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Mr. Ved Prakash Takes Over as Vice-Chairman, SCOPE

Mr. Ved Prakash has taken over as Vice-Chairman of Standing Conference of Public Enterprises (SCOPE). Mr. Ved Prakash is Chairman & Managing Director of MMTC Limited.

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CHAIRMAN'S DESK



The Indian economy is growing at a rapid pace and optimism prevails with regard to future growth prospects. International Monetary Fund (IMF) has described India as one of the few bright spots of the global economy. We have to sustain our economic performance and look for newer endeavours and innovative ideas to take the growth to new heights.

Recently NITI Aayog on behest of its Chairman, our Hon'ble Prime Minister Shri Narendra Modi has started lecture series on transforming India. The key note address was delivered by Shri Shanmugaratnam, Deputy Prime Minister and Coordinating Minister for Economic & Social Policies, Government of Singapore on the subject "India in the Global Economy" on 26th August 2016 at Vigyan Bhawan, New Delhi. It was attended by Hon'ble Prime Minister of India himself, his Senior colleagues in Cabinet,

Secretaries to the Government of India, Chief Secretaries of States, Joint Secretaries and other cross section of the Society who can contribute in upliftment of the Indian economy. On behalf of SCOPE and my company, The Handicrafts & Handlooms Exports Corporation of India Limited (HHEC), I participated in the program. Some PSEs also participated.

The panellists were Dr.Arvind Panagariya, Vice Chairman, NITI Aayog Moderator, Shri N.K. Singh, FRBM Review Committee and former Member of Parliament, Dr. Bimal Jalan, Ex-Chairman, Expenditure Management Commission, Former Governor, Reserve Bank of India and Dr. Vijay Kelkar, Chairman, NIPFP, Formerly Chairman of the Thirteenth Finance Commission and Chairperson of the Committee on Revisiting and Revitalizing the PPP Model of Infrastructure Development.

During the course of speech of Hon'ble Prime Minister of India, Deputy Prime Minister of Singapore, Question Answer Session with the Panellists and the points put forth by the panellists, some important points emerged to be taken forward by India and its stakeholders for transforming India which I am re-producing for the benefit of PSUs that play a vital role in the Indian Economy and Social Upliftment of the people. Hon'ble Prime Minister of India emphasised that our vision for India should be rapid transformation i.e. :-

- Change in mind set
- Preparedness to adopt new technology which is fast changing
- Reduce Red Tapism
- Change in administrative mind set

He also suggested that our approach should be Indian with an International outlook. He expressed his confidence that as Indians are generally receptive of ideas, the above can be transformed by Indians in a short span of time.

As a friend of India, Deputy Prime Minister of Singapore in his speech pointed out:-

- Continuous efforts to fill gap in infrastructure should be taken as still there is a big gap between desired level and present availability.
- India has a very small percentage in world export market and all out efforts should be made to increase the same not only by tapping the demand side but also improve the supply side at world level.
- India is a country where agriculture dominates the economy but productivity is very less which should be increased by adopting new technology and new strategies.
- Enriching human capital through improvement in education system and also improving mother and child care facilities to have direct impact on the child at pre-natal stage. In this process India needs teacher training and accountability and diversifying the over-produced graduates into various areas of vocational education.

Panellists also put forth their views on the issues. However, emphasis was the same, that policy and targets be settled by Government and Execution be left on Implementing Agency. One thing that I have not only observed but experienced is that in majority of cases, timeline in execution of plans by either Private or Government Sector exceeds the target date. But as we have examples of timely execution of work in India itself of Metro Rail and Election commission holding the Elections, we should resolve that under no circumstances except natural calamity etc. none of the plans should exceed the targeted timeline. Each executor with free will consent should commit to complete the job within timeline and it should be sacrosanct for all stakeholders of Project.

I hope with this brief outcome of the meeting, our PSUs may also see where we can contribute in

these areas by fine tuning our activities and may also directly submit their views to Niti Aayog or during the course of next lecture series held by Niti Aayog.

SCOPE, as an apex body of Public Sector Enterprises has been taking newer initiatives to make PSEs more proactive, result oriented and globally competitive. Image Management has assumed a great strategic significance. SCOPE is planning to organize a Two-day Program for Media Spokesperson in PSEs i.e. CMDs, Directors, heads of Units, designated and prospective spokespersons for enhancing their capacity for interactions with the media.

A CEO Conclave was convened in the presence of Justice (Retd) Satish Chandra, Chairman, 3rd Pay Revision Committee to deliberate on important issues related to Pay and Perks of PSE Executives. M/s Aon Hewitt presented a brief background of PSEs and the guiding principles of pay revision along with detailed recommendations. Member PSEs also shared their perspective with the 3rd Pay Revision Committee on pay structure, autonomy and governance, perks and allowances, PRP, ESOP, Bell curve approach among other issues. Suggestions emerged during conclave are being incorporated in the final recommendation to be presented to the government.

As already informed, SCOPE Academy of Public Sector Enterprises (APSE) has successfully completed its first programme. APSE is now all set to start its second Executive Development Program for young executives in mid September 2016.

SCOPE would continue to strive to help PSEs remain relevant to Indian economy and at the same time shine brightly on global map.

Jai Hind!



Nirmal Sinha
Chairman, SCOPE

INCREASING CHALLENGES of Corporate Governance in PSEs



Dr. U. D. Choubey
Director General, SCOPE

Corporate Governance besides being an important part of the globalised economy has over the past few years become an important part of the Indian set up as well. Though there is no single model of corporate governance that can be deemed suitable for all, it must be noted that the guiding principles of Corporate Governance are universal and similar in application. Corporate Governance rests on four fundamental cornerstones of Fairness, Transparency Accountability and Responsibility.

To attain fairness, transparency with the right accountability, Public Sector Enterprises (PSEs) have sound corporate governance practices in place. PSEs are seen as the trend setters and with Corporate Governance too, they were required to comply with several rules and regulations under an elaborate system of Parliamentary and governmental control. PSEs have taken several steps and structured initiatives, beyond what was expected of them for the benefit of stakeholders. Strong vigilance initiatives have been taken to promote transparency and integrity in the functioning of PSEs.

Adoption of good Corporate

Governance practices has improved the performance of the PSEs. Remarkable resilience and adaptability shown by PSEs to emerge as growth engines of the economic development of the country validates this fact. Their performance during the most difficult years was noteworthy and today they are among the largest and fastest expanding Indian corporates, continually driving growth through increase in turnover and profitability and generating wealth for the Government and the nation as a whole.

While the PSEs have expanded their top line by impressive expansion, the bottomline has also expanded through higher productivity, upgraded technologies and strategic initiatives. However, the new economic environment calls for exploring new markets, forging strategic alliances, acquiring new technologies and establishing joint ventures. This requires conducive policy guidelines including greater empowerment for their effective functioning.

Over the years, a number of measures have been taken by various governments to grant autonomy to PSEs. There still remains some issues of empowerment and functional autonomy that need to be timely addressed. PSE Boards

needs to be fully empowered to decide bold strategies and their implementation without day-to-day interference. Some of the critical aspects of corporate governance with respect to PSEs are mentioned below:

Autonomy

Enhanced autonomy to the Boards of PSEs should be given for their professional functioning. PSEs have often faced the complex situation where there is benefit on not taking decisions rather than on making decisions. The lack of confidence in PSEs comes from the fact that there is very limited role for them to play in decision making. A policy for selective government intervention in the management of PSEs would help in bringing an element of dynamism in decision making process.

