



## IIPA NEWSLETTER

[www.iipa.org.in](http://www.iipa.org.in)

### INSTITUTE NEWS

#### Seminar on Consumer Protection and Welfare

The Centre for Consumer Studies organised a two-day seminar on “Consumer Protection and Empowerment” on June 23-24 at Puducherry. As part of the programme, a delegation comprising Prof. Suresh Misra, Shri G.N. Sreekumaran, Dr. R.R. Dhanapall and Dr. Mamta Pathania met Dr. Kiran Bedi, Lieutenant Governor of Puducherry on June 23. During the meeting, she was briefed about the activities of IIPA, IIPA Puducherry Branch and functioning of the State Consumer Helpline, Puducherry which is also managed by the Puducherry Branch. As both national and state helplines are managed by the IIPA, New Delhi, Dr. Bedi appreciated the work of IIPA in redressal of consumer grievances and evinced keen interest in working in close collaboration with the IIPA especially the Puducherry Branch to work out a strategy to solve consumer grievances at local level more efficiently.

#### Programme on Cash and Accounts

Sponsored by the Delhi Jal Board, the captioned programme was conducted at IIPA for finance officers of Delhi Jal Board from July 8-29. Apart from explaining the system and role of financial administration in government, the programme was designed to enable the participants to: (i) comprehend the role of audit in government financial management; (ii) appreciate the importance of interpersonal relationship in financial management; and (iii) describe as well as apply receipt and payment rules, FRs and SRs including fixation of pay, TA rules, pension



*IIPA delegation with Dr. Kiran Bedi*

rules, leave rules, medical attendance rules, LTC rules, etc. Programme faculty comprised guest speakers and in-house faculty. Dr. Kusum Lata and Dr. Saket Bihari coordinated it.

#### Programme on Organisational Management

The programme was conducted at IIPA for women LIC officers during July 25-27. Besides separating the mismatch between household expectations and workplace assignment, the programme was designed to enable the participants to: (i) apply the best practices to maintain their health and hygiene; (ii) effectively apply the knowledge and skills pertaining to leadership and communication skills; and (iii) contribute to the image building of the organisation with special reference to women workforce. Programme faculty comprised guest speakers and in-house faculty. Dr. Kusum Lata and Dr. Saket Bihari coordinated it.

## NEWS FROM BRANCHES

### Jammu and Kashmir Regional Branch

The branch organised a panel discussion on “Issues and Concerns of Senior Citizens” on July 2. Prof. Nirmal Gupta, Chairperson of J&K State Social Welfare Board, was the Chief Guest. In her address, she stated that the issues and concerns of senior citizens is a grave and serious one which should catch the attention of whole society. She informed that the Jammu and Kashmir Maintenance and Welfare of Parents and Senior Citizens Act, 2014 provides enough provisions which are in the interest of senior citizens.

### Karnataka Regional Branch

The Centre for Consumer Studies of the branch organised a training programme for Voluntary Consumer Organisations/NGOs on June 25. Shri S. Ramanathan, Chairman of the branch, inaugurated the programme. He explained the objectives of the programme and also suggested to have a strong consumer group to take up consumer grievances, handle complaints and spread consumer protection issues. Smt. Pratibha, President of District Consumer Grievance Redressal Forum, highlighted the need for enhancing and motivating rural consumers, their rights and make use of Consumer Protection Act and forums for their use.

### Madhya Pradesh and Chhattisgarh Branch

The monthly meetings of the branch were held as usual for the months of June and July. The topic for the June meeting was an interesting discourse about on line courses for those interested in improving their knowledge and prospects. Shri P.K. Das, former Additional Chief Secretary of Madhya Pradesh, spoke about the various organisations which are providing high quality courses. Institutions like Harvard and Stanford

are also participating in this venture. The constraints of size of class room, the need for heavily structured time table have become redundant with these courses. There is an urgent need to prepare standard courses in Indian languages also so that knowledge can be spread quickly and evenly. The subject for July meeting was also relevant to the current times and dealt with the growth of employment opportunities in the villages. Shri Parshu Ram, former Chief Secretary of Madhya Pradesh, gave an exposition about the problem, its causes and the remedial action that can be taken. He also emphasised the need for expanding the training facilities for the new type of jobs that have followed the induction of knowledge era.

