MINUTES OF THE 26^{TH} ANNUAL GENERAL BODY MEETING OF FOIR

DATE: 02 JUNE 2025

VENUE: NEW DELHI

- 1. The 26th Annual General Body meeting of the Forum of Indian Regulators (FOIR) was held on 02-June-2025 at New Delhi, and presided over by Shri Ravi Mital, Hony. Chairperson, FOIR/Chairperson, IBBI. The list of attendees is attached as **Appendix**.
- 2. At the outset, Hony. Chairperson-FOIR / Chairperson-IBBI welcomed the General Body Members to the 26th AGM of FOIR. He apprised the Forum of the agenda at hand. Speaking on the financial status of the Forum, the Chairperson informed the members that the funds had nearly dried up and given the current level of contributions through membership fees, the Forum would either have to curtail its activities and operate on a reduced budget or consider enhancing the membership fees to continue with the existing activities. He further informed the GB members that the Governing Body in the 58th GBM had recommended increase in membership fees with requirement of reducing the physical programs and increasing virtual programs so as to manage the activities within the envisaged funds. Furthermore, Hony. Chairperson suggested that the General Body members, who include a significant number of superannuated members, may be invited to share their vast knowledge and wisdom through structured knowledge-sharing programs, preferably in a virtual format. Such sessions would enhance FOIR's relevance and provide valuable benefits to the Forum. Additionally, the Chairperson proposed that FOIR could consider partially or fully sponsoring research work (should any member wish to pursue a project) and submit a proposal to FOIR on a relevant topic. In his concluding remarks, he urged the Central Sector member regulators of FOIR to take the initiative to organise programs in association with FOIR to enhance the engagements and activities of the Forum.
- 3. Hony Vice-Chairman/Chairperson-AERA, Shri S.K.G. Rahate, in his opening remarks, applauded the efforts and outcomes of last year's Inter-Regulator Working Group of FOIR and expressed the desire to take this initiative to the next level. Citing AERA's recent decision to revamp its Tariff Guidelines, he expressed keen interest in learning from CERC's experience, particularly regarding their cost-plus approach and cost-revenue efficiency. In this context, he suggested constitution of a Working Group of Regulators, also including Hony. Members, to benefit from their vast experience and knowledge. He also acknowledged the various activities of the Forum, especially last year's Capacity Building programs, which had greatly benefited officials. He recommended that such programs be continued this year as well.

- 4. In his remarks, Hony Vice-Chairperson / Chairperson- TRAI, Shri Anil Kumar Lahoti, applauded the efforts of the 5G Technical Working Group (TWG) of FOIR. Regarding TRAI, he explained the contours of its recent endeavor on the Rating of Digital Connectivity of Properties and expressed a desire to collaborate with FOIR, suggesting that TRAI could be invited to make a presentation on the subject for the benefit of all members.
- 5. Thereafter, the agenda items were taken up for discussion.

AGENDA ITEM 1: CONFIRMATION OF THE MINUTES OF 25th ANNUAL GENERAL BODY

6. Jt. Chief (RA), CERC updated the members of the action taken on the Minutes of the 25th AGM. After discussion, the General Body Members approved the minutes.

AGENDA ITEM 2: RE-CONSTITUTION OF GOVERNING BODY

7. Joint Chief (RA), CERC briefed the General Body members about the Rules and Regulations of FOIR, which govern the composition of the Governing Body (GB). The members of FOIR may hold the office as long as they hold the office in their respective institution. The Chairperson or Members of Electricity Regulatory Commissions/Authorities are nominated to the GB based on their seniority if they have at least one-year service remaining in their organization. The members noted and approved the proposed re-constitution of the Governing Body for 2025-2026 (Annexure 1)