A matter of immense significance and premise of good governance has been separation of roles of Ownership and management in PSEs. All issues of empowerment and accountability revolve around these issues. Many Expert Committees have been recommended an arm's length relationship between PSEs and Government. Public sector reforms like greater autonomy,

professional board management, streamlining of regulatory mechanism and level playing field viz-a-viz private sector would facilitate smooth decision making in their commercial operations.

Succession Planning

Succession Planning and grooming dynamic leaders in PSEs require immediate attention as the selection process is a long one. As a consequence, a large number of posts remain vacant for a long time. Under such a situation, an interim arrangement is made to run the company. Temporary arrangements at top lead to loss of efficiency, productivity and lack of stability. There is thus need to reform the process of selection of Directors and CEOs through a robust transparent system so that notification of CEOs is made within a time frame.

Appointment of Independent Directors

Institution of Independent Directors has emerged as corner stone of corporate governance and adds value to the long term sustainability of the organization. However, the general view and negative perception about PSEs is that they are not fulfilling the corporate governance norms of appointing the Independent Directors. However, Independent Directors in PSEs are appointed by the Government and PSEs have no role in their selection process. Hence, it is total injustice to whole PSEs responsible for non compliance of SEBI Regulations for appointment of Independent Directors or Audit Committee/ Remuneration Committee. The process of appointment of Independent Directors needs to be accelerated in PSEs. For the

Capacity Building is critical to the success of an organization. Emphasis has to be laid on capacity building for strengthening the skills, competencies and leadership abilities of the executives to help them confront challenges and achieve sustainable results.

better functioning of an organization it is necessary to induct Directors with relevant experience and know-how of their industry. But to perform to their full potential these directors should have the freedom to exercise their intellect and experience. The time has come to adopt a more professional, independent and transparent approach in appointment of Independent Directors.

Capacity Building

Capacity building in PSEs is important and has become a game changer in the current market environment. Capacity Building is critical to the success of an organization. Emphasis has to be laid on capacity building for strengthening the skills, competencies and leadership abilities of the executives to help them confront challenges and achieve sustainable results.

A real challenge for any company including PSEs, is to fill

knowledge gap at the top level, both the board as well as senior management. Capacity building of the Board Members and Senior Managers and to continuously keep preparing them for dealing with emerging challenges, is of utmost importance for a company to sustain its competitiveness and growth. Conscious efforts are required to fill knowledge gaps (through training and development programmes), otherwise, it may become a huge lacuna for the directors in effectively discharging their duties.

Moreover, Public Sector Boards have a unique but complex structure of three different classes of Directors – Functional Directors, Government nominee Directors and Independent Directors. They come with different qualifications, experience, working environment or background/areas. Therefore, all the three classes need induction training particularly in the area of Board's role in strengthening corporate governance and performance management.

SCOPE has been organizing Conclaves on Corporate Governance under the aegis of DPE and in association with Academy of Corporate Governance. Through these programmes SCOPE has provided an opportunity to Chief Executives, Directors, potential directors to become well versed with corporate governance practices and related aspects.

Risk Management

Creating an enabling risk management framework is a challenge in today's business environment. The Companies Act 2013 emphasises the requirement of Risk Management Policy for the



company including identification of risks which can threaten the existence of a company. Although many PSEs have created an enabling risk management framework, still there is a huge scope for creating a value driven risk management process to support their strategic and business decisions. Developing a robust risk governance structure, creating a risk awareness culture, developing effective risk management specific skills, and organizing skill adequacy programmes are essential for sustaining and gaining a competitive edge.

Corporate Social Responsibility

Corporate Social Responsibility also forms a pivotal part of Corporate Governance as enhancement of value and betterment of society has been a major task undertaken by PSEs over the last few years. Given the massive fund being earmarked for CSR initiatives and likely problems of effective and judicious implementation, the public sector would like a convergence approach towards all CSR initiatives. Stringent mechanisms for selection of agencies for implementation of CSR activities and

social audit to ensure proper utilization of CSR funds would ensure meeting the CSR goals.

Developing Women Leaders

Leadership for women, has become an important aspect of PSEs with the growing recognition about the need for placing women in positions which contribute strategically more value for the organization and in line with their aspirations and capabilities rather than positioning them on perception.

The Companies Act 2013 provides for atleast one Women Director on the Board of every listed company. But this has been a challenge for most of the PSEs as many companies have yet to appoint a Women Director on their respective boards. The fact remains that there is dearth of sufficient requisite number of women executives to occupy the board level positions. PSEs need to work towards training and succession planning of women employees in their organisations. For this purpose, it is important that beyond their technical and professional expertise, they need to be trained in strategic and

international business management. They need to create a system that will nurture leadership potential and focus on their competency building. Rather than looking at hiring women from outside the company it would be best if companies are equipped enough with deserving female candidates.

Clear Ownership Policy

Even after over six decades of existence, PSEs do not have a well documented ownership policy. A well documented Ownership policy with clear segregation of role and responsibility with regard to ownership, control and management helps government to avoid the usual pitfalls of passive ownership and excessive interferences emanating from multiple and contradictory objectives. It defines the ownership function of State and helps in minimizing their control and interference in day-to-day commercial decision making, thereby providing greater powers to Boards. In this regard OECD has also opined that the government should develop and issue ownership policy which defines the overall objective of State Ownership, the States Role in Corporate Governance & PSEs and how it will implement its ownership policy. Therefore, there is need to evolve a well documented ownership policy. Public sector has become more relevant than ever before. Its presence will remain imperative for a long time to continue to play a key role in the socio economic growth of the country. The changing perceptibility of the Indian public sector has made a lucrative employer and among the best places to work in the country. ■■■

INTERVIEW —

**Mr. Rajiv Bansal, Joint Secretary,
Ministry of Electronics & IT and CEO, National Internet
Exchange of India (NIXI) with KALEIDOSCOPE Bureau**



Rajiv Bansal

The National Internet Exchange of India (NIXI) is a Section 25 government non-profit company to provide neutral Internet Exchange Point services in India. Mr. Rajiv Bansal, Joint Secretary, Ministry of Electronics & IT and CEO, NIXI spoke at length regarding Role of NIXI, Digital India Revolution, Operational stability, security and reliability of the .INccTLD, .Bharat Domain and others in an interview with KALEIDOSCOPE Bureau. Here are the excerpts:

Please tell us about your current role and responsibility with NIXI?

National Internet Exchange of India (NIXI) was set up in 2003 as a not-for-profit Company Under Section 25 of Indian companies Act 1956 with an objective of facilitating improved internet services in the country. Subsequently, during 2004, the Government of India delegated the operation of .IN Registry to NIXI. Thereafter during 2012, the Government of India delegated NIXI to run the Indian Registry for Internet Names and Numbers. As the Chief Executive Officer my job responsibility involves oversight and management of all the activities under the aegis of NIXI aligning with the organizational objectives. These may be broadly classified as i) increasing the traffic being exchanged at NIXI nodes ii) increasing the number of .IN and .Bharat domains and iii) allocation of IP addresses in an efficient manner. In addition, NIXI is actively engaged in the promotion of Internet in the country.

How important is the role of NIXI towards

supporting the Digital India Revolution? Please share the various benchmarks set and the ones NIXI is gearing to accomplish in near future?

The most important role of NIXI in ensuring success of Digital India Program is facilitating high quality internet access with minimum latency. Also, easy availability of .Bharat & .IN domain and IP resources in a cost effective manner is expected to promote the Digital India program in the remote and rural areas. Some of the specific steps taken by NIXI include setting up seven Internet Exchanges in the country for peering of ISPs among themselves for the purpose of routing the domestic traffic within the country, instead of taking it all the way to US/Abroad. This would result in better quality of service (reduced latency) and reduced cost. These seven exchanges are located at Mumbai, Chennai, Kolkata, Bangalore, Hyderabad and Ahmedabad. NIXI has set up a benchmark to increase the quantum of traffic exchanged at these nodes from current 45 Gbps to 65 Gbps by the end of 2016.

