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## INSTITUTE NEWS

### **S. Saroja Passes Away**

Prof. S. Saroja, an esteemed Member of the Executive Council, Vice-President of IIPA and former Professor and a Life Member of the Institute, passed away on September 8 at New Delhi. A condolence meeting to mourn the demise of the departed soul was solemnised at IIPA on September 9. A two-minute silence to pay homage to the departed soul was observed and a condolence resolution passed. The resolution read as follows: This meeting of the IIPA fraternity deeply mourns the demise of Prof. S. Saroja, an esteemed Member of the Executive Council, Vice-President, IIPA and former Professor and a Life Member of the Institute on September 8 at New Delhi and places on record its profound sense of sorrow and grief on her passing away.

Born on February 1, 1934, Prof. Saroja had graduated from Madras University with a Master's Degree in Economics. She held Master's Degree in Financial Management (first class) from Mumbai University. She also held post-graduate diplomas, awarded by Mumbai University, in the areas of Systems Management, Computer Management and Management Accounting. Prof. Saroja was the first woman to hold the Professor's position at IIPA. As Professor of Financial Management, she developed new training material particularly in the areas of performance budgeting, financial planning and control, non-profit organisations, project appraisal, investment analysis and capital markets.

As part of the funded research and consultancy activities of IIPA, Prof. Saroja developed a training manual for agricultural project management with support from USAID. She also developed a computer-aided project management course in agriculture with FAO support. IIPA's computer centre was initially developed with the computer systems acquired under this project. She was deputed by Government of India to the University of Strathclyde at Glasgow (UK) to participate in the four months' programme on "Financial Management of Public Enterprises". She also made a comparative study of privatisation of public enterprises in UK and India.

Prior to joining IIPA faculty, Prof. Saroja had worked as faculty member at Jamnalal Bajaj Institute of Management Studies, Mumbai and at Northern India Banker's Training College, Delhi. She was the first woman to be elected as a member of the Executive Council of IIPA. She has served on the Executive Council from 1986 till her passing away and has been an active participant in its decision making processes. She was also an ex-officio member of the managing committee of the Maharashtra Regional Branch of IIPA.

Prof. Saroja always evinced a keen interest in the activities of the Institute and contributed a lot with her valuable guidance. Her services to the Institute will be long remembered. She was honoured by the IIPA with the Paul H. Appleby Award for her outstanding services to the Institute and the discipline of public administration. The Institute offers its sincerest condolences to the members of the bereaved family. May her soul rest in peace!

**The IIPA fraternity extends its greetings to all its readers for Maharishi Valmiki's Birthday, Diwali, Govardhan Puja, Bhai Duj and Chhat Puja**

### **Meeting to Amend Rule 28(2) (iii) of Rules of IIPA Cancelled**

As per the decision of the Executive Council of the Institute dated September 20, the Special Meeting of the General Body scheduled to be held on October 21 to carry out amendment in Rule 28(2) (iii) of the Memorandum of Association and Rules of the Institute regarding enhancement of subscription payable by the corporate member of the Institute stands cancelled. The AGM shall be held as scheduled on October 21.

### **Programme on Incorporating Gender Concerns in Public Policy**

Sponsored by the Ministry of Personnel, Public Grievances and Pensions, the programme was conducted at IIPA from September 5-9. Besides exploring the possibilities of enhancing the prospects of gender justice by incorporating gender concerns in public policy, the programme was designed to; (i) provide an overview of the state of gender in India, a critical analysis of existing policy responses of the state and problems with policy-making, including those related to data analysis and implementation; and (ii) examine the civil society responses to the gender question and their bearing on the overall state of gender. The faculty comprised guest speakers and in-house faculty. Prof. Dolly Arora and Prof. Aasha Kapur Mehta coordinated it.