### Tamil Nadu Regional Branch

The monthly meeting of the branch was held on June 18. The meeting was presided over by Shri P.R. Shampath, Chairman of the branch; and Shri D. Jothi Jagarajan, Vice-Chairman of the branch welcomed the gathering and introduced to the audience the Chief Guest Shri D. Ponnusamy, Programme Officer, Anna Institute of Management, Chennai. Shri P.R. Shampath in his presidential address touched upon the various developments taking place in science and technology. Shri Ponnusamy, in his address, elaborated upon the preservation and the use of traditional knowledge in a country like India. He cited the educational system that prevailed in India like *gurukulam* as a system of imparting just not only textual knowledge but practical and pragmatic life skills and wisdom. He stated that a revisit to our basics will enable us to march ahead with the present superior technology in a better way. This assumes importance at a time India is poised to become a power to be reckoned with, both politically and economically, in the international arena.

### Members' Annual Conference

The Sixtieth Members' Annual Conference will be held in October 2016 in the IIPA Auditorium. The theme of the Conference is “Strengthening of Ethical and Moral Values in Governance”. (Date will be intimated in due course.) The Executive Council in its 301<sup>st</sup> meeting, held on April 11, has approved: (i) *Decentralisation and Public Service Delivery*; (ii) *The Sustainable Development Goals (SDGs) adopted by UN General Assembly in September 2015*; and (iii) *The Agrarian Crises* as the topics for the **Annual Essay Prize Competition 2016**; (II) *Issues in Governance and Politics in North East India* as the topic for **Special Issue of IJPA (July-September 2016)**; and (III) *Soochna ke Adhikar ki Sarthakta* as the topic for **Special Issue of Lok Prashasan (July- December 2016)**.

### Annual Decision Making/Teaching Case Study Competition – 2016

The objective of IIPA's Case Study Programme is to build a body of knowledge in governance through case studies with a view to promote a deeper and wider understanding of the functioning of Indian Administration in its specific environmental and institutional framework and also to broaden our knowledge and understanding of global and national best practices. In order to develop relevant case studies for use in the learning process, IIPA has renamed its annual case study competition as the Annual Decision Making/Teaching Case Study Competition.

**A case study submitted for this competition should aim to facilitate the development of conceptual, behavioural and analytical skills, highlight areas for reform and promote sensitivity towards important issues, problems and challenges of public administration and governance.**

**The Case study may cover one or more of the following facets of public administration and governance:**

- (i) Public policy issues and processes: conceptualisation; planning; implementation; monitoring; evaluation and review of plans; programmes; schemes and projects with special reference to a specific State;
- (ii) Rural Development, Urban Development, Area based development policies, programmes, projects and schemes such as MGNREGA, Consumer Awareness, Gender Sensitisation, Social Empowerment and Social Inclusion, e-Governance, Human Rights, Elections and Electoral reforms; Law and Order; Government-to- Citizen and Citizen- to- Government interaction; Swachh Bharat; and
- (iii) Service sectors including physical, social and economic infrastructure development, social services, voluntary organisations, cooperatives, non-governmental organisations (NGOs) and Public Private Partnership (PPP).

### The case study must be in two parts.

Part I is to comprise 5-10 A4 size pages typed in double space using size 12 of Times New Roman font and keeping one and half inches margin on each side of the page. **It should consist of a description of an official organisational context concluding with an important decision to be made.** The following information could be provided: the decision to be made – what, why and who has to make it; a brief history of the organisation, its vision/mission/values, goals/objectives; the present scenario; key strengths and weaknesses of the organisation; challenges, threats and opportunities; influential personalities/groups relevant to the focal decision – their feelings/views (given in quotations) as obtained through interviews or accurately paraphrased; socio-political, economic, technological and cultural pressures; group and personality factors-- values, attitudes, needs and expectations; skills; organisational reward systems; behaviour modeling and example setting by the organisation's leadership and other factors relevant to the focal decision; visualised options/alternatives that seem to be available and their immediate, short, medium and long term consequences--the pros and cons thereof. Finally, instead of merely calling this part of the case study as Part I, it should be given a title based upon either one of the following:-

- (i) focal organisation / department / division / unit/section, programme / project / , scheme;
- (ii) focal decision to be made.