NIXI is also responsible for operation of .IN Registry

for allocation of .IN and .Bharat domain names. .IN is India's country code top level domain name. .Bharat is India's IDN (Internationalized domain name) and is available in various constitutionally recognized languages. NIXI is embarking on an ambitious advertisement campaign to promote .IN & .Bharat domain. NIXI also operates Indian Registry for Internet Names and Numbers (IRINN) for the allocation of critical internet resources viz. IP address and AS numbers within the country. Since its launch in 2012, IRINN has over 1800 affiliates and the number is projected to reach a level of 2200 by the end of 2016.

What impact do you see on overall internet adoption in the country with ICANN delegating IDN in Indian languages?

The availability of IDNs in Indian languages can be seen as a crucial step in promoting a multilingual internet ecosystem in the country. IDNs would enable representation of URLs in native languages which makes them easier to remember and recollect. This can in turn give impetus to creation of more multilingual content and services online. In the long term, IDNs will lead to a more inclusive internet to the vast majority of Indians residing in remote and rural localities who are not literate in English. As per a recent report of IAMAI, the number of rural internet users will increase from 60 million in June 2014 to a level of 280 million in 2018. Looking at initiatives such as Bharat Net, this is expected to increase the uptake of IDNs and local language content.

How does .IN Registry ensure operational stability, security and reliability of the .IN ccTLD?

.IN Registry strives to maintain operational stability, security and reliability of the .IN ccTLD by adopting the best practices. It has adopted state of the art technology for the operation of .IN ccTLD and implements the policies of the Government of India. The registry maintains two authoritative DNS servers within India and uses anycast servers distributed across the globe to resolve queries faster and reduce load on authoritative servers. This highly redundant, global, anycast DNS network protects against massive Distributed Denial of Service (DDoS) attacks. IN Registry is DNSSEC enabled providing additional security to prevent domain

hijacking. .IN registry is secured behind a 5 layer security ring with fully redundant hardware & software service provision including a completely functional and tested disaster recovery facility.

The registry is constantly monitored for threats and active measures are taken to mitigate the abuse in coordination with CERT-In. In addition to this, there are additional scans and audits performed to ensure that there are no vulnerabilities. Also, a robust Anti-Abuse policy is in place to mitigate and prevent abusive activities like spamming, phishing, pharming, botnet etc.

What will be the main focus of the .Bharat domain by NIXI?

The main focus of .Bharat domain is to reach out to non-English speaking people of India who want to access information on the Internet. With this initiative taken into action, anyone now can type the URL names in their native languages.

What kind of response is the Dot Bharat domain receiving from the people?

Dot Bharat domain is gradually getting noticed by the public as they relate it to national identity and pride. NIXI is planning to initiate advertisement campaign for promoting .IN and .Bharat so that people in remote and rural areas go for a domain.

Anything specific that you would like to add?

India is on the threshold of Digital Revolution and the fact is reflected by the policy initiatives put in place by way of Digital India, Bharat Net, e-Governance, spectrum pooling and trading policies, thrust to electronic manufacturing within India, India's commitment to multistakeholder model of internet governance, participation in global events related to internet governance etc. The .IN registry has registered impressive growth during the last two years which augurs well for the Digital India Programme. The number of .IN domains registered has crossed two million mark during March 2016 and NIXI is making earnest efforts to achieve three millions domains by March, next year. At this juncture, NIXI is happy to be an active participant in the country's internet ecosystem and look forward to seeing more people making the best use of internet in the coming years. ■■■

Ease of Doing Business with reference to PSEs



Nesar Ahmad*

Ease of Doing Business (EODB) is an index published by the World Bank representing an aggregate figure that includes different parameters which define the EODB in a country. Some of the important parameters that define national ranking are starting a business, resolving insolvency, protecting investors, paying taxes, getting credit, enforcing contracts, trading across borders.

EODB is need of the hour for the country not only to adapt to changes because of growing business complexities, opening of economies and increased participation of Foreign Investors in domestic arena. EODB with its objectives of creating favourable environment for investors is imperative to analyze the various regulatory parameters responsible for causing delay in doing business in India and suggest remedial measures.

India's present ranking has jumped to 130 from 142 in the

Doing Business Report, 2016 of World Bank and second position as per Global Retail Development Index (GRDI) Report, 2016. India's strong ranking not only reflects views of President, Mr. Pranab Mukherjee in Joint Session of Parliament, 2016 but also Prime Minister's views on EODB where he emphasised that the India is a beacon of hope in a situation of deep economic crisis all over the world. World Bank has placed India on 12th position in the list of countries that had ensured EODB. Whether it is World Bank, IMF or CRA, all of them consider India one of the fastest growing economies. In order to complement these efforts government has recently taken several initiatives in PSEs to facilitate doing business in India in public sector.

Developments for EODB in PSEs

Relaxed compliance provisions for government companies

The Corporate Affairs Ministry

has provided several significant exemptions to Government companies as part of efforts to improve the EODB in PSEs. Some of the relaxations in direction of exempting Government Companies from the intensive rigours of the Companies Act, 2013 (Act) are:

- **S.96(2)** : Government company can now hold an annual general meeting (AGM) of the company at the registered office or such other place as the Central Government may approve in this behalf and not necessarily within city, town or village in which registered office is situated.
- **S. 149 (1) (b)**: The restriction of having a maximum of 15 directors, unless approved by members by passing special resolution under Section 149 (1) (b) read with first proviso, shall not apply in case of Government companies.
- **S. 186**: Restrictions relating to loan and investment by the Company shall not apply to the Government companies producing defence equipments.

*Past President: The Institute of Company Secretaries of India (ICSI) & Corporate Secretaries International Association (CSIA), Geneva, Switzerland.



- **S. 89 & 90:** A Government Company need not comply with the provisions relating to declaration in respect of beneficial interest in any share. S.90 relating to investigations of beneficial ownership of shares in certain cases by Central Government shall also not apply to Government Company.

- **S. 185:** The restrictions regarding giving of loans/guarantees/securities etc. by a company to its directors and other entities in which a director is interested has been relaxed for government companies provided they seek prior approval of their administrative Ministry or Department for the proposed transactions has been relaxed for Government Companies.

- **Section 149 (6) (c):** shall not apply to PSEs relating to Pecuniary relationship or interest.

- **Section 197:** Limits on managerial remuneration & corresponding Schedule-V shall not apply to Government Companies.

Other reforms to push growth in EODB in PSEs

S. K. Roongta Committee: The

With the focus on EODB in PSEs, it was imperative to adopt a new and uniform institutional framework to facilitate a formal and time bound comprehensive strategy on revival/sale of sick PSUs. The government has, therefore, launched a number of initiatives... The NITI Aayog revival road map connected with recommendations of S.K Roongta Committee is a new chapter enacted to consolidate various efforts in EODB in PSEs and further delete some infructuous provisions in PSEs.

Committee chaired by Mr. S. K Roongta was to serve as the missing link in improvement in the performance of PSEs. The committee which was constituted to map the strategy for PSEs effective administration had submitted its report outlining significant guidelines for improvement in this direction.

It aimed to reform issues targeting Corporate Governance in PSEs via reforms in selection of Independent Directors/ CMDs/ CEOs, it emphasised in creation of Strategy and Business Development Committee of the Board besides other statutory committees, highlighted on streamlining and standardising the process of appointments of CMDs and whole time Directors on PSE Boards, noted proactive vigilant management in PSEs, pressed on need to provide greater freedom to PSEs for entering into corporate combinations like JVs by providing adequate means of Research & Development, likewise autonomy as means to devise their own recruitment policies for all positions below the Board level. It focused on takeover of sick PSEs by financially strong ones. It stressed in areas of technology improvements in PSEs to ensure prolonged activism via effective technology setup.

