporarily for a period of 2 years, in the first instance, in the apex pay scale of IAS (Rs. 800-1800). The first person to be appointed on this post was also approved vide the same proposal. Shri Radha Prasad Singh, Retired District and Sessions Judge was appointed on this post for 2 years, from the date of taking charge. Shri Radha Prasad Singh had given his consent on the condition that his salary should be on the same basic pay, as he was getting just before retirement and during his reappointment on the post of special officer, his pension should be kept in abeyance. His pre-retirement basic Pay was Rs. 1550/- The Council of Ministers approved the proposal.

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Sanjay Kumar
IAS (2017)



Administration of The Development Programme By Paul H. Appleby

Paul H. Appleby travelled extensively, interacted widely and observed minutely to offer his views on the Administration of the Development Programme. As India embarked upon an ambitious mission to usher in a welfare state, Appleby offers his insights into the structure, process and behaviour of administration in relation to administering development. He doesn't hesitate in calling a spade a spade, pointing out flaws, offering suggestions for improvements, underlining the imperative for clarity, transparency and effective decision-making.

His report points out the acute paucity of resources which makes it difficult to navigate between competing priorities and obtain allocative efficiency. For instance, he clearly favours universalisation of primary education over the expansion of secondary education but he is aware that it is only a matter of time that there would be a huge demand for secondary education. Among other constraints hobbing development administration, he underlines the absence of actionable statistics for planning, deficient physical infrastructure like roads hampering mobility, multiplicity of ministries with competing priorities involved in a development project.

He is also critical of the functional concentration of responsibilities in the office of the collector. Instead, he favours

the recruitment of same number of personnel but with appropriate technical wherewithal and clear lines of responsibility. He cites the example of Bombay to appreciate headways made in the fields of education and health following straight-line administration.

Appleby candidly expresses his views on the raging questions of the day. He is critical of both doctrinaire nationalisation as inefficient, unviable and undesirable and sharply critical of the mixed economy as abounding in ambiguities and deterring domestic and foreign investors, "A mixed economy is no solution and no definite policy unless the mixture is clarified."

What also exasperates Appleby is the system of 'cumbersome and multiple reviews.' Involving both the centre and more than one state in regard to projects like Bhakhra Nangal and DVC, he suggests that such undertakings should be exclusively carried on by the centre, without control being shared with the states.

He points out the prolonged delay when it comes to the interaction between business and the government. He quotes one industrialist to the effect that handling any kind of business with the government requires from six to eight months.

In regard to the submission of a development project, its sanction and

finally its execution, he underlines critical flaws. The forms prescribed by say, the planning commission are cumbersome, littered with the need for information already available but lacking in essential columns to elicit crucial information. Toing and froing of unnecessary communication, generalists questioning the technical wisdom of the specialists, subordinate personnel of a superior office questioning technical findings - he underlines these as hampering development administration.

More fundamentally, he delves deep into the centre-state relationship vis-a-vis the administration of development programmes. One, the centre has no executive agency of its own in the field as it carries out primarily staff and not line functions. Two, the system of central financial assistance to the states is cumbersome. Three, responsibilities are too diffused to be conducive for holding anyone accountable. Four, different states are different in terms of needs, expectations, capacity and political and administrative maturity and rapport with the centre. This complicates the task even further.

In the formative decades, India undertook community development programmes in a big way. This aspect receives his close scrutiny. As for the difficulties and challenges against which such projects find themselves pitted, he is very focused. The transformation and application of technological learning

developed elsewhere, for one. Further, the combination of ministerial, functional and expert resources is difficult. The fact that experts and villages are far apart from each other poses its own challenges.

In the operational realm of the execution of community projects, he highlights the need for timely and clear communication- often not forthcoming. Obsolete practice of purchasing with rigid specifications doesn't find his favour. He sighs, "Even substantially less money with much more flexibility would greatly improve morale and effectiveness." Extreme importance attached to hierarchy- in his view- hampers both communication and effectiveness. The presence of too many committees, too many reviewing authorities- do not find his favour.

At the macro level, he advocates the removal of the community projects from the direction of the Planning Commission. His arguments are well placed. He argues that a commission can't be a good form for large- scale and rapid action administration. The fact is that a staff agency like Planning Commission is not congruent with administrative character and needs. Further, involvement of the planning commission in administrative matters could reduce its objectivity- so essential for planning. Moreover, the planners could lack the essential qualities needed for large and rapid action administration.

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Sanjay Kumar is posted as Additional Secretary in Rural Works Department.



The Resuscitation of Vaishali

The Eternal Legacy of Vaishali

Vaishali, one of the most ancient cities of the Indian subcontinent, occupies an important place in the cultural and historical landscape of Indian Civilization. During 6th century BC, when most of the Mahajanpadas were ruled by the imperial monarchies, Vaishali emerged as the capital of the Lichchhavi Sangh - a unique experiment in collective governance and representation. The ethos emanating from this land continues to inspire democratic values and spiritual pursuit even today.

It was here that human thought and spiritual exploration attained remarkable heights. Vaishali became the cradle of philosophical discourses and played a seminal role in the evolution of Buddhism and Jainism in the 6th century BC. Vaishali holds special significance in Jainism also as Mahavir Swami, the 24th Jaina Teerthankara was born in Kundapur (or Kundagrama) near Vaishali around 599 BC. This sacred city witnessed the initiation of Bhikkhunis (female monks) into the Buddhist Sangha - beginning with Mahaprajapati Gautami - the Buddha's foster mother, and later Amrapali, the celebrated court dancer of Vaishali. Amrapali's transformation from a royal courtesan to an enlightened disciple symbolizes the spiritual inclusiveness that Vaishali stood for.

Vaishali in Buddhist tradition

Gautam Buddha, after renouncing his



Vaishali Stupa Housing the Holy Relic

royal life, is believed to have first visited Vaishali and received spiritual guidance from Ājāra Kālāma. After attaining enlightenment, he frequently returned to Vaishali to preach the Dhamma. It was here, during his last Varshavasa (rainy retreat), that Lord Buddha announced the timing of his Mahaparinirvana—his final liberation from the cycle of birth and death. Before departing for Kusinagara, he offered his Bhiksha Patra (alms bowl) to the people of Vaishali, marking his deep connection with this sacred land. Thus, Vaishali stands as the site where the Buddha's earthly journey drew towards its contemplative conclusion.

Vaishali also holds the distinction of hosting the Second Buddhist Council in the 4th century BC. This Council sought to resolve interpretational differences concerning the Vinaya rules of monastic discipline. This historic assembly laid the foundation for the subsequent evolution of two major schools of Buddhism—Theravada and Mahasanghika—signifying



Buddha Samyak Darshan Museum-cum-Memorial Stupa, Vaishali (Bihar)

the diversity of thought that Buddhism embraced as it spread across Asia.