Part II is to comprise 1 – 3 A4 size page(s) typed in double space using size 12 of Times New Roman font and keeping one and a half inches margin on each side of the page. **It should consist of the case writer(s) perceptions of what actually happened** – the decision that was actually made, why, with what expectations, the actual consequences that occurred and any views that the case writer wished to share *vis-à-vis* the case and the important learning – problems/concepts/insights and or skills – that the case may be utilised for imparting in the teaching/training process. Finally, instead of calling this part of the case study as part II, it should be entitled: **Perceptions of the Case Writer (s).**

An executive summary of the case study is to comprise 1 – 2 A 4 size page(s) and typed in the same

way as Parts I and II mentioned earlier. Three copies each of the case study (i.e., Parts I and II) and the executive summary are to be submitted.

Each case study should be accompanied by the following information: title of the case study; name of the case writer (s); address and telephone(s) of the case writer(s) and fax/email where available. The case writer(s) should also state whether the case study has been approved for publication by the concerned organisation or whether approval is yet to be taken; and, finally, the signature(s) of the case writer(s). The competition has a first prize of Rs. 10, 000, a second prize of Rs. 6,000 and a third prize of Rs. 4,000. Excluding the award winning case studies, any other case studies that are considered suitable for publication shall be given an honorarium of Rs. 2,000 each. Any individual or group of individuals may submit a case study to the Institute for the competition. In case of joint authorship, the award will be equally distributed. However, each individual may submit only **one** entry for the competition, either individually or as part of a group. A case study submitted for the competition must fall within the broad areas specified and be in the format prescribed above. The case study should not have been published elsewhere as the copyright will vest with the Institute and the writer, if the case study is selected for award/publication.

**The last date for the receipt of the case study is August 31, 2016.** The cover should be super- scribed with “**Annual Decision Making/Teaching Case Study Competition – 2016**” and be addressed to the Registrar, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi-110002.

#### **Attn. Members!**

As per the decision taken by the Executive Council in its 301<sup>st</sup> meeting held on April 11, 2016 and in partial modification of the notification dated October 10, 2014, all concerned are hereby informed that for the use of the hostel facilities at IIPA, New Delhi: (A) The members over the age of 70 years may be allowed one attendant to accompany him/her at the rates as applicable for accompanying spouse provided that: (i) the member is not accompanied by the spouse; (ii) the attendant is of the same gender as that of the member subject to the condition that this gender restriction would not be applicable if the member is accompanied by own son or daughter as attendant; and (iii) the member is willing to adjust the attendant in his/her own room. This facility will be only for the first five days of the stay.

(B) In case separate room is demanded for the attendant, the member has to pay the applicable rent for the attendant meaning thereby that if the attendant is a member, rate applicable will be as for member and if the attendant is non member, he/she shall pay non member rate.

#### **ANNUAL ESSAY PRIZE COMPETITION-2016**

The Executive Council of IIPA has approved the following topics for IIPA's Annual Essay Competition for 2016; (i) Decentralisation and Public Service Delivery; (ii) The Sustainable Development Goals (SDGs) adopted by UN General Assembly in September 2015; and (iii) The Agrarian Crisis. The value of one first prize is Rs. 10000 and that of one second prize and one third prize are Rs. 7000 and Rs. 5000 respectively. There will be separate prizes for Hindi and English. The prizes will be awarded at the time of Annual General Meeting of the members in October 2016.

Any competitor who has got a prize on one occasion will not, on any subsequent occasion, be eligible for an equivalent or lower prize. The joint authorship of essays shall not be allowed and any essay under joint authorship shall not be considered for competition.

The essay writers are expected to cover the following aspects in their respective entries:

#### **Decentralisation and Public Service Delivery**

Properly designed and implemented decentralisation may effectively address the service delivery needs of local communities by more accurately reflecting local priorities for services and preferences for delivery systems and content. The design of administrative decentralisation in India hinges on the “three Fs”: funds, functions, and functionaries. India's experience with decentralisation can be characterised as unbalanced, with political decentralisation (Panchayat elections) running ahead of administrative decentralisation. Functions have been

devolved but PRIs have little control over funds (which come to PRIs tied to specific items) or functionaries (who remain appendages of the state government). This limited and unbalanced decentralisation is unlikely to improve services, significantly because it does not improve the delegation, financing, information, and enforcing elements of system accountability— and in some ways could make them weaker.

