



# International Council of Industrial Security & Safety Management

Newsletter: May 2017

<http://onlineicissm.wixsite.com/iciss>

## INSIDE THIS ISSUE:

ISIS Activities	1
Menace of Maoists...	2
Strategies to deal with terrorism	3
Architectural Design and Security	5
Doing Night-shifts	6
Forthcoming Events: GESC 2017	9
Forthcoming Events: New Age Risk 2017	10

## ISIS Activities During First Three Months of Year 2017

We are no strategists. Yet, we ventured to take upon this task of assessing the ISIS strategies on the basis of information primarily available English Newspaper in Delhi. After all, the ISIS have proved itself to be a scourge to human civilization. To cite an example. An ISIS volunteer beheaded his own mother when the latter had made a simple request to his son to leave the ISIS and get back home.

However, it is good to remember an inscription in Urdu on a stone in West Pakistan, disclosing hard truth. American scholars have verified this. Inscription clearly mentions the ISIS would start their activities from India. With the declared objective for setting up New Caliphate, a senior Islamist scholar from UP, immediately volunteered to send 500000 volunteers help to cause of the Caliphate.

The opinion is divided on who is or are behind the ISIS. Some experts say it is Saudi Arabia and the US are behind the formation of the ISIS but certain knowledgeable persons say Saudi Arabia alone is behind the ISIS. After all, it is fight between Sunni and Shia sect of the Muslims. The spreading of Wahhabism is the primary reason for this. The Saudis have sent Wahhabists to India with more than 7000 crore of rupees. The amount could be more. Wahhabism has not only spread over the heartland of India, Wahhabism has also spread its net in the State of Assam in North East India.

Now, coming to some recent facts. the ISIS had hit the heartland of London. Terrorist have also visited ST Petersburg in Russia



DC Nath, IPS (Retd.)

and Stockholm in Sweden. We believe the ISIS would soon claim the responsibility for these activities. The ISIS have struck Indonesia as well. We are aware the ISIS have also made their presence felt in the Uighur region in the Western part of China. We are aware the ISIS have deeply penetrated into Bangladesh.

The presence of ISIS in Southern India was known from before. Now the ISIS

have struck the heartland of India. There was some credible information that the famous Tajmahal was the target of the ISIS. The ISIS have tried and have been trying different methodology in their strikes. They had hired men from Nepal to derail trains in India. A dangerous methodology adopted by the ISIS is the 'lone wolf attack'. There was also specific information that the Indian Prime Minister was the target of the ISIS.

The serious security threat to India from the ISIS must be examined in the background of renewed activities of the Pak ISI in India and signs of re-emergence of the Khalistani forces in the Punjab. The threat from the ISIS in India may have to be examined in the context of what the UN have said in February 2017. The ISIS have sufficient funds to continue their activities.

It is no wonder therefore that the German Chancellor had declared that Islamist terrorism is facing Germany. Similar opinion has been expressed by the anti-terror Chief of London against the ISIS. We would like to say this is facing the entire world including India.

This could be true in view of what United States has expressed in early March, "the ISIS is hoped to hold on to the shreds of their Caliphate!"

[onlineicissm@gmail.com](mailto:onlineicissm@gmail.com)

## Menace of Maoists...

Offering vacuous condolences to the families of security personnel killed by insurgents is, frankly, meaningless. And, so are mawkish statements and maudlin sentiments."

In India, the deadly Maoist ambush of a Central Reserve Police Force team that was helping build a road in Chhattisgarh's Sukma on Monday, 24th April took place only about 2 km away from the CRPF camp. 25 CRPF men were killed and six were injured when about 300 Naxals attacked them with rocket launchers and AK-47s, outnumbering the 99-member team of soldiers. A senior police officer said the attack was well planned. "We have accepted it as a challenge. We will review the strategy and if necessary we will revisit (it)," Home Minister Rajnath Singh said after paying tribute to the soldiers who were killed.

The attackers in black gear used hand grenades, automatic rifles and rocket launchers as they attacked them "from all sides".

rebels fueling for more and more violent expeditions.

The know-all experts, the usual gaggle of retired Army, police and Intelligence Bureau officials, have once again reminded the gullible masses that had they been in charge of the nation's affairs, they would have purged India clean of its malcontent from Kashmir to Kanyakumari.