Excavation of the Buddha Relics: A Historic Discovery

The spiritual and archaeological significance of Vaishali reached a defining moment with the excavations carried out by Shri A.S. Altekar and his team between 1958 and 1961 under the Directorate of Archaeology, Bihar. These excavations unearthed the Relic Stupa containing the authentic mortal relics of Lord Buddha, confirming textual references in the Mahaparinibbana Sutta. The relics were found carefully enshrined in a soapstone casket containing ashes, conch pieces, glass beads, and a golden leaf, offering irrefutable testimony to Vaishali's sacred antiquity. These relics were preserved and displayed in the Patna Museum for several decades, serving as a vital link in the global Buddhist heritage circuit. Their authenticity and provenance made them an object of

profound reverence for followers of Buddhism worldwide.

The Buddha Samyak Darshan Museum and Memorial Stupa

In 2015, Hon'ble Chief Minister Shri Nitish Kumar conceived the idea of re-establishing Vaishali as a pivotal centre in the international Buddhist Circuit, inspired by its unparalleled historical and spiritual importance.

Recognizing the sacred value of the relic casket discovered in Vaishali, the government of Bihar under guidance of Hon'ble Chief Minister initiated the vision of constructing a Buddha Samyak Darshan Museum-cum-Memorial Stupa near the original mud stupa. Seventy-two acres of land were acquired by the Government for constructing the Stupa and other structures. It was planned that the stupa should be built with sandstone for longevity, and accordingly, the memorial stupa has been constructed with more than forty-two

thousand blocks of pink sandstone from the Banshi Pahadpur mines of Rajasthan. Two-floor structure of Stupa rises to 35 meters with a diameter of 49.8 meters. The stupa, rising to nearly twice the height of the world-renowned Sanchi Stupa. The holy relic casket is preserved on the first floor whereas ground floor houses a meditation hall with a Buddha image in dhyana mudra, Additional structures include a visitor center, library, meditation center, guesthouse, cafeteria, and water reservoirs. The Buddha Samyak Darshan Museum-cum-Memorial Stupa

was officially inaugurated by Chief Minister Nitish Kumar on 29th July 2025. by formally enshrined the Buddha's relics in the newly constructed stupa at Vaishali, in the presence of monks and dignitaries from

various Buddhist nations, including Japan, Thailand, Sri Lanka, Myanmar, Nepal, and Bhutan. This moment marked a spiritual homecoming of global significance, as the sacred relics were permanently relocated to the land where the Buddha had last preached. The site was opened to the public on 5th October, 2025.

Vaishali: A Milestone in Buddhist Heritage Revival

The Buddha Samyak Darshan Museum cum Memorial Stupa has emerged as a landmark in the cultural and spiritual revival

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Krishna Kumar is Director, Museum and Archaeology.

Principal Editor's Note : Initial steps to establish the historical importance of Vaishali were taken by the noted academician, Mr JC Mathur ICS, when he was posted as SDO of Hajipur.

□ □

of Vaishali, offering a unique blend of heritage, learning, and meditation. Since its inauguration, the museum has been open to the public and has already become a significant attraction, welcoming an average of more than 6331 visitors per day.

In addition to its museum exhibits, a meditation centre is fully operational, conducted in association with the Patliputra Vipassana Centre, providing visitors with an immersive experience in Buddhist meditation practices.



Meditation Centre and Library

Plans are underway to inaugurate a fully functional library, which will house an extensive collection of books on Buddhism, its teachings, and cultural history. This initiative aims to make the museum not

only a place of heritage display but also a hub of knowledge and scholarship.

Further, the museum is planned to host the 'International Buddhist Conclave' in the future, and will develop as a centre for cultural exchange by organizing various events. The conclave, along with other cultural events, will strengthen the museum's position as a global hub for Buddhist heritage and dialogue, enhancing international recognition and establishing the site as a premier destination for enthusiasts of Buddhist culture.”



PRAYAAS QUIZ

Ravi Shankar Sharma - better known as Ravi - the music composer would have turned 100 had he been alive today. This quiz is a tribute to Ravi whose soulful music to numerous songs became extremely popular despite the fact that Ravi himself remains relatively anonymous.

1. The 1965 film 'Waqt', directed by Yash Chopra, is a cinematic milestone. Two songs, both penned by Sahir, serve as title tracks around the capricious nature of time (Waqt). One is 'Waqt se din aur raat', sung by Md. Rafi. Which is the other one?
2. 'Aye meri Zohra jabeen, tujhe maloom nahin' is another iconic song from Waqt. In an industry long obsessed with youthful romance, it dared to be different. What does 'Zohra Jabeen' stand for?
3. Ravi composed music for many Malayalam movies. In the Malayalam movie industry, he was known by an endearing name. What is that name?
4. While recording 'Babul ki duaen leti ja, ja tujhko sukhi sansaar mile...' for Neel Kamal, Rafi was in a tearful state during the recording. What could have been the reason?
5. 'Bedard zamaana tera dushman hai to kya hai, Duniya mein nahin jiska koi uska khuda hai'- this Hemant Kumar - Lata Mangeshkar duet is from 'Mehndi'- which in turn is the first cinematic adaptation of a character from Lucknow who would inspire many more adaptations later on in both India and Pakistan. Who is that character?
6. Today, 'Chalo ik baar phir se ajnabi ban jaayen hum dono' - is not just a film song. It is part of our cultural memory - felt by anyone who has had to walk away from love with grace, but not without pain. Sahir had penned this nazm years before the movie was made. When had he penned this nazm?
7. Ravi was born in Delhi but made his career in Bombay. Incidentally, he composed music for two movies which carry Dilli and Bombay in the names. Identity the two movies.
8. Identity the two movies for which Ravi received Filmfare Award for Best Music Director.
9. 'Aap aaye to Khayaal-e-dil-e-naashaad aaya, Kitne bhoole hue zakhmon ka pata yaad aaya'- these lines from Gumrah are truly mesmerizing. Who has penned these lines?
10. Each stanza of 'Baar baar dekho' song ends with 'Tally ho'. What is the origin of the expression 'Tally ho'?

[Answers to the Quiz could be checked on page 30 of this issue of PRAYAAS]

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Our Madhopur Home By Tripurari Sharan, IAS

Friends can persuade you to do indulge in pursuits, against volitions. I gave up up reading fiction for over two decades, but my friend Trips (short for Tripurari Sharan) nudged me to read his novel “Our Madhopur Home” translated into English by Arunava Sinha from Madhopur ka Ghar in Hindi. The novel is a semi-biographical narrative of his early life and his life spanning five to six decades from 1940's onwards. Perhaps readers of Marcel Proust may categorize it as 'In search of Lost time revisited' or 'Remembrances of Things past, reconstructed’.