The 73rd and 74th amendments to the Indian Constitution provide the legal framework for decentralisation. The amendments mandated state governments to transfer some powers and responsibilities to Panchayats at the rural level and to urban local bodies (ULBs) so they could function as autonomous institutions of self-government. The amendments also provided for regular elections to these local bodies and reserved one-third of the seats for women and a proportional number for Scheduled Castes/Scheduled Tribes (SC/ST) populations. Elections have been held in most states, resulting in the inclusion of more than three million people in the formal political system. However, few states have moved much beyond political decentralisation to devolve funds, functions, and functionaries to local governments. A well-designed decentralised system of governance requires that functions are clearly delegated to individual activities consistent with a budgeting system; finances follow functions; performance is judged through well-designed monitoring and evaluation mechanisms and information flows down to citizens; and citizens can enforce accountability both with policy-makers and between policy-makers and providers. The strength of decentralisation through PRIs lies in the fact that they are the legally grounded representative institution at the grassroots. However, in the absence of effective checks and balances, these institutions are susceptible to elite capture, political exclusion, and corruption. The user group approach is advantageous because it encourages an inclusive decision-making process at the local level by directly targeting the poor.

### **The Sustainable Development Goals (SDGs) adopted by UN General Assembly in September 2015**

The concept of the SDGs was born at the United Nations Conference on Sustainable Development, Rio+20, in 2012. The objective was to produce a set of universally applicable goals that balances the three dimensions of sustainable development: environmental, social, and economic. The SDGs replace the Millennium Development Goals (MDGs), which in September 2000 rallied the world around a common 15-year agenda to tackle the indignity of poverty. Seventeen of the 2030 Agenda for Sustainable Development adopted by world leaders in September 2015 at a historic UN Summit — officially came into force on January 1, 2016. Over the next fifteen years, with these new goals that universally apply to all, countries will mobilise efforts to end all forms of poverty, fight inequalities and tackle climate change, ensuring that no one is left behind.

The SDGs build on the success of the Millennium Development Goals (MDGs) and aim to go further to end all forms of poverty. The new goals are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet. While the SDGs are not legally binding, governments are expected to take ownership and establish national frameworks for the achievement of the seventeen goals. Countries have the primary responsibility for follow-up and review of the progress made in implementing the goals, which will require quality, accessible and timely data collection. Regional follow-up and review will be based on national-level analyses and contribute to follow-up and review at the global level. In this context, the proposed theme of the essay may emphasise upon the niche area and may facilitate the solutions to specific issues such as; India's framework of action plan with respect to the SDGs, What would be India's strategy to achieve the global goals of action on climate change and the environment, improved access to health and education? What support should be extended to government to reflect the new global agenda in national development plans and policies? How would the challenges of financial resources meet the global development challenges? What would be the national indicators for the framed SDGs? How adequate and reliable is the existing data to frame a policy on the related issues. What are the challenges as a nation to meet the SDGs in the present context?

### **The Agrarian Crisis**

Agrarian crisis presently raging in India is a culmination of a series of crises: agrarian, economic, technological, environmental, and ecological. As an agrarian crisis, it reflects the non-viability of increasingly fragmented small landholdings that are unable to sustain even subsistent farming. As an economic crisis, it draws attention to macro

and micro factors adversely affecting agriculture from the neoliberal economic reforms accelerated since 1991. As a technological crisis, it indicates the endless and still unsettled debate and policy ambivalence around the issue of the use of genetically modified seeds among the Union and state governments. As an environmental crisis it refers to the fact that heavy uses of chemical fertilizers and multi-cropping have made the land overtly saline, hard, deficient in soil organic carbon (SOC), fatigued, weedy, and resistant to pest-control. As an ecological crisis, it is marked by symptoms of loss of biodiversity, percolation of chemicals used in farming to ground waters and their contamination, the going down and drying up of underground water tables due to lack of water-harvesting systems and pulling up of water for our use from 300 to 400ft. depth which was 40 to 50ft earlier. It ultimately merges with global warming and climate change threatening the very survival of species on the planet earth, much like the spectre, of nuclear holocaust. For example, many thriving ancient agrarian and urban civilizations in the world were destroyed by gradual loss of forest cover and creeping desertification or by decimation of ice caps and glaciers and all-enveloping inundation.