AGENDA ITEM 3: ACCOUNTS RELATED MATTERS

- (i) Budget for F.Y. 2025-2026.
- 8. Joint Chief (RA), CERC briefed the members w.r.t. the salient features of the proposed budget for the F.Y. 2025-2026. The General Body Members were apprised on the earlier annual membership fees of Rs.4 lakh (for other States) and Rs.2 lakh (for N-E States) reduced to Rs. 1 lakh (for other States) & Rs.50,000/- (for N-E States), in the F.Y. 2020-2021, due to accumulated funds.
- 9. Further, it was apprised that as most of the accumulated funds have now been utilized with no tax implications, the Governing Body Members during their meeting held on 23rd May, 2025 (through online mode), decided that there is a need to increase/restore the annual membership fee, so as to continue the proposed annual activities, as below:
 - a. Rs. 5 lakh for the Central Sector Regulators,
 - b. Rs. 4 lakh for other States, and
 - c. Rs. 2 lakh for North-East States.

- 10. After discussion, the General Body endorsed the decision of the Governing Body for increase in membership fees from 2025-26 as stated in Para 9 above
- 11. On the annual activities, Chairperson, IBBI/FOIR informed that as IBBI has proposed to support a few of the activities of FOIR for optimization of funds, other Regulators may also contribute accordingly.
- 12. The GB Members were further apprised with regard to the "Regulatory Governance" course to be conducted during the F.Y. 2025-2026 and as decided by the Governing Body during their meeting, quotes will be solicited from IITs, NLUs & IICA and the decision on the selection of the Institute will be taken by Hony Chairperson, FOIR / Chairperson IBBI and Hony Vice-Chairperson, FOIR/Chairperson, CERC.
- 13. Joint Chief (RA), CERC also apprised the GB Members that for the F.Y. 2025-2026, 4 new studies are being proposed and the topics for the same may be suggested by all the Members (including Hony Members) within 15 days' time-frame. To this effect, FOIR Sectt at IICA will mail all the Members seeking suggestions.
- 14. As regards the programs/activities to be held outside Delhi, Hony Member(s) of FOIR suggested that looking at the depletion of income & costs, sponsorship for the proposed activities can be invited. Further, it was also suggested that a write-up on various critical issues must be shared with all the Members including Hony Members for their suggestions.
- 15. Thereafter, Director, FOIR Centre at IICA briefed the General Body on the proposed activities of FOIR conducted during the F.Y. 2024-2025 and to be initiated by IICA (knowledge partner of FOIR) during the F.Y. 2025-2026. It was also apprised that in order to optimize the cost on the activities, the budget for F.Y. 2025-2026, as compared to the F.Y. 2024-2025, has been reduced accordingly.
- 16. The GB, after discussion approved the budget.

(ii) (a) Audited Accounts for F.Y. 2024-2025. (b)Resolution.

- 17. Joint Chief (RA), CERC apprised the Members w.r.t. the salient features of the Audited Accounts for the F.Y. 2024-2025 and necessary resolution to be approved by the Members w.r.t. the Balance Sheet and Income Expenditure.
- 18. After discussion, the GB Members approved the Audited Accounts & the Resolution.

(iii) Appointment of Auditor for the F.Y. 2024-2025.

(iv) Appointment of Tax Consultant for filing the Income Tax Return for the F.Y. 2024- 2025.

- 19. Joint Chief (RA), CERC informed the Members that based on the satisfactory performance of the Auditor and the Tax Consultant, the Competent Authority in FOIR Sectt have re-appointed the Auditor [M/s Nirbhaya & Associates, Chartered Accountants, New Delhi] (being 2nd year of their 3 years tenure) to conduct the audit and the Tax Consultant [M/s HUMS & Associates, Chartered Accountants, New Delhi] (being 3rd & final year of their 3 years tenure) to file the Income Tax Return and necessary statutory forms, for the F.Y.2024-2025.
- 20. Further, as the tenure of the Tax Consultant will come to a close, as per the past practice in FOIR, viz. on completion of a tenure of 3 years, fresh quotations will be called from the Chartered Accountant firms (empanelled with the C&AG of India), and the firm (with the lowest quotation, viz. L1) will be appointed for filing the Income Tax Return and the necessary statutory forms of FOIR for the F.Y. 2025-2026 and further for subsequent 2 years, based on their satisfactory performance.