A true dog lover Trips builds the narrative from the perspective of a pet dog, a novel literary experiment in anthropomorphization, reminds one of Malcolm Gladwell's “What the Dog saw: And other adventures.”

The writer a true dog lover deserves praise, for regurgitating the Kennel clubs of Culcatta and elaborating on the process of choosing a pet dog with a discriminating eye. Interestingly, in the opening chapter, the lady of the household protests arrival of a new pup. Dog lovers will surely relish reading the novel then on.

The novel portrays the lives in forward caste households from 1920's till early 1990's. The social status of women

is vividly captured, in male dominated households, not much different from what one lived with in other parts of the country. Brides were chosen by the patriarch, keeping the social status of the bride's side in mind. Women grudgingly accepting the decisions imposed upon. How women and young men aspire to influence decisions impacting their lives, only to be horribly limited by views of the patriarchs.

As was the vogue of the times, the education and grooming of sons is prioritized over other affordable luxuries. The premium attached to Government jobs comes out in the narrative at different places. A government job is not only revered, for social status but also provides enough to get the sons educated. Compromises are struck to hold on to ancestral land, while ensuring aspirational education to sons. In rural landowning communities, cows were integral part of the household, the love bestowed on them manifests in the endearing names given to them. The emotions associated with parting the cows, over years find their place in the novel.

The changing political scenario and its impact on lost academic years impacting youngsters, on account of Jayprakash Narayan's movement, finds

its place in the novel. While a lot is written about educational and career options of boys, the novel even tangentially doesn't allude to girl's education.

The author confesses that it not a tale of bonds and relationships on a broad canvas, nor a tale of single house but a reflection of all of society. Only towards the end the emerging realities and sociological changes are alluded to in passing, not very charitably though, by asking "who's going to explain to them that if there's no development are we supposed to be happy with social justice and breadcrumbs thrown at us? The author doesn't expound on what the household servants and those who toiled in landlords fields got in return to their sweat and toil. The novel is conspicuously silent on 'self-respect and quest for dignity' of these menials 'who tended to animals in the households and who carried the palanquins of brides.'

The novel is peppered with a few philosophical snippets = 'real happiness of life lies in living entirely in the present moment', etc. Towards the end, the novel captures the changing mores in rural India, how the tradition of singing 'Holi

Songs' is not enlivened in forward caste households but thrives in few backward caste households.

Certainly the novel is not part of the sub-altern literature, and the tumultuous changes seen in the Political landscape, in later decades of the novel, which gave voice to the masses and made them participants in democracy are not acknowledged or elucidated upon.

Contrarily, the take away from the novel is: how a dog can bring together members of a family; how a pet dog longs to be is fed by certain persons and cuddled by them; how a dog readily takes to those who reciprocate affection; how diligently a dog can adjust to the emotions of members of the household; how a dog longs for the presence of each member of the family and its attachment to the house; how a dog can raise alarm when the master is unwell and in distress. Slowly but surely the dog wins the affection of the lady who protested its arrival. The author hints that 'cynophilist' attribute is hereditary; for a broad sweep of 'canine proclivities' brilliantly illuminated, it will be a dog lover's delight to thumb through the novel.

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[I have read the Hindi version of this gripping novel, *Madhopur Ka Ghar*. It is an excellent exposition of the rural milieu over the changing times – RU Singh]

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Feedback on Prayaas-4 of 2025

It is a pleasure to go through this edition of Prayaas. With its rich content and refined language, it can easily be counted among the good magazines of our country. It also reflects the presence of many hidden talents in our midst, who have come forward this time and added great value to the magazine.

Your brief note on our beloved and respected Shri V. S. Dubey is especially welcome. It offers our recently inducted officers a glimpse of a remarkable civil servant who has shaped the careers of many, including mine. We owe a great deal to him—his integrity, his immense contribution to public administration, and his willingness to guide and support his fellow officers. — Ashok K Choudhary, IAS-1972 (ex-CS)

Thanks. Enjoyed reading the assortment of articles by colleagues; all lucid and interesting. Reading Beames after a long time was a delightful experience and a reminder of Dumka days. I was privileged to have worked under you.

— Pratyush Sinha, IAS-1969 (Former CVC)

Many thanks for forwarding the Oct-Dec2025 issue of Prayaas.

As always, it contains articles of abiding interest and helps us keep in touch with colleagues and friends. Keep up the good work! Kind regards.

— Srinivas Rao Adige, IAS-1959

Thank you, Sir for sharing a compilation of great work from our colleagues. Regards,

— Sanjeev Kumar Sinha, IAS (Retd) from US

Dear Ram Updesh. Many thanks for the printed copy of the Oct-Dec issue of Prayass.

As always it contains several interesting and informative articles and keeps us in touch with colleagues.

With season's greetings and all good wishes for the New Year, Yours sincerely,

— Srinivas R Adige, IAS-1959

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Answers to PRAYAAS Quiz

1. Aage bhi jaane na tu.
2. Zohra is planet Venus and Jabeen is forehead- often invoked in Urdu poetry to signify grace or destiny.
3. Bombay Ravi.
4. Just days before the session, Ravi had bid farewell to his own daughter at her wedding.
5. Umrao Jaan.
6. When Sahir was in the college, when he himself had loved without the possibility of marriage.
7. Dilli ka Thug and Bombay ka Chor.
8. Gharana and Khandaan.
9. Sahir Ludhianavi.
10. Tally Ho is a cry in British fox hunting.

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Activities of the Association

Welcoming New Year and Celebrating Holi

In the run up to the event to celebrate the arrival of the New Year, there were a few false starts. The initial thought was to organise it on December 31, 2025- it is how the new year should be welcomed. But the weather had turned inclement. The long stretch of winter with the sun making itself invisible and the difference between night and day temperature being negligible, survival to celebration was preferred. आज की रात बचेंगे तो सहर देखेंगे...So when the decision was taken to organise the celebration on January 10, it was not that the weather was expected to turn clement but because celebration of the new year in February would have been incongruous.

Be that as it may, the organising committee- when it met to work out the logistics for organising the celebration- was face to face with usual suspects. Harmeet is efficient and full of imagination and doesn't say no to any suggestion given. Bonfire arrangements, games for kids, Trampoline, selfie point, performance arena for artists- he knows his job well. When it came to food- the raison d'etre of the event- Amrapali suggested usual offerings. Sanjay Sir, Secretary of the Association- had other ideas. He suggested the caterer to include Bihiya Puri along with Bundiya and aloo-gobhi-matar Sabzi too. For the uninitiates, Bihiya Poori is unique ,large-sized, round pooris and they are likened to elephant ears.