While it is not unusual for separatists to make a return after hibernating during winter, there is something particularly sinister about the recrudescence of violence this time. The fig leaf of 'azadi' has been dropped! It's no longer about 'disaffection' with the Indian state, it is now about rejecting the secular Indian state, or what passes for it.

Offering vacuous condolences to the families of security personnel killed by insurgents is, frankly, meaningless. And so are mawkish statements and maudlin sentiments. They do not take us anywhere near a resolution. To the contrary, such expressions run the danger of portraying the Indian state as helpless and sapped of determination.

According to Maj. Gen. Mrinal Suman, "The only viable option available is to raise a specialized paramilitary force to suppress internal uprisings. The proposed Internal Security Force (ISF) should function under the Home Ministry. The raising of ISF cannot be termed as a wasteful duplication of existing forces. The ISF would be a genuine paramilitary force, the first of its kind in the country.

It's time India brought an end to the Maoist menace.



Prof. R. N. Mishra is of the opinion that the colonial legacy still continues to guide the Indian police organization which, to a great extent, is regulated by the Indian Police Act of 1861. The police in India is yet to maintain a friendly image in the eyes of the weaker sections of the people. The poor people look upon the police as an instrument of their exploitation.

Far from approaching them for help, people in general fight shy of them and this attitude of the people towards the police is easily exploited by the Maoists for their purpose. It is the people-Maoists nexus that keeps the

Capt SB Tyagi

# Strategies to deal with Terrorism

*“Certainly it has to be a multi-pronged approach. One could perhaps classify this into two different categories, namely, government and non-government efforts.”*

It will be a truism to say that strategies to deal with terrorism will be varied. Indeed, the strategies would depend on factors like the quality of the act of terrorism, the nature and character of the perpetrators, the extent of damage and impact caused, motivation for the act of terrorism or the immediate provocation of the act etc.

One thing is, however, certain it has to be a multi-pronged approach. One could perhaps classify this into two different categories, namely, government and non-government efforts to deal with terrorism. Although the government, by virtue of its obligatory role to protect the life and property of the citizens, will have major responsibility in this field, it will always have limitations. As a matter of fact, it will be good if those in authority themselves realize and own up their limitations as also make those limitations known to the people at large.

Be that as it may, the strategies to deal with terrorism could be generally discussed in four distinct segments:

: Measures to root out the causes of terrorism, if possible.

: Steps to prevent acts of terrorism, as far as practicable.

: Measures to tackle existing terrorist threats to the best of one's ability.

: Post-incident measures for restoring normalcy and taking curative/preventive steps against recurrence of such acts.

This article is, however, intended to touch on only one aspect of the variety of measures to tackle terrorist threats as currently prevalent.

So, not as a criticism but in appreciation of the limitations of government's efforts to deal with terrorism, we would like to place emphasis on measures to educate members of the public so as to build up peoples' resistance to terrorism both in letter and spirit. It was in this context that an opinion poll or a brief survey was undertaken amongst a cross section of citizens in the age group between 25 years and 75 years, representing students community, office-goers, housewives, business entrepreneurs and small traders. The focus here was on eliciting views on local and state (national) level measures as against more coordinated efforts required for tackling transnational forms of terrorism. One could perhaps do nothing better than enumerate the ideas thrown up in this brief interaction with this cross section of people.

A common refrain was that the government should take firm action against terrorists and “should not play politics with terrorism”.

The government should be able to lay down a procedure for accountability of officers dealing with terrorism and take appropriate action in all cases of failure.

Police and army personnel involved in tackling terrorism should be honest

enough in their acts. They should also be better equipped in terms of their armaments.

The need for educating the common citizens so as to give them confidence and building up resistance against possible acts of terrorism was highlighted by many. It was emphasized clearly that long term adverse effects of acts of terrorism must be fully explained to the general public. Suggestions like organizing debates at schools and colleges, local clubs and other social organizations were underscored. Some mechanism should be devised to advise people how to react to terrorist situations. The citizens will require proper guidance to tackle the risk factor involved so that more among them could come forward to help the authorities.

That media could play a very big role in creating the right kind of awareness among the members of the public was impressed upon. Both the print and electronic media should be firmly advised to show more responsibility in not making heroes of terrorists, which is often the case. The panchayats and local level political leaders could play more important role in rural areas.

