

ANNUAL REPORT - 2024-2025

INSTITUTE FOR DEVELOPMENT AND COMMUNICATION (IDC)

Working together for equitable socio-economic transformation
and building a humane and just society



IDC ANNUAL REPORT 2024-2025

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Statement by the Chairperson

Institute for Development and Communication (IDC) continue its struggle to generate pro-people knowledge. The challenges have, no doubt, moderated our research commitments, and the resource crunch diverted our focus from research to other related activities. The spirit of intellectual adventurism nurtured during the last three decades led us to explore other possibilities without compromising our resolve.

To sustain the research talent and provide continuity to do fundamental research, teaching regular courses appeared to be a decent and viable alternative to sustain institutional autonomy and relative freedom to produce objective knowledge and its dissemination.

The thrust was to sharpen our framework for interdisciplinary pedagogy and curricula relevant to societal needs. This was also expanded to explain that how complex global issues demand an integration of scientific, technological, humanistic and ethical perspectives.

The new themes, such as colonisation of space, sustainability of natural resources, artificial intelligence and robotisation of workspaces, were factored in to find answers to the basic human existential needs.

The reality of globalisation has nurtured a new terrain for the trinity, i.e. the State, the market, and the civil society, either to surrender or reinvent. It is not that the world was not globalised earlier. But now, the notion of globalisation has added new dimensions. The speed in instant cash transfers, investment, and the stock market, along with big data analytics and visualisations. The speed kills the deliberative, reflective and dialogical time required for critical analysis. The interpretive possibilities and well-thought-out countermeasures have been replaced by a reactive exchange.

Technology is also presented and used as a panacea. No doubt, technology is a great facilitator. For instance, it facilitated the maintenance of social distance through 'work from home' by using technological innovations, having positive implications for sustainable, environment-friendly development. But it also reinforced that it is no replacement of human compassion and the basic needs of human existence, as it is not possible to download food, medicines and other essentials from the internet directly without the delivery persons. And, capital on its own cannot produce essential commodities without workers. Further, the patients cannot be treated

through telemedicine alone without hospitalisation. The cities and villages could not be sanitised or put under lockdown without human labour. And, households cannot be run with technology-driven gadgets, as people need to take care of the elderly or do babysitting, etc. In other words, it is back to the basics. It is going to be a challenge to the behaviour of political actors, corporate interests, and global values to understand, analyse and change to respond to the basic and contribute to knowledge architecture to transform the lives of the people living on the margins. There is a need to refocus on the role of the State and a new global architecture with greater emphasis on trade and the new Earth.

In view of these challenges, there is a need to reflect on contemporary issues for a sustainable future. And create forums to bring together thinking minds across varied intellectual domains to seek new insights for viable and invigorating knowledge generation and dissemination. IDC is committed to provide space for wide-ranging conversation, interactions and shaping relevant questions for deeper analysis.

Dr. Pramod Kumar
Chairperson, IDC

RESEARCH STUDIES / PROJECTS COMPLETED

CENTRE FOR PUBLIC POLICY AND GOVERNANCE STUDIES (CPPGS)

The Centre for Public Policy and Governance Studies (CPPGS) at the Institute for Development and Communication (IDC) takes up studies on the verticals of Public Policy, Governance, and Sustainable Development. The idea is to raise issues which are of relevance to different stakeholders like common citizens, especially the poor and underprivileged, academia, government and industry. The studies are taken up on assessment of the state of the public policy and governance where the attempt is to establish certain benchmarks and standards for further research and follow ups. These studies are undertaken in states/UTs of North Western India – Chandigarh, Punjab, Haryana, Himachal Pradesh, Jammu & Kashmir, and Ladakh.

□ Appraisal of the 100 Per Cent Centrally Sponsored Scheme 'Pradhan Mantri Adarsh Gram Yojana' (PMAGY) in Punjab

The scheme Pradhan Mantri Adarsh Gram Yojana (PMAGY) was launched in 2009-10 on the pilot basis. With a view to enable an area-based development approach, the scheme aims at integrated development of Scheduled Castes (SCs) majority villages i.e. villages having more than 50 per cent SC population. The objective idea was to carry out developmental activities in the identified schemes which are not covered under any of the existing Central/State/UT Government Schemes through convergent implementation. This is done through providing 'gap-filling' funds as Central Assistance under the PMAGY. The scheme was further expanded in 2014-15 (Phase-I), and since 2018-19 (Phase-II), it is being implemented as a continuous scheme.

Objectives of the Study:

- Examine the status of coverage and implementation of PMAGY in Punjab since inception; and,
- Evaluate the integrated development of identified villages with more than 50 per cent SC population in terms of:
 - (i) Availability of Adequate Infrastructure necessary for socio-economic development needs provided under the Scheme; and,
 - (ii) Improvement in Socio-Economic Monitorable Indicators to eliminate or reduce disparity between SC and non-SC population or raise it to at least that of the National Average under the pre-defined 10 domains.

The study derives its findings on the basis of both primary and secondary sources. Secondary source is the official web-portal (<https://pmagy.gov.in/>) of the Pradhan Mantri Adarsh Gram Yojana (PMAGY) of the Department of Social Justice & Empowerment, Government of India; and, Census of India 2011. The primary data was collected through a field survey conducted in 6 districts covering 21 sample villages identified in 2018-19 and 2019-20.

□ Enhancing the Effective Implementation of the Persons with Disability Act and Disability Schemes, including Punjab Divyangjan Sashaktikaran Yojna (PDSY)

The study was undertaken in order to make recommendations to enhance its effectiveness. Accordingly, the study focused on four specific objectives: (a) To know the socio-economic profile of the Divyangjans. (b) To know the level of awareness about the Persons with Disability Act among Officials and Staff Members. (c) To examine the steps and measures taken by different departments to ensure the effective implementation of the act as well as schemes including Punjab Divyangjan Sashktikaran Yojna (PDSY). (d) To find out the gaps in effective implementation of the act as well as schemes including Punjab Divyangjan Sashktikaran Yojna (PDSY).

The study evaluated overall outcomes of the PDSY in terms of its objectives and gave suggestions for enhancement and effective implementation of the Persons with Disability Act and schemes including Punjab Divyangjan Sashktikaran Yojna (PDSY).

□ Improving Citizen Service Delivery in Punjab

The study explored challenges faced by service-seeking citizens in Punjab through three service delivery models:

- One-stop service centres known as “Sewa Kendras”;
- The online service delivery portal “Connect Punjab Portal”; and,
- The doorstep service delivery facility is named “Sarkar TuhadeDwaar.”