### **Programme on Cyber Laws and Information Security**

Sponsored by the Department of Science of Technology, the programme was conducted at IIPA, for the scientists and technologists drawn from various scientific institutes and organisations under

DST, from September 5-9. Apart from understanding the emerging ICT trends, such as grids, cloud and utility computing and their relevance for a scientific organisation, the programme was designed to enable the participants to: (i) know the basics of information security, networking/web technologies, network security and cyber laws; and (ii) comprehend the network and information security implementation, cyber and data audit norms at their respective workplaces. The faculty comprised guest speakers and the programme coordinators, Dr. Charru Malhotra and Prof. Bharati Sharma.

### **Programme on Vigilance in Urban Governance**

Sponsored by the Ministry of Urban Development, the programme was conducted at IIPA, for senior level officers drawn from various urban local bodies, from September 12-16. Apart from describing fundamentals of adjudicative and procedural norms applicable in urban governance, the programme was designed to enable the participants to: (i) state the law relating to vigilance in India; (ii) demonstrate judicial approach about the vigilance system in the country; and (iii) explain other legal issues relating to urban governance in the country. The faculty comprised guest speakers and the programme coordinators, Dr. Lokendra Malik and Dr. Kusum Lata.

### **Programme on Capacity Building**

Sponsored by the Department of Science and Technology, the programme was conducted at IIPA for the administrative personnel of science and technology departments from September 12-30. Besides appreciating the role and relevance of scientific temper through sensitisation

towards promotion of science and technology for national development and progress through scientific department and institutions, the programme was designed to enable the participants to: (i) comprehend the role of administrative and financial support services in management of science and technology; (ii) apply administrative and financial rules and procedures for enabling scientific decision-making in management of science and technology; (iii) use special financial provisions provided for science and technology departments/ministries in the rules and procedures of governmental working; (iv) apply some of the good practices adopted in other organisations in the process of governance; (v) develop the spirit of cooperation and mutual trust for solving problems and overcoming difficult situations; (vi) comprehend S&T-based management issues, current S&T problems and solutions; (vii) apply the basic concepts of finance, budgeting, accounting and costing functions for financial planning and expenditure control in their departments; and (viii) develop a basic understanding of the concept and application of tools and software packages of information and communication technology for efficient office management. The faculty comprised guest speakers and in-house faculty. Prof. Sujata Singh coordinated it.

### **Programme for the Presidents and Members of the District Consumer Forums**

Sponsored by the Ministry of Consumer Affairs, Food and Public Distribution under the guidance of the National Consumer Disputes Redressal Commission, the programme was conducted at IIPA by its Centre for Consumer Studies

from September 12-16. Apart from elaborating and integrating the various provisions of the Consumer Protection Act and other legislation having a bearing on consumer protection, the programme was designed to enable the participants to: (i) appreciate the intricacies of judicial procedure in general and the requirements of fairness and reasonableness in the functioning of quasi-judicial bodies such as the consumer disputes redressal agencies in particular; (ii) effectively make use of the art of judgement-writing in delivering the orders of the consumer courts; (iii) appreciate the legal dimensions of the case laws developed in the area of consumer protection; and (iv) develop effective leadership for better administration of consumer justice. The faculty comprised guest speakers and the programme coordinators, Prof. Suresh Misra and Dr. Sapna Chadah.

#### **Programme on Tools and Techniques of Urban Land Management**

Sponsored by the Ministry of Urban Development, the captioned programme was conducted at IIPA by its Centre for Urban Studies for the officers drawn from various urban bodies from September 19-23. Besides discussing issues of urban land management, exchange views on land policies, land use regulations and development control; the programme was designed to enable the participants to: (i) comprehend the institutional framework and financial issues in context of urban land management; (ii) disseminate and learn from good practices followed in different states in India and abroad; and (iii) encourage networking with various organisations with a view to share experience. The faculty

comprised guest speakers and in-house faculty. Dr. Kusum Lata and Dr. Lokendra Malik coordinated it.