Pointing out government's failures



# Strategies to deal with terrorism...

to prevent acts of terrorism, some among those interviewed diagnosed that better efforts should be made to elicit peoples' cooperation in providing intelligence input. Quite often, the people do not come forward to share useful information for fear of reprisal and lack of protection.

A sensitive section of the people was clear in their minds that as a long-term measure to tackle or root out terrorism, the authorities concerned need to pay adequate attention towards economic development so as to reduce sense of deprivation among the youth which often is the cause for taking to paths of terrorism.

One cannot but admire the level of appreciation among the cross section of people interviewed for this purpose. Every point made would be valid. It was evident that the people are conscious but they feel lost. It will, therefore, be very pertinent to point out that quite a few among those interviewed had said, "We have not really thought over it". This, to the humble understanding of the scribe, is a very big drawback in our social defence system. We need to spend time, resources and energy to devise ways and means to make the members of the people think and think on their role in dealing with terrorism which is now a stark reality. Somewhat idealistic though it may sound, extensive efforts, both at government and non-government levels, are required to make the members of the public feel involved in measures to deal with terrorists who, at times, do not make distinction on caste, creed or community basis. Perhaps, well-thought-out brainstorming sessions at different levels

could be organized to work out more actionable details for this purpose.

It will be a moot point at this stage to ask who would take initiative to mobilize the general public so as to create the right kind of security consciousness or awareness in the society. The task in this respect should, perhaps, be on the model of classical rural policing when village resistance groups are formed by people or could even be on the model of civil defence schemes of the government in urban areas but to be run by non-government agencies. It is possible that local clubs or other social organizations and may be some NGOs could be involved in this work. Unfortunately, returns in such matters are mostly intangible and hence are quite often not appreciated. If no incident happens, measures are often thought to be redundant. One will, however, have to understand that if nothing has happened, that was possible because of measures taken and that returns in these matters cannot always be estimated in terms of cost benefit analysis.

We would, at this stage, like to underscore the importance of the role of women in working out possible countermeasures or strategies to deal with terrorist phenomenon. The point is simple. If the housewives, who would be either mothers or sisters, could be suitably reached and impressed upon the vagaries that befall the lawless children, the law-enforcing agencies will certainly see better days. It is only too well known that extremists or terrorists draw sustenance from support received at homes which need not necessarily be theirs. Some definite scheme to mobilize the women power to fight

the battle against terrorism would certainly pay dividends hands down.

While building up adequate intelligence networking and creating sufficient economic squeeze on terrorists and their sponsors are sound strategies to deal with terrorism, perhaps far reaching and more effective results could be achieved through the process of cultural orientation carried out through established educational systems. Much advantage can be derived in this context through entertainment media – whether on radio or television network or stage performances. The culture of violence and treachery and all other such manifestations of the underworld shown in the media in the name of portraying hard realities could be replaced by suitable display of movies and entertainment programs with eternal ethical values.

It would, however, be correct to point out an inherent danger in building up peoples' resistance. At times, such movements, started with good intention, can turn sour and if not properly guided, can be rather counter-productive.

We are too familiar with the role of so-called middlemen or touts who often manage to arrogate to themselves important roles in the name of building up popular support, to say, police efforts to bolster good police-public relationship. Such aberrations should, not, however, stand in the way of building up the required level of peoples' resistance to the terrorist phenomenon, which we would think is imperative and not an option in these days.

*"There are inherent danger in building up peoples' resistance. At times, such movements, started with good intention, can turn sour and if not properly guided, can be rather counter productive."*



# Architectural Design and Security

The placement of access control readers requires careful attention. For instance, card readers need to be mounted so as to meet the requirements of the disabled for both frontal and side approach. The location of the card reader is especially important, because the device will seem obtrusive if it is improperly placed. As an example, in the case of a single door, the access control reader should be placed 42 inches above the finished floor and on the same side as the door handle. Proper design and placement of readers can prevent problems. In one case, a reader was mounted on the left side of a door that swung open to the left. As a user reached over to present the credential, someone else exited through the door, wedging the first person between the wall and the door.

The options for placing a card reader can be affected in the construction process by other trades. For example, the place where one electrical contractor installs conduit for light switches may limit the choices another electrician has for the placement of the card reader. The best way to avoid this problem is to have a single electrical contractor on the project. If this is not possible, the security designer should coordinate electrical requirements with the electrical designer to ensure all electrical subcontractors are aware of other equipment that will need to

be installed.

