



Talk on 'My Journey so far...'

By Kaajal Oza Vaidya



Ms. Kaajal Oza Vaidya addressing the audience

BMA's new initiative of launching six books and creating a platform where authors and fans can interact was very effective last year. Motivated by its success, this July, BMA decided to form a new committee, called BOOK CAFÉ, Chaired by Ms. Rajal Chattopadhyay and Co-Chaired by Tushar Vakil.

To broaden the scope and perspective of BOOK CAFÉ, with creative contribution from committee members and encouragement from BMA President Dr. Arjun Singh Mehta, the committee was renamed as PINNACLE, which is more in-sync with the objectives. And thus, in August, **PINNACLE** (Participate **I**N Nurturing **A**rt, **C**reativity and **L**iterary **E**ndeavours) was shaped.

With that goal in mind, for its maiden event, PINNACLE hosted an interactive-session with eminent Gujarati author, Kaajal Oza Vaidya. Her bold and innovative style, which has the ability to inspire people from all walks of life, reflects the spirit of PINNACLE.

The event on 6th October had an enthusiastic audience of about 700 people at the Baroda Presidency Sports Club. The session gained great appreciation and accolades. In fact, Kaajal Oza was pleasantly surprised by the large turnout. The event was the first winning milestone for the PINNACLE committee. This achievement brought with it good will and greater brand awareness for both BMA and PINNACLE.



Ms. Kaajal Oza Vaidya along with the PINNACLE Committee

The key differentiator of this event is that PINNACLE created value for all the stakeholders - attendees, BMA, Baroda Presidency Sports Club and Kaajal Oza Vaidya

Not one to sit on past laurels, the wheel of PINNACLE is set in motion for its next creative venture.

PINNACLE Committee Members

Ms. Rajal Chattopadhyay	Chairperson
Mr. Tushar Vakil	Director
Members	
Ms. Chetna Pandya	Ms. Radhika Vaishnav
Ms. Janet Shah	Ms. Indira Prakash

Round Table Conference on Lean



Mr. N C Narayanan along with the participants

A Round Table Conference on Lean was held on 8th October'14 by **Mr. N C Narayanan**. The Speaker made the participants understand that Lean is not only restricted to manufacturing, it is much more than that by explaining the concept of Lean in detail. He discussed about the 2 ways of running the organization i.e proactive and reactive ways, World Class Manufacturing system, Michael Porter's Business Model etc.

Cooperative Seminar on Agriculture

'The Role of Soil, Seeds and Fertilizers in Improving the Output in Agriculture'

A Cooperative Seminar was held on 10th October'14 on the topic **'The Role of Soil, Seeds and Fertilizers in Improving the Output in Agriculture'**

Cooperative Development Committee at BMA which always strives to address the needs and betterment of the Cooperative fraternity by organizing the Cooperative Seminars. This Cooperative Seminar was organized taking into consideration the recent trends of the Agricultural



Dignitaries on the dais during the Inaugural Session of the Cooperative Seminar



Mr. Manoj Patel addressing the Cooperative Seminar

sector, the prime forces of which are Soil, Seeds and Fertilizers.

This Cooperative Seminar saw the presence of the eminent Speakers who are well versed in the field of Agriculture. The Chief Guest of the Seminar was **Mr. Manoj Patel, CEO, GUJCOMASOL**

The 1st session was on the theme **‘The Role of Soil in Improving the Output in Agriculture especially in the State of Gujarat’** which was addressed by **Dr. Madhubhai Dhorajia**, Vice Chairman & Chief District Agricultural Officer (Inputs). He presented the Soil Analysis in various regions of Gujarat pertaining to the mineral deficiency as well as Block Nutrient Leaks like Timings of Application to reduce Leaching, Avoid Heavy Rain, Flooding and Mulching.



Dr. Madhubhai Dhorajia addressing the Cooperative Seminar

2nd Session on the theme **“The Role of Seeds in Improving the Output in Agriculture”** by **Mr. M K Kureshi**, Joint Director – Agriculture, Government of Gujarat where the speaker stated the Land Utilization for Crop Production as well as the Agro climate Zone in Gujarat pertaining to various regions. He described about the Seed validity Patterns, Seed Certification Standards as well as the steps to be taken care of by



Mr. M K Kureshi addressing the Cooperative Seminar

the farmers before buying the seeds including the Factors on which the seeds should be selected by the farmers.

3rd session on the theme **“The Importance of Adequate use of Fertilizers in Improving the Output in Agriculture”** by **Mr. J P Gharia**, General Manager, GNFC Ltd where the speaker stated the actual statistics as to why in India the Land is more but the



Mr. J P Gharia addressing the Cooperative Seminar

Crop Production is less compared to China where the Land is Less and Crop production is more. He stated that the reason behind this Issue can be resolved by the Balanced Used of Fertilizers in India especially in Crop Production.



Panel Discussion during the Cooperative Seminar on Agriculture

The Cooperative Seminar ended with the Panel Discussion where the participants from various Agricultural and Cooperative Fields resolved their queries where the Chairperson of the Panel Discussion was Mr. Manoj Patel

The Panelists comprised of **Mr. Sanjay Shrivastav**, Asst. General Manager, Hindalco Industries Ltd, **Mr. J J Rupapara**, Sr. State Marketing Manager, GUJCOMASOL, Mr. Shriniwas Kale, Additional General Manager, GSFC Ltd and **Mr. Kamlesh Shah**, Additional General Manager, GNFC Ltd.

The Cooperative Seminar was attended by the delegates from GUJCOMASOL as well as other Cooperative Federations as well as Fertilizer Industries and progressive farmers

The seminar was Sponsored and supported by **Bank of Baroda**



Cooperative Development Committee

Mr. Devanshu Vaishnav	Chairperson
Mr. Sarvesh Chandra	Advisor

Brief on

‘How Savvy are you on Social Media’ By Sonali Shah Kadakia

Our Women’s Development Committee, chaired by Shilpa Parikh came up with an exciting and very apt topic for a workshop in one of our meetings and that was **“Social Media and how it affects us, Women”**. We decided that Sonali (one of our WDC members) was most suitable to conduct this workshop and hence the event was decided and held on a bright Sunday morning at the Gateway Hotel.

It was a grand success with over 50 women attending the workshop and it started with Shilpa’s introduction of BMA as well as WDC. Then Ms. Mona Bhatnagar gave a brief introduction about what Social Media is and how in today’s fast paced world, it is important to have a clear understanding



Ms. Meera Sampat & Ms. Sonali Shah Kadakia addressing the Session

and be savvy with this social media websites as well as applications.

The workshop started by Ms. Meera Sampat's witty comments and an introduction of **Ms. Sonali Shah Kadakia**. Sonali then proceeded to give the audience an insight about various social media networking sites and apps, like Face book, WhatsApp, LinkedIn, Instagram etc. She explained the different aspects of all these sites, which is useful for what kind of people, with which kind of profile etc. The workshop then took on a very interesting turn with her explaining the most common mistakes people make while being on a social media networking site, what to do and what not to do. This was followed by a question and answer session and an interaction with the audience which was very insightful and useful for all present.

Lastly the session ended with a vote of thanks from Ms. Taral Patel and everyone was given a handout of Social Media Networking etiquettes which was widely appreciated.

The WDC committee was very happy and all members felt that one more of such workshops should be conducted as the general feedback was for more and more of such relevant topics related to the day to day betterment for more productive and effective life.



WDC Committee Members

WDC Committee

Ms. Shilpa Parikh Chairman

Ms. Taral Patel Director

Members

Dr. Drashti Shah

Ms. Meera Sampat

Ms. Sonali Shah Kadakia

Ms. Anuradha Gupta

Ms. Mona Bhatnagar

Ms. Minu Hirode

MDP on 'Emotional Intelligence Leadership' By Dr. Nivedita Ganguli



Dr. Nivedita Ganguli along with the participants

MDP on Emotional Intelligence Leadership was held on 15th October by **Dr. Nivedita Ganguli** who is a Leading Counselling Psychologist and Behavioral Skills Trainer.

The Session covered various Practical Exercises and Games which covered aspects of the Emotional intelligence Leadership

MDP on 'Management Contract Labour System in Industry' by Mr. K B Lele



Mr. K B Lele along with the participants

MDP on Management of Contract Labour System in Industry was held on 16th October '14 by **Mr. K B Lele** who is Leading Practicing Advisor in the area of Industrial Relation, HRD, Personnel and Labour Laws in Vadodara.

At the end he discussed about the change in few legislation and compared it with previous legislations.

Article on 'Latest Eye Care Trends: Indian Scenario' by Dr. Niketu Shah M.S. (Ophth.)

In the last 10 years, eye care management of serious eye disorders in India has taken a huge leap due to availability of sophisticated and ultra modern instruments plus enormous workshops, seminars and conferences which has made the Indian doctors e saavy and increase their level of expertise to a considerable extent. To help the reader understand in depth some basic but extremely important conditions/procedures of eye with its management and its financial logistics, we shall discuss only two topics in this issue

CATARACT : (it is a greek work : meaning Waterfall)

A very common condition where the crystalline human lens of our eye gets clouded. It affects the elderly age group above the age of 50 years, though it can also occur at a very young age, where the only complaint is glare or dimness of vision. The technique of removal of the cataractous lens is called PHACOEMULSIFICATION WITH FOLDABLE INTRAOCULAR LENS IMPLANTATION. It is a very intricate and delicate procedure taking around 20 minutes of surgical time where the normal human lens is emulsified at 40,000 to 60,000 revolutions per second inside the eye by a phaco tip on a probe and a multifocal manmade intra ocular lens is implanted. Newer techniques of phaco surgery are termed as micro phaco, topical phaco and sub 1 mm phaco surgery where the incision site becomes more and more small for almost immediate recovery after the surgery. FEMTOSECOND LASER CATARACT SURGERY is the very latest technique of cataract operation which gives almost 100% precise visual outcome. Most of the patients go back to work on the very next day. The average cost of one phaco surgery inclusive of all charges would be between Rs. 25,000 to 50,000 depending on the quality of the lens and usage of materials. It is usually covered under all insurance medical policies after the end of the first year.

LASIK SURGERY :

Lasik surgery is a procedure which is carried out in the age group of 18 years to 45 years where any individual having high plus or minus power glasses can easily and safely get rid of them. There are more than 300 lasik surgeries done every day in Gujarat. Lasik surgery is a non invasive surgery where the time of procedure is not more than 15 minutes for each eye and mostly both the eyes are treated at the same time it is considered to be an outdoor procedure where the patient walks into the lasik centre, gets treated and goes back home in less than 2 hours. There are chances of minimal side effects after lasik surgery like haloes, glare, star bursting effect etc which subsides in most of the cases in some time. The cost of lasik surgery varies from Rs. 15000/- for both eyes to almost 1 lac for both eyes depending on the number of the eyes, skill of the surgeon, the machine used, the corneal flap created either by laser or by regular machine, etc.

Humour in Management By Parimal Joshi

Hello....I am residing in the 10th street from here.....Thieves robbed my house... can you *please rush in*.....and before that, pay for my *visit*....I am a Doctor... and I *came personally* to register my complain.....!!!



FRAMING MINDS

Constant Endeavors towards Serving the Human Kind

By **Dr. Mrugank Merchant** Director, Shubhechha Multispeciality Hospitals



(Samanvaya): Your background – education, past work experiences, your association With Shubhechha Multispeciality Hospital

(Dr. Mrugank merchant): I studied in Baroda medical college and completed my MS orthopaedics in the year 1983. I then joined my father- a senior orthopaedic surgeon Dr. G V Merchant, a pioneer in field of orthopaedic and we started a small orthopaedic nursing home of 25 beds called Shubhechha clinic.

10 years ago some of my father's friends, my colleagues and who were like-minded professionals, joined to start Shubhechha multispecialty hospital which has since then served the community of Baroda with great success.

(S): How the Hospital has evolved over the years in your tenure

(MM) : Shubhechha was started with an objective to provide state of art health care at affordable prices. The group of consultants were all having a flourishing practice in Baroda. They joined together to provide their technical knowledge and skills, to create an institution, which would have the best infrastructure.

At present Shubhechha has state of art operation rooms with laminar airflow equipped with latest equipment. The patient rooms are designed with thought to ergonomics at the same time they do not reflect the depressive hospital atmosphere. Special flow systems have been designed for the patients, the surgeons, instruments and the paramedical teams.

More importantly, the highly experienced and skilled consultants proved personal care to the patients, while at the same time providing the healthcare available in a bigger tertiary care center.

Backed by surgical and medical intensive care units, Shubhechha offers 24X7 support to the patients. Advanced oncosurgeries, fascio maxillary surgeries, cosmetic surgeries, laproscopic and endoscopic surgeries, high risk obstetrics care, and hip and knee replacement, and spine surgeries are all performed routinely now!

(S): Thrill and excitement being at the helm of the affairs – the pluses and minuses

(MM) : It has been an unique experience to be able to manage a team of highly skilled colleagues and at the same time provide healthcare to both well to do and also the less fortunate peoples.

There are very few minuses.

The constant struggle to make the treatment plans affordable to the common man, at the same time maintaining the highest

standards in health care in the background of inflation and up gradation of medical equipment is a serious challenge.

(S): What is your Leadership style

(MM) : We believe in collective leadership. Each of our directors are involved in different aspects of hospital management. Our only non-medical person on the board is the hospital administrator.

Everyone has a sense of trusteeship of the institution rather than ownership, which has resulted in always maintaining high ethical standards.

(S): Any high moment in business – a project you would love to remember

(MM) : There are a lot of events, which are etched in the memories in all our minds. Completion of 10 years of Shubhechha was really the high point and we never realized in the day-to-day running of the hospital and professional work how quickly time had flown.

Shubhechha has successfully managed patients with great satisfaction during multiple casualty scenarios like railway accidents, bus tragedies etc.

However, for me the best moment is always making a person in disability to walk again. Every time the thrill is the same.

(S): The people factor – how do you handle human forces and their dynamics

(MM) : Shubhechha has always been sensitive to the needs of the staff and the patients. It is not only the physical treatment but also the psychological and social demands for the patient, which are important. Personal attention by the nursing staff is also important.

Managing the various paramedical and other staff has been a great challenge. Our administrative director keeps a very close watch on their needs and demands, at the same time maintaining a fair system of rules and regulations.

(S): What are your hobbies and extracurricular (current book you are reading), etc.

(MM) : I am interested in ancient history and also in Vedanta. Both give us insight in human behavior and also give us meaning and purpose in existence. I also love reading period detective fiction and I try and collect rare old detective books. I find old detective fiction an interplay of human emotions combined with logical reasoning.

I have spent a lifetime in the Rotary movement and have experience in disaster management.

Shubhechha is involved in organizing disaster management services during public events like Navratri Garbas etc. I was involved in setting up turnkey physiotherapy units in Lattur during the earthquake. I also coordinated the relief work during the Kutch earthquake by mobilizing resources for all the rotary clubs in Baroda after doing onsite surveys.

I enjoy cycling and gym.

(S): What comprises of the Normal working day like

(MM) : Days start at 6 am and end at about 11 pm. Morning exercises, cycling/flexibility and basic yogaasan, and

pranayam.

Operative work in the morning and outpatients in afternoon and evening. Admin work in-between.

(S): How do you cope up with stress

(MM) : Pranayam and meditation helps a lot. I am trying to train myself to switch off after seeing every patient. Learning to switch off helps one to concentrate what one does in the present and we must not carry “baggage” of the previous experiences.

(S): What has been the Support of family

(MM) : We followed a joint family system and all my family including my parents, and my aunts and uncles lived with us. This has taught me the value of family support system. At the same time, I learnt the necessity of giving freedom to the young people. However, freedom cannot be a one way ticket. One also needs to learn the value of duty and service.

(S): How do you Balance work and otherwise

(MM) : I detest the workaholic. The workaholic defeats the very purpose of working.

Mission statement must include personality development. Human existence is not to be just productive. One must serve the family, the society and the community and at the same time also develop the creative brain.

Travelling, taking regular vacations with family are a must for me. Every six months we travel.

Also taking interest in wild life and nature, photography etc are good methods to improve work efficiency.

(S): Contribution of Shubhechha Multispecialty Hospital towards society

(MM) : At Shubhechha the bottom line is the patient. Our group has served for the last 10 years and we have contributed greatly to society at large and our patients specifically.

We regularly organize diagnostic camps, and also conduct free surgeries for patients with disability. We have cooperated and worked with many NGO's including the United Way, the Baroda citizen's council, the rotary, the VYO and shri vallabh foundation etc.

(S): Any incident from your life from which you have learnt a core lesson of life

(MM) : My father's work ethics and spirituality have always been the source of all my learning. But the most electrifying moment for me was when Pujya Shri Anandmayi Ma visited our home just before we moved in. The brief contact with her personality was a life changing experience for me.

(S): Any advice/ suggestion that you want to share with our readers.

(MM) : I feel that we have not valued the freedom we possess. We have taken our freedom for granted and we do not want to follow dictates of our conscience. If we develop our senses to the duties we are obligated to do, our freedom to develop ourselves and our society will follow automatically.

This interview was taken by Mr. Mayank Mathur for Samanvaya

એન્જિનિયરીંગ અભ્યાસ માટે શ્રેષ્ઠ વિકલ્પ (સાવલી) વડોદરામાં

K. J. Institute of Engineering & Technology **S. B. Polytechnic, Savli**

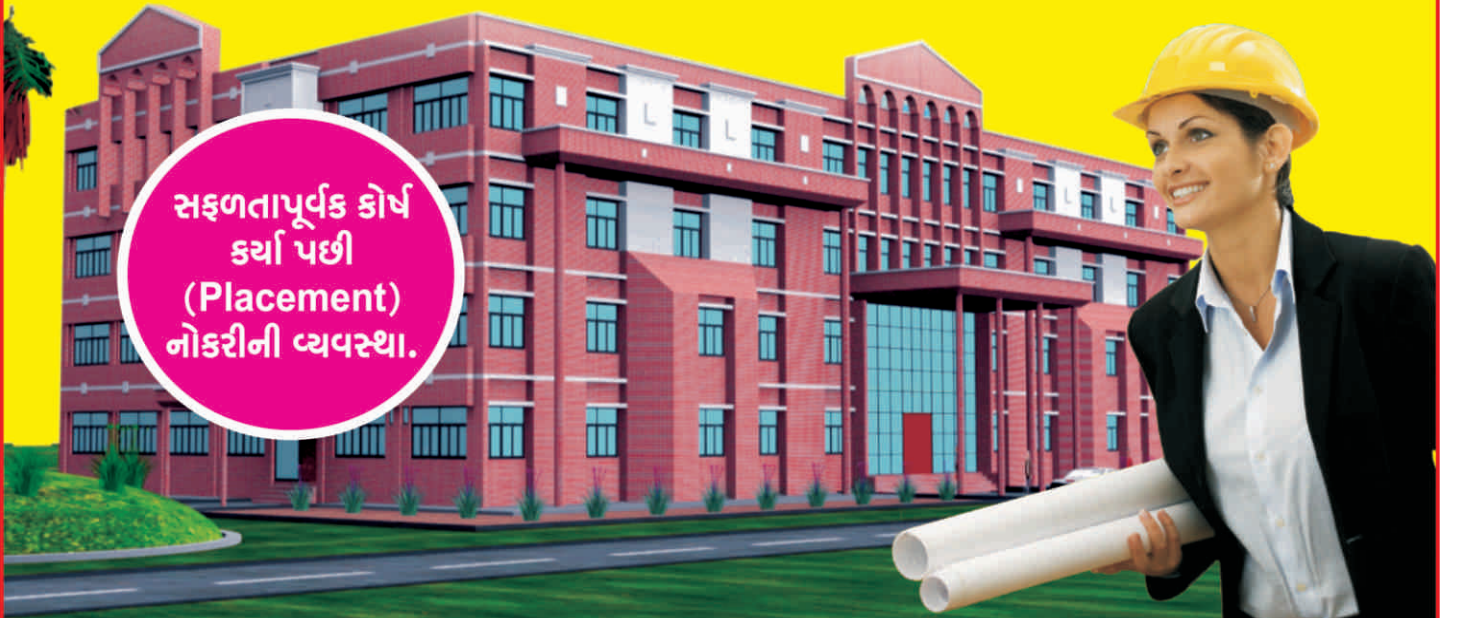
(Approved by AICTE, Affiliated to GUJARAT TECHNOLOGICAL UNIVERSITY)

**ધો. ૧૨ (સાયન્સ) પછી ડીગ્રી એન્જિનીયરીંગ
અને ધો. ૧૦ પછી ડીપ્લોમાં- અભ્યાસક્રમો**

- Mechanical
- Electrical
- Civil
- Automobile
- EC
- Computer
- IT

- કોલેજ કેમ્પસમાં વિદ્યાર્થી ભાઈઓ અને બહેનો માટે હોસ્ટેલ છે.
- વડોદરા અને આણંદ (વલ્લભ વિધાનગર) થી કોલેજની બસ સુવિધા.

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કર્તા પછી
(Placement)
નોકરીની વ્યવસ્થા.**



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Baroda Management Association
26th Annual Management Convention (2014)
17-18 November 2014 at The Gateway Hotel

Associate Sponsor: **adani**

The convention will address the scope of the fiscal, societal, political, economic, technical, managerial and intellectual environment necessary to flourish in borderless world to fulfill the vision of growth trajectory of India as a nation. It will evaluate and comprehend the tools required to flourish in this borderless world as world's largest democracy and discuss and deliberate upon ideas and suggestion to walk the talk about the country's emergence as an economic super power in this borderless world. There are many issues that need to be explored and understood as India as country and we, the citizen to flourish in this borderless world. Convention will throw open the challenges and possible ways to surmount the same. At the end, we shall conclude with the road map for the future.

Imminent Speakers



Vivek Katju IAS
Former Indian Ambassador



Siddharth Roy Kapur
Managing Director
Shriy India



Vipul Shah
CEO & President
Dow Chemical International Pvt. Ltd.



Mark Pierce
General Manager
Australia



Philip Sydenham
Deputy Head of Trade & Investment
Western India L&T



Lulu Raghavan
Managing Director
Lexus Associates, Mumbai



Hitesh Gajaria
Partner
HMG



Prashant Tandon
Co-founder & Managing Director
HealthKart.com



Anand Mehta
Partner
Khaitan & Co.



Robin Singh
Chief of Indian Premier League
Franchise Mumbai Indians



Swami Gyan Vatsal
BAPS



Sudhakar Kasture
International Trade Consultant



Vimal Kumar
Sports Journalist - Network 18
BNT and CBN-BSN



Chetan Malik
Communications Head
Wells Fargo India Solutions

FEE STRUCTURE

	BMA Members	BMA Non-Members	BMA Life/Patron	Students
AMC	₹ 2500	₹ 3500	₹ 2200	₹ 1500
Golf	₹ 4000	₹ 5000	₹ 3700	—

(The above mentioned fee is inclusive of Tax, 12.36%)

Golf Tournament | Networking with CEOs | Youth Interaction | Gala Night Award Ceremony | Various Ice Breakers



CURTAIN RAISER

BMA's Golf Classic

16th November 2014

Venue
Gaekwad Baroda Golf Club

- Play Golf Classic & Network with CEOs
- Be a Delegate in the 2 days Convention at Taj Gateway
- Enjoy Gala Night Celebration



BARODA MANAGEMENT ASSOCIATION

26th ANNUAL MANAGEMENT CONVENTION

इकाद नोव्हें

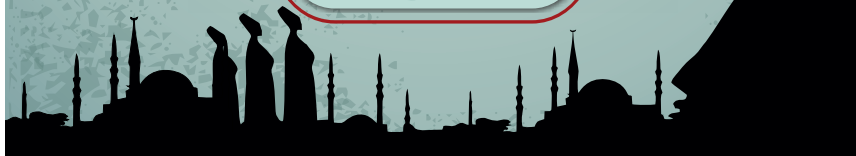
सुकून के साथ....करते है आगाज
दिल की बात... सूफियाना अंदाज



Date : Tuesday, 18th November 2014
Time : 7:30 pm onwards
Venue : Sir Sayajinagar Gruh, Akota

Maula Mere Maula Mere | Tu Jane Na
Dagabaaz Re | Naina Thag Lenge
Ishk Sufiyana | Tere Bina Tere Bina
Mai Tainu Samzawa | Tum Jo Aaye Zindgi Me
O Re Piya | Khwaja Mere Khwaja

We Solicit Your Gracious Presence On The Occasion
- Occupy Your Seats By 07:20 pm
- ₹1000 per card (Admit 2 per card)
- Entry By Card Only



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ANIL KUMAR

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INOX

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92.7 BIG FM

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Baroda Travel & Tours

Creative Partner

in house

FRIDAY EVENING TALKS

SR.	DATE	TOPIC & SPEAKERS
1.	07.11.2014	Corporatization of Health Care Services in India by Dr. Ashok Bhatt
2.	14.11.2014	Paryavaran Mitra by Mr. Naman Parikh
3.	21.11.2014	Management's Paradigm: HR cost center v/s profit center by Mr. Anish Dholakia
4.	28.11.2014	Shrikantiah Lecture at Knowledge Conclave, VCCI 2014 Exhibition.

**Venue : BMA, Guru Narayana Centre for Leadership,
2nd Floor, Anmol Plaza, Old Padra Road, Vadodara.**

MDP on Supervising for Success

- Date** : Tuesday, 25th November 2014
Timing : 9:30 pm to 5:30 pm
Faculty : Mr. Bharat N Darjee Date: Tuesday, 25th November 2014
Fees : Students: Rs. 800 Patron / Life Member: Rs. 1,000 / Members: Rs. 1,250 / Non Members: Rs. 1,500 per day. (Exclusive of Service Tax, 12.36%)

For further details and to reserve your seat,
please contact us on

0265-2344135/2353364/6531234 or bmaabaroda1@gmail.com

Dear BMA Members,

The Green Initiatives endeavours to reduce consumption of paper, in turn preventing deforestation and contributes towards a green and clean environment – a cause that we at Baroda Management Association (BMA) are committed to.



In support of the initiatives announced by various Government Ministries and our public listed patron and institutional corporate members, BMA proposes to send documents such as Samanvaya (BMA's monthly newsletter) in electronic form as 1st green initiative.

For all individual and institutional members BMA shall send Samanvaya in electronic form, w.e.f from December 2014 onwards. If any individual or institutional member desires to receive Samanvaya in physical format, please send a request to BMA office through an email (bmabaroda1@gmail.com) or by letter quoting your Membership No. on or before 30th November 2014.

The latest Samanvaya will also be uploaded on the BMA website. Physical copies of the latest Samanvaya will also be available at the BMA's office. BMA may also issue few physical copies to desired destination where public display is desirous for additional reference.

BMA is sure that each member shall appreciate the Green Initiative that has been undertaken by BMA voluntarily.

Ms. Amita Jaspal

CEO (BMA)

Birthday Celebration at BMA



Birthday Celebration - October, 2014

From the Editor's Desk

Dear Readers,

The October month was dominated by a well attended session of Gujarati Literature lovers by Ms Kaajal Oza at Baroda Presidency Sports Club. The ever so green 'Cooperative Seminar' being a centre of focus since past 14 years culminated with excellent response from Industry and Farmer sector likewise.

This issue being on Healthcare, we have covered an article from Dr. Niketu Shah (Eye Specialist and Chairperson of Healthcare Management Committee, BMA) which is on various advancements in medical treatment being the focus of the article, I am sure all the readers get benefitted by this nice article. Framing minds goes into depth with Dr Merchant.

The next month of November is very eventful month for all BMA members, AMC being scheduled, so is the BMA's Golf Classic, and Srikantiah Lecture which is scheduled at the Knowledge Conclave during VCCI '14 Exhibition. We expect an overwhelming response from our members and readers of this publication.

Hope you have a good read of the articles covered in the current edition of Samanvaya. We request your earnest presence and contribution for the FET's to make it a much bigger success.

Jai Hind!

Mayank Mathur

Editorial Team

Ms. Avi Sabavala	- Chairperson - Publications Committee
Mr. Mayank Mathur	- Director - Publications Committee
Ms. Amita Jaspal	- CEO
Ms. Shivangi Singh	- Manager - Program
Ms. Minal Padhiar	- Program Officer
Mr. Sagar Mehta	- Hon. Secretary



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