Given the wintry chill, the organisers were not sure how many officers and their family members would turn up. But then the sun shone. The artist on Saxophone regaled the audience with wonderful Bollywood numbers. The children made hay as long as the sun shone. Starters- delicious but calorie-heavy- tasted the freshly minted new year resolutions. But the biggest draw was those large sized Bihiya Pooris- a wonderful culinary statement from the boondocks of Bhojpur.

But as P.B.Shelley says, " If winter comes, can spring be far behind." Holi is the ultimate celebration of spring. To celebrate the occasion, the IASOWA and IASOA organised Holi Milan on the welcoming lawns of the IAS Bhawan on February 28. What was most heartening about the Holi celebration was the participation of family members especially children. The musical troupe consisting of folk singers and dancers gave regaled the audience with Holi songs and dance sequences involving Krishna and Gopis. The coming together of members of different generations was a sight to behold. Exchanging notes, smearing Gulal, gorging on delicious starters and delicious main course, getting photographed at selfie point, children running around blithely without a care in the world- it was celebration at its dazzling best. Camaraderie, music, dance, great food, desserts, Gulal and balmy spring air- what more one could ask for.

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Transfers and Postings

सामान्य प्रशासन विभाग, बिहार सरकार द्वारा निर्गत अधिसूचनाओं के अनुसार भारतीय प्रशासनिक सेवा के पदाधिकारियों के स्थानान्तरण, पदस्थापन, प्रोन्नति एवं अतिरिक्त प्रभार

क्र. सं.	अधिसूचना संख्या / तिथि	संबंधित अधिकारी की प्रोन्नति, पदस्थापन तथा अतिरिक्त प्रभार
1.	22111 / 28.11.2025	श्री प्रवीण कुमार, भा०प्र०से० (2021), उप विकास आयुक्त, बेगूसराय का उत्तराखंड संवर्ग में स्थानान्तरण।
2.	22163 / 29.11.2025	श्रीमती सैलजा पांडेय, भा०प्र०से० (2021), उप विकास आयुक्त, समस्तीपुर का राजस्थान संवर्ग में स्थानान्तरण।
3.	22164 / 30.11.2025	श्री सी०के० अनिल, भा०प्र०से० (1991), परामर्शी, बिहार राज्य योजना परिषद् का प्रधान सचिव, राजस्व एवं भूमि सुधार विभाग के पद पर पदस्थापन।
4.	22165 / 30.11.2025	श्री दीपक कुमार सिंह, भा०प्र०से० (1992), अपर मुख्य सचिव, ग्रामीण कार्य विभाग का महानिदेशक—सह—मुख्य जाँच आयुक्त के पद पर पदस्थापन।
5.	22166 / 30.11.2025	श्री मिहिर कुमार सिंह, भा०प्र०से० (1993), अपर मुख्य सचिव, उद्योग विभाग का विकास आयुक्त के पद पर पदस्थापन।
6.	22167 / 30.11.2025	श्री कुन्दन कुमार, भा०प्र०से० (2004), स्थानिक आयुक्त, बिहार भवन, नई दिल्ली का सचिव उद्योग विभाग के पद पर पदस्थापन।
7.	22168 / 30.11.2025	श्री संजय कुमार सिंह, भा०प्र०से० (2007), सचिव वाणिज्य—कर विभाग का विशेष कार्य पदाधिकारी, गृह विभाग के पद पर पदस्थापन।
8.	22169 / 30.11.2025	श्री कौशल किशोर, भा०प्र०से० (2010), प्रमंडलीय आयुक्त, दरभंगा को प्रमंडलीय आयुक्त, तिरहुत प्रमंडल, मुजफ्फरपुर का अतिरिक्त प्रभार।
9.	22170 / 30.11.2025	श्री राज कुमार, भा०प्र०से० (2010), प्रमंडलीय आयुक्त, तिरहुत प्रमंडल, मुजफ्फरपुर का सचिव, परिवहन विभाग के पद पर पदस्थापन।
10.	22829 / 08.12.2025	श्री श्रीकांत शास्त्री, भा०प्र०से० (2012), जिला पदाधिकारी, औरंगाबाद का जिला पदाधिकारी, बेगूसराय के पद पर पदस्थापन।
11.	22830 / 08.12.2025	श्री तरनजोत सिंह, भा०प्र०से० (2017), जिला पदाधिकारी, मधेपुरा का जिला पदाधिकारी, पश्चिम चम्पारण, बेतिया के पद पर पदस्थापन।
12.	22831 / 08.12.2025	श्री विवेक रंजन मैत्रेय, भा०प्र०से० (2017), जिला पदाधिकारी, शिवहर का जिला पदाधिकारी, सिवान के पद पर पदस्थापन।
13.	22832 / 08.12.2025	श्रीमती अभिलाषा शर्मा, भा०प्र०से० (2017), जिला पदाधिकारी, अरवल का जिला पदाधिकारी, औरंगाबाद के पद पर पदस्थापन।
14.	22833 / 08.12.2025	श्री आशुतोष द्विवेदी, भा०प्र०से० (2018), संयुक्त सचिव, भवन निर्माण विभाग का जिला पदाधिकारी, कटिहार के पद पर पदस्थापन।
15.	22834 / 08.12.2025	श्रीमती प्रतिभा रानी, भा०प्र०से० (2018), परियोजना निदेशक, बिहार एड्स नियंत्रण सोसाईटी का जिला पदाधिकारी, शिवहर के पद पर पदस्थापन।
16.	22835 / 08.12.2025	श्री वैभव श्रीवास्तव, भा०प्र०से० (2018), निदेशक, सूचना एवं जनसम्पर्क, का जिला पदाधिकारी, सारण के पद पर पदस्थापन।
17.	22836 / 08.12.2025	श्री विनोद दूहन, भा०प्र०से० (2018), निदेशक, खान, एवं भू-तत्व विभाग, बिहार का जिला पदाधिकारी, अररिया के पद पर पदस्थापन।
18.	22837 / 08.12.2025	श्री अभिषेक रंजन, भा०प्र०से० (2018), निदेशक, मतस्य, पशु एवं मतस्य संसाधन विभाग का जिला पदाधिकारी, मधेपुरा के पद पर पदस्थापन।
19.	22838 / 08.12.2025	श्री शेखर आनन्द, भा०प्र०से० (2018), निदेशक, तकनीकी विकास, उद्योग विभाग का जिला पदाधिकारी, शेखपुरा के पद पर पदस्थापन।
20.	22839 / 08.12.2025	श्रीमती अमृषा बैस, भा०प्र०से० (2018), विशेष कार्य पदाधिकारी, ऊर्जा विभाग का जिला पदाधिकारी, अरवल के पद पर पदस्थापन।
21.	22840 / 08.12.2025	श्रीमती साहिला, भा०प्र०से० (2018), निदेशक, प्राथमिक शिक्षा का जिला पदाधिकारी, बक्सर के पद पर पदस्थापन।
22.	22841 / 08.12.2025	श्री नितिन कुमार सिंह, भा०प्र०से० (2018), निदेशक, कृषि का जिला पदाधिकारी, कैमूर (भभुआ) के पद पर पदस्थापन।