In some instances, the architecture of the building presents areas where mounting a credential reader is impractical, inconvenient or not possible. Only a small space is required to mount a reader, so if the security designer works with architects early in the process it should be possible to eliminate problem areas.

Taking the time during planning to coordinate door hardware choices with the access control and alarm system design will also pay substantial dividends. In many cases, doors within tenant spaces are glass and, therefore, require different door hardware than typical wood doors. By ensuring that the architect and security designer work together early on to identify door hardware requirements, the facility executive can protect both the budget and the schedule from unexpected shocks.

There are other ways in which early planning makes it possible for architectural design to improve security. One example is placing doors on opposite sides of an elevator vestibule. This approach compartmentalizes the vestibule, creating another zone of security on the floor. This is an excellent way to prevent "elevator surfing" by an individual who may be casing the high-rise.

It's important to remember building code compliance in these cases. If doors are placed on both sides of an

elevator vestibule, there is no longer an unimpeded path of egress for someone exiting the elevator. By properly blending architectural and security designs, it is possible to meet life-safety requirements as well as security needs. For example, an exit stairwell can be placed directly off the elevator vestibule to provide a means of egress. That approach would maximize security while providing code compliance.

The design and installation of an effective

## Access Control Tips

- Compartmentalize the building into rings of security
- Consider the physical needs of security equipment early in the planning
- Don't let safety compromise security, or vice versa
- Focus on communication

access control and alarm-monitoring system raises a host of issues beyond the technology itself, from the use of architectural barriers, to code compliance, to effective placement of readers. The only way to address those issues is with communication during the design process. It takes time and effort, but the result will be a system that serves the needs of the building owner, tenants and visitors for years to come.



# Doing Night-shifts?

## Dangers of sexual assaults

Business out-sourcing has become the harbinger of economic changes in India! It has also changed the Indian society! With those nocturnal office hours and disposable income, the youngster's zeal to spend the money on having good time

has created a cultural imbalance where one half has taken naturally the western concepts of 'dating' and 'living-in' and remaining other half is yet to accept these as part of social norms.

The allied problem is that liberal behavior of a partner is often misunderstood as consent. It also is male chauvinistic approach that before consent a woman must resist and bit of force is part of the consequent agreement! Alas! Both are farther from the truth. The sharp increase in the number of sexual assaults reported amply proves this fact.

Some people have the wrong idea about sexual assault. They think the assailant was overcome with sexual desire, the victim was dressed too seductively or "asked for it", or that all victims wanted sexual contact!

These ideas assume that sexual assault is

motivated by passion. It isn't. Sexual assault is a violent crime, a hostile attack, an attempt to hurt and humiliate. Sex is only the weapon!

## Facts about sexual assaults

Sexual assault is a crime, and it occurs with increasing frequency, but remains the most under-reported crime. There is a rape victim every sixteen minutes. A woman is beaten every 18 seconds; three to four million are battered every year. Three out of four women will be the victims of at least one violent crime during their lifetime. These statistics are repeated, in countries worldwide.

In over one-half of reported rapes, the rapist is an acquaintance, neighbor, friend or relative. Acquaintance rape is less likely to be reported to the authorities than rape by a stranger. Acquaintance rape frequently occurs under circumstances where the victim, the attacker or both have been drinking or are intoxicated. The victim of an acquaintance rape may not recognize it as a crime or consider the incident as a rape.

**The Victim:** You are a victim of a crime if you have had unwanted sexual contact. Sexual assault is no less serious just because you know your assailant. Previous sexual contact with your assailant does not justify or excuse the crime. If you think sexual assault is motivated by passion or happens because the victim asked for or wanted it, look at the facts. Sexual assault can happen to anyone - you, your children, co-workers or friends, or other members of your family.

**The Situation:** Perhaps you think sexual assault happens only in certain high-risk situations such as hitchhiking, walking alone at night, or going out socially alone. It's true that sexual assault can occur in such situations, but it also takes place in ordinary, seemingly safe places. In fact, about one-third of all rapes occur in or near the victim's residence. About one-half of rapes are by first or casual dates or romantic acquaintances.

**The Rapist:** Imagine a typical rapist. Whom do you picture? A sex-crazed man? A psychopath? More often than not, those stereotypes are wrong. Most rapists don't look peculiar or behave strangely. Mainly, they want to hurt, humiliate and degrade another human being. Rapists are not sexually deprived men; most have available sexual outlets. In addition, many are married and lead normal lives prior to conviction and often come from the same socioeconomic background as their victims. Rapists may be repeaters and may continue to rape until they are caught.