#### **Programme on MDP: Finance for Non-finance Executives**

Sponsored by the Department of Personnel and Training, the programme was conducted at IIPA from September 19-23. The programme objectives were: (i) finance function in an enterprise and its financial objectives; (ii) financial information flows: financial statements; (iii) management accounting information flows, cost concepts, cost escalation and costing for decision making; (iv) financial tools and techniques for financial planning, project appraisal, performance evaluation and control; (v) financial markets operation; and (vi) budgeting as a mechanism for expenditure control. Besides a guest speaker, the faculty comprised in-house faculty. Prof. Nand Dhameja and Prof. Rakesh Gupta coordinated it.

#### **Course on Behavioural Skills for Organisational Effectiveness**

The Institute organised the programme for principals of Navodaya Vidyalaya Samiti from September 26-30. Organised by the Navodaya Vidyalaya Samiti, the course was designed to enable the participants to develop essential behavioural skills, such as motivation, leadership, team building and inter-personal communication skills for enhanced performance. The faculty comprised guest speakers and in-house faculty. Prof. Rajesh Singh coordinated it.

#### **Workshop on Gender Budgeting**

Institute teamed up with the Ministry of Women and Child Development in organising the programme for state WDCs and SGSY officials on September 29-

30. Besides understanding gender budgeting related concepts and tools, the programme was designed to enable the participants to: (i) cross-learn and discuss gender related issues; and (ii) help WDCs and SGS officials to incorporate gender budgeting in their organisations. The faculty comprised guest speakers and the programme coordinator, Prof Aasha Kapur Mehta.

#### **Know-India Programme**

At the behest of the Ministry of Overseas Indian Affairs, Government of India, the Institute organised the captioned programme for young persons of Indian origin from foreign countries on September 22-23. Dr. Rakesh Hooja delivered the inaugural address. Shri Sarvajit Chakravarti, Deputy Director General of Indian Council of World Affairs, presided. It was designed to familiarise the participants with India's politics, economy, culture, administration, etc. A large number of participants drawn from various countries attended the programme. Dr. Charru Malhotra and Prof. Vinod K. Sharma coordinated it.

#### **Workshop on Indian Civil Service System**

The Institute organised a half-day orientation workshop for ten-member Afghan delegation on September 27. The delegation was headed by Dr. Ahmed Moshahed, Chairman of the Afghan Civil Service Commission; and Dr. Sham Bhatija, Senior Economic Advisor to the President of Afghanistan. Dr. Rakesh Hooja, Director of IIPA, made presentation on Indian Civil Service system (how it works, recruitment, promotion, training, cadre management, etc). Dr. Mamta Pathania gave presentation on IIPA's activities. Dr. Suresh Misra coordinated it.

## Faculty News

- Dr. Rakesh Hooja, Director of IIPA, has been nominated by Indian Society of Training and Development (ISTD) as a distinguished member of its ISTD Diploma Board, which plans, oversees, coordinates and conducts ISTD's 18-month distance learning Diploma in Training and Development. Dr. Hooja made a special presentation on "Drought Policy and Administration: Present Practices and Suggested Reforms" and handed out certificates to the participants of programme on "Disaster Risk Mitigation and Management" at National Institute of Disaster Management, New Delhi on September 16. Earlier, Dr. Hooja delivered a lecture on "Social, Economic and Political Developments in India since Independence" at Minnesota Studies in International Development India Programme in Jaipur on September 12. On the invitation from National Institute of Disaster Management, Dr. Hooja delivered the valedictory address at the International Training Programme on "Comprehensive Disaster Risk Management for Officials from African Countries" on September 30. Participants drawn from 15 countries attended it.