23.	22842 / 08.12.2025	श्री कै० सेंथिल कुमार, भा०प्र०से० (1996), प्रधान सचिव, योजना एवं विकास विभाग को प्रधान सचिव, अनुसूचित जाति एवं अनुसूचित जनजाति कल्याण विभाग/मुख्य कार्यपालक पदाधिकारी, महादलित विकास मिशन/प्रबंध निदेशक, बिहार राज्य अनुसूचित जाति सहकारिता विकास निगम लिमिटेड का अतिरिक्त प्रभार।
24.	22843 / 08.12.2025	श्री पंकज कुमार पाल, भा०प्र०से० (2002), सचिव, लोक स्वास्थ्य अभियंत्रण विभाग को सचिव पथ निर्माण विभाग का अतिरिक्त प्रभार।
25.	22844 / 08.12.2025	श्री अभय कुमार सिंह, भा०प्र०से० (2004), सचिव, नगर विकास विभाग का सचिव, खाद्य एवं उपभोक्ता संरक्षण विभाग, बिहार, पटना के पद पर पदस्थापन।
26.	22845 / 08.12.2025	श्री दिवेश सेहरा, भा०प्र०से० (2005), सचिव, अनुसूचित जाति एवं अनुसूचित जनजाति कल्याण विभाग का सचिव ग्रामीण कार्य विभाग के पद पर पदस्थापन।
27.	22846 / 08.12.2025	श्री संदीप कुमार आर० पुडकलकट्टी, भा०प्र०से० (2006), सचिव, पथ निर्माण विभाग का नगर एवं आवास विकास विभाग के पद पर पदस्थापन एवं प्रबंध निदेशक, पटना मेट्रो रेल निगम लिमिटेड का अतिरिक्त प्रभार।
28.	23115 / 11.12.2025	श्री राजीव रौशन, भा०प्र०से० (2010), आयुक्त, सारण प्रमंडल, छपरा का सचिव, उच्च शिक्षा विभाग के पद पर पदस्थापन।
29.	23116 / 11.12.2025	श्री कौशल किशोर, भा०प्र०से० (2010), आयुक्त, दरभंगा प्रमंडल का सचिव, युवा, रोजगार एवं कौशल विकास विभाग के पद पर पदस्थापन।
30.	23117 / 11.12.2025	श्री अवनीश कुमार सिंह, भा०प्र०से० (2010), आयुक्त, मुंगेर प्रमंडल, को आयुक्त, भागलपुर प्रमंडल का अतिरिक्त प्रभार।
31.	23118 / 11.12.2025	श्री हिमाशु कुमार राय, भा०प्र०से० (2010), आयुक्त, भागलपुर प्रमंडल का आयुक्त, दरभंगा प्रमंडल के पद पर पदस्थापन एवं आयुक्त, तिरहुत प्रमंडल एवं आयुक्त, सारण प्रमंडल का अतिरिक्त प्रभार।
32.	23119 / 11.12.2025	श्री निलेश रामचंद्र देवरे, भा०प्र०से० (2011), विशेष सचिव, मंत्रिमंडल सचिवालय विभाग का विशेष सचिव, सिविल विमानन विभाग के पद पर पदस्थापन।
33.	23123 / 11.12.2025	श्री अभय कुमार सिंह, भा०प्र०से० (2004), सचिव, खाद्य एवं उपभोक्ता संरक्षण विभाग, बिहार, पटना को प्रबंध निदेशक बिहार राज्य खाद्य एवं असेैनिक आपूर्ति निगम, पटना का अतिरिक्त प्रभार।
34.	23223 / 12.12.2025	श्री मयंक वरयडे, भा०प्र०से० (2001), परियोजना निदेशक, बिहार शिक्षा परियोजना परिषद का सचिव, योजना एवं विकास विभाग के पद पर पदस्थापन।
35.	23224 / 12.12.2025	श्री शीर्षत कपिल अशोक, भा०प्र०से० (2011), प्रबंध निदेशक, बिहार राज्य पथ विकास निगम को प्रबंध निदेशक, बिहार राज्य फल एवं सब्जी विकास निगम का अतिरिक्त प्रभार।
36.	23225 / 12.12.2025	श्री धर्मेन्द्र कुमार, भा०प्र०से० (2013), (पदस्थापन हेतु प्रतीक्षारत) का निदेशक, सामाजिक सुरक्षा के पद पर पदस्थापन।
37.	23226 / 12.12.2025	श्री उपेन्द्र प्रसाद, भा०प्र०से० (2013), अपर सचिव, सामान्य प्रशासन विभाग का अपर सचिव, श्रम विभाग के पद पर पदस्थापन।
38.	23227 / 12.12.2025	श्री नवीन कुमार सिंह, भा०प्र०से० (2013), अपर सचिव, समाज कल्याण विभाग का निदेशक, पंचायती राज के पद पर पदस्थापन।
39.	23228 / 12.12.2025	बी० विद्या नन्द सिंह, भा०प्र०से० (2013) (पदस्थापन हेतु प्रतीक्षारत) का निदेशक, हस्तकरघा (उद्योग विभाग) के पद पर पदस्थापन।
40.	23229 / 12.12.2025	श्री सुनील कुमार-1, भा०प्र०से० (2013) (पदस्थापन हेतु प्रतीक्षारत) का निदेशक, नियोजन एवं प्रशिक्षण के पद पर पदस्थापन।
41.	23230 / 12.12.2025	श्री आदित्य प्रकाश, भा०प्र०से० (2014) (पदस्थापन हेतु प्रतीक्षारत) का अपर सचिव पंचायती राज विभाग के पद पर पदस्थापन।
42.	23231 / 12.12.2025	श्री अमित कुमार पाण्डेय, भा०प्र०से० (2014), अपर मुख्य निर्वाचन पदाधिकारी का कार्यपालक निदेशक, राज्य स्वास्थ्य समिति के पद पर पदस्थापन एवं अपर सचिव, स्वास्थ्य विभाग, बिहार, पटना का अतिरिक्त प्रभार।
43.	23232 / 12.12.2025	श्री श्याम बिहारी मीणा, भा०प्र०से० (2014), निदेशक, अनुसूचित जाति एवं अनुसूचित जनजाति कल्याण का अपर सचिव, बिहार राज्य योजना पर्वद के पद पर पदस्थापन।
44.	23233 / 12.12.2025	श्री सुनील कुमार, भा०प्र०से० (2014), अपर सचिव, बिहार राज्य कर्मचारी चयन आयोग का प्रबंध निदेशक, बिहार राज्य खाद्य एवं असेैनिक आपूर्ति निगम के पद पर पदस्थापन।