21. The GB noted the same

AGENDA ITEM 4: FOIR TECHNICAL WORKING GROUP TO ASSESS AND FACILITATE ADOPTION OF 5G COMMUNICATION AND INFORMATION TECHNOLOGIES ACROSS VARIOUS INDUSTRY VERTICALS – UPDATE

- 22. Shri Anjani Kumar Tiwari, Member, PNGRB and Chairperson of the Technical Working Group (TWG), provided the General Body Members with an update on the TWG's activities. He informed them that the TWG had convened three times to date. Subsequently, the TWG decided that TRAI would prepare a Consultation Paper on this aspect. Accordingly, TRAI has initiated a Consultation Paper on "Digital transformation through 5G Ecosystem." Based on this paper, Open House discussions will be held with stakeholders, and the proceedings will then be submitted to the TWG for further deliberation. The members of the General Body acknowledged the update of the TWG.
- 23. Furthermore, Shri Tiwari suggested the formation of a Working Group comprising various regulators to collaborate on innovative tariff models and cross-sharing of insights. This proposal was supported by the Hony. Chairperson FOIR, who recommended constituting a Working Group consisting of 1 Member each from CERC (Chairing the WG), AERA, TAMP and PNGRB, along with three Hony Members. The WG will focus on studying cost and revenue efficiency as well as tariff determination principles. The General Body expressed their support for this initiative.

AGENDA ITEM 5: UPDATE BY FOIR CENTRE, IICA

24. Dr. Naveen Sirohi, Director, FOIR Centre at IICA gave a short presentation (Annexure
2) on the activities conducted during Fiscal Year 2024-2025 and activities proposed for Fiscal Year 2025 – 26.

(a) Activities Conducted for 2024-25

- 25. FOIR Centre, IICA conducted various activities for the Forum during the FY 24-25 as follows:
 - a) Colloquium for Central Sector Chairpersons of FOIR at Faridabad.
 - b) Working Group on Inter-Regulatory Cooperation
 - c) 4 Month Certificate Course on Regulatory Governance-Hybrid (7th Batch)
 - d) Annual Conference for General Body Members of FOIR at Goa
 - e) 02 Capacity Building Programs for officials of FOIR Member Organizations
 - i) Collaborative Regulatory Advancement through Inter Sectoral Experience in Goa
 - ii) Strengthening Organisational Resilience of FOIR Regulatory Bodies in Goa
 - f)02 Quarterly e-Newsletter Regulatory Digest
 - g) 02 Webinars / KYR episodes
 - h) Support in 26th AGM of FOIR
 - i) Other administrative & coordination activities

The General Body noted the activities of the FOIR Centre, IICA.

(b) Activities proposed for 2025-26

- 26. FOIR Centre, IICA proposed the following activities to be conducted for the Forum during the FY 25-26:
 - a) Colloquium for Central Sector Chairpersons at Delhi (physical)
 - b) Annual Conference for members outside Delhi (physical)
 - c) 3-day Capacity Building Program for
 - i) Senior level officers at IICA premises (physical)
 - ii) Mid-level officers (online)
 - d) 04 e-Newsletters 'Regulatory Digest'
 - e) 04 Webinars / Know Your Regulator (KYR) Series
 - f) National / International Conference on Regulation
 - g) Compendium Call for Articles
 - h) Compilation of Achievement Report of all FOIR Members
 - i) Hybrid Lecture / Panel Discussion Series
 - j) Support in AGM, GBM, Annual Report, Filing with Registrar of Societies etc
 - k) Other administrative & coordination activities