- Prof. P.K. Chaubey (i) delivered a lecture on "Trends Analysis, Business Cycles and Seasonal Variation" to ISS officers at Indira Gandhi National Open University, New Delhi on June 29; (ii) Prof. Chaubey delivered the following lectures at the International Diploma/Master's Programmes in the Institute of Applied Manpower Research, New Delhi--four lectures on "Expenditure and Cost: An Analysis" on July 14; two lectures on "Millennium Development Goals: International Strategy of Development Cooperation for

Employment, Income and Poverty" on July 18; and two lectures on "Sectoral Decentralisation" on September 6; (iii) he also delivered two lectures on "World of Statistics" and "Sense of Sampling" at the Refresher Course in Research Methodology in Academic Staff College, Himachal Pradesh University on September 9; and (iv) Prof. Chaubey gave the valedictory address on "World is Statistical" at Himachal Pradesh University on September 10.

## Afghanistan Delegation Visits IIPA

A five-member delegation headed by Mr. Barna Karini, Deputy Minister of Planning, visited the Institute on September 16. Other members of the delegation were Mr. Azizullah Qazikhail, General Director, Human Resources, Independent Directorate of Local Governance (IDLG); Mr. Farid Mamundzay, Senior Advisor for Governance and Economic Development (IDLG); Mr. Mohammad Jan Farzam, Third Secretary, Embassy of Islamic Republic of Afghanistan; and Ms. Sofia Dahiya, Capacity Development Advisor, UNDP, working with IDLG. Welcoming the delegates, Dr. Rakesh Hooja, Director of IIPA, gave a brief overview of the activities of the Institute. Prof. Vinod Sharma gave a presentation on the activities

of the Institute and gave detailed description of the Institute's training programmes for the developing countries. Exploring the possibilities for further collaboration of IDLG with IIPA, Mr. Karini discussed about the training programmes for the officers of IDLG at IIPA. Prof. Pranab Banerji, Prof. Suresh Misra, Prof. K.K. Pandey and Prof. Nand Dhameja participated in it.

## Forthcoming Book Review Discussion

As part of the Book Review Discussion Meet, the next discussion is scheduled to be held on October 11 at 2.30 p.m. at IIPA on the book entitled *The Battle for Employment Guarantee* by Reetika Khera. Prof. T.S. Papola shall moderate the session. Besides there are few discussants who would participate in it.

## Lectures

- Shri Prabhat Kumar, former Governor of Jharkhand, addressed the participants of 37th APPPA on "Corruption in Government" on August 10. He gave a historical background of governance and corruption and also the measures initiated by the Government of India to curb the corruption. He emphasised that the corruption is the biggest barrier in the promotion of equitable and sustainable development of the country. He observed that issues of poverty, regional imbalance, and degradation of services cannot be addressed without understanding the causes and factors of corruption in government.

- Dr. Jayampathy Wikramaratne, Director of Institute for Constitutional Studies,



*Mr. Barna Karini interacts with the faculty members. He is flanked by Dr. Rakesh Hooja.*



*Dr. Jayampathy Wikramaratne addresses the audience. Sitting on his left are Prof. K.K. Pandey and Dr. Rakesh Hooja.*

Colombo and Attorney-at-law, President's Counsel, Sri Lanka, delivered a lecture for APPPA participants and IIPA faculty on "Devolution in Sri Lanka under the 13th Amendment: The Law and the Practice" on September 21. He highlighted the finer aspects of the devolution of power and emerging concerns of federalism in contemporary Sri Lanka. As an expert on constitutional law and administrative laws and member of Sri Lanka Constitutional Drafting Team, he brought out the dynamics in the constitution, politics and society of Sri Lanka in the context of the 13th Amendment. Accepting the universal reluctance of higher levels of governments to share power with the lower levels of governments, Dr. Wikramaratne made a strong case for the unique model of devolution of power and system of provincial councils enacted through the 13th Amendment in Sri Lanka which is a unitary country by analysing it through a comparative perspective. Dr. Wikramaratne was on a visit to India under the Indian Council of Cultural Relations' "Distinguished Visitors Programme 2011-12". Dr. Rakesh Hooja, Director of IIPA, presided over the programme.