45.	23234 / 12.12.2025	श्री सुहर्ष भगत, भा०प्र०से० (2015), अपर कार्यपालक निदेशक, राज्य स्वास्थ्य समिति का निदेशक, भू-अभिलेख एवं परिमाण के पद पर पदस्थापन।
46.	23235 / 12.12.2025	श्री अमन समीर, भा०प्र०से० (2015) (पदस्थापन हेतु प्रतीक्षारत) का निदेशक, सूक्ष्म, लघु एवं मध्यम उद्योग के पद पर पदस्थापन।
47.	23236 / 12.12.2025	श्री मनेश कुमार मीणा, भा०प्र०से० (2016) (पदस्थापन हेतु प्रतीक्षारत) को निदेशक, खान के पद पर पदस्थापन।
48.	23237 / 12.12.2025	श्री तुषार सिंगला भा०प्र०से० (2015) (पदस्थापन हेतु प्रतीक्षारत) का निदेशक, मतस्य के पद पर पदस्थापन।
49.	23238 / 12.12.2025	श्री विजय कुमार, भा०प्र०से० (2015) (पदस्थापन हेतु प्रतीक्षारत) का अपर सचिव, शिक्षा विभाग के पद पर पदस्थापन।
50.	23239 / 12.12.2025	श्री मनोज कुमार रजक, भा०प्र०से० (2015) (पदस्थापन हेतु प्रतीक्षारत) का अपर सचिव नगर विकास एवं आवास विभाग के पद पर पदस्थापन।
51.	23240 / 12.12.2025	श्री धनंजय कुमार, भा०प्र०से० (2015) (पदस्थापन हेतु प्रतीक्षारत) का अपर सचिव, स्वास्थ्य विभाग के पद पर पदस्थापन।
52.	23241 / 12.12.2025	श्री आरिफ हसन, भा०प्र०से० (2017) (पदस्थापन हेतु प्रतीक्षारत) का राज्य परिवहन आयुक्त के पद पर पदस्थापन।
53.	23242 / 12.12.2025	श्री अनिल कुमार, भा०प्र०से० (2017) (पदस्थापन हेतु प्रतीक्षारत) का निदेशक, सूचना एवं जन-सम्पर्क के पद पर पदस्थापन एवं प्रबंध निदेशक, बिहार राज्य संवाद समिति का अतिरिक्त प्रभार।
54.	23243 / 12.12.2025	श्री कुमार अनुराग, भा०प्र०से० (2019), नगर आयुक्त, गया का प्रबंध निदेशक, बिहार राज्य भवन निर्माण निगम लिमिटेड के पद पर पदस्थापन एवं संयुक्त सचिव भवन निर्माण विभाग बिहार का अतिरिक्त प्रभार।
55.	23244 / 12.12.2025	श्री सुमित कुमार, भा०प्र०से० (2010) उप विकास आयुक्त पश्चिम चम्पारण का परियोजना निदेशक, बिहार एड्स नियंत्रण सोसाइटी के पद पर पदस्थापन एवं मिशन निदेशक, जल जीवन हरियाली (ग्रामीण विकास विभाग) का अतिरिक्त प्रभार।
56.	23245 / 12.12.2025	श्री सौरभ सुमन मादर, भा०प्र०से० (2010) नगर आयुक्त पूर्वी चम्पारण मोतिहारी का निदेशक, कृषि के पद पर पदस्थापन।
57.	23246 / 12.12.2025	श्री नवीन कुमार, भा०प्र०से० (2019), उप विकास आयुक्त गया का परियोजना निदेशक, बिहार शिक्षा परियोजना परिषद के पद पर पदस्थापन।
58.	23247 / 12.12.2025	श्री यतेन्द्र कुमार पाल, भा०प्र०से० (2010), उप विकास आयुक्त, छपरा का प्रबंध निदेशक, बिहार राज्य पाठ्य पुस्तक प्रकाशन निगम लिमिटेड के पद पर पदस्थापन।
59.	23248 / 12.12.2025	श्री विक्रम विरकर, भा०प्र०से० (2019), नगर आयुक्त, मुजफ्फरपुर का निदेशक, प्राथमिक शिक्षा के पद पर पदस्थापन।
60.	23249 / 12.12.2025	श्रीमती प्रियंका रानी, भा०प्र०से० (2019), उप विकास आयुक्त, नवादा का निदेशक अनुसूचित जाति एवं अनुसूचित जनजाति कल्याण के पद पर पदस्थापन।
61.	23250 / 12.12.2025	श्री आकाश चौधरी, भा०प्र०से० (2001), उप विकास आयुक्त बक्सर का उप विकास आयुक्त, बेगूसराय के पद पर पदस्थापन।
62.	23251 / 12.12.2025	श्रीमती नीलिमा साहू, भा०प्र०से० (2021) (पदस्थापन हेतु प्रतीक्षारत) का उप विकास आयुक्त, नवादा के पद पर पदस्थापन।
63.	23252 / 12.12.2025	श्रीमती निहारिका छवि, भा०प्र०से० (2021) (पदस्थापन हेतु प्रतीक्षारत) का उप विकास आयुक्त, बक्सर के पद पर पदस्थापन।
64.	23253 / 12.12.2025	श्री निशांत सिहारा, भा०प्र०से० (2022), विशेष कार्य पदाधिकारी, सामान्य प्रशासन विभाग, का अनुमण्डल पदाधिकारी, मोतिहारी सदर के पद पर पदस्थापन।
65.	23254 / 12.12.2025	श्री प्रधुम्न सिंह यादव, भा०प्र०से० (2023) अपर नगर आयुक्त पटना को अनुमण्डल पदाधिकारी, कटिहार के पद पर पदस्थापन।
66.	23255 / 12.12.2025	सुश्री अंजली शर्मा, भा०प्र०से० (2023), विशेष कार्य पदाधिकारी, समाज कल्याण विभाग का अनुमण्डल पदाधिकारी, अरेराज पूर्वी मोतिहारी के पद पर पदस्थापन।
67.	23256 / 12.12.2025	श्रीमती शिप्रा, भा०प्र०से० (2023), विशेष कार्य पदाधिकारी, शिक्षा विभाग का अनुमण्डल पदाधिकारी, आरा सदर के पद पर पदस्थापन।