**The Crime:** "I thought I could trust him; I thought he was my friend. I started feeling uncomfortable, but I ignored my feelings. I thought he would never do anything to hurt me. Suddenly, he was a stranger. He was doing something I never thought he would be capable of - my friend was raping me." Donna - 20-year old acquaintance rape survivor.

Anyone can be a victim! Sexual assault awareness is based on environmental alertness. Remember, alcohol dulls your reflexes. When uncomfortable, trust your instincts!

Some people have the wrong idea about sexual assault. They think the assailant was overcome with sexual desire, the victim was dressed too seductively or "asked for it", or that all victims wanted sexual contact!



# Doing Night-shifts:

Dangers of sexual assaults

Contd...

## Be Alert When With Acquaintances

Find out about new friends or acquaintances. Ask others who know or have dated the person. Date with friends before accepting a single date. Make definite plans in advance. Don't leave a group setting with a person you don't know well.

Set sexual limits and communicate those limits. Tell your partner clearly what you intend. Establish that any sexual activity will be a mutual decision. Speak up if you're getting confusing messages from your partner. Be forceful and firm; don't worry about being polite. Don't fall for lines such as "You would if you loved me." Consider or practice approaches such as "Stop this! I'm not enjoying it." Pay your own way or share costs to avoid arguments such as "You owe me - I spent all this money on you." Beware of partners who disregard your requests.

Be assertive. State what you really want and are feeling. Remember, alcohol and other drugs compromise your ability to make decisions. When you say "no", make your message clear. When you say "yes", be sure you know what you're agreeing to. Don't be embarrassed to yell, make a scene or run away. Don't worry about offending your partner; remember, you are being humiliated.



If you are uncomfortable with a date, you can choose to end it. Take your own vehicle or meet at the destination. Carry money for a phone call or fare home. Avoid parties where men greatly outnumber women. Don't accept rides from newly made acquaintances.

Be careful when inviting someone to your residence or accepting an invitation to theirs. Avoid secluded places where you are put in a vulnerable position. Acquaintance rapes often occur in a residence.

Take care of yourself - don't assume other people will take care of you or protect you from harm.

Trust your instincts - believe your inner feelings when you get uncomfortable about a person or situation. Respond as soon as you feel uncomfortable!

ation. Respond as soon as you feel uncomfortable!

## Know Your Defenses

Anyone can be a victim of sexual assault. You should think about the kinds of defense you would be willing to use. In some cases, resistance can frighten off or discourage the attacker, but it can also lead a rapist to become more violent or increase efforts to subdue the victim.

Now is the time to consider your options; there is little time to think during an attack. Could you really hurt an acquaintance who tried to hurt you? Are you willing to yell? Are you able to run? Remember, rape is a crime of violence, not passion. You've got to assume that a rapist is willing to use violence. If you are attacked, your main concern must always be your safety.

Because all people and all situations are different, there is no ONE way for you to protect yourself. People have different capabilities, and you must decide for yourself the best defense method for you.

## There are several ways to react to a sexual assault...

### Passive Resistance

The goal of passive resistance is to think and talk your way out of the situation. With passive resistance, you can:

- Try to calm the attacker. Try to persuade him not to carry out the attack.
- Claim to be sick or pregnant. Tell him you have a sexually transmitted disease. This may intimidate the attacker.
- Try to discourage him. Pretend to faint, cry hysterically, act insane or mentally incapacitated.

If you're at your residence, tell the attacker a friend is coming over or that your spouse or roommate will be back soon.

Anyone can be a victim of sexual assault.

You should think about the kinds of defense you would be willing to use.

In some cases, resistance can frighten off or discourage the

attacker, but it can also lead a rapist to become more violent or increase efforts to subdue the victim.

# Doing Night-shifts:

## Dangers of sexual assaults

Contd...

### Active Resistance

Active resistance is intended to distract or temporarily injure your attacker to create an opportunity for escape. Nobody can tell you whether or not active resistance will be the "right" thing to do. A decision to resist actively, however, is irreversible. Your goal is to escape, not to win. Here are some pros and cons regarding the most common types of active resistance:

- Yelling: It can surprise or frighten an attacker away if he fears people will come to help. But yelling won't help in isolated or noisy areas.
- Struggling and fighting back: A forceful struggle may also discourage an attacker, but most will retaliate and have the potential to inflict serious injuries. However, you must not be afraid to hurt an attacker. All kicks and blows must be forceful and should be aimed at vulnerable areas such as the groin, eyes, or instep.
- Martial arts: Special self-defense skills such as judo or karate are popular. If you are proficient in such techniques, they can be very effective. But proficiency requires practice.

### Weapons

Many people carry weapons such as guns, knives, or spray chemicals to ward off attackers. Unless you are trained and not afraid to use these weapons, they can be very dangerous. The attacker might be able to turn them against you. Also, some weapons cannot legally be carried, so check with local law enforcement authorities.

### Submitting to an Attack?

If you believe you might get severely hurt defending yourself or if you're afraid to fight back, don't. Sexual assault is still an assault and still a crime, even if you do not have a single cut or bruise. Victims who do not resist should never feel guilty; it is the assailant who committed the crime.

- If attacked, escape
- If trapped, stay alive
- If assaulted, memorize details

Many people carry weapons such as guns, knives, or spray chemicals to ward off attackers.

Unless you are trained and not afraid to use these weapons, they can be very dangerous.

The attacker might be able to turn your weapon against you.

Also, some weapons cannot legally be carried, so check with local law enforcement authorities.



P.S. - If you don't like to receive our newsletter, we apologize for bothering you. Please let us know your mail address and we will move it out from our contact list, thank you!



## Forthcoming Events

# 3RD ANNUAL GLOBAL ENERGY SECURITY CONFERENCE 2017

JULY 17-19, 2017  
CEBU, PHILIPPINES

**For more details, please contact -**

**Policarpia C. Secretaria Jra.**

Conference Director, PCS Training Consultant, Lipata, Minglanilla  
Cebu, Philippines, 6046

T: 0063-260-05-57 M: 0063-9064116749 IP: 001-777-8874-421

E: [polly.secretaria@pcstconsultant.com](mailto:polly.secretaria@pcstconsultant.com) W: [www.pcstconsultant.com](http://www.pcstconsultant.com)

PLUS AN ISLAND HOPPING  
TREAT EXPERIENCE ON  
THE 3RD DAY

Bringing together security professionals at conferences is a key to improving security within organisations. Security is not a single problem experienced by a single organisation. It is a collective problem that calls for a collective solution. Only by coming together as a group of professionals can we address our common issues and develop a holistic responses based upon our shared experiences. It has often been the aim of security to make our own organisations so secure that the bad guys simply go to an easier target, but what happens if we are the easier target. This conference allows us to benchmark our current security, and determine what directions we can take to ensure that our organisations remain at the forefront of security best practice.

In this conference, we will be dealing with the hot issues concerning the Energy Security of the region.

- Key Risk to Energy Transit
- Threats and Terrorism Visibility Outside the Region
- Risk Management
- Five Dimensions of Security - Political, Military, Economic, Social and Environmental
- Technological Security
- Pipeline Security and Mitigation of Risk to Pipelines
- Energy Security in the Middle East and North Africa Region

Hope seeing you in our conference 2017!



**20% Discount  
for all ICISS members**



# Forthcoming Events



## SEMINAR ON **NEW AGE** **Risks** 2017

June 23, 2017 | FICCI, New Delhi



Key Highlights:

Launch of "India Risk Survey - 2017" Report.

PARTNERS

Knowledge Partner:



Supported by:



Media Partners:



To participate in the survey,  
click on the link below:  
<http://irs.pinkertonindia.com/>

**BLOCK  
YOUR  
DATE**

Contact Us

Mr. Sumeet Gupta  
Director  
Federation of Indian Chambers of  
Commerce & Industry (FICCI)  
E: [sumeet.gupta@ficci.com](mailto:sumeet.gupta@ficci.com)  
T: +91-11-2373 8760-70 (Extn. 515)  
F: +91-11-23765333

Ms. Bhawana Sharma  
Assistant Director  
Federation of Indian Chambers of  
Commerce & Industry (FICCI)  
E: [bhawana.sharma@ficci.com](mailto:bhawana.sharma@ficci.com)  
T: +91 - 11 - 23738760-70( Ext: 443)  
F: +91-11-23765333

<http://onlineicissm.wixsite.com/iciss>

Let's professionalize the professionals...