## Recent IIPA Publications

### **Case Method: Concept and Cases in Public Administration**

by Sushma Yadav and V. Shanmugasundaram. It has been well established that case method has a distinct advantage over other training techniques as it develops skills of logical thinking,

searching relevant information, analysing and evaluating facts and arriving at conclusions needed for better administrative decisions and enhance the competence of the decision makers/executives by studying, developing and discussing actual situations from various perspectives. With an increasing emphasis on training for government officials and others, and considering the distinct advantage the case method enjoys against the other methods of training, there is a demand for decision-oriented case studies focusing on problem situations, and decision-making process. Considering the importance of case method in training, the IIPA has been playing a pioneering role over the years in bringing out volumes of case studies covering different aspects of administration and decision-making. The present volume, which is divided into two sections, contains eight papers on various approaches to the preparation and use of case studies and on related methodological aspects and seven case studies covering various facets concerning public administration, public policy and issues of governance. This 298-page volume is priced at Rs. 500.

### **Stimulating Revenue Base of Urban Local Bodies**

by K.K. Pandey. This study is first of its kind to examine the municipal own sources and their scope of expansion from a city resource pool or beneficiaries/recipients of municipal infrastructure within the city. The study is based on a representative sample of ten urban local bodies (ULBs) covering one municipal corporation and one municipality town from each of the five different regions of the country, namely: Navi Mumbai and Panvel (west), Faridabad and Karnal (north), Bhubaneswar and Puri (east), Bangalore and Ramanagaram (south), and Bhopal and Hoshangabad (central). Besides the introduction. Second chapter covers an overview of municipal finances in the country and sample cities in terms of income expenditure differential, growth of revenue, per capita value both at current and constant prices. The third chapter discusses the role of own source in the fiscal profile of the ULBs. This also covers importance and the position of own revenue sources in the process of revenue generation of the municipal bodies. The fourth chapter discusses the financial management, monitoring and control for own sources in the light of efficiency of financial management system. In the fifth chapter, it analyses the mobilisation of external sources of revenue with a particular reference to devolution of funds by state finance corporation and Central Finance Corporation. The final chapter provides a roadmap to strengthen efforts for resource mobilisation from own sources/city resource pool of the ULBs, taking into account local potential and use for fiscal transfers for efficient and optimal utilisation of local revenue base. This 140-page volume is priced at Rs. 325.

### Amendment in the Election Bye-laws of the Institute for the Election of the Members of the Executive Council

The Executive Council in its meeting, held on September 20, approved the recommendation of the Standing Committee for necessary amendment in the existing Election Bye-law No. 5(12) to replace the word "U.P.C." by "Regd. Post". **The amended Election Bye-law No. 5(12) will now read as "The Returning Officer shall ordinarily send the election papers to the members entitled to vote to their addresses as in the Institute's records by Registered post".**

### Re-scheduled Library Timings

The Library timings of the Institute have been re-scheduled as under with effect from November 25, 2011.

Existing timings	Future timings
9.00 am. to 7.00 p.m. on all working days (Mondays to Fridays) and 9.00 a.m. to 5.30. p.m. on (Saturdays and holidays)	<b>During the Winter</b> November 25 to February 28 9.00 a.m. to 6.00 p.m. (Mondays to Fridays) 9.00. a.m. to 5.30 p.m. (Saturdays and Holidays)
	<b>During the Summer</b> March 1 to November 24 9.00 am. to 7.00 p.m. (Mondays to Fridays) 9.00 a.m. to 5.30 p.m. (Saturdays and holidays)
	<i>(Library will remain shut on Sundays, Holi, Dussehra, Diwali, August 15, October 2 and January 26)</i>