68.	23257 / 12.12.2025	डॉ० नेहा कुमारी, भा०प्र०से० (2023), विशेष कार्य पदाधिकारी, स्वास्थ्य विभाग का अनुमण्डल पदाधिकारी, सासाराम के पद पर पदस्थापन।
69.	23258 / 12.12.2025	श्री कृष्ण गुप्ता, भा०प्र०से० (2023), विशेष कार्य पदाधिकारी, गृह विभाग का अनुमण्डल पदाधिकारी, कहलगाँव के पद पर पदस्थापन।
70.	23973 / 24.12.2025	श्री अखिलेश कुमार सिंह, भा०प्र०से० (2014), अपर सचिव, मंत्रिमंडल सचिवालय विभाग क० मंत्रिमंडल सचिवालय विभाग से पृथक होकर नव गठित सिविल विमानन विभाग में कार्यों का अतिरिक्त रूप से निष्पादन करने हेतु प्रतिनियुक्ति।
71.	24159 / 30.12.2025	श्रीमती विजयलक्ष्मी एन०, भा०प्र०से० (1995), अपर मुख्य सचिव, डेयरी, मत्स्य एवं पशु संसाधन विभाग का अपर मुख्य सचिव, योजना एवं विकास विभाग के पद पर पदस्थापन एवं सचिव, बिहार राज्य योजना पर्वद एवं परियोजना निदेशक, बिहार आपदा पुनर्वास एवं पुनर्निर्माण सोसाइटी का अतिरिक्त प्रभार।
72.	24160 / 30.12.2025	श्री क० सैथिल कुमार, भा०प्र०से० (1996), प्रधान सचिव, योजना एवं विकास विभाग, बिहार, पटना का प्रधान सचिव, गन्ना उद्योग विभाग, बिहार, पटना के पद पर पदस्थापन।
73.	24161 / 30.12.2025	श्री पंकज कुमार, भा०प्र०से० (1997), प्रधान सचिव, कृषि विभाग का प्रधान सचिव, ग्रामीण विकास विभाग के पद पर पदस्थापन।
74.	24162 / 30.12.2025	श्री संजीव हंस, भा०प्र०से० (1997). (सम्प्रति पदस्थापन की प्रतीक्षा में) का अपर सदस्य, राजस्व पर्वद के पद पर पदस्थापन।
75.	24163 / 30.12.2025	श्री नर्मदेश्वर लाल, भा०प्र०से० (1998), प्रधान सचिव, गन्ना उद्योग विभाग, बिहार, पटना का प्रधान सचिव, कृषि विभाग के पद पर पदस्थापन एवं जाँच आयुक्त का अतिरिक्त प्रभार।
76.	24164 / 30.12.2025	श्री विनय कुमार, भा०प्र०से० (1999), (सम्प्रति पदस्थापन की प्रतीक्षा में) का प्रधान सचिव, नगर विकास एवं आवास विभाग के पद पर पदस्थापन।
77.	24165 / 30.12.2025	श्री प्रेम सिंह मीणा, भा०प्र०से० (2000), अपर सदस्य, राजस्व पर्वद का आयुक्त, मुंगेर प्रमण्डल के पद पर पदस्थापन।
78.	24166 / 30.12.2025	श्री मनीष कुमार, भा०प्र०से० (2005). सचिव, डेयरी, मत्स्य एवं पशु संसाधन विभाग का आयुक्त, सारण प्रमण्डल के पद पर पदस्थापन।
79.	24167 / 30.12.2025	श्री संदीप कुमार पुडकलकट्टी, भा०प्र०से० (2006), सचिव, नगर विकास एवं आवास विभाग को सचिव, अनुसूचित जाति एवं अनुसूचित जनजाति कल्याण विभाग/मुख्य कार्यपालक पदाधिकारी, महादलित विकास मिशन/प्रबंध निदेशक, बिहार अनुसूचित जाति सहकारिता विकास निगम लिमिटेड का अतिरिक्त प्रभार।
80.	24168 / 30.12.2025	श्री गिरिवर दयाल सिंह, भा०प्र०से० (2008), सचिव, राजस्व पर्वद का आयुक्त, तिरहुत प्रमण्डल, मुजफ्फरपुर के पद पर पदस्थापन।
81.	24169 / 30.12.2025	श्री अवनीश कुमार सिंह, भा०प्र०से० (2010), आयुक्त, मुंगेर प्रमण्डल, मुंगेर (अतिरिक्त प्रभार आयुक्त, भागलपुर प्रमण्डल, भागलपुर) का आयुक्त, भागलपुर प्रमण्डल, भागलपुर के पद पर पदस्थापन।
82.	24170 / 30.12.2025	श्री महेन्द्र कुमार, भा०प्र०से० (2011). प्रबंध निदेशक, साउथ बिहार पॉवर डिस्ट्रीब्यूशन कम्पनी लिमिटेड का विशेष सचिव, खेल विभाग का अतिरिक्त प्रभार।
83.	24171 / 30.12.2025	श्री निलेश रामचंद्र देवरे, भा०प्र०से० (2011), विशेष सचिव, सिविल विमानन विभाग को विशेष सचिव, पर्यटन विभाग का अतिरिक्त प्रभार।
84.	24172 / 30.12.2025	श्री अमित कुमार पाण्डेय, भा०प्र०से० (2014), कार्यपालक निदेशक, राज्य स्वास्थ्य समिति को प्रबंध निदेशक, बिहार चिकित्सा सेवाएं एवं आधारभूत संरचना निगम लिमिटेड का अतिरिक्त प्रभार।
85.	24173 / 30.12.2025	श्री आरिफ अहसन, भा०प्र०से० (2017), राज्य परिवहन आयुक्त को निदेशक, खेल, बिहार, पटना का अतिरिक्त प्रभार।
86.	24197 / 30.12.2025	श्री लोकेश कुमार सिंह, भा०प्र०से० (2003), सचिव, ग्रामीण विकास विभाग का सचिव, स्वास्थ्य विभाग के पद पर पदस्थापन।
87.	599 / 09.01.2026	श्री समीर सौरभ, भा०प्र०से० (2019), उप विकास आयुक्त पटना का प्रबंध निदेशक, कम्पेड, पटना के पद पर पदस्थापन।