The colonial era in India was afflicted by frequent famines and appointment of Royal Famine Commission to remedially deal with them. The colonial state was primarily an extractive instrument and only incidentally developmental to subserve its own imperial interests. The growth rate in food production between 1900-1947 was barely 0.1 per cent. The notable achievements of post-Independence India were the Green Revolution and the White Revolution. The annual foodgrains production growth rate in 1950-2012 was 3.2 per cent. Not a big deal, but India grew from 'ship-to-mouth' imports to being not only self-sufficient but also an exporter. The turn of the century witnessed a slow-down in agricultural growth and in fact decline. It did not happen overnight. A sharp fall in agricultural growth rate is evident in the figure of 3.3 per cent during 1950-51/1964-65 and a mere 0.6 per cent during 1994-95/2004-05. The result is that 40 per cent of those who live in and on the farm sector want to quit farming, given the availability of option. Even grimmer is the tragic high incidence of suicides of farmers in sizeable parts of the country. It is supposed to be caused by 'unbearable burden of debt and increased competition from the 'imports' following economic liberalisation. This policy shift from Indian socialism to business liberalism is also accompanied by growing economic disparities between agricultural and urban sectors of the economy and class and regional disparities in general.

The phenomenon of agrarian crisis must, however, be closely examined in a nuanced way. As A. Vaidyanathan aptly remarks, the farm suicides are not occurring everywhere nor is its cause equally intense in the totality of the economic indicators. 'In 2002, less than 30 per cent of rural households in the country had outstanding debt and this constituted barely 2-3 per cent of the total value of assets held by them. The incidence of indebtedness in the states where suicides are high (Maharashtra and Andhra Pradesh) or have been affected by import liberalisation (Kerala) though higher than average is still no more than a fifth' (*The Hindu*, November 8, 2006). The human dimension of the tragedy is still quite poignant and the crisis of the Indian agriculture and the related multiple crises sketched above appear to be too sticky to be amenable to an easy and speedy solution. Even the agricultural crisis alone needs to be dissected into *agrarian crisis* and *agricultural development* crisis for addressing in terms of short-term and long-term measures (D. Narasimha Reddy and Srijit Mishra, *Agrarian Crisis in India*, New Delhi: Oxford University Press, 2010).

A competitor may attempt a comprehensive survey of all these factors or may opt for focusing only on problems of a specific sector. Essay should be original and creative in content selection and presentation. The effectiveness and clarity in communicating ideas should be an integral part of the essay. These are flexible guidelines, illustrative rather than comprehensive. The competitors may not feel in any way rigidly bound by these guidelines. Essay should be based on personal research or experience of the competitors and show evidence of original thinking and scholarship as well as a critical analysis of the subject. Broad generalisations should be avoided.

The essay should be in English or Hindi. The length of an essay should approximately be 5000 words. Essay exceeding 5500 words shall not be accepted. The contestants must indicate the total number of words of the essay, failing which it will not be accepted. All essays must be typed in double space on one side of the paper only and those entries which do not adhere to the stipulation may be rejected. It should be submitted in triplicate under a

“nom-de-plume” or “alias.” The full name and address of the competitor should be given on a separate sheet and enclosed in a sealed envelope bearing the nom-de-plume on the outer cover with the following inscription.

Annual Essay Prize Competition-2016, Indian Institute of Public Administration, New Delhi.

All essays should be sent to the Director, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi-110002, by Registered Post, so as to reach him not later than August 31, 2016. The envelope should be marked “Annual Essay Prize Competition 2016”. The entries received after the due date may not be entertained.

The essays will be adjudged by a body of judges and the award of the judges shall be final. The institute reserves the right not to make any award if none of the essays submitted meets the necessary standard. Any essay which receives an award shall become the joint intellectual property of the author and IIPA.

N.B.: Intending competitors who wish to seek any further clarification may write to The Director, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi-110002.