## NEWS FROM THE BRANCHES

### Delhi Regional Branch

The branch organised the prelude conference on "Role of Panchayat Bodies in Rural Development since 1959" on September 29. Annual Conference Theme Paper by Dr. V.N. Alok and papers on the subject by Dr. Rakesh Hooja and Dr. S.K. Pachauri were circulated and they made presentations which were followed by discussions. Prof. J. Guha Roy presided. Earlier, the branch organised a lecture-meeting on September 22, in which Mr. Sheikh Humaid Ali Sultan Al-Maani, Ambassador of

the Sultanate of Oman, delivered a lecture on "Indo-Oman Relations: Emerging Areas of Cooperation. Prof. N.P. Singh, Chairman of IIPA's Standing Committee presided over the lecture and presented memento to Mr. Sheikh Humaid Ali, Dr. Rakesh Hooja, Director of IIPA, gave the introductory remarks. The branch also organised a lecture-meeting on August 5, in which Dr. Munish Gairola, Cancer Specialist at SMH-Curie Cancer Centre, Delhi (a unit of Healthcare Global), spoke on "Cancer is Preventable".

### Haryana Regional Branch

The branch collaborated with Haryana Institute of Public Administration in organising a seminar on "Media and Governance" on September 16. It was sponsored by Haryana Information, Public Relations and Cultural Affairs Department. Shri M.C. Gupta, Chairman of the branch, gave the welcome address. Presiding over the first session, Justice G.N. Ray, Chairman of Press Council of India, observed that the media and the other three estates of democracy

***Intellectuals solve problems, geniuses prevent them — Albert Einstein***

are not adversaries but constructive partners in building not only the better nation but a peaceful world order. Shri A.K. Arya, Joint Secretary of the branch, stressed the need for upgradation of skills on the part of journalists and advised to focus on positive journalism. In the second session, Shri Raj Chengappa, Editor-in-Chief of *The Tribune*, stated that development is happening in the state but it does not reflect in the newspapers and that is why people feel that media is obsessed with urban areas only with the result that governments have failed to live up to the expectations of the people. In the valedictory session, Shri Bhupinder Singh Hooda, Chief Minister of Haryana, asserted that good governance is central to progress and media has an important role to play as the country is passing through an era of unprecedented change, when the polity is maturing and democratic institutions are vibrant. Shri Kuldeep Singh, Speaker of Haryana Vidhan Sabha, emphasised that media's role in good governance is visible to the masses to react and expect government to accede to the legitimate demands of the people accordingly. Shri H.R. Bangia, Secretary of the branch, coordinated it.

#### **Howrah Local Branch**

The branch jointly with the Howrah Citizens and Rate Payers' Committee organised a lecture-meeting on "50th Birth Anniversary of Acharya Prafulla Chandra Roy" on August 26. Prof. Ashis Roy, Secretary of the branch, gave introductory remarks. Prof. Shyamal Kr. Chakraborty, HoD of Chemistry, Rajabazar Science College, gave the key-note address. Prof. Sankar Kr. Sanyal, Vice-

Chairman of the branch, presided over the programme.

#### **Jammu and Kashmir Regional Branch**

The branch in collaboration with the Department of Students Welfare, University of Kashmir conducted a debate on "Kashmir Language Receding its Influence in Our Homes" on July 16. Prof. Neelofar Khan, Dean of Students Welfare, inaugurated the programme. Shri A.M. Watali, Vice-Chairman of the branch, presided.

#### **Kerala Regional Branch**

The branch conducted a debate on "Right to Information Act: A Bane or a Boon" for the students of City College on August 26. Ten teams comprising 20 students participated in it. Rose Sebastian of Mar Ivanios College won the first prize. Arundhati B of University College and Krishna S of Kerala Law Academy College won the second and third prizes respectively. A team of three judges, Prof. K. Raman Pillai, former Chairman of the branch; Dr. B. Vivekanandan, former Chairman of Centre for West European Studies, JNU; and Prof. Joseph Alexander, Chairman of the branch, evaluated the debate.