88.	600 / 09.01.2026	श्री दीपक कुमार मिश्रा, भा०प्र०से० (2019), नगर आयुक्त, नालन्दा का संयुक्त सचिव, मुख्य मंत्री सचिवालय के पद पर पदस्थापन एवं निदेशक, बिहार विकास मिशन का अतिरिक्त प्रभार।
89.	601 / 09.01.2026	श्री अभिषेक पलासिया, भा०प्र०से० (2020), उप विकास आयुक्त खगड़िया का नगर आयुक्त गयाजी के पद पर पदस्थापन।
90.	602 / 09.01.2026	श्री कुमार निशांत विवेक, भा०प्र०से० (2020), उप विकास आयुक्त, गोपालगंज का नगर आयुक्त, बिहार शरीफ के पद पर पदस्थापन।
91.	603 / 09.01.2026	श्री श्रीकान्त कुण्डलिक खाण्डेकर, भा०प्र०से० (2020), उप विकास आयुक्त नालन्दा का उप विकास आयुक्त पटना के पद पर पदस्थापन।
92.	604 / 09.01.2026	श्री शुभम कुमार, भा०प्र०से० (2021), नगर आयुक्त, भागलपुर का उप विकास आयुक्त, नालन्दा के पद पर पदस्थापन।
93.	605 / 09.01.2026	सुश्री शिवाक्षी दीक्षित, भा०प्र०से० (2021), नगर आयुक्त, मुंगेर का नगर आयुक्त, बेतिया के पद पर पदस्थापन।
94.	606 / 09.01.2026	श्री सूर्य प्रताप सिंह, भा०प्र०से० (2021), उप विकास आयुक्त, कैमूर, भभुआ का उप विकास आयुक्त समस्तीपुर के पद पर पदस्थापन।
95.	607 / 09.01.2026	श्री लक्ष्मण तिवारी, भा०प्र०से० (2021), नगर आयुक्त, बेतिया का उप विकास आयुक्त, छपरा के पद पर पदस्थापन।
96.	608 / 09.01.2026	श्री पार्थ गुप्ता, भा०प्र०से० (2022), अनुमण्डल पदाधिकारी, पूर्णिया का नगर आयुक्त, मुंगेर के पद पर पदस्थापन।
97.	609 / 09.01.2026	श्री आशीष कुमार, भा०प्र०से० (2022), अनुमण्डल पदाधिकारी, बाढ़ का नगर आयुक्त, मोतिहारी के पद पर पदस्थापन।
98.	610 / 09.01.2026	श्री किसलय कुशवाहा, भा०प्र०से० (2022), अनुमण्डल पदाधिकारी, महुआ, वैशाली का नगर आयुक्त, भागलपुर के पद पर पदस्थापन।
99.	611 / 09.01.2026	श्री गौरव कुमार, भा०प्र०से० (2022), अनुमण्डल पदाधिकारी, बगहा का उप विकास आयुक्त गोपालगंज के पद पर पदस्थापन।
100.	612 / 09.01.2026	श्री काजले वैभव नितिन, भा०प्र०से० (2022), अनुमण्डल पदाधिकारी, बिहार शरीफ का उप विकास आयुक्त बेतिया के पद पर पदस्थापन।
101.	613 / 09.01.2026	सुश्री दिव्या शक्ति, भा०प्र०से० (2022), अनुमण्डल पदाधिकारी, दानापुर का उप विकास आयुक्त कैमूर, भभुआ के पद पर पदस्थापन।
102.	614 / 09.01.2026	सुश्री श्वेता भारती, भा०प्र०से० (2022) (सम्प्रति पदस्थापन की प्रतीक्षा में) की उप विकास आयुक्त, खगड़िया के पद पर पदस्थापन।
103.	615 / 09.01.2026	श्री गौरव कुमार, भा०प्र०से० (2022), अनुमण्डल पदाधिकारी, पटना सदर का उप विकास आयुक्त, सहरसा के पद पर पदस्थापन।
104.	616 / 09.01.2026	श्री ऋतुराज प्रताप सिंह, भा०प्र०से० (2022), अनुमण्डल पदाधिकारी, नौगछिया का नगर आयुक्त, मुजफ्फरपुर के पद पर पदस्थापन।
105.	617 / 09.01.2026	सुश्री गरिमा लोहिया, भा०प्र०से० (2023), अनुमण्डल पदाधिकारी, पालीगंज का अनुमण्डल पदाधिकारी, बाढ़ के पद पर पदस्थापन।
106.	618 / 09.01.2026	श्री अनिरुद्ध पाण्डेय, भा०प्र०से० (2023), अनुमण्डल पदाधिकारी, मोहनिया का अनुमण्डल पदाधिकारी, दानापुर के पद पर पदस्थापन।
107.	619 / 09.01.2026	सुश्री कृतिका निश्रा, भा०प्र०से० (2023), अनुमण्डल पदाधिकारी, गोगरी का अनुमण्डल पदाधिकारी, पटना सदर के पद पर पदस्थापन।
108.	620 / 09.01.2026	सुश्री आकांक्षा आनंद, भा०प्र०से० (2023), अनुमण्डल पदाधिकारी, बारसोई का अनुमण्डल पदाधिकारी, मुजफ्फरपुर (पश्चिम) के पद पर पदस्थापन।
109.	621 / 09.01.2026	श्री रोहित कर्दम, भा०प्र०से० (2023), अनुमण्डल पदाधिकारी, शेखपुरा का अनुमण्डल पदाधिकारी, नौगछिया के पद पर पदस्थापन।
110.	679 / 09.01.2026	श्रीमती काशिश बख्शी, परीक्ष्यमान भा०प्र०से० (2024), का जिला प्रशिक्षण के उद्देश्य से सुपौल में पदस्थापन।

Photo Gallery

Glimpses of New Year Celebrations on 10 Jan 2026



A Ladies' Group



A view with CS

Holi Milan Celebrations on 28 Feb. 2026



Prayaas Team with CS



A View of Guests



A Ladies Group



A Ladies Group



Artist Group with CS



A Mixed Group

Photo Gallery

Holi Milan Celebrations on 28 Feb. 2026



A Ladies Group



A Mixed Group



A Ladies Group



A Group of Senior Officers



Sitting on Chairs (L-R) Ms Kavita Srivastava Ms Ratna Amrit, Ms Harjot Kaur, Ms Chhabi
Standing (L-R) Include Sanjay Kumar (Editor), Dipak K Singh (ex-Secy), Surendra Pd Sinha, RN Dash, RU Singh (Principal Editor), Pratay Amrit CS (Chief Guest), Ashok K Choudhary (ex-CS), NK Sinha, Ghulam. Rasool Sufi IRS, Md Sohil, Sanjay Kumar Singh (Secretary), Dhanajjay.

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