



# News Letter

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



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### EDITORIAL

In India's fight against corruption the "content and strength of legislations" is relevant but what is more important is the "will" of the Governments at the Centre and in the States to take on this menace seriously. How so ever strong the law or the implementing machinery may be, ultimately for meaningful results, at every step it requires active support of the Government of the day. In the absence of electoral reforms it may well be a dream to expect any worthwhile results in cleansing the polity. Each political party needs funds to fight elections. They will not come unless some undue favors are shown to the "donators". Most of such "favors", in a now more transparent regime, will get exposed. Many of the recent scams amply demonstrate intent of important functionaries of the political executive to amass wealth by influencing policy with active connivance of the bureaucracy and corporate houses. In this background Prime Minister's expression of intent towards electoral reforms is welcome.

Prevention is better than cure. Prevention requires systemic changes and not mere punitive provisions. Punitive action is directed at individuals and not at the malaise. Individuals targeted buy time till they are able to take advantage from the prolonged legal battles and their money power. Anti-corruption drive, therefore, has to be a management function at all levels of Governance. RTI is one such important systemic change introduced to make actions of public servants transparent. It must be used carefully. Democracy requires an informed citizenry and transparency of information to make Governments accountable. Revelation of information in practice does conflict with other public interests including efficient operations of the Government, optimum use of limited fiscal resources and the preservation of confidentiality of sensitive information. These conflicting interests need to be harmonized without diluting the RTI by establishing good practices

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### CORROSION OF STEEL FRAME: IMPLICATION ON GOOD GOVERNANCE

A seminar on "Corrosion of Steel Frame: Implication on Good Governance" was organised on April 9, 2011. H.E. the Governor, Jammu and Kashmir, Sh. N.N. Vohra was the Chief Guest on this occasion. Prof. Balveer Arora, former pro Vice-Chancellor, Jawahar Lal Nehru University and presently Chairman, Centre for Multilevel federal Institute of Social Sciences, New Delhi and Sh. B. B. Vyas, IAS, Principal Secretary to the Chief Minister, J&K were the main speakers. The function was attended by eminent serving and retired



civil, police and army officers, besides academicians, social activists and members of IIPA.

H.E., the Governor in his address stressed the importance of strict discipline, greater accountability, transparency, adherence to ethical values and devotion to duty among all public services to meet people's expectations and contribute to nation building. Acknowledging the contributions of the civil servants immediately after independence, he said that they laid the foundation of future growth under the visionary leadership of then Prime Minister, Pt. J L Nehru. He referred to the evolution of federal polity, growth of regionalism, the break up of single party system and the virtual birth of a new State, which led to the politicization of the public services with the consequential loss of discipline and

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## Editorial

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and preventing misuse of this legislation. Let honest public servants not be unduly targeted for decisions taken in good faith. In such a situation the quality of Governance will suffer. The key is the "intent" in taking a decision and this can easily be inferred from whether the public servant willfully benefited or allowed any one else to usurp public money.

Technology will have to be leveraged to make Government transactions transparent. And above all strict supervisory checks at all levels coupled with speedy departmental action against those violating service conduct rules will make a huge difference in preventing corruption particularly at the cutting edge level. Every public office has to be made citizen friendly through use of technology and scrupulously following the time limit set for each public service.

Exemplary punitive action does help but only when it is achieved in a time frame. Speedy justice can be ensured with time bound and quality investigation and availability of sufficient courts for judicial determination. Delays in investigation and trial not only are detrimental to the outcome of trial but also set bad examples. Public memory is short and a court decision after a decade or more has no impact on the society. Therefore, for enforcement agencies the motto should be "Quality and not Quantity". The proposed Lokpal, therefore, will be more effective if its mandate is restricted to complaints against the top political executive and the bureaucracy. It will be travesty of justice if Lokpal or the Lokayuktas fall in the trap of being overwhelmed by the mere volume of complaints dealing with petty corruption.