- 27. After discussion, the General Body approved all proposed activities along with the budgeted costs.
- 28. At the end of the meeting, Shri Harpreet Singh Pruthi, Executive Secretary, FOIR & Secretary, CERC expressed his heartfelt gratitude to all the members who attended the meeting. He thanked the members for approving the increase in membership fees, noting that it would strengthen the Forum's reserves and enable easier execution of its activities. He acknowledged the updates provided by the Working Group and expressed a desire to look to TRAI for enhancing digital and telecommunication connectivity. He highlighted the proposals made by the Hony. Chairperson, FOIR / Chairperson, IBBI, regarding Central Sector Members conducting programs in collaboration with FOIR.
- 29. He also appreciated the contributions of the Inter-Regulator Working Group over the past year, which had benefitted Forum members, and emphasized the proposals made by the Chairperson-AERA and the Member-PNGRB to continue driving value through further such studies. He affirmed that the suggestions made on various aspects during the meeting were well-received. Finally, he commended the efforts of the FOIR Secretariat, acknowledged the leadership of their Chair Shri Jishnu Barua, Hony. Vice Chairperson, FOIR / Chairperson, CERC and appreciated the officers and staff of CERC for organizing the meeting. He also expressed his gratitude to the Knowledge Partner-IICA for their contributions and expressed that he looked forward to timely and effective conduct of activities in the year ahead. He concluded his remarks with a final vote of thanks to the Chair.

LIST OF PARTICIPANTS

S. No.	Name	Designation
1.	Mr. Ravi Mital	Chairperson, IBBI &
		Hony. Chairman, FOIR
2.	Mr. Anil Kumar Lahoti	Chairperson, TRAI &
		Hony. Vice-Chairman, FOIR
3.	Mr. S.K.G. Rahate	Chairperson, AERA &
	11 5 151 11	Hony. Vice-Chairman, FOIR
4.	Mr. Ramesh Babu Veeravalli	Member, CERC &
	16.77	Hony. Secretary, FOIR
5.	Mr. Hemant Verma	Chairperson, CSERC
6.	Mr. Anil Mukim	Chairperson, GERC
7.	Mr. P. Ravi Kumar	Chairperson, KERC
8.	Mr. Chandan Kumar Mondol	Chairperson, MsERC
9.	Mr. Pradeep Kumar Jena	Chairperson, OERC
10.	Dr. Rajesh Sharma	Chairperson, RERC
11.	Mr. K.B. Kunwar	Chairperson, SSERC
12.	Mr. Ravinder Singh Dhillon	Member, CERC
13.	Mr. D.K. Kamra	Member, AERA
14.	Ms. V. Vidya	Member, AERA
15.	Mr. Arun Kumar Sinha	Member, BERC
16.	Mr. Shashi Kant Joshi	Member, HPERC
17.	Mr. Mahendra Prasad	Member, JSERC
18.	Ms. Jyoti Prasad	Member, JERC for State of Goa & UTs
19.	Mr. H.K. Jagadeesh	Member, KERC
20.	Mr. Jawaid Akhtar	Member, KERC
21.	Mr. A.J. Wilson	Member, KSERC

22.	Mr. Prashant Kumar Chaturvedi	Member, MPERC			
23.	Mr. Sushanta Kumar Ray Mohapatra	Member, OERC			
24.	Mr. Anjani Kumar Tiwari	Member, PNGRB			
25.	Mr. Paramjeet Singh	Member, PSERC			
26.	Mr. Binod Kumar Singh	Member, RERA, Punjab			
27.	Dr. M.P. Tangirala	Member, TRAI			
28.	Mr. Ritu Ranjan Mittar	Member, TRAI			
29.	Mr. Anurag Sharma	Member, UERC			
30.	Dr. V.K. Garg	Ex-Chairperson, JERC for State of Goa & UTs			
31.	Mr. M.K. Goel	Ex-Chairperson, JERC for State of Goa & UTs			
32.	Dr. H.L. Bajaj	Ex-Chairperson, CEA			
33.	Mr. V.S. Ailawadi	Ex-Chairperson, HERC			
34.	Mr. D. Radhakrishna	Ex-Chairperson, TERC			
35.	Mr. V.S. Verma	Ex-Member, CERC			
36.	Mr. Indu Shekhar Jha	Ex-Member, CERC			
37.	Mr. Arun Goyal	Ex-Member, CERC			
38.	Mr. S.K. Jayaswal	Ex-Member, BERC			
39.	Mr. Rajeev Amit	Ex-Member, BERC			
40.	Mr. Ramesh Kumar Choudhary	Ex-Member, BERC			
41.	Mr. S.R. Sethi	Ex-Member, DERC			
42.	Ms. Anjuli Chandra	Ex-Member, PSERC			
43.	Mr. Harpreet Singh Pruthi	Executive Secretary, FOIR			
44.	Dr. Sushanta K. Chatterjee	Chief (RA), CERC			
FOIR SECRETARIAT					
45	45. Ms. Rashmi S. Nair Jt. Chief (RA), CERC				

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46.	Dr. Naveen Sirohi	Director, FOIR Centre, IICA
47.	Mr. Debasish Roy	Asst. Chief (RA)
48	Mr. Nilesh Diwan	Accounts Officer
49	Mr. Sushil Kumar Arora	Administrative Officer
50.	Mr. Aman Raj	Research Associate
51.	Mr. Davinder Kumar	Technical Officer (IT)
52.	Ms. Kajal	Fellow, IICA
53.	Mr. Rahul	IICA
54.	Mr. Tinku	RK, CERC

GOVERNING BODY OF "FOIR" FOR THE YEAR 2025-2026

Name & De Osignation	Date of Appointment in Regulatory Commission / Authority	Date of Retirement in Regulatory Commission / Authority
Hony. Chairperson		
Mr. Ravi Mital Chairperson, IBBI	09.02.2022	12.09.2026
Hony. Vice-Chairperson		
Mr. Jishnu Barua Chairperson, CERC	02.03.2023	31.08.2027
Dr. Anil Kumar Jain Chairperson, PNGRB	18.05.2023	15.10.2027
Ms. Ravneet Kaur Chairperson, CCI	23.05.2023	22.05.2028
Mr. Anil Kumar Lahoti Chairperson, TRAI	30.01.2024	29.01.2027
Mr. T.S. Balasubramanian (Member Finance) Officiating Chairperson, TAMP & Presiding Officer, Adjudicatory Board (when TAMP ceases to exist)	05.03.2012	Continuing
Mr. Sudhir Kumar Gangadhar Rahate Chairperson, AERA	14.05.2024	13.05.2027
Ms. Punya Salila Srivastava Chairperson, FSSAI	30.09.2024	Continuing
Mr. Kumar Sanjay Krishna Chairperson, AERC	04.01.2021	25.10.2025 (a)
Mr. Sanjay Kumar Chairperson, MERC	08.03.2021	07.02.2026 (b)
Mr. Vishwajeet Khanna Chairperson, PSERC	13.04.2021	12.04.2026 (c)
Hony. Members		
Mr. Paramjeet Singh Member, PSERC	17.11.2020	22.09.2025 (d)
Mr. A.J. Wilson Member, KSERC	27.11.2020	26.11.2025 (e)
Mr. Mehul M. Gandhi Member, GERC	01.12.2020	13.11.2025 (f)
Mr. Satyendra R Pandey Member, GERC	11.12.2020	10.12.2025 (g)
Mr. Yashwant Singh Chogal Member, HPERC	01.07.2021	30.06.2026 (h)
Mr. Gajender Singh Member, PNGRB	09.08.2021	13.06.2025 (i)
Ms. Jyoti Prasad Member, JERC for Goa & UTs	06.12.2021	18.06.2026
Mr. Jayanti Prasad Member, IBBI (from Financial Sector)	05.07.2022	30.11.2026

Hony. Secretary Mr. V Ramesh Babu	21.05.2024	06.01.2029
Member, CERC		
Hony Treasurer Mr. Harish Dudani Member, CERC	06.08.2024	15.08.2028

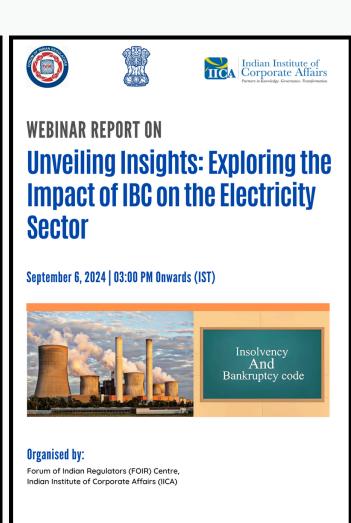
- a) Mr. P. Ravi Kumar, Chairperson, KERC will replace Mr. Kumar Sanjay Krishna, Chairperson, AERC and will serve as Hony. Vice Chairperson of FOIR (from 26.10.2025 to 02.05.2027).
- b) Dr. M.V. Rao, Chairperson, WBERC will replace Mr. Sanjay Kumar, Chairperson, MERC and will serve as Hony. Vice Chairperson of FOIR (from 08.02.2026 to 31.05.2027).
- c) Mr. T.K. Jose, Chairperson, KSERC will replace Mr. Vishwajeet Khanna, Chairperson, PSERC and will serve as Hony. Vice Chairperson of FOIR (from 13.04.2026 to 06.06.2027).
- d) Mr. Mahendra Prasad, Member, JSERC will replace Mr. Paramjeet Singh, Member, PSERC and will serve as Hony. Member of FOIR (from 23.09.2025 to 09.01.2027).
- e) Mr. Hemant Kumar Jain, Member, RERC will replace Mr. A.J. Wilson, Member, KSERC and will serve as Hony. Member of FOIR (from 27.11.2025 to 02.07.2027).
- f) Mr. Shashi Kant Joshi, Member, HPERC will replace Mr. Mehul M. Gandhi, Member, GERC and will serve as Hony. Member of FOIR (from 14.11.2025 to 13.10.2027).
- g) Mr. B. Pradeep, Member, KSERC will replace Mr. Satendra R Pandey, Member, GERC and will serve as Hony. Member of FOIR (from 11.12.2025 to 27.11.2027).
- h) Mr. Rakesh Kumar Goyal, Member, RERA Punjab will replace Mr. Yashwant Singh Chogal, Member, HPERC and will service as Hony. Member of FOIR (from 01.07.2026 to 04.09.2027).
- i) Mr. A.K. Tiwari, Member, PNGRB will replace Mr. Gajendra Singh, Member, PNGRB and will serve as Hony. Member of FOIR (from 14.06.2025 to 30.11.2026).

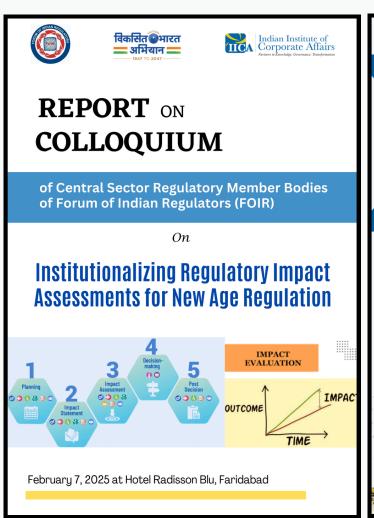
The name of new Presiding Officer of Adjudicatory Board will be included (when TAMP ceases to exist) as Hony. Vice Chairperson.

Presentation by IICA 26th AGM of FOIR

June 2, 2025 | IHC, New Delhi











Colloquium 2025

- **Colloquium** on "Institutionalising Regulatory Impact Assessment for New Age Regulation" at Faridabad conducted on February 7, 2025
- The objective was to understand the significance of Regulatory Impact Assessment (RIA) and ways to institutionalize it in regulatory organizations across India.
- The colloquium featured esteemed **panellists**, including:
 - Shri Ravi Mital (Hony Chairman, FOIR & Chairman, IBBI)
 - Shri Jishnu Barua (Hony Vice-Chairman, FOIR & Chairman, CERC)
 - Shri S K G Rahate (Hony Vice-Chairman, FOIR & Chairman, AERA)
 - Shri T S Balasubramanian (Hony Vice-Chairman, FOIR & Chairman in-charge, TAMP)
 - Shri Anjani Kumar Tiwari (Member, PNGRB)
 - Shri Ritu Ranjan Mittar (Member, TRAI)
- Sector-specific **discussions** explored the potential of RIA in improving the regulatory system, highlighting challenges and opportunities for its institutionalization in India's regulatory landscape.



Conference 2025

- Annual Conference on 'Empowering India's Growth: Handling Change in Scope & Change in Law in Public-Private Partnership Contracts for Infrastructure Development' was organised in Goa on February 22, 2025
- It aimed to discuss the critical importance of Public-Private Partnerships (PPPs) in India's infrastructure development and explore the challenges and opportunities related to PPP projects.
- 60+ former and serving Chairpersons and Members of various regulatory bodies attended the event including CERC, PNGRB, AERA, RERA, SERCs
- **Expert session** conducted on change in scope & change in law in PPP contracts
- It was followed by **two thematic panel discussions**:
 - Challenges & opportunities related to PPP projects
 - Tariff regulation
- Panelists included experts from various regulatory bodies, including Shri R P Singh, Shri Binod Kumar Singh, Shri S Machendranathan, Shri U N Behera, Shri Mukesh Khullar, Shri Arun Goyal, Shri D K Sharma, Shri Viswajeet Khanna, Shri D K Kamra, and Shri Anjani Kumar Tiwari



Inter-Regulatory Cooperation Working Group

- FOIR Centre, IICA provided academic, research and secretarial support to Inter-Regulatory Cooperation Working Group resulting in coming out of
- The Working Group had looked into a detailed exploration and comparative analysis of tariff determination principles followed by four sectoral regulators namely, CERC, AERA, PNGRB, and TAMP (before tariff deregulation in 2021).
- Two additional parts of the report covered:
 - Compilation of regulatory best practices
 - Scope of Inter-sectoral collaboration







Regulatory Governance Course

- FOIR Centre, IICA successfully concluded 7th batch of flagship 4-Month Certificate Course on Regulatory Governance
- The course is uniquely designed to equip the participants with in-depth knowledge of the regulatory framework in India and global best practices.
- A total of **70 participants** have registered for Batch VII, including officials from FOIR Member Organisations and open market (non-FOIR) entities
- The course culminated with a **2-day campus immersion** at IICA providing the delegates an opportunity to interact with each other.



Performance during FY 2024-25

- Colloquium on "Institutionalising Regulatory Impact Assessment for New Age Regulation" at Surajkund, Faridabad
- Conference on "Empowering India's Growth: Handling Change in Scope and Change in Law in Public-Private Partnership Contracts for Infrastructure Development" in Goa
- Academic and secretarial support to Inter-Regulatory Cooperation Working Group
- 7th Batch of 4th Certificate Course in Regulatory Governance
- KYR Series with Chairperson Competition Commission of India (CCI)
- Webinar on "Unvelining Insights: Exploring the Impact of IBC on the Electricity Sector"
- 3-day Capacity Building Program on "Collaborative Regulatory Advancement through Inter-Sectoral Experience" in Goa
- 3-day Capacity Building Program on "Strengthening Organisational Resilience of FOIR Regulatory Bodies" in Goa
- 2 Issues of **eNewsletter** 'Regulatory Digest'
- Support in AGM, GBM, Annual Report, Filing with Registrar of Societies etc.

Proposed Activities during FY 2025-26

- Colloquium for Central Sector Chairpersons at Delhi (physical)
- Annual Conference for members outside Delhi (physical)
- 3-day Capacity Building Program for senior level officers at Delhi / IICA (physical)
- 3-day Capacity Building Program for mid-level officers (online)
- 4 Issues of **eNewsletter** 'Regulatory Digest'
- 4 Webinars / Know Your Regulator (KYR) Series

Proposed Activities during FY 2025-26

- Colloquium for Central Sector Chairpersons at Delhi (physical)
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- 4 Issues of eNewsletter 'Regulatory Digest'
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- National / International Conference on Regulation
- Compendium Call for Articles
- Compilation of Achievement Report of all FOIR Members
- Hybrid Lecture / Panel Discussion Series
- Support in AGM, GBM, Annual Report, Filing with Registrar of Societies etc.

Thank Jow