The Committee reckoned the fact that PSEs reflect a pace that can roughly characterized as slow and surrounded by several bottlenecks and therefore made some remarkable remedial suggestions to Planning Commission of India.

Loss making PSEs and redeployment by NITI Aayog

Survey of EODB in PSEs depicts a concerned scenario with slow

growth prospects. NITI Aayog, which was set-up by the present government, has been assigned to prepare a comprehensive road-map on possible revival.

The NITI Aayog started working and also studied Roongta Committee recommendations. The revival strategy of NITI Aayog is two-fold, first is identification of sick firms making losses, while the second is disinvestment or strategic sale where government wants to reduce its stake. NITI Aayog with its strategy on revival/sale of sick PSEs have finalized 26 PSEs out of 74 PSEs that have no scope for revival. Department of Investment and Public Asset Management (DIPAM) after identification of sick firms by NITI Aayog would implement the strategy. Further, the Government is contemplating to divest the stakes in profit making PSEs like Coal India, NMDC, MOIL, MMTTC, National Fertilisers, NALCO and Bharat Electronics and redeploy the certain proceeds for revival of sick but strategic units of PSEs. Besides the redeployment strategy pointed, they have also highlighted the burden of the lengthy and tiresome procedures which makes the operation of PSEs business ineffective altogether. The Government is also working extensively on improving PSEs rating in EODB. Therefore, the reforms will not only change the landscape of business framework in PSEs but will also ensure



robust compliance system to facilitate EODB objectives.

Concluding observations

With the focus on EODB in PSEs, it was imperative to adopt a new and uniform institutional framework to facilitate a formal and time bound comprehensive strategy on revival/ sale of sick PSUs. The government has, therefore, launched a number of initiatives as discussed above in PSEs concerning EODB which shows effective and aggressive EODB implementation. The NITI Aayog revival road map connected with recommendations of S.K Roongta Committee is a new chapter enacted to consolidate various efforts in EODB in PSEs and further delete some infructuous provisions in PSEs. NITI Aayog has reported the challenges and issues PSEs face in the EODB and has suggested various ways in which the entire process of doing business can be made user

friendly and conducive for businesses. They have highlighted the gestation period of revival of PSEs implementation as major challenge. NITI Aayog has also suggested measures to address issues relating to gestation period and has suggested to reform laws that are in the interest of all. However, significant decline in gestation period will count as one of the biggest successes of the government in the said direction.

Even though the survey results point to improvement in the EODB in terms of improvement in some parameters, yet more reforms are required for improvement in the EODB and India has a long way to go like Mr. Arun Jaitley, Finance Minister said "India did not have a great track record on EODB, but our rankings have improved. However, we need to ensure continuity in our steps on that front." ■■■

Measuredfit: seeking India's CSR code



Bishalakhi Ghosh*

At Over \$2 trillion and growing, India is the world's 9th largest economy by nominal GDP today and on track to become the world's 3rd largest by 2020. Despite the many encouraging signs, India continues to be beset by poverty, corruption, malnutrition, and inadequate public healthcare, among others.

Consider this: India is still home to the largest number of poor and illiterate in the world, 3 out of 10 people need to be taught how to read, while 4 out of 10 people need to be given food; every year a million children need to be saved before they are a month old and another million before they are 5 years old; 15,000 farmers need hope every year, while a quarter of the population still have no access to electricity; and over 49% of urban areas and 65% of rural areas need toilets.

Numbers admittedly never tell us the whole story, but these are sobering thoughts indeed.

Can India's move towards higher value, volume and profits ignore the social and environmental

risks that are emerging as a result of the extraordinary pressure on our precious social and physical infrastructure?

Are business practices taking full account of the environmental and social dimensions of their activities, or whether governance structures meet the expectations of society?

Today, all stakeholders—government, citizens, employees, local communities, non-government organizations, customers and investors—are increasingly turning toward leaders in both public and private sectors seeking some of these answers.

Profits from growth in production may not by itself be inclusively distributed among the whole population, often leading to unequal distribution of wealth, which, in turn, leads to extreme poverty.

The Centre's approach to usher transformative socio-economic growth sits on the fundamental need for interventions that can help redistribute wealth equitably.

For all intents and purposes the Government of India's plan make corporate social responsibility (CSR) compulsory is indeed laudable because of its focus on making CSR more inclusive and underscores the importance it places on social responsibility programs to help spur equitable economic prosperity.

Taking cue from voluntary corporate initiatives of many decades since independence, and its own evolving regulatory mechanisms, in 2011, the Centre updated the Companies Act 1935 to put management and functioning of the corporate sector in line with global sustainability norms.

In 2013, Clause 135 of the Act—which placed corporate social responsibility of a business house as a priority with an emphasis on making such initiatives measurable—was strengthened further by a notification to usher improved monitoring and clarification on the manner in which eligible companies could undertake CSR projects, programs or activities.

The revamped CSR policy finally

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came into force on April 1, 2014 and it is now mandatory for a really large number of companies to undertake such programs.

Measuring for impact

The moot point really is about how India can create a CSR code that moves beyond simple compliance to create sustainable value and impact.

As the environment of disclosure for environmental, social and governance risks develop within corporations—with all stakeholders on board—the key is really to be able to create CSR programs that can be monitored and measured consistently.

However, developing a system that can ‘measure’ impact effectively is very challenging and in more ways than meets the eye at the moment.

Measurement is not just about how successfully corporations may be monetizing their social responsibility efforts, but really spurs sustainability covering performance against social, economic and environmental indicators.

In 1994, author and serial entrepreneur John Elkington came up with the Triple Bottom Line—popularly known as TBL/3BL—an accounting framework that goes beyond traditional measurement of profit, return on investment and shareholder value, to include social and environmental dimensions.

Focusing on a comprehensive investment mechanism—performance related to people, society and environment—an exhaustive reporting tool was conceived to gauge sustainability.

For instance, a particular company turning in good profits and

Most business leaders today understand that corporate social responsibility (CSR) is integral to the long-term success of their business, but many programs aren't part of a coherent portfolio, often left disjointed and with little to do with the company's business itself. While not all CSR activities must to deliver business results, every company will benefit from a unified central vision around CSR with mutually reinforcing initiatives.

shareholder returns while still producing hazardous waste that affect people and the environment—putting pressure on taxpayer money to protect citizens as a result—could still fail to meet the sustainability yardstick.

By 2007, TBL was ratified by United Nations and International Council for Local Environmental Initiatives (ICLEI) as a standard for urban and community accounting for public sector enterprises.

There are similar other UN standards like the EcoBudget

standard for reporting ecological footprint that helps measure natural and human capital, making TBL more effective.

Gradually TBL has now been expanded into the Quadruple Bottom Line (QBL) framework with the inclusion of an approach with an eye on generations ahead and inter-generational equity. The private sector today uses TBL for transparent reporting about a company's material impact on the environment and its people.

Metrics for sustainability

With CSR now at the heart of a company's “right to exist, operate and grow strategy”, it has become pertinent to develop and employ a mechanism that can measure the impact of such programs.

Businesses have reached a stage when they need to be aware of the rising global challenges like the depletion of natural resources, soaring populations, the pressure of an increasingly digital economy and climate change.

There is a need to create sustainability metrics that are focused and equipped to measure impact on communities benefiting from CSR programs.