The anti-corruption drive appears to be aimed at public servants alone. Corporate and big business houses have been known for quite some time to induce corruption in deals with the Government by setting aside sizeable sums as kickbacks. Recent scams have further exposed this nexus resulting in corporate houses influencing policy. Is it not absurd that a fresh pass out of an IIM gets an annual package of Rs 1 crore in a country where an

income of Rs 32 per day per person is used for identifying people below poverty line? A district Collector or Superintendent of Police gets an annual package of no more than Rs 6 to Rs 10 lakhs and senior faculty at the IIMs who produce MBAs can not expect even Rs 25 lakhs at the fag end of their careers. Who determines this pay structure? Who audits the commercial transactions and purchases for instance by an Electronic Media channel? Every penny spent by corporate houses ultimately gets reflected in the costs of goods and services produced and sold to the common citizens or the Government. The public money is indirectly drained without any accountability. The disparities in incomes are reflected in the "anti-big money" and "occupy Wall Street" agitations in the rest of the world. The support that Anna Hazare campaign received was symbolically for the Lokpal Bill but represents a general discontent in the youth and the middle class against disparities and of course corruption. Corporate houses as well as NGOs receiving Government funds must also, therefore, be brought under the purview of RTI and anti-corruption laws.

In the ultimate analysis corruption has to be fought at different levels beginning with a strong resolve of the citizens and the Government. It is the "will" of the Governments in the centre and the states that will determine the course of events in our fight against corruption rather than the contents of a particular "Bill".

When we chose "Corruption-free Governance- a myth or reality" as theme for this issue of the Newsletter about six months back, we little realized that in the intervening period the attention of the entire country will get focused to eradication of corruption. Meanwhile, the J&K Regional Branch of the IIPA organized a seminar on "Corrosion of the Steel Frame- implication on good Governance" on April 9 and a workshop for middle level Managers of Government Departments, PSUs and the private sector on "Ethics in Public Administration" on July 19. Brief proceedings of these events as also some write ups on the theme are included in this issue.

The theme for papers for the next issue of newsletter is 'Reforms in school education'. The authors need to strictly adhere to a limit of 800 words and send a soft copy of the same along with a hard copy to the Editorial Board.

### Announcement

The next AGM shall be held on January 7, 2012 at 7 pm following which the general elections for the Executive Committee will be held.

## Corrosion of steel frame....

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accountability. He further added that serious gaps and failings in the honest and efficient delivery of public services, prolonged delays, corruption, insensitivity and un-accountability have eroded the foundations of good governance and resulted in the people at large losing trust in government of the day and consequent frustration and anger.



He suggested that strict adherence to the Constitution and rule of law along with prompt and severe punishment to those who go wrong are critical to maintain accountability. Today the political executive and public service will have to improve the quality of governance, eradicate corruption and inefficiency to win back the confidence of the citizens.

Prof. Balveer Arora mentioned the service as a reference point for both continuity and change. He stated that federal structures work according to the horizontal cutting bureaucracy whereas ours is lateral cutting. He mentioned that in the changing environment, a new philosophy of governance is required. Expanding notion of judicial review and oversight and public accountability is putting extreme pressure on bureaucracy to deliver in the desired way. The major concern according to Prof. Arora is the shrinking accountability towards the constitution and the weakening of parliament in enforcing accountability. He strongly suggested that autonomous institutions should

be strengthened so that they could resist corrosion

Mr. B. B. Vyas said that there is urgent need for assuring professional ethics and accountability in the service. He said that it is the mindset and behavioural dimension that is critical to win the confidence of the citizens. He suggested that change is required starting from policy design to the training process and from changing in role to value based policies. He added that there is need to improve competence and eliminate deceitfulness. The notion of inclusiveness should be adopted and emphasis should be on informed participation and equity to reflect good governance. He suggested that civil services should provide for and embrace within itself mechanism for professionalism by understanding the integrity towards the service and effective enforcing of the policies.

Dr. S.S. Bloeria in his key note address mentioned that civil service is facing serious criticism and trust deficit from all spheres of the society and that it is the time to look and do an honest introspection to improve the functioning of services. A list of measures that Dr. Bloeria suggested, included strict scrutiny of the provincial civil servants inducted to IAS and IPS on pure competitive and merit basis, establish right frame by stating the objectives of the service very clearly, institutional mechanism to nurture the talent, appreciate commitment for character during training and service and develop pride in service. He concluded by saying that every action of civil servant should be fair, compassionate and kind towards the masses.

Earlier Dr. Ashok Bhan in his welcome address introduced the topic and gave the brief account of the functioning and growth of civil services since independence. He said that over the years, because of undue interference, the accountability and functioning of the bureaucracy has eroded. The accountability to citizens has replaced by loyalty to political parties and individuals.

## OUR DISTINGUISHED MEMBERS



Dr S.S. Bloeria

J&K Regional branch hails the appointment of Dr S.S. Bloeria, former Chief Secretary and our Patron as Vice Chancellor of Central University Jammu.



Prof. S.K. Sharma

Indian Institute of Public Administration J&K Regional Branch, felicitates its Life Member, Prof. S.K. Sharma on his appointment as Information Commissioner.

10th Veerana Aivalli Memorial debate on the topic "In the opinion of the house, moral education should be made an integral part of school curriculum" will be held on Dec. 15, 2011 in Brig. Rajinder Singh Auditorium, University of Jammu.

## EVENTS



### 'DRAFT AMENDMENTS IN THE J&K STATE VIGILANCE COMMISSION ACT 2011'

To identify suitable changes in the Principal Act, IIPA organized a panel discussion on 'Draft Amendments in the J&K State Vigilance Commission Act 2011' on May 21, 2011. Thorough discussion and suggestions from cross section of various social organizations, NGOs, academicians and other stakeholders resulted in the drafting of a report which was sent to the government for due consideration. Members of civil society, Officers from Vigilance and other departments attended the panel discussions and actively took part in deliberations. Speakers included Dr. Ashok Bhan, former Vigilance Commissioner and Sh. D.C. Raina, leading Advocate and former Advocate General J&K.

### GOVERNMENT COMMITTED TO MAKE PANCHAYAT RAJ A SUCCESS - DR KOTWAL

Speaking on the role of Panchayat Raj in Rural Development on September 28, 2011 Dr. Pawan Kotwal, Divisional Commissioner, Jammu, laid stress on training of all stakeholders to make Panchayat Raj functional and vibrant. Shri D.P. Khajuria, former Director Agriculture & Rural Development Department and Shri M.I. Sadiq, former Assistant Commissioner Development and Principal, Regional Extension training Center, Jammu, in their deliberations, emphasized the need for block agencies to function as friend, philosopher and guide for Panchayat Raj institutions to make the working of this basic democratic unit, a success. Because of the higher responsibility to deal with working of fourteen important departments being entrusted at

Panchayat level to the Sarpanch and his team, there was need for training the Sarpanchs/Panchs and field functionaries of Rural department. The event concluded with an interaction session between the participants and the speakers.



### DEBATE ON "KASHMIRI LANGUAGE IS RECEDING ITS INFLUENCE IN OUR HOMES"

IIPA regional branch J&K in collaboration with Department of Student Welfare, University of Kashmir organized an annual debate on "Kashmiri Language is receding its influence in our homes" at University of Kashmir, Srinagar on July 16, 2011. Speaking on the occasion, several participants from Colleges and University departments linked the preservation of Kashmiri language to the preservation of their identity. Some participants reasoned the ineffectiveness of the parents in fulfilling their responsibilities of carrying forward the language on to the younger generation, as a reason for the receding use

of the language. Using interesting statistics and examples such as those of renowned Kashmiri saints and literates like Shiekh-ul-Alam, Lal Ded, Habba Khatoon, participants brought forward a very positive approach that the students have great responsibility and capacity to preserve the Kashmiri language. Sh. A.M. Watali, Vice Chairman, J&K Regional Branch, suggested that academia should translate the books in to Kashmiri language for those students who are interested in learning the language and want to appear in competitive exams. The debate was inaugurated by Prof. Neelofar Khan, Dean Students Welfare, University of Kashmir. Vice Chancellor Central University Srinagar, Prof. Abdul Wahid was the Chief Guest at the Prize distribution function.



# WORKSHOP ON ETHICS IN PUBLIC ADMINISTRATION

Today's emerging new world order is influencing the lives of individuals as well as organizations, where the ethical behaviour of public officials is a mounting concern necessitating a thorough discussion. In this context, Indian Institute of Public Administration (IIPA) - J&K regional branch organized one day workshop on July 19, 2011 "Ethics in Public Administration" coordinated by Prof. Indu Aima (IIPA, Jammu) and Dr. Alka Sharma (The Business School, University of Jammu) and attended by 30 middle level officers of various departments of J&K Government, industry and banks. The workshop was organized with a key objective to highlight the role of values as part of work culture in private and Government sectors besides presenting a balanced overview of the administrative challenges and opportunities vis-à-vis ethics faced by public administrators.

While deliberating on the theme, the key speaker Dr. S.S. Bloeria, former Chief Secretary J & K remarked that it is really difficult to demarcate the domain of ethics in terms of public or private space. He equated ethics with *dharma* in the ancient Indian philosophy which stands today for individual conduct in day-to-day life. Dr. Bloeria in his address informed the audience of three key parameters which need to be taken care of viz.: anonymity, ethics and continuity and ethics being very basic to all. Further deliberating on the theme, he mentioned about Chanakya's understanding of ethics, where he believed in "Shukhasya Mulm dharma" meaning that those who work with sincerity will be the happiest persons in life.

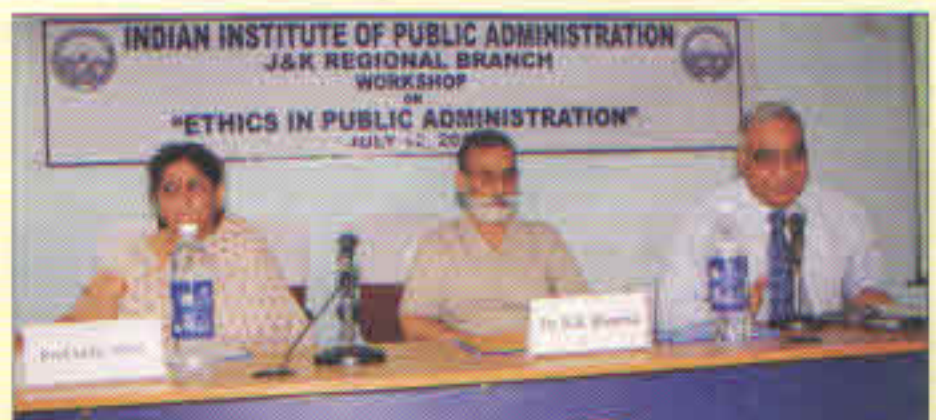
He called upon the Managers in Government and Private sectors to be aware of black, white and the grey areas. Black is forbidden and white has to be followed. However, he cautioned that in developing nations, there is so much area which falls in the grey and the officers who stretch it for their own benefits lay the ground for corruption. He also added that ethics in administration should focus on people not on profits. While concluding he commented that in *kathorupnishad*, there is option between pleasant and good and preference should be given to good.

The second speaker was Dr. Ashok Bhan, former Commissioner of Vigilance. He touched a wide range of issues where he maintained that unethical behavior pushes one into a vicious circle and managers in various sectors must not fall prey to it. Moreover, Ethics & morality is a personal domain and related to individual experiences. Further apprising the audience about the nexus between politicians, bureaucracy and business which has pushed the nation to recent scams, he highlighted the need for electoral reforms. Dr. Bhan advised the participants to be vigilant when the government money is being spent and treat it as if it is one's own money and accept only that much of hospitality which can be repaid. He cautioned that in order to lead an ethical lifestyle, surely one may have to face some difficulties but it is worthwhile and once we have chosen a path of righteousness, there is no looking back. On the issue of accountability, he informed that public servant is accountable to the rule of law rather than a political party or individual. Further on the issue of understanding the essence of Bureaucracy, he advised the participants that it is a permanent wing of the executive, having political neutrality and accountability to rule of law.

While critically highlighting the ethical conduct, he believed that it sometimes appears abnormal in today's environment. So, it becomes important to focus on the right behaviour instead of normal or popular behaviour. He was of the opinion that only the politicians can not be blamed for politicizing the administration. He added that the citizens of India who should be in the centre stage of our polity have been pushed to a corner by the "nexus" model of Governance which he described at length.

While looking for solutions, he suggested that the purchasability of the criminal justice must go. He specifically stressed on minimizing the use of money & muscle power in electoral politics through the process of electoral reforms. He also reinforced the need for speed in disposal of the assigned jobs. While advising the audience, he said that to make sure that the truth and law be always on your side and we should not indulge in acts for which we have to repent later. In the end, he cautioned the participants that one should not take decisions under the influence of caste, region and religion. While speaking on various aspects of governance and ethics, Mr. D.S. Oberoi in his deliberations critically emphasized the importance of e-governance in the state to make it transparent and accountable. He also shed light on issues of cyber laws and their appropriate use. Advocate Sheikh Shakeel in his talk illustrated the Right to Information Act of J & K and urged the participants to consistently follow the issues of public interest ultimately providing relief to the common man and better structuring of the institutions in the state. Sh. D.C. Raina former Advocate General, while speaking on prevention of Corruption Act highlighted the range of nuances associated with the issue. In his deliberations, he focussed upon the supremacy of law over persons.

The workshop included a panel discussion on "Legitimacy and Accountability of State Systems – New Challenges" in which the panelists included Justice (Retd) O.P. Sharma, Sh. M.M. Khajooria and Dr. Ashok Bhan. While speaking on the theme Dr. Bhan raised key issues like credibility, reasons of its loss and also the means to regain the same in our political system. Justice Sharma in his deliberations outlined the crucial accountability of judiciary and the serious threats being faced by it. He also discussed threadbare the problems being faced by the judges and the various essentials to be a good judge in the system. While initiating his views on an optimistic note, Mr. Khajooria opined that we will survive and come out of this mess. Besides, he also highlighted the need to assert for structural changes and mobilize public opinion for issues like, right to recall, required in our system to make democracy a success in the coming years.



# NATURE'S WAY OF DEMOCRACY

## (TREE TALK LECTURE)

O. P. Sharma Vidyarthi IFS

Human being is considered as most intelligent and highly evolved species. He has mastered extraordinary control over other species existing on this earth. His progress in various fronts of development is awesome, he has set foot on moon, he has cracked human genome, engineered genetically modified organisms, revolutionized information technology, and put his footprints in every sphere of life.

Despite all these achievements, man could not control his greed. In contrast to wild creatures who remained confined to need based survival instinct, man nurtured greed and remained selfish throughout recorded history. He did good innovations as well but could not wash his hands of greed and as a result he plundered nature, exploited poor and downtrodden, played mischief, prioritized material gains and patronized corruption in almost all the spheres of development.

Democracy wherever and in whatever form exists, is not based on ideals. In practice, rules and regulations are violated in broad day light, honesty and sincerity of purpose gets bogged down in materialistic greed and monetary progress, there are vested considerations at the level of discharge of justice, equality of justice is eluding each one of us unlike wild denizens who are on the age old path of existence as designed by almighty god and seldom resort to undemocratic way of existence.

In today's world, democracy has not been able to check corruption which has become more rampant in modern times. The corruption has flourished at all levels of governance, it has taken deep roots at a faster pace and the moral values have taken back seat in the society. Over the years, man has turned more and more materialistic, he has focused more and more on individual progress and materialistic prosperity. By and by corruption has entered into man's psyche and system has stopped criticizing such people who were earlier looked down upon and not tolerated. Corrupt people has outnumbered honest in all the spheres of life including pious professions like education, health and trend of wanton loot has continued unhindered, Laws and law implementing agencies have struggled through quagmire of corruption and at occasions have succumbed to the vested allurements and in most cases, it is evident that they have become party to the designs and motives of corrupt bureaucrats, politicians, police officers and others.

Scourge of corruption has percolated down to all levels of functioning, all institutions, all public servants and common man is helpless before the unscrupulous, dishonest mafia who is hell bent to distort all the rules and regulations and allure all those who are supposed to enforce anti corruption laws in the country. Now we have reached at such a stage where corruption has become a frightening monster

challenging all those who dare to raise voice against corruption. The example of large scale bungling in organization of Commonwealth Games in the country is an eye opener, it proves our commitment for more corruption and not to weed-out corruption and such corrupt individuals have no shame in refuting the charges leveled against till they are handcuffed under pressure of the media and society. Unless, we overhaul our educational system and devise means to inflict exemplary punishment to offenders, connect corruption with religious ethos and preachings and reward honest people for their selfless contribution and moral virtues, nothing can be expected of feeble fight against all powerful and omnipotent corruption. It is not easy to find honest persons in the history like Lal Bahadur Shastri who being a Prime Minister of India never thought of misusing power to his advantage and remained unscrupulously honest despite of his high position. We need to inculcate such virtues and values within each Indian citizens before it is too late. Latest initiative by a NGO of Hyderabad in floating zero currency campaign and an individual like Anna Hazare for drafting Lokpal Bill need to be appreciated and widely supported to have desirable purging of the society in getting rid of corruption. Latest protest against corruption led by social activist Anna Hazare is an eye opener, 13 days fast proved a turning point in galvanizing mass support for eradication of corruption from the society by adopting and implementing a strong Lok Pal Bill by the Parliament.

Man has to turn towards nature and its wild creatures in imbibing the ideals of need based democracy and shun the greed based undemocratic materialistic approach. By spoiling nature and its life support systems, man is digging his own grave without realizing that earth and its processes all coexist and are intricately connected with each other, harm at one level is going to harm various other levels in the harmony of nature. James Lovelock's Gaia theory highlights this interdependence of nature and signals warning to human beings to mend his ways if future survival is to be sustained on this earth. This cannot be accomplished in the prevalent atmosphere of materialistic greed and early we get rid of corruption menace, better it is for our collective survival. Let us not eat to the vitals of our interdependent cosmos where all energy is constant and running not only through our bodies but also through various other systems in the delicately balanced biosphere of nature.

Nature's way of democracy teaches interconnectedness with fellow companions, it nurtures need based existence exemplifying no to exploitation of under-privileged, discrimination of poor and downtrodden, rampant corruption at all levels and greed based democratic setup. Let us go back to nature to learn ideals of true democracy.

## WORKSHOP ON "PREVENTING HARASSMENT OF WOMEN AT WORKPLACE"

In recent times, workplace harassment, intimidation, bullying or coercion including that of sexual nature against women is becoming common place as more and more women are coming out of their houses to work. In this regard, spreading awareness among the working class, regarding the workplace harassment and its prevention, is need of the hour. Taking initiative to spread awareness regarding "Prevention of women harassment at workplace", a one day workshop was organized at IIPA conference hall, Jammu on June 18, 2011. The workshop was attended by over 30 mid-level officers of Jammu and Kashmir government and private sector and was divided in three sessions. Dr. Ashok Bhan, Chairman IIPA in his welcome address expressed an urgent need to tackle the situation with a two pronged approach. As a manager, it is our duty to deal with harassment, by looking onto the well being of women as human beings for organizational growth. Secondly, as a strategist, it is important to understand that for maximization of output, an internal system has to be put in place to provide for their immediate relief specifically in case of women, who shuttle between office and home getting trapped in a vicious cycle, leaving them vulnerable to stress.

Prof Poonam Dhawan, Director, Center for Women's Studies, University of Jammu, initiated the first session in which she stressed that although harassment is not specific to women yet they are more vulnerable in our part of the world. The issue of harassment is neither of men nor of women but is an issue for all of us. It should be seen from three angles i.e. mass sensitization, legal parameters and what can be done. Women have respectable roles in home but once they step out they are considered only as women and not as a person like any other and thus it becomes an issue of equality and justice. Infact, there are organizations that are gender blind and as a consequence, they don't see harassment as an issue either on managerial or human angle. The issue of male lobbying due to their dominating number and their promotion at the top ladder of various organizations are some of the issues that need to be taken care of. Unparliamentary language in the office, is an issue of embarrassment for the female workers. Specifically, the term "sense of pleasure" needs to be decoded and talked about openly in the society. It is a form of behavior which is unwanted by the recipient and even if it is consensual, it should be out of public life. The issue should be seen in the perspective of national resource as well as individual health of society and Vishakha judgment is a benchmark for legal relief to the

voice of women.

According to Dr Savita Nayar, Sr. Assistant Professor, Department of law, University of Jammu, harassment is an attack on the mind and body of women and her right to have bodily integrity is being violated. She threw light on various existing laws concerning sexual harassment in India referring to three important sections of IPC concerning various forms of sexual harassment i.e. 375 (rape), 354(molestation) and 509 (eve-teasing) in addition to constitution of India which provides protection under articles 14, 15,16,19,21,42 and 51-A(e).

In the second session of the workshop, Dr Kavita Suri, Assistant Director, Department of Life Long Learning, University of Jammu, discussed various infamous sexual harassment cases ranging from Clinton-Paula Jones to Roopam Deol Bazaz-K.P.S. Gill case and also included public/legal perspectives and the sequel of the legal battle and consequent judgment of these cases.

Screening of two documentary films entitled 'Can't Take



it Anymore' by Meenakshi Rai and 'Take Your Hands Off Me' was an important aspect of the workshop. Both the films focused on sexual harassment of women at the workplace and gave subtle messages against workplace harassment exposing negative attitudes of some prestigious organizations in our cities. Both the films generated a lot of discussion where various cases and perspectives were discussed by the enthusiastic audience. The final session 'Women's place and space in an organization' saw all the panelists and participants discussing the sensitive issue. Prof Rita Jitender, former Secretary, J&K Academy of Art, Culture and Languages, through excerpts from her book 'BHANI' and numerous real life examples and select stories, urged the women folk to come out and speak for themselves. The session was followed by enriching suggestions from the audience including the need of sensitizing the male managers and equipping females of their rights from the very beginning.

# HE THE GOVERNOR OF J&K WITH EXECUTIVE MEMBERS OF IIPA (J&K REGIONAL BRANCH)



Sitting : Prof Nirmal Gupta J.B.S. Johar T.P. Singh Dr C.M. Seth Dr S.S. Bloeria Shri N.N. Vohra Dr Ashok Bhan A.M. Watali Vikrant Kuthiala  
(L.to R) JD Seminar Hony.Secy Hony Jr. Vice Chairman Patron HE, the Governor Chairman V-Chairman V-Chairman Jt.Secy.

Standing : S.K. Gupta Chander Gulati Vikram Gour Prof Versha Mehta V.N. Sharma Prof Neelu Rohmetra S.S. Bijral  
(L.to R)

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