## भारतीय लोक प्रशासन संस्थान नई दिल्ली हिंदी निबंध प्रतियोगिता- वर्ष 2016

भारतीय लोक प्रशासन संस्थान लोक प्रशासन के क्षेत्र में हिंदी में मौलिक तथा सम-सामयिक लेखन को प्रोत्साहित करने के लिए हिंदी निबंध प्रतियोगिता का आयोजन विगत कई वर्षों से करता आ रहा है। इस वर्ष ‘जी.एस.टी. और भारत का साझा बाजार’ विषय पर प्रविष्टियाँ आमंत्रित हैं।

निबंध मूल रूप से हिंदी में लिखा जाना चाहिए। यह शुद्ध तथा अद्यतन तथ्यों पर आधारित एवं मौलिक विचारों को दर्शाने वाला होना चाहिए। निबंध का आकार 4,000 से 5,000 शब्दों के बीच होना चाहिए। प्रतियोगी को निबंध में प्रयुक्त कुल शब्दों की संख्या बतानी होगी। निबंध प्रत्येक पृष्ठ के एक ही तरफ दोहरे स्थान के साथ साफ-साफ टाइप किया हुआ होना चाहिए। निबंध की तीन प्रतियाँ जमा करना आवश्यक है। इन प्रतियों पर लेखक का केवल कल्पित नाम लिखा होना चाहिए। प्रतियोगी का असली नाम तथा पता (दूरभाष सं. सहित) एक अलग कागज पर टाइप करके सीलबंद लिफाफे में अलग से रखा होना चाहिए तथा जिस पर लेखक का कल्पित नाम तथा निम्न शब्द अंकित होने चाहिए:

हिंदी निबंध प्रतियोगिता- वर्ष 2016

भारतीय लोक प्रशासन संस्थान

नई दिल्ली- 110002

प्रतियोगिता के अंतर्गत प्रथम, द्वितीय तथा तृतीय पुरस्कार प्राप्त करने वाले निबंधों के लेखकों को क्रमशः 5,000/- रूपये, 3,000 रूपये तथा 2,000/- रूपये के पुरस्कार प्रदान किए जाएँगे। संस्थान के कर्मचारियों से प्राप्त प्रविष्टियों का मूल्यांकन अलग से किया जाएगा तथा उन विजेताओं को अलग से समान राशि के पुरस्कार प्रदान किए जाएँगे। पुरस्कृत निबंध संस्थान की संपत्ति होंगे। यदि निबंध आवश्यक मानक स्तर तक नहीं पहुँचते तो संस्थान को अधिकार है कि वह किसी भी निबंध को पुरस्कृत न करे।

जिस प्रतियोगिता को इस प्रतियोगिता में इससे पहले पुरस्कार प्राप्त हो चुका है वह प्रतियोगी दुबारा उसी श्रेणी का या उससे निम्न श्रेणी के किसी पुरस्कार का हकदार नहीं होगा। पूर्व में पुरस्कृत प्रतियोगी इस तथ्य से संस्थान को अवश्य

अवगत कराएं। संयुक्त रूप से लेखकों द्वारा लिखित निबंध पर प्रतियोगिता के लिए विचार नहीं किया जाएगा। लिफाफे के ऊपर 'हिंदी निबंध प्रतियोगिता- 2016' अंकित होना आवश्यक है। निबंध निम्नानुसार संबोधित किया जाना चाहिए-

निदेशक, भारतीय लोक प्रशासन संस्थान  
इंद्रप्रस्थ एस्टेट, रिंग रोड, नई दिल्ली-110002

निबंध स्वीकार करने की अंतिम तिथि 15 सितंबर, 2016 है। निर्धारित तिथि के बाद प्राप्त प्रविष्टियों पर विचार नहीं किया जाएगा।

प्रतियोगिता से संबंधित किसी भी प्रकार के स्पष्टीकरण के लिए प्रो. कमला कांत पाण्डेय संयोजक, राजभाषा कार्यान्वयन समिति, भारतीय लोक प्रशासन संस्थान, इंद्रप्रस्थ एस्टेट, रिंग रोड, नई दिल्ली-110002 से संपर्क करें।

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION**

INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI - 110 002

Tel : 011-23468300 Fax : 011-23702440 Email : [contact\\_us@iipa.org.in](mailto:contact_us@iipa.org.in)

Website : [www.iipa.org.in](http://www.iipa.org.in)

*Editor* : DR. TISHYA CHATTERJEE