#### **Madhya Pradesh and Chhattisgarh Regional Branch**

The branch organised a seminar on "Poverty and Poverty Line" in August. Shri Kewal Krishan Sethi, Chairman of the branch, in his key-note address, described the basis of the calculation of the poverty line and the criticism it faced from the economists and others.

#### **Mizoram Regional Branch**

The branch in collaboration with the Department of Public

Administration, Mizoram University, organised a conference and national seminar on "Rural Development and PRIs in India" on September 23. Shri Lalwata, State Minister of Education, was the Chief Guest. Prof. Srinibas Pathi, Secretary of the branch, presented the theme paper. Prof. A.K. Agarwal, Acting Vice-Chancellor of Mizoram University, was the Guest of Honour. Prof. C Lalkima, Chairman of the branch, presided. Dr Lalrintluanga, Dr. Lalneihzovi and twelve others presented papers.

#### **Nagpur Local Branch**

The branch, jointly with the Datta Meghe Institute of Management Studies (DMIMS), Atre Layout, Nagpur, organised a prelude conference on "Role of Panchayat Bodies in Rural Development Since 1959" on August 30. Shri M.A.H. Khan, Deputy Commissioner, Nagpur, presided over the function. Dr. M.S. Kashikar, HoD, PGTD of Political Science, RTM Nagpur University; Shri Nikhil Atale, Lecturer in DMIMS; Shri J.G. Wasnik, Asst. Professor of Public Administration; and Dr. P. Lakshminarayanan, Secretary of the branch, presented their papers. Shri M.A.H. Khan, Chief Guest who is also in-charge of MNREGA for all the six districts in Nagpur divisional jurisdiction gave a power point presentation and gave the contribution of this particular scheme for rural development of DMIMS.

#### **Warangal Local Branch**

The branch elected the following office-bearers under the chairmanship of Prof. K. Murali Manohar, Chairman of the branch: *President*: Prof. M. Vidya Sagar Reddy; *Vice-Presidents*: Prof. P. Sambaiah and Shri R. Krishna

**Asking a working writer what he thinks about critics is like asking a lamppost how it feels about dogs — Christopher Hampton**

Reddy; *General Secretary*: Prof. G. Rameshwaram; *Joint Secretary*: Dr. K.V. Rama Lakshmi; *Treasurer*: Dr. A. Vijay Kumar.

### West Bengal Regional Branch

The branch teamed up with the Kolkata Municipal Corporation in organising a seminar on “Urban

Growth: Problems and Prospect” on August 6. Inaugurating the programme, Shri Sovan Chatterjee, Mayor of Kolkata, stated that instead of avoiding the problems of urban growth, it is imperative to frame well-thought planning and execute it with sincerity and positive mind. Shri Sujit Shankar Chattopadhyay,

former Secretary, Union Ministry of Urban Development; and Dr. Syamal Kumar Ray, former Professor of Political Science, University of Burdwan, spoke on the topic. Dr. Sudhir Kumar Bera, former MLA of West Bengal, presided; and Shri Suryya Ray, Chairman of the branch, moderated it.

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### Quotable Quotes

- *Anger is an acid that can do more harm to the vessel in which it is stored than to anything on which it is poured — Mark Twain*
- *The greatest mistake you can make in life is to be continually fearing you will make one — Elbert Hubbard*
- *The test of success is not what you do when you are on top. Success is how high you bounce when you hit bottom — George S. Patton*
- *Personality can open doors, but only character can keep them open — Elmer G. Letterman*
- *When one door of happiness closes, another opens; but often we look so long at the closed door that we do not see the one which has opened for us — Helen Keller*
- *Forgiveness does not change the past, but it does enlarge the future— Paul Boese*

<p><i>Editor</i> : RAKESH HOOJA <i>Asstt. Editor</i> : SUNIL DUTT</p>
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