This study evaluated the effectiveness of service delivery mechanisms, namely Sewa Kendras, Connect Punjab Portals, and DSD, in providing various citizen services. Surveys were conducted among citizens who had interacted with any of these systems to assess how well they addressed their needs. Additionally, these facilities’ physical and digital spaces were visited to audit their citizen-centricity according to predetermined parameters.

CENTRE FOR REGIONAL DEVELOPMENT STUDIES (CRDS)

The Centre for Regional Development Studies (CRDS) at the Institute for Development and Communication (IDC) has been engaged in conducting research in a context of challenges and opportunities of economic reforms process and globalisation. Its major focus is to explore policy alternatives through structural transformation of the economy particularly of the predominantly agrarian societies, and also cover development issues concerning finance, industry, and migration. In the domain of agriculture, the Centre is involved in developing a policy framework for rationalisation of diversion of agriculture land to industrial and urban use. The focus has been to capture the impact of the shift from command to market economy through reorientation of existing institutional framework, research in agriculture, technological inputs, non-farm activities, culture of governance, impact on vulnerable groups like small and marginal peasants, landless labourers, women and migrant labourers. Also, the Centre aims to capture the nuances inter-linked to the crucial aspects of finance, industry, migration associated with regional development. Besides taking up research studies, the faculty of the Centre also provides regular inputs to various government departments for formulating economic and social policies, besides interaction with media.

The focus of this Centre is mainly North Western region of India – Chandigarh, Punjab, Haryana, Himachal Pradesh, Jammu & Kashmir, and Ladakh.

Reasons for Non-Adoption of DSR in Punjab

The Direct Seeded Rice (DSR) method was introduced in Punjab by Government in Kharif season of 2020 by distribution of about 4000 DSR seeding machines and a subsidy of Rs. 1500 per acre to farmers who adopt this method. The main objectives of introducing the DSR method are: (i) to check the decline in groundwater level caused by the continuous use of Puddled Transplanted Rice (PTR) method over the last more than 50 years; (ii) to reduce the dependence of rice farmers on migrant labour for transplanting rice in PTR method. The adoption of the DSR method by Punjab farmers has been slow; by 2022-23 only about 2.15 per cent of the total rice area was planted by the DSR method. The present study was commissioned to analyse the various aspects of using the DSR method and to search out the reasons for its slow adoption by Punjab farmers. The analysis presented in the study is based both on secondary data, as well as, primary field survey data.

□ Current Status of Agricultural Tubewells in Punjab

This study is a detailed statistical and analytical description of the current state of agricultural tubewells in Punjab. The information used in this study was collected by IDC research team in October-December, 2019 from 300 randomly selected farmers from 30 villages located in various regions of the State. For the purpose of this study, Punjab was divided into seven regions, on the basis of location, nature and size of ground water recharging systems of the regions. In addition to the information from this primary survey, information available in the 6th Census of Minor Irrigation Schemes, for 2017-18 was also used. The 2019 picture of tubewells was compared with the picture of tubewells in late 1970's available in the ESO (Punjab) Report on Tubewells published in 1979.

The salient features summarised above provide a clear and comprehensive picture of the current network of agricultural tubewells of Punjab, and how it has changed over the 1979-2019 period. In addition to that it also provides an alternative set of information directly from tubewells of the farmers on the decline in ground water level over the 1979-2019 period. This alternative set of information from tubewells is quite in line with the already available information on decline in ground water level from the observation wells monitored by Central Ground Water Board.

□ Factors Affecting Ownership of Milch Animals by Rural Scheduled Caste Households in Punjab

The agriculture developed State Punjab has 37.45 percent population of Scheduled Castes in rural areas. The Scheduled Castes are predominantly landless and working as agriculture labourers. To supplement their family income by selling milk and to fulfil family need of milk the Scheduled Caste families keep milch animals. The percentage of such households is small; in the Census Survey of 4474 households in randomly selected thirty villages, only 37.73 percent of Schedule Caste households owned milch animals. The econometric analysis through probability models captured the variables like the ownership of land holding, availability of family labour and occupation of head of household raise the probability of owning a milch animal by a Schedule Caste household. The immediate need at policy level is to provide plots of land for sheds for animals, provision of high milk yielding animals at subsidised rate, promotion of female milk cooperative societies at village level etc, and opening of dry and green fodder stalls in every village.

To find out the milch animal ownership with the Scheduled Castes, a complete census was carried out of the Scheduled Caste households living in the 30 randomly selected villages in 2020. The villages were selected from six geographical zones. The six zones comprises of the following districts: Foot Hill Zone (Gurdaspur, Pathankot, Hoshiarpur, Roopnagar, SBS Nagar and SAS Nagar), Central Zone (Amritsar, Jalandhar, Kapurthala and Tarn Taran), Northern Malwa (Ludhiana, Moga and Fatehgarh Sahib), Eastern Malwa (Patiala, Sangrur, Malerkotla and Barnala), Southern Malwa (Bathinda, Faridkot and Mansa) and Western Malwa (Ferozpur, Fazilka and Muktsar). In the thirty sample villages, 4474 Scheduled Caste households were found to be living and the total number of their family members was 25346.

To raise the herd size and encourage landless Scheduled Caste households to keep milch animals for additional income and consumption of milk following measures may be adopted: Provision of suitable plots to the landless Scheduled Caste households to construct shed for milch animals, alongwith provide fields on lease out of common village land to grow fodder. To improve the breed of milch animals subsidized loan should be given to purchase milch animals and provide subsidised animal feed and subsidised medicines for the milch animals. To solve the problem of green fodder and dry fodder of these landless households, the government may encourage the fodder stalls in the villages from where these households may easily purchase fodder. The Cooperative Milk Societies of females may be promoted to involve the surplus female labour for producing and selling of milk.

Growth and Instability of Area and Yield of Cotton in Punjab over Green Revolution Period

The study aimed to find out when the area under Cotton started to decline, and to estimate the growth rate and instability index of cotton yield over the Green Revolution period. The analysis has been done by estimating the trend equations for both the area and yield of cotton over the Green Revolution period, as well as, by estimating the growth rates for the same period. This analysis is expected to give helpful insights for understanding the role of Yield instability in the decline in cotton area in the state, as well as, examine the fall in its production in the past decade.

This study uses secondary time-series data on Area, Production and Yield of Cotton grown in Punjab over the Green Revolution period (1966-67 to 2021-22). The data has been collected from the various issues of 'Statistical Abstract of Punjab' published by the government of Punjab. The data collected has been arranged year-

wise in ascending order on the basis of area and yield of American and Desi cotton. The data for Total cotton is the simple sum of the data on American and Desi cotton.

The main findings of the study are:

1. From 1966-67 to 1988-89, area under cotton grew at a steady pace, with American cotton becoming increasingly the dominant variant over its Desi counterpart. The yield too was mostly stable till the mid 1980's.
2. Area under cotton peaked in 1988-89 at over 758,000 hectares. American cotton accounted for a staggering 92% of this area at 700,000 hectares while Desi cotton was planted in only 57,000 hectares.
3. Cotton yield was increasing after 1988-89 but it had become more unstable at this point with the total cotton yield in 1988-89 being around 475 kg per hectare, with American cotton yielding 492 kg/ha and desi cotton yielding 266 kg/ha.
4. As the 1990's began, area under cotton began to shrink as pest attacks became more rampant and cotton cultivation became riskier. It is interesting to note that area under Desi cotton saw an uptick and it had increased to 116,000 hectares in 2000-01. This happened as a response to American bollworm attacks, which only targeted the American cotton variant. Area under American cotton had fallen to 358,000 in 2000-01, half of what it had been a decade ago.
5. When BT cotton was first introduced in 2002, overall cotton area saw an increase. Pushed by good yields of the new variant matched with resistant to pest attacks, cotton area climbed from 477,000 hectares in 1999-00 to 607,000 hectares in 2006-07. American cotton once again regained its dominance and by 2009-10 it accounted for over 97% of total cotton being planted in Punjab.
6. This surge in area was short-lived and owing to a resurgence of pest attacks, cotton area once again began to fall precipitously.

□ Agrarian Crisis in Punjab: Diagnosis and Prognosis

The experts who shape and guide the agricultural policy of the state firmly believe that, over-specialization in wheat and rice cultivation is the main cause of the current agrarian problems of Punjab. They are insistent on a massive shift of area out of wheat and rice cultivation to other crops to create a diversified cropping pattern in the state. This diversification policy is being projected as a panacea for

the current agrarian problems of the state. Punjab farmers' however, are adamant in sticking to the present wheat and rice specialization. They are convinced that it is the optimal cropping pattern in the prevailing technology, market and price regime. There is thus a puzzling contradiction in the perceptions of farmers and farm experts on the most suitable cropping pattern for the state under the prevailing parameters and constraints. Both cannot be right. Either Punjab farmers are erring in not heeding the expert advice to diversify out of wheat or rice cultivation to other crops or something is wrong with the diversification prescription itself. The refusal of ten lakh farmers of the state to reduce the area under wheat and rice despite the repeated expert advice and incentives offered by the government cannot be dismissed lightly. There must be solid reasons for their behaviour. It serves no useful purpose to label the farmers irrational simply because they are refusing to accept the expert advice; the experts can also go wrong sometimes. In view of these contradictory perceptions about wheat and rice specialization and crop diversification, a thorough economic evaluation of the whole issue is called for. The question of wheat and rice specialization needs to be examined in a holistic political economy framework by taking all possible factors and facets into consideration. Such an exercise will not only help in finding whether there is a need for shifting a sizeable area from wheat and rice to other crops, but also reveal why the farmers are so adamant in sticking to the wheat and rice specialization. In this study an attempt has been made to carry out such a holistic economic evaluation of wheat and rice cultivation in Punjab.

CENTRE FOR GENDER STUDIES

The Gender Unit promotes gender justice with a three-pronged approach. The first pertains to increasing access to rights with efficient and effective governance. Second by building capacity of stakeholders to promote gender rights and third by uncovering the causal conditions leading to the practice of gender differentiation in a specific cultural context.

The following is the nature of initiatives in IDC:

- Promoting access to gender through improvements in governance. This includes strengthening institutional capacity, procedures and services to facilitate gender friendly delivery of services (Gender Sensitive Approach to Violence Against Women: Building Capacity of Police and Community Partnered Delivery System). Efforts are also directed at promoting legal rights, using techniques of social fencing, social policing and to strengthen civil society engagement for effective delivery of services.
- Building capacities of stakeholders to address gender justice. The focus is on advocacy, sensitisation and skill development evolving tools such as gender violence index to measure the extent and forms of violence as evidence-based advocacy and monitoring mechanisms to register efforts to combat violence.
- Generation of knowledge: To uncover the causal linkages in a specific cultural context within and across social placements and practices of gender justice. The focus is to address gender norms, values and cultural practices that effect the exercise of women's human rights e.g. combating female foeticide.

Specifically, the unit has worked on construction of contextualised masculinities in conflict and post-conflict situations. Evidence-based studies to uncover the dynamics of forms of gender violence have been undertaken on various themes like Atrocities Against Women, Female Deselection, Victims of Militancy and Caste-Based Violations. These studies have been undertaken for knowledge exchange and transfer at levels of policy construction, stakeholder mobilisation and community-based interactions.

□ Spill overs of Anemia on Women Health and its impact on Children in Punjab

In India, anaemia is a common cause of maternal mortality. Along with that, it is common among adolescent girls and girl children. Several factors are responsible for anaemia; however, dietary inadequacy, especially of food sources rich in iron and folic acid, is a major determinant of anaemia. Anaemia has a devastating effect on a person's health, and yet many are not aware of its adverse impact. A poor diet is the primary cause of anaemia. Symptoms of anaemia may not show up in an otherwise healthy person until the haemoglobin drops below 10g/dl. A. The present study has delved into the pressing issue of anaemia among women and girl children, particularly prevalent in the state of Punjab. It sheds light on the often overlooked but significant impact of anaemia, emphasizing its gravity beyond severe cases. Additionally, it explores the multifaceted contributors to anaemia, including lack of education, discrimination, and cultural norms. To understand the impact of anaemia among both adolescent girls and women of reproductive age has been taken and questions related to menstruation and pregnancy were asked from the respondents. A prominent observation emerges regarding the limited awareness among grassroots health workers, underscoring the necessity for comprehensive interventions. Thus, the present study advocates a thorough situation analysis to bridge information gaps and inform targeted strategies. The study advocates for a comprehensive examination of anaemia, aiming to inform evidence-based interventions for a healthier future. The study put forth recommendations and an action plan to augment programme efficacy.

□ Establishing Model AB-HWC for Delivering Comprehensive Primary Health Care in the state SHC- HWC, Daria (Phase-II) (2023-24)

Draft Report for Phase-II of "Establishing Model AB-HWC for Delivering Comprehensive Primary Health Care in the State SHC-HWC, Daria" was submitted on 20th Feb 2025. Proposal for Phase-III of Establishing Model AB-HWC for Delivering Comprehensive Primary Health Care in the State SHC-HWC, Daria was submitted on 21st May 2024.

□ Mapping Geographies of Domestic Violence During COVID-19 Lockdown: A Case Study of Chandigarh City

The high surge in domestic violence complaints during the COVID-19 lockdown highlighted the plight of women trapped with abusive partners. The study examines the rise of domestic violence incidents during the first four phases of the COVID-19 lockdown and attempts to map the intensity of the same through filed complaints of domestic violence in Chandigarh City. A mixed method approach was adopted to understand the surge in the incidents of domestic violence by analyzing news clipping-based incidents at national and global levels. On the other hand, the study traces a thematic trend and pattern of domestic violence along with the case studies based on the data collected from Chandigarh Police Headquarters (for the years 2018, 2019 & 2020).

The study found government's inefficient approach regarding policing, the opening of liquor shops, and restrictions on visiting parental homes responsible for the crisis. Additionally, the media repeatedly failed to provide helpful information throughout lockdown. Instead, they promoted the 'adjustment bureau' approach eulogising the traditional family values. Across quantitative analysis, most complaints were received from the city's lower and middle-class sections that were most affected by the financial insecurity-induced threat to livelihood. The wife was found to be the victim of domestic violence at large, whereas husband remained the largest entity against whom the complaint was lodged. Education and financial independence-based empowerment were found key factors for women in the context of safe homes. In contrast, the unsafe homes undeniably accepted the advancement of technological access as a boon. Still, masculine privilege remains a barrier for a woman. The imprints of inefficient strategies and inadequate safety measures were largely overserved along with a revivalist approach at work during lockdown, bringing back the traditional forms of subordination of women and people living at the margins.

Education and Evaluation Studies Unit has been conducting studies within broad framework laid down in planning and policy declarations. To this end, it attempts to redefine goals that are desirable and achievable. Studies undertaken also focus on to improve teaching-learning environment, which has social proximity in terms of its idiom and medium. The thrust of the unit has been to reinforce the vital need to launch separate policies and formulate strategies to cater to the specific requirements and aspirations of underprivileged sections of society. Another focus of this unit is measuring the extent and reach of social security and safety nets. A number of studies have been undertaken on issues like measurement of evaluation of primary health-care system, primary education system, community health evaluation including infant and child mortality, sanitation, AIDS, immunisation and family planning. Both macro and micro level evaluations have been conducted by using innovative methodological tools, participatory qualitative methods, neighbourhood analysis, walkthroughs, multi-cluster indicator survey, etc.

Systematic Analysis of Shortage of Staff in Schools in Difficult Areas in Punjab

The Report on Systematic Analysis of Shortage of Staff in Schools in Difficult Areas in Punjab is completed and submitted to the SCERT on 6 May 2024. Presentation on the study was made at the SCERT on 14 August 2024.

RESEARCH STUDIES / PROJECTS ONGOING

Following research studies for the financial year 2024-2025 were allocated to IDC on 10th January 2025:

- **Farm Production and Cropping Pattern of Small Farmers: A Comparative Study of Farmers Who own and not-own Electric Tubewells in Punjab.**
- **Impact of Pradhan Mantri Formalisation of Micro Food Processing Enterprises (PMFME) Scheme in Punjab.**
- **Gaps and Barriers in Accessing Healthcare Services in Punjab.**
- **Out-of-Pocket Health Expenditure in Punjab**

Role of Biases and Nudges for Consumption of Millets in India (ICSSR Major Project, 2023-24)

A detailed progress report (mid-term) has been submitted to ICSSR in early April 2025, which included detailed literature review, questionnaires, and research article based on secondary data on the latest consumption round of NSSO. Data under the project is being collected in five states viz. Haryana, Tamilnadu, Rajasthan, Odisha and Delhi. A sample of 2000 would be collected in all. Draft chapters on literature review, secondary data analysis and methodology have been completed.

The research paper- **Determinants of Consumption of Millets across Major States in India** has been accepted by a peer-reviewed journal and is under publication (expected in July volume of the Journal).

CENTRE FOR ADVANCED STUDIES IN SOCIAL SCIENCE AND MANAGEMENT (CASSM)

The Centre for Advanced Studies in Social Science and Management (CASSM) - IDC and the Chandigarh University (CU), Mohali have fostered an academic alliance to facilitate innovation, knowledge dissemination and excellence in academic and policy formulation without impinging the autonomy of the participating institutions.

The first batch of MBA was started with 31 students in the academic session 2023-24. All the students have been placed in different companies like Berger Paints, Pladis Global, Vardhman, Policy Bazaar, Zepto, HDFC Life Ins, Skill Kart, Meridian Solutions, Acquity Services, Viraaj Ventures, Cetpa Infotech, WNS Global Services, Ediglobe etc.

For the academic session 2024-25, 51 students were enrolled.

□ Curricular and Non-Curricular Activities

Conclaves

- One-day HR Conclave on the theme **Rethinking Value Proposition of Budding Managers** was organized on **4th April 2024**. The Conclave was an ensemble of academicians and industry stalwarts dedicated to disseminate knowledge and perspectives to the MBA students on the rapidly evolving HR domain. Two sub-themes were conceptualized viz. Impact of Digitization & Technology on Human Resource Management & New Age Managers in a dynamic corporate scenario.
- Powered by the Trident Group and Sustainability 360 Pvt. Ltd., the 1st edition of **Inter-College Techno-Edge Conclave 2025 on Sustainability, Entrepreneurship and Application of Artificial Intelligence** was organized in different colleges of Chandigarh starting 28th March – 20th April. The Intra-College rounds were held in different colleges – Post Graduate Government College, Sector-11 Chandigarh on 28th February; Government College of Commerce and Business Administration, Sector-50 Chandigarh on 12th March; and, DAV College, Sector-10 Chandigarh on 20th March, to engage in spirited quiz competitions, poster making, elocution, and panel discussions. The Inter-College Conclave was held on 11th April at the Centre for Advanced Studies in Social Science and Management where a group of expert panelists were invited to share their ideas with the teams of different colleges and their faculty members. Mr. Anil Kumar Bamby (Head- Quality Assurance, Toppan Speciality Films); Mr. Akshat Patni

(CEO - Sustainability 360); Ms. Harpreya Walia (Global Talent Acquisition Recruiter, American Express Banking Corporation); and, Mr. Divyanshu Gupta (Incubation Manager, The Business Incubator, Chandigarh University) were among the invited panellists.

Workshops

- A National Workshop on **Teaching of Economics – Emerging Trends and Challenges** was held on **22nd November 2024**. The workshop successfully brought together over 50 academicians, college teachers, and industry professionals to explore evolving approaches to teaching Economics in light of pressing global issues. It was resolved that there is a need to integrate economic theory with practical, data-driven, and interdisciplinary frameworks to prepare students for contemporary professional challenges.
- A National Workshop on Teaching of Management – Emerging Trends and Challenges was held on **23rd December 2024**. The workshop successfully brought together over 50 academicians, college teachers, and industry professionals to address the rapidly evolving challenges in management education.
- A 3-day workshop on **Gender Sensitization** was held from **18th – 20th March 2025**. The session sparked insightful discussions, encouraging participants to reflect on gender dynamics and inclusivity.

Special Lectures

A special lecture on the **Contemporary Media and Communication** was organized on 10th May 2025. The Editor of BBC Punjabi, Ms. Khushboo, alongside Mr. Sarbjit Singh Dhaliwal, Reporter, BBC Punjabi, were the key speakers.

A special lecture on **Be the Change in an Ever-Changing World: Reaching the Pinnacle of Leadership** by Dr. Neerja Singh, Visiting Faculty IDC; Bush Fellow 2023; and, Adjunct Faculty Saint Paul College Minnesota USA was organized on 18th February 2025.

Competitions and Awards Won

The MBA-I year team of the Centre for Advanced Studies, Karthik, Muskan and Kanav, clinched the first position at **IGNITE 2024: Idea Manthan 1.0 – Unleash Innovation Through Ideas** for their Start-Up **Monk Design** at Chandigarh University. Their startup, Monk Design, focuses on unique, affordable home decor while

empowering women workers and architecture students through financial literacy and passive income. The event was held on **24th October 2024**.

An **AD-MAD Competition** was organized at the Centre for Advanced Studies on **21 February 2025**. The event brought students together to showcase their marketing prowess through engaging, on-the-spot role plays across various industries.

Training Camps

Special **Boot Camps** on **Big Data and Data Science** (1st – 5th April 2025) and **Augmented Reality and Virtual Reality** (8th – 12th April 2025) were organized in collaboration with the National Institute of Electronics and Information Technology (NIELIT), Ministry of Electronics and Information Technology (MoEITy), Government of India.

Interactive Sessions

An Interactive Session on the **Importance of Soft Skills, Analytical Skills, Language Proficiency, Inductive Reasoning, Deductive Reasoning & Quantitative Aptitude** was organized for the students of MBA on **8th April 2024**. The session was conducted by Mr. Pardeep Bansal, Executive Director, Department of Career Planning and Development (DCPD), Chandigarh University.

An Interactive Session on **Globalisation: Myth and Crisis of Capitalism** was organized on **17th January 2025**. Prof. Radhika Desai, Professor at the Department of Political Studies and Director of the Geopolitical Economy Research Group, University of Manitoba, Winnipeg, Canada was the key speaker. The Session was chaired by Prof. Ronki Ram, Shaheed Bhagat Singh Professor, Department of Political Science, Panjab University Chandigarh.

An Interactive Session on **India-US Relations: Revisiting Immigration and its Impact on Diaspora and Aspirational Youth** was organized on **7th March 2025**. The event brought together leading scholars, policymakers, and experts to analyse evolving immigration policies under the new American administration and their socio-economic impact. Dr. Virginia Van Dyke was the key speaker in the event.

An insightful session on **Navigating the Gap – From Campus to Corporate** was organized on **19th March 2025**. The key speaker for the event was Ms. Harpreeya Walia (Global Talent Acquisition Recruiter, American Express Banking Corporation). The session complemented the young thought leaders' understanding of corporate culture. At the same time explored the pluralities and intricacies associated with

talent acquisition worldwide and helped preparing management students for their smooth transition into professional roles.

Digest and Reflect Forum

A special lecture by **Prof. Ramesh Chand**, Member NITI Aayog, GoI on **Youth Engagement for Global Transformation** was organized on **11th September 2025**. The event brought together MBA students, researchers and faculty and motivate students to take on leadership roles in driving social and economic progress across the nation. Prof. Chand, highlighted that India's greatest challenge is harnessing its demographic dividend. He stressed the importance of youth engagement in India's growth, with a goal to become a developed nation by 2047. Consequently, he emphasised the need for collaboration between States and the Centre to achieve this vision. Prof. Chand noted that despite India's success in the service and agriculture sectors, its manufacturing sector hasn't been able attain the desired level of favourable outcome. He further remarked that employment cannot be the sole indicator of progress, urging that it must reach poor households first. Prof. Chand also addressed the importance of skill development through NEP 2020, climate change challenges, the need for marketing output and concerns over India's declining fertility rate. The session saw students actively participate, posing insightful questions on India's economic policies and job creation. Prof. Chand encouraged the students to translate the insights from the session into meaningful actions.

A Campus Talk on **Understanding Pluralities of the FMCG Sector** by Mr. Mohit Dutta, Director – Sales (India), Pladis Global, on **4th October 2025**. The talk was an enriching experience for the MBA students as they gained insights from a corporate practitioner on how FMCG functions, especially in the Indian context.

An open discussion on **Exploring Credit Rating – Its Role, Methodology, Trends, and Challenges** was organized on **7th November 2025**. The session was led by Prof. Sunil Kumar Sinha, Professor of Economics IDC; Former Senior Director (Public Finance) and Principal Economist at India Ratings and Research.

Management in Action: Through Sports

The 1st edition of **Netmasters: Management in Action (Badminton Mixed Doubles Tournament)** was organized for the students and faculty members starting **9th – 17th April 2024**. Besides just holding a sports event, the idea was to make students' apply the principles of management in sports. The students also gave presentations on

why their team won or lost the match. Which principle of management their team applied. Arisia and Vaibhav emerged as winners and Jatin & Muskan were the runners up.

The 2nd edition of **Netmasters: Management in Action (Badminton Mixed Doubles Tournament)** for batch 2024-26 was held on 23rd January 2025. The class was divided into 26 teams with 13 league matches, 2 rounds of quarterfinals, 2 semifinal matches and a Final. The students also gave presentations on why their team won or lost the match. Which principle of management their team applied. Revaldo & Jaspreet emerged as Winners and Lakshay & Pranav as Runners up.

Application of GEMBA Methodology: Industrial Visits

Industrial visit of MBA Semester-I students were organized to the following industries:

- Tynor Orthotics Private Ltd. (13th September 2024)
- Diplast Plastics Ltd. Mohali. (1^{8th} October 2024):

The students had a tour of the industry as per instructions given in the **GEMBA Methodology** Proforma. The visit provided them a valuable experience and detailed insights into the companies' journey, core operations, innovative manufacturing processes, and sustainability initiatives. The visit offered students with an enriching opportunity to explore various stages of production, understand quality management practices, and witness the practical implementation of business strategies discussed in the classroom. The engaging interaction with senior leadership offered a unique glimpse into the real-world challenges and decision-making processes, highlighting key aspects of operational efficiency, leadership dynamics, and market trends. They also gave presentations on their learnings the next day in the class.

ACADEMIC / OTHER ACTIVITIES (LECTURES/ SEMINARS/ WORKSHOPS)

Training Programmes

A **3-week Institutional Training Programme** for the 30 Probationer Sub-Inspectors specialized in **Human Resource Management (HRM)**, of the Technical and Support Services (TSS) Cadre of Punjab Police was conducted from **21st Oct – 8th Nov. 2024** at IDC.

A **1-week Institutional Training Programme** for the 29 Probationer Sub-Inspectors specialized in **Community and Victim Support and Community Counseling Services**, of the Technical and Support Services (TSS) Cadre of Punjab Police was conducted from **25th Nov – 29th Nov 2024** at IDC.

Workshop/ Conference

A workshop on **Systematic Analysis of Shortage of Staff in Schools in Difficult Areas in Punjab** was organized by IDC on **15th April 2024** attended by Teachers and Scholars.

Medhavi Gulati as a member and collaborator represented IDC in the **Participant-led Unconference – Himalayan Climate Data Field Lab 2024**, held at Kathmandu, Nepal starting **13th May – 7th June 2024**. The objective of the meeting was to collaboratively examine and remake the ways climate change data is used in the HKH region. The event was organized by University of Toronto, University of Michigan, Social Science Baha, the United Nations University, NTU-Singapore with support from SSHRC-Canada, ICIMOD and World Bank's DRFI.

A Workshop was held on **11th September 2024** to discuss the **Proposed Course on MA Economics** to be started at IDC-CASSM from the academic year 2025-26 in IIC, New Delhi. The meeting was attended by key academicians and economists.

Dr. Chandan Awasthi chaired a session on **Driving Marketing Innovations for Sustainability (Track-5)** for the International Conference on Business Innovation, Supply Chain Resilience, and Sustainable Development, held at the University School of Business (USB), Chandigarh University on 22nd October 2024.

Prof. Pramod Kumar and Prof. Ronki Ram attended a workshop on **International Book Project on State Politics in India** held from 20th -22nd March 2025 at the Hiroshima International Plaza, Hiroshima, Japan.

Paper Presentation/ Lecture

Dr. Amit Kumar presented a paper on **Mapping Geographies of Domestic Violence During Covid-19 Lockdown: A Case Study of Chandigarh City, India** at the International Federation for Research in Women's History (IFRWH) Conference held in Sendagaya Campus of Tsuda University, Tokyo, Japan from **7th – 10th August 2024**.

Dr. Richa Walia delivered a **Talk Show on Problems faced by Adolescents** aired on Akashvani Chandigarh and Rohtak (Prasaar Bharti) on **16th January and 15th April 2025** under Mhaari Laddo Program, Women and Child Welfare Department, Haryana.

Prof. Randhir Singh Memorial Lecture on America's Two-party Dictatorship: Implications for World Peace and Sustainable Development was delivered by Prof. Alan Freeman, University of Manitoba, Winnipeg, Canada on **17th January 2025**. The session was chaired by Prof. Pramod Kumar, Chairperson IDC.

A lecture on **Bangladesh: Domestic Turmoil, Conflicting Identities and Regional Security** was delivered by Prof. David Taylor at IDC on **31st January 2025**. The session was chaired by Prof. Deepak Kumar Singh, Department of Political Science, Panjab University, Chandigarh.

A lecture on **Reservations within Reservations: A critique of the 7-Judge Constitution Bench Judgment of the Supreme Court** delivered by Dr. Virendra Kumar, LL.M., S.J.D. (Toronto, Canada), Professor Emeritus in Law, and Founding Director (Academics), Chandigarh Judicial Academy on **7th February 2025**. The session was chaired by Prof. Ronki Ram, Department of Political Science, Panjab University, Chandigarh.

Prof. Pramod Kumar delivered a lecture on **21st February 2025** during the two-day International Conference on **Current Perspectives in Public and Environmental Health** at the Goswami Ganesh Dutt Sanatan Dharma College, Sector-32, Chandigarh.

Prof. Pramod Kumar delivered the inaugural address on **18th March 2025** as the chief guest in a two-day ICSSR-sponsored workshop on **Curriculum Development in Public Administration** was organized at Panjab University in collaboration with IIPA Punjab and Chandigarh Regional Branch on **18th and 19th March 2025** at ICSSR Complex, Panjab University, Chandigarh.

Brainstorming Session/ Meetings

A Brainstorming Session on **Agrarian Crisis in Punjab: Diagnosis and Prognosis** jointly organized by IDC, Bharat Krishak Samaj and PI-RAHI Foundation on **15th September 2024**.

A Brainstorming Session on **Climate Resilient Agriculture in India** was organised by IDC in association with the Sustainology 360 Pvt. Ltd on **14th February 2025**. Representatives from IDC Chandigarh, PAU Ludhiana, Institute for Governance and Sustainable Development (IGSD) and agriculturalists participated in the session.

An Interactive Session on **India-US Relations: Revisiting Immigration and its Impact on Diaspora and Aspirational Youth** was organized on **7th March 2025**. The event brought together leading scholars, policymakers, and experts to analyse evolving immigration policies under the new American administration and their socio-economic impact. Dr. Virginia Van Dyke was the key speaker in the event.

Prof. Pramod Kumar and Prof. Ronki Ram attended a **Research Meeting** at Ryukoku University, Kyoto, Japan on **28th March 2025** with Prof. Funahashi Kenta of Ryukoku University, a regular member of the research team under the Japanese Government's Grant-in-Air Scientific Research on Political Analysis of Decentralisation and Centralisation: A Path toward Development and Restoration of Democracy as Revealed in 28 States of India, 2025-2025, at Hiroshima and Ryukoku University (Japan).

COLLABORATIONS

- A meeting was conducted to discuss the operationalization of the Panjab University (PU) Chandigarh – Indian Institute of Technology (IIT) Ropar – Regional Accelerator for Holistic Innovations Foundation (PI-RAHI) and its potential collaboration with the Institute for Development and Communication (IDC), Chandigarh for carrying out the desired objectives and activities in synergy. The meeting in this regard was held at IDC on **27th June 2024**. On **3rd September 2025** PI-RAHI through its email intimated that the Vice Chancellor Panjab University has approved IDC as partner in the PI-RAHI Foundation.
- IDC entered into collaboration with the National Institute of Electronics and Information Technology (NIELIT) Chandigarh and MoU was signed on **11th July 2024**.

Objectives:

- NIELIT would share the list of course/certifications being run at their facilities (at both Chandigarh and Ropar campuses) including their duration, fee structure, residential/non-residential facilities available.
- IDC and NIELIT together, may design specially curated value added courses (VACs)/ short term courses for the students of IDC-CASSM keeping in mind their professional requirements.
- An advisory board consisting members from both the institutes is formed to further the initiatives.

An MoU was signed on **25th November 2025** between Sahir Web Solutions (SWS), Chandigarh and IDC Chandigarh for development of IDC website and development for Digital Marketing Services.

PH.D. PROGRAMME

The Institute for Development and Communication (IDC) is an approved research centre of Panjab University, Chandigarh. The Ph.D. programme is being conducted in various subjects like Economics, Sociology, Political Science, Public Administration, Gender Studies, and, Defence Studies. Till now, five (5) scholars have been awarded PhD degree and one (1) scholar is awaiting her PhD Viva Voce.

In the academic session 2024-25, three (3) Candidates, Mr. Amit Kumar (Women's Studies), Mr. Gaurav Saini (Economics) and Ms. Manvi Khurana (Economics) have been awarded Degree of PhD.

Research Degree Committee (RDC) Presentation of Ms. Neetu (Political Science) on the topic "Khaps in the Evolving Socio-Political Landscape in Haryana: A Critical Study" was held on 25th October 2024 at the Department of Political Science PU.

Pre-PhD Coursework of three (3) IDC research scholars commenced from August 2024: Parneet Kaur (Economics 5 Aug 2024), Jagmohit Pal Singh (Public Administration 19 Aug 2024) and Sahil Kumar (Defence Studies 19 Aug 2024).

INTERNSHIP PROGRAMME

INTERNATIONAL INTERNSHIP PROGRAMME

Shastri Indo-Canadian Institute (SICI) IDC-SICI International Internship Programme

Five interns from Alberta-Canada completed their 56 Days internship at IDC. Their internship commenced on 28 June till 25 August, 2024.

Internship Projects:

- Innovations in Packaging Films: Finding Sustainable Solutions (Toppan Speciality Films – TSF Pvt. Ltd.)
- Exploring Alternate Dispute Resolution (ADR) Mechanism: A Case Study of Community Policing Centres (Saanjh and Samavesh Kendras)
- Action Plan to Combat Challenges of Climate Change and Its Impact
- Application of Artificial Intelligence & Machine Learning, and Data Science

The closure report **Reflections and Outcomes** alongwith desired documents and presentations was submitted to SICI on 17th October.

Session 2025-26

SICI has also desired IDC to participate in the upcoming SASI internship project for 2025 (Summer). Awaiting SICI's call to submit new projects. Eight project proposals have been submitted to SICI in the month of January 2025. Canadian Interns coming to IDC will be finalised in the month of May 2025.

NATIONAL/REGIONAL INTERNSHIP PROGRAMME

The Institute offers internship programme to graduate/post-graduate students to provide them practical experience in conducting research. IDC has been conducting internship programme in collaboration with the Panjab University, Chandigarh and Chandigarh University Mohali for the past 9 years. Besides these, interns from different universities of India also apply for internship. These candidates are chosen after careful scrutiny and interviews.

Twelve (12) Students from Different Universities completed their internship at IDC (May – Aug 2024)

- Three (3) MBA students of **CASSM** completed their internship at IDC starting 1 June – 15 Jul 2024.
- Seven (7) students of MA Public Administration from the Dept. of Public Administration, **Panjab University** have applied for summer internship at IDC. Interviews were conducted on 27 May 2024. Four (4) students were selected by the committee. The interns completed their internship starting 3 Jun – 18 Jul 2024.
- Fourteen (14) BA (Liberal Arts) students from **Chandigarh University** have applied for internship at IDC. Interviews were conducted on 27 May 2024. Three (3) students were selected by the committee. The interns completed their internship starting 28 May – 28 Jun 2024.
- Two (2) students from **Christ University**, Bengaluru and **Delhi University**, New Delhi completed their internship at IDC.

Till now, 66 students from Panjab University (since 2010-11), 44 students from Chandigarh University (since 2021-22), 3 students from CASSM, and 2 students from other universities have completed their internship on various socially relevant issues. A total of 115 under-graduate and post-graduate students have successfully completed their internship.

Interns from different universities of India apply for internship. These candidates are chosen after careful scrutiny and interviews.

IDC-ETI TRAINING PROGRAMME

The Ministry has extended the MoU signed with the IDC upto 31 March 2024. Communication for the next extension has been made and extension for the next period is in Process.

ARTICLES/PUBLICATION BY THE FACULTY (APRIL 2023-MARCH 2024)

- ❑ Pramod Kumar. **“Punjab, unlike Other States**, has been known to resist a national electoral wave” published in The Indian Express on 30.05.2024.
- ❑ Pramod Kumar. A revised final paper on **“Dynamics of Co-existence of Competing Identities in Punjab”** sent for publishing in Routledge Handbook of Punjab Studies (RHPS) 07.08.2024.
- ❑ Pramod Kumar. Debate - **The Arguments Against 'One Nation, One Election' Are Unconvincing**, The Wire on 27 Sep 2024.
- ❑ Pramod Kumar. **Decoding the Vote (Assembly Election 2024 Haryana and Jammu & Kashmir)**, The Week. 20 Oct 2024.
- ❑ Pramod Kumar. **Fresh Violence in Canada**, Babushahi on 5 Nov 2024.
- ❑ Pramod Kumar. **Post-Akaltakht verdict, Sukhbir Singh Badal’s Crisis and Opportunity (Akali Politics)**, Indian Express on 4 Dec 2024.
- ❑ Pramod Kumar. 09 Feb 2025: **“Delhi loss may trigger churning in AAP's Punjab den”**, Opinion, Times of India.
- ❑ Pramod Kumar. 09 Feb 2025: **“What AAP’s defeat in Delhi could mean for Punjab & Bhagwant Mann”**, The Print.
- ❑ Pramod Kumar. 13 Feb 2025: **“AAP defeat in Delhi, an opportunity for SAD and Congress in Punjab”**, Indian Express.
- ❑ Pramod Kumar. Note on **A SAGA OF THREE PUNJABS (On Emigration Punjab - Abroad)**. In Press.
- ❑ Pramod Kumar. A paper on **Dynamics of Co-existence of Competing Identities in Punjab**. In Press.

- ❑ H.S. Shergill. Monograph on **Current State of Agricultural Tubewells in Punjab**. 2025.
- ❑ H.S. Shergill and Varinder Sharma. **Living Conditions and Durable Goods Ownership by Farmers in Punjab** (Ongoing).
- ❑ H.S. Shergill and Varinder Sharma. **Living Conditions and consumption standards of rural SCs of Punjab: A preliminary estimate**, Submitted for publication in the Journal of Punjab Studies.
- ❑ B.S. Ghuman. **Regaining Economic Supremacy of Punjab through Policy Breakthroughs**. Hindustan Times. 09.06.2024.
- ❑ B.S. Ghuman. **Union Budget should focus on growth, equity and job creation**. The Tribune. 04.07.2024.
- ❑ B.S. Ghuman. **Challenges before Punjab and 16th Finance Commission**. Hindustan Times. 20.07.2024.
- ❑ B.S. Ghuman. **Budget Opportunity to Arrest Growth Declaration**. Hindustan Times. 8 Jan 2025.
- ❑ Sunil Kumar Sinha. 02 Feb 2025. **State wish lists remain unfulfilled though they will partner in Growth**, (on Union Budget 2025), Mint (E-Paper); and, on 03 Mar. 2025 – **Why understanding human behaviour is key to opinion trading success**, ET Edge Insights.
- ❑ ShuchiKapuria. **Punjab's 'Donkey Flights' to the world's conflict zones**. Down to Earth. <https://www.downtoearth.org.in> › Governance. 25 Apr 2024.
- ❑ Richa Walia. **The Divorce Pandemic: Love, Loyalty, Longevity and Legal Changes**, Legal Service India (E-journal), Online available at: <http://www.legalserviceindia.com/legal/article-18923>. 25 Nov 2024.
- ❑ Richa Walia. **AQI Severely Worsens – Concern and Disarray**, Indian Currents, Vol:XXXVII (01), Online available at: <https://www.indiancurrents.org/article-aqi-severely-worsens--concern-and-disarray-dr-richa-walia-2413.php>. 6 Jan 2025.
- ❑ Amit Kumar - Dec. 2024 – “The Citizenship: A Ship Sailing Citizen Without a Helm”. In R. Dutta & M. Choudhury (Ed.). *Discerning the Margins* (pp. 58-71). New Delhi: Authorspress.

- ❑ Amit Kumar & Paul, Samanwita -Dec. 2024 –“Locating Sexting in the Contemporary Indian Sexual Arena”. Book of Abstracts ICS 2024- Inclusion, Communication & Social Engagement.
- ❑ Amit Kumar (2024). **The Citizenship: A Ship Sailing Citizen Without a Helm**. In R. Dutta & M. Choudhury (Ed.). *Discerning the Margins* (pp. 58-71). New Delhi: Authorspress.
- ❑ Amit Kumar (2024). **Punjab is awash in drugs, and the state's police won't stop**. *360info Asia-Pacific*. July 08.
- ❑ Amit Kumar & Paul, S. (2024). **Locating Sexting in the Contemporary Indian Sexual Arena**. *Book of Abstracts ICS 2024- Inclusion, Communication & Social Engagement*.
- ❑ Amit Kumar (2025).**Comedians vs. Censors: Revisiting Ideology and Language of Abuse**. *Mainstream Weekly*. Vol. 63, No. 10. March 08.
- ❑ Amit Kumar – An article on drugs on the topic "Punjab is awash in drugs the state's police won't stop" published in Journalism 360 info. As a part of the report “Rethinking Drug Policy: Punishment to Public Health” on 08.07.2024.
- ❑ Srishti Chauhan. **Dirty Business: Political Discourse Hits a New Low** published in Hindustan Times on 26.05.2024. Srishti Chauhan
- ❑ Srishti Chauhan.**Labels, Accusations and Debased Political Narrative** published in Daily World (Editorial) on 30.06.2024. Srishti Chauhan

PROF. RANDHIR SINGH RESEARCH AND REFERENCE LIBRARY

RESEARCH FACILITIES:

To help in research the following facilities are provided by the IDC library.

Total Titles: 11,000+

IDC Reports: In-house published titles are available. Nine recent publications on different themes/subjects have been accessioned in 2024-25.

New Collections: The collection is ever growing and many new titles have been added recently.

ICSSR Membership: Accessing e-Resources like Political Science Complete, Econlit, Soc-Index, PsycArticles, Library Information Science & Technology Abstracts (LISTA), JSTOR, J-Gate, Prowess IQ, et cetera.

Audio-Video: Research material depicting the culture and language of the region are kept for the reference services.

Documentation: Dissemination and management of the newspaper clippings.

Online resources: Economic and Political Weekly.

knimbus: Access to Digital Library.

MEMBERSHIP:

Improving access to users: IDC is a member of the knowledge cluster/hub—as Chandigarh Region Innovation and Knowledge Cluster (CRIKC) which provides sharing of library resources, lecture notification amongst different institutions, and joint Ph.D. programs including common courses.

Since IDC is an approved Research Centre of Panjab University, Chandigarh, we can use the library resources of the University.

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The New Campus of Institute for Development and Communication (IDC) in Sector 38-A Chandigarh.

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15	Prof. B.S. Ghuman	16	Prof. Ronki Ram
17	Mr. S.K. Sharma, IPS (Retd.)	18	Mr. Satish Chandra, IAS (Retd.)
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21	Principal Secretary/Nominated Representative of the Department of Planning, Government of Punjab (Ex-Officio)	22	Mr. Gopal Vaidyanathan
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