Obviously their impact on profitability is evident. In 2010, a Harvard Business Review (HBR) article called ‘Sustainability Imperative’ a game-changing business megatrend. Such game-changing trends profoundly affect business competitiveness and survival of business in certain cases.

But an even more important issue is that of aligning investment with value and assessing whether actual value has been created, both integral to measuring

impact, in the context of financial investments, volunteering hours and human resources engagement becoming part of a new integrated thinking that I spoke about earlier.

To use metrics effectively, there must be absolute clarity on ‘what needs to be measured’, as without it metrics cannot work towards the ultimate goal of managing the ‘change differential’, which is really all about the impact of a CSR initiative.

To fully comprehend or assess this aligned investment value, it is important to look at outcomes. For instance, how does the project/program change lives or help create a better planet. Investments that are in sync with this thinking will help define successful outcomes.

Another fine example is the case of serving midday meals in a school. The outcome should be the number of meals served and their quality, not the hours donated.

CSR programs must just keep measuring, looking at results, refining their deliverables or making small adjustments to the program’s structure and continuing to measure again because it’s so much an integral part of the program’s success.

Measurement isn’t just about just numbers. It must help strengthen the narrative and the importance of qualitative observations and transformative stories cannot be underscored enough in the context of data. Human interest stories must always form the core of the program because they inspire and spur key stakeholders to action.

The flip side of measuring impact



is monitoring and reporting—quarterly, monthly, yearly—the more regular the better for results and impact. Tracking performance, correcting course through timely changes and assessing operations through exhaustive audits will only help long-term growth.

Articulating value

Most business leaders today understand that corporate social responsibility (CSR) is integral to the long-term success of their business, but many programs aren’t part of a coherent portfolio, often left disjointed and with little to do with the company’s business itself. While not all CSR activities must deliver business results, every company will benefit from a unified central vision around CSR with mutually reinforcing initiatives.

Here a robust measurement mechanism is once again the key to the success of such programs and can help articulate real value over the longer-term.

There are five basic approaches to articulating value and includes (1) setting up a transparent accounting and financial framework, (2) using metrics or other

key indicators to clearly translate non-financial value into a monetary equivalent to be better able to monetize the program, (3) evaluating numbers and scale, and finally (4) paying attention to the quality of the program with a (5) compelling narrative and story built in from design to execution of the program.

Need for trust

In an era of low trust and as the effects of the last global financial crisis continue to linger, corporations are under increasing scrutiny as their role as agents of change have been put to the test. More so in a world facing mounting environmental and social strife, where policy-makers often struggle to gather the support necessary for bold policies.

The need for deliberate and inspired leadership in private sector is greater than ever before—not just ticking boxes, and ensuring compliance, but reestablishing trust via a credible system of corporate reporting. There is good news yet, because CEOs today are beginning to understand the need for donning the role of chief sustainability officer as well to spur the integration of CSR



with day-to-day management and usher a longer-term culture of giving. This is opening up conversations that demonstrate how transparency can take the all-important voice of stakeholder to where it matters most, helping maintain the integrity of the program.

Over the last decade, CSR reporting has become a global trend as companies of various sizes publish CSR reports along with their annual reports to publicize the positive changes that their operations are ushering, in a way also helping measuring the gap, if any, between the intent and the achievement, which is essential to decide the

success of any initiative.

With reporting becoming such a reliable tool to gauge the impact of the CSR initiatives even Clause 135 makes CSR-related information sharing mandatory for the board of directors' annual reports prepared by every eligible company. In short, reporting on sustainability creates credibility among customers, employees, investors, government, media and all other stakeholders. It encourages dialogue and fosters a culture of openness, essential for sustainable growth and for the impact of any CSR program.

Way ahead

While the Centre's intent is

laudable, there are many fundamental questions it raises and leaves many unaddressed. The Companies Act, for instance, stipulates any company with a net worth of Rs 500 crore or more, with turnovers over Rs 1,000 crore or more and net profits of Rs 5 crore, to spend at least 2% of their last three years average net profits on CSR programs.

This leaves the vast majority of Indian companies outside the ambit of the Act's guidelines. The question, therefore, is whether such a mandate was necessary in the first place especially in its current form. There are other questions that are emerging arguing against the mandate as well, including some about taxation issues, as it is expected to over time.

The purview of the law itself, it goes without saying, is work in progress at best and this debate will continue for some time. It has been our experience that there is a clear opportunity for the vast majority of Indian companies and organizations to capture new thinking in the field, investing time and resources in metrics and evaluation, in collaborative systems, processes, knowledge and intellectual property to prepare for the future where such laws will truly find their place in the Sun. ■■■

OS&H PERFORMANCE INDICATORS :

Key to prevention of occupational diseases



Dr. M. Ahmad
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Why measure performance?

Measurement is an accepted part of the 'plan-do-check-act' management process. Measuring performance is as much part of a health and safety management system as financial, production or service delivery management.

The views from some Management Gurus are very pertinent on the subject.

'You can't manage what you can't measure' — Drucker

'If you don't know where you are going, chances are you will end up somewhere else'

— Yogi Berra

Occupational health is about protecting the physical and mental health of employees and ensuring their welfare in the workplace. It deals with the relationship between someone's state of health and his or her job.

This definition approaches occupational health as being concerned with the effects of work on health and the effects of health on work.

This encompasses three aspects of occupational health

- Initial and continuing fitness for the job (including pre-employment fitness to work medicals, health surveillance, welfare in the workplace);
- Protection from occupational

health risks (including recognition of the hazard, risk assessment, control of health risks); and

- Mitigation when controls fail (including first-aid, emergency treatment and evacuation, counseling, rehabilitation)

All of these generate potential performance indicators. It is also important not to ignore the influence of events outside the workplace. There is always a potential interaction between occupational health stressors encountered both at and away from work, these may be specific exposures (examples are noise which may occur at work or at leisure events and the interaction of stress at work and home) or as a result of lifestyle choices (e.g. the synergistic effect

between smoking and exposure to asbestos). Many of these interactions are so close that it can become meaningless to try and separate them. Although there may be a variety of reasons for separating ill health into work and non-work-related categories, for the employer and employee there are a variety of "costs" irrespective of the cause of ill health.

In considering potential leading performance indicators for occupational health it is useful to bear in mind the World Health Organisation's definition of health: "Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." Thinking of occupational health in these broader terms

can generate a wider range of indicators. For example, meeting performance indicators on general health education and promotion may lead to long term reduction of ill health, but what is being done may not be directly related to the work or the work place.

The traditional approach to measuring health and safety performance

If Managing Directors or CEOs were asked how they measured their companies' performance, they would probably mention measures like percentage profit, return on investment or market share. A common feature of the measures quoted would be that they are generally positive in nature - reflecting achievement - rather than negative, reflecting failure.

If the same people were asked how they measured their companies' health and safety performance, it is likely that the only measure quoted would be injury statistics. While the general business performance of an organisation is subject to a range of positive measures, for health and safety it is too often continuous, comes down to one negative measure, injury and ill health statistics - measures of failures.

Some problems with injury/ill health statistics

- Under-reporting - an emphasis on injury and ill-health rates as a measure, particularly when related to reward systems, can lead to such events not being reported so as to 'maintain' performance.
- Whether a particular event results in an injury is often a matter of chance, so it will not necessarily reflect whether or not a hazard



is under control. An organisation can have a low injury rate because of luck or fewer people exposed, rather than good health and safety management.

- Injury rates often do not reflect the potential severity of an event, merely the consequence. For example, the same failing to adequately guard a machine could result in a cut finger or an amputation.
- People can stay off work for reasons which do not reflect the severity of the event.
- There is evidence to show there is not necessarily a relationship between 'occupational' injury statistics (eg slips, trip and falls) and control of major accident hazards (eg loss of containment of flammable or toxic material).
- A low injury rate can lead to complacency.
- A low injury rate results in few data points being available.
- Injury statistics reflect outcomes not causes.

Because of the drawbacks associated with the use of injury and ill-health data alone as a means of measuring performance, some

organisations have recognised they need more proactive measures of performance. Generally this is translated into a search for things which can be easily counted, such as numbers of training courses or numbers of inspections.

The Use of Performance Indicators

The process for effective use of performance indicators for occupational health is the same as that of safety:

- Identify where there are potential weaknesses or opportunities for improvement
- Identify what can be done to counter weaknesses or deliver improvement
- Set performance standards for the actions identified
- Monitor performance against the standards
- Take corrective actions to improve performance
- Repeat the process, using the continual improvement model

Act If the outcome deviates from the plan, correct it

Plan The activity or improvement



Do Execute the plan

Check Measure the outcomes

Some special features regarding Occupational Health performance indicators

There are some special features about work related ill health, its causes and outcomes, which need to be borne in mind when considering occupational health leading performance indicators.

- The latency period between exposure and the appearance and diagnosis of a work related disease is often long e.g. asbestos related diseases may appear many years after exposure.
- Line managers may not be involved in the investigation of the causes of ill health in the way that they are involved in investigating causes of accidents. This may be related to difficulties surrounding medical confidentiality. The result can be that feedback to line managers may be slow and indirect. This can influence both the type of occupational health performance indicators available to managers and their view of how useful they are.
- Some health performance

indicators may depend on assessing an individual, in some way (e.g. various forms of health surveillance). This may not necessarily involve any medical intervention but is nevertheless very personal and needs to be handled sensitively.

Sources of leading performance indicators

Leading performance indicators for occupational health are related to the organisations' level of maturity, criticality of operation and may vary accordingly. Caution should be taken when developing occupational health leading performance indicators to ensure that their focus is on health issues and not an expansion of a current safety leading performance indicator.

Level 1 OS&H performance indicators

At level one, the legislation and regulatory framework for the industry and any agreed pan-industry standards will define the minimum health requirements. Activities undertaken to comply with legislation and industry standards will form the basis of level 1 leading performance indicators.

Examples of level 1 occupational health leading performance indicators include:

- A health and safety policy has been published and distributed
- A health plan has been developed to meet regulatory requirements
- All personnel working at hazardous location have been assessed for fitness for work through pre-work/periodic medicals
- Employees in jobs (say food handlers) requiring special medical assessment have been assessed
- Initial training of food handlers commensurate with their work
- Health related risk assessments and reassessments as required by legislation have been carried out and controls installed as necessary (e.g. Noise at Work Regulations, Display Screen equipment, food HACCP, etc.).
- Maintenance regimes required by legislation are in place (e.g. for Local Exhaust Ventilation, Control of substances hazardous to health)
- Medics and first-aiders refreshers are done in time
- Necessary health surveillance is in place

Level 2 OS&H performance indicators

At level 2, the organisation's health and safety management system and associated plans will provide the basis for most performance indicators. The indicators selected should be objective and specific so that they are readily understood and easily monitored in an unambiguous way.

Examples of level 2 occupational health leading performance indicators include:

- Whether a health and safety policy has been adequately communicated
- Staff perceptions of management commitment to health
- The extent to which health related plans and objectives have been set and achieved
- Inclusion of health in senior managers' safety tours
- Reduction of health risks at design stage by including standards (e.g. for noise and emissions) in purchasing policy
- The effectiveness of health related training (e.g. the use of Respiratory Protection Equipment and hearing protection, skin protection systems, etc).
- Number of health related risk assessments completed
- Staff understanding of health risks and risk controls
- Extent of compliance with risk control measures (e.g the use of LEV and PPE)
- Health related audit recommendations closed out on time
- Frequency and effectiveness of staff health promotion briefings
- Medic consultations for health surveillance issues

Level 3 OS&H performance indicators

At level 3 the performance indicators are developed locally by work sites or work teams. The workforce is empowered to identify where and how improvements can be made. The performance indicators will be based around local (workforce) selected issues, and the actions that have been identified to improve occupational health performance.

Examples of level 3 occupational health leading performance



Leading performance indicators for occupational health are related to the organisations' level of maturity, criticality of operation and may vary accordingly. Caution should be taken when developing occupational health leading performance indicators to ensure that their focus is on health issues and not an expansion of a current safety leading performance indicator.

indicators are:

- Percentage of staff with agreed health related responsibilities
- Percentage of planned training courses completed

- Number of corrective actions taken / initiated
- Changes in periodic water analysis
- Percentage of jobs for which health risk assessments are carried out
- Percentage reduction in exposure hours for hazardous activities (e.g. reduction in exposure to noise, vibration or chemicals)
- Percentage reduction in the use of PPE as control at source improves
- Percentage of tool box talks with a health element
- Percentage of computer work places with completed Display Screen Equipment user assessments completed
- Numbers of people stopping smoking after a health campaign
- Change towards healthier eating habits
- Number of employees attending Medic for personal health assessments
- Number of employees improved their BMI, Lipid profile and diabetic status. ■■■

RETIREMENT – Reality for Every Individual who is in Employment



Rajen Mehrotra*

Whenever any individual undertakes employment in an organization, the individual is governed by the contract of employment and service rules which also specify the age when the individual will retire or can seek pre mature retirement from the service of the organization. There is a differential retirement age for persons working in defence service, judiciary service and academic institutes. The retirement age in the corporate sector is similar to retirement age in Government service, though at times individuals working in certain enterprises, especially family managed ones get extensions thus postponing their retirement from service.

The word Retire has been defined as “cease from office or give up office or profession or employment”. Retirement is a transition from one phase of life to the next phase of life at an appropriate time. This transition is a fairly major transition and one needs to understand its purpose well, plan for it and enter it as

and when applicable. In India, in earlier times it was also called as the “vanaprasthashram” phase of one’s life. Dwight L. Moody, American Evangelist says “Preparation for old age should begin no later than one’s teens. A life which is empty of purpose until 65 will not suddenly become filled on retirement.” Also the HR Department of enterprises can and should play an important role to counsel employees on proper retirement planning involving guidance on various issues like tax planning, investment of funds, health insurance, etc., to help individuals transition to retired life in the best possible way.

The normal retirement age from service presently in United Kingdom is 68 years where average life expectancy at birth is 81.5 years (figures for 2012) and in United States of America it is 67 years where average life expectancy at birth is 78.74 years (figures for 2012). Both these countries (i.e. United Kingdom and United States of America)

plus developed countries of the world have reasonably good social security scheme for retirees plus health service facilities. In the case of United Kingdom the National Health Service (NHS) which was born in 1948 out of a long-held ideal that good health-care should be available to all, regardless of wealth, to date remains free at the point of use for all United Kingdom residents. This is a boon to retirees, as medical expenses in an individual’s life dramatically shoot up post retirement.

The retirement age from service in India presently is 60 years, where average life expectancy at birth is 66.21 years (figures for 2012), though at one time retirement age was 55 years and then the same was revised to 58 years as life expectancy went up. In India average life expectancy at birth in 1960 was 41.38 years, in 1970 it was 48.84 years, in 1980 it was 55.38 years, in 1990 it was 58.53 years, in 2000 it was 58.53 years and in 2012 it is 66.21 years. While Government employees do enjoy

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the benefit of a pension scheme post retirement, but the employees in the corporate sector that retire have to rely on their personal savings, Provident Fund savings funded by the employer and the employee, Pension which is part of the Provident Fund scheme, gratuity funded by the employer and in certain cases contribution by the employer to a superannuation scheme, through which annuity is purchased at the time of retirement. The Government employees in India have enjoyed a defined benefit pension scheme where the Government employee's pension benefits get revised periodically, taking care of inflation, and accepted recommendations of the pay commission report. However, the Government of India to stop defined benefit pension for all its employees, who joined Government service after 1st Jan 2004 introduced the National Pension System (NPS) a voluntary defined contribution pension system administered and regulated by Pension Fund Regulatory and Development Authority (PFRDA) created by an Act of Parliament of India. While NPS was initially designed for Government employees only, it was subsequently extended to all citizens of the country with effect from 1 May 2009 including self-employed professionals and others in the unorganized sector on a voluntary basis and there are individuals who have taken benefit of it. Presently, the pension benefits of certain category of employees retiring from the corporate sector covered by superannuation scheme is through purchase of annuity from Life Insurance Corporation of India (LIC) or through other agencies, where the corpus is returned to



the nominee on the death of the beneficiary and is not indexed for inflation or any other increase, and the pension amount continues to remain the same with passage of time, in spite of inflation.

When Does One Retire

In pre-independence era (i.e. prior to 1947) there were few employment opportunities and these were mostly in the princely states or with the Government involving working in defence, police, courts, post and telegraph, accountant general office, revenue collection departments, various government offices, hospitals, universities, colleges, schools, etc. Also railways in various states were another big employer. There were very few joint stock companies, partnership firms, sole proprietorship firms, private banks and hence, when somebody joined an organization/ establishment for employment, the individual continued to work in that set up till retirement. In quite many cases the individual tried to get their son/ sons also employed in that organization/ establishment before retirement.

With the growth of the Public Sector & Private Sector in the

1950's, 1960's and 1970's, there were many more jobs available both in the Public Sector & Private Sector for qualified professionals and most of the individuals that joined these organizations worked with one/ two/ three organizations before their retirement. In certain cases the cliché "Retired but not tired" is true, but these are by and large exceptions, where certain executives in spite of being in 70's are still active and doing a regular executive job in the corporate sector. Certain employees in some of these sectors continue to work after retirement for few years, as consultants on a full or part time basis, based on their expertise and need of the organization.

With the liberalization of the Indian economy in 1991 and the growth of the service sector, large number of enterprises came up and most individuals that entered the labour market post 1991 tended to shift their employment every one to three years by shifting to another organization to improve their earnings, as well as career prospects, thus leading to working with too many organizations in their career. Also many organizations post 1991 in India have been restructured,



undertaken rationalization of their employee numbers at all levels, thus asking individual to retire prior to their specified age of superannuation, through voluntary retirement schemes with reference to the employees covered by The Industrial Disputes Act, 1947 and through compulsory retirement schemes/ pink slips with reference to the employees not covered by The Industrial Disputes Act, 1947.

Presently in India there are a large number of organizations in the service and manufacturing sector, wherein their employment model is to recruit most of the workers through contractors and qualified professionals through temping companies (i.e. suppliers of white collar employees) such as Team Lease, Adecco (earlier People One), Vedior (earlier Ma Foi), Kelly Services, Genius Consultants and many others. This arrangement is being used by both new and old enterprises, which results in the individual working for two to three years in an organization but on the payroll of the temping company and in quite many cases the employment is permanently temporary, thus leading to meagre accumulation of social security and

terminal benefit amount, when the individual will retire at 60 years to exit from the labour market.

There are also certain individuals who consciously desire to retire before the age of superannuation from an organization because they are bored of the corporate sector life, want to pursue some other activity/ interest/ hobby or take life easy and these individuals by and large are also financially well placed and can afford to do this easily.

Self employed Professional like lawyers, chartered accountants, architects and medical practitioners that practice as professionals continue to work without any specified retirement age, as they are on their own and not with any organization. In fact, seniority and advancing age are viewed as a virtue in these professions and attract more clientele, leading to an expansion of practice in terms of income and complexity of work. This is also true for entrepreneurs who at some stage may induct their children in the self run enterprise/ business. These individuals can choose their retirement age and are not governed by the corporate sector

retirement age. All these persons have to self fund provisions for post retirement, as they are self employed.

Impact of Retirement

When individuals are in employment, they have a set routine of daily commuting to work, performing the assigned task, and also looking forward to making a career and growing with the organization where they work or with another organization. The outcome of employment results in earning a monthly salary and allowances in cash or in kind, enjoying weekly off from work, availing annual paid leave and also undertaking voluntary and statutory savings for a rainy day.

However, when an individual retires from employment, there are three things that the individual is immediately impacted (i) absence of regular monthly income (ii) availability of free time and how to be gainfully occupied and (iii) ensuring maintenance of continuing to be mentally alert, emotionally stable and physically fit. Longer term impacts of retirement, such as change in social status also occurs and in certain cases perception of loss of power at times leading to mental stress. These changes are also influenced by a variety of other factors besides age and retirement, such as role in the family, social network and like-minded companionship.

The three impacts mentioned above can be overcome by undertaking the following three things:-

- While in service individuals need to save and invest wisely their wealth to ensure regular monthly income to maintain the living standard, keeping in mind that inflation will occur and

meeting expenses till one lives. One does not know how long one will live after retirement and thus it's difficult to say how long the savings need to last, but still one has to provide for it by making certain assumptions.

- While in service individuals need to develop interests and hobbies, so that these are useful in retired life. This is primarily to keep the body and mind gainfully occupied and in certain cases may also generate some income. Presently with the rapid growth of higher education, involving the opening of large number of academic institutions in various parts of India, there are certain retired professionals that keep themselves gainfully occupied by undertaking teaching/ lecturing assignments in academic institutes and sharing their corporate experience with the students and in the process also generating some income. There are also individuals who take up voluntary service to help needy people/ organisations, taking part in community initiatives, religious activities for those having such beliefs etc with a view of giving back to society for betterment of people. Also one needs to establish



Presently, in India there are a large number of organizations in the service and manufacturing sector, wherein their employment model is to recruit most of the workers through contractors and qualified professionals through temping companies (i.e. suppliers of white collar employees) such as Team Lease, Adecco (earlier People One), Vedior (earlier Ma Foi), Kelly Services, Genius Consultants and many others.

friendship with persons having common interests/ hobbies, as these are excellent company in this phase of life.

- Health care costs in India day by day are growing at a rate faster than inflation. Very few employers except the Indian defence services, Indian Railways and departments of the Government have health care coverage for retirees. There are very few companies that have an insurance scheme for covering hospitalization coverage for retirees. Reality is that most retiree individuals

need to bear health care costs themselves and hence should ensure medical insurance coverage for themselves and their dependent family members post retirement by joining these schemes at an early age to avail the benefit of higher coverage with lower premium prior to retirement. Sound and healthy principles of living, including regular yogic or other exercises continuing from youth age, coupled with a balanced diet, will help to reduce the burden of disease and disability both physical and that of the mind and reduce health care expenses. Individuals living long, especially those beyond 90's are lucky, if age does not dim the mental faculties and in certain cases where dimming is likely to occur, preventive medication and old age care support may be needed. Prevention is always better than cure.

Conclusion

Death is an inevitable truth for any living being and death occurs when the soul leaves the body, and all of us need to be prepared for it, more so after retirement. Reality is that individuals do not fear death, but individuals fear the process of dying and desire not to face prolonged suffering while dying.

An individual does not know when his/ her spouse will die; it can be earlier or later. Every individual needs to ensure that the savings and immovable property owned are held in joint name of either or survivor and also with the name of a nominee. Every individual needs to write his/ her will while living, so as to take care of the spouse if married and other dependants, and also avoid family disputes on inheritance.



5th Advanced Global Leadership Programme

SCOPE for Developing Global Leaders in Public Sector

Standing Conference of Public Enterprises (SCOPE) in collaboration with the Indian Institute of Management Calcutta (IIMC) conducted its much acclaimed 5th Advanced Global Leadership Programme from August 16, 2016- September 10, 2016. The programme aims to provide a unique learning opportunity to synthesize and reflect over issues and challenges, broaden the vision, learn from diverse experiences and brainstorm



Dr. U. D. Choubey, Director General, SCOPE (center) alongwith Prof. Sougata Ray, Programme Director, IIMC (on his left) and Mr. U. K. Dikshit, Adviser (Program), SCOPE (on his right) interacting with the participants.

for ideas and leadership approaches that would make the participants more effective strategic leaders of Public Sector Enterprises (PSEs).

The programme was divided into two modules- first one was Indian Module which was conducted at IIMC and SCOPE and the second included a study cum business tour to Europe and The United

States of America. Mr. Ajit Seth, Chairman, PESB was the Chief Guest at IIMC. He addressed the participants and appreciated SCOPE's effort for conducting a programme like such. Prof. Sougata Ray, Program Director,

IIMC welcomed him on the occasion. A two day programme was conducted at SCOPE. Dr. U.D. Choubey, Director General, SCOPE, delivered the keynote address while Prof. Sougata Ray, Program Director, IIMC presented



Dr. U.D. Choubey, DG, SCOPE alongwith the participants of 5th Advanced Global Leadership Programme.

the program perspective.

Dr. Choubey in his keynote address said that there has been a complete change in perception of leadership in the corporate world today. DG, SCOPE also said that Public Sector has definitely contributed a lot towards the economy of the nation. Talking about the Leadership Programme, Dr. Choubey said that, the objective has been to know about the dimensions of leadership which are prevailing in the developed world. He said that our leadership is leader oriented while it should be system oriented as system orientation ensures two things viz. Deliverability and the Quality.

Mr. Jonathan Kessler, North India Director, Embassy of the USA, New Delhi also addressed the participants. He said that both India and America are moving toward stronger bilateral relationship where commercial dialogue is as important as strategic security dialogue. Former Central Vigilance Commissioner, Mr. Pratyush Sinha addressed the participants about the accountability in CPSEs and the key issues in vigilance.



Mr. Jonathan Kessler, North India Director, Embassy of the USA, New Delhi (right) addressing the participants.

As renewable energy is taking centre stage in the world economy, a session on 'Role of Public Sector Enterprises in development of renewable energy' was conducted by Dr. Ashvini Kumar, Managing Director, Solar Energy Corporation of India (SECI). Mr. Kaushal Kishore, Advisor, Head of Economics Division, Competition Commission of India spoke about the strategic dimensions of the competition law.

The second day saw sessions on 'Right to Information: Transparency in PSEs' by Prof. M. M. Ansari, Former

Information Commissioner, Central Information Commission and Former Member, University Grants Commission. Dr. Prodipto Ghosh, Former Secretary, Ministry of Environment, Forest & Climate Change addressed the implication of Paris agreement on Climate Change and Sustainable Development goals.

The second phase i.e. International Module of the programme started with the visit to Europe. The participants visited International Centre for Promotion of Enterprises (ICPE), Ljubljana; International Labour Organization (ILO), Geneva and World Trade Organization (WTO), Geneva.

In the United States of America the participants attended workshop at University of Maryland School of Public Policy (UMD), Washington DC and Jesse H. Jones Graduate School of Business of Rice University, Houston. The programme ended on September 10, 2016. The feedback/concluding session is scheduled on September 23, 2016. Mr. Ameising Luikham, Secretary, DPE would preside and address the participants. ■■■



Dr. U. D. Choubey, DG, SCOPE and the participants with Mr. Anupam Ray, Consul General, Consulate General of India, Houston.

Glimpses from **5th AGLP Study-cum-Business Tour in Europe/USA**



Dr. U. D. Choubey, DG, SCOPE in conversation with Dean (Policy Planning), University of Maryland.



Participants at The Indian Consulate, Stuttgart.



Participants at International Labour Organization, Geneva.



Participants at United Nations Office, Geneva.



Participants at International Centre for Promotion of Enterprises, Ljubljana (Slovenia).



Participants at the Hessian Trade & Invest GmbH, Germany.

DG, SCOPE Presents First Copy of the book “The Last Inning and Beyond” to Hon’ble President of India

First copy of the book “The Last Inning and Beyond” after release, was presented to the first citizen of the country, Hon’ble President of India Shri Pranab Mukherjee by Co-authors Dr. U. D. Choubey (Director General, SCOPE) and Ms. Smriti Rajvardhini (Manager, KPMG) on 31st August 2016 at Rashtrapati Bhawan, New Delhi.

The book co-authored by father and daughter duo has a unique plot where the author from his death bed is telling story of his



Dr. U. D. Choubey, DG, SCOPE & Ms. Smriti Rajvardhini, Co-authors with Shri Pranab Mukherjee, Hon’ble President of India.



Shri Pranab Mukherjee, Hon’ble President of India with first copy of the book, ‘The Last Inning and Beyond’.

life to Lord Yama. When the author dies, the daughter writes further stories under heading “BEYOND” which can be described as an obituary of her father still alive in real life.

With a perfect balanced of humour and interesting plot, the stories are weaved in a lucid manner, with surprising twists and turns to keep readers engrossed. All virtues and vices that form part of stories, entrusts lights on indispensable philosophy of life. ■

Third Pay Revision Committee

SCOPE organizes CEO Conclave



From (L to R) Dr. U.D. Choubey, DG, SCOPE, Mr. Nirmal Sinha, Chairman, SCOPE and CMD, HHEC, Mr. Ameising Luikham, IAS, Secretary, DPE, Justice Satish Chandra, Chairman, 3rd PRC, Mr. Shailendra Pal Singh, Mr. Jugal Mohapatra, Prof. Manoj Panda, Mr. R. K. Chaudhary, Mr. Ved Prakash, Vice Chairman, SCOPE.

The Department of Public Enterprises (DPE), Ministry of Heavy Industries & Public Enterprises vide Gazette Notification June 9, 2016 had appointed the 3rd Pay Revision Committee (PRC) under the Chairmanship of Justice (Retd.) Satish Chandra to recommend the pay structure and other benefits for the categories of Board Level officers/below board level executives/ Non unionized supervisory staff. In this regard, SCOPE has engaged M/s Aon Services India Private Limited (Erstwhile Hewitt Associates (India) Pvt Ltd) to develop recommendations on behalf of CPSEs and submit it before the 3rd Pay Revision Committee. A working group was also constituted to get into details and help consultant and to incorporate the suggestions from CPSEs. Interactive meetings were held in various regions, followed by a presentation

before 3rd PRC.

Executive Board of Standing Conference of Public Enterprises (SCOPE) in its recent meeting desired to organize a CEO Conclave to deliberate on important issues related to the pays and perks of PSE executives on August 24, 2016. Justice (Retd.) Satish Chandra was present on the occasion. Mr. Nirmal Sinha, Chairman, SCOPE & CMD, HHEC and Dr. U.D. Choubey, Director General, SCOPE addressed the meet. The meeting started with a welcome address by Director General, SCOPE, Dr. U.D. Choubey. In his welcome address, he briefly explained the purpose of the conclave and thereafter, Dr. Choubey invited Aon Hewitt to present proposed recommendations to the member organizations and 3rd Pay Revision Committee.

Aon Hewitt presented a brief background of Public Sector Enterprises and the guiding

principles of Pay Revision along with detailed recommendations. The presentation made by Mr Nitin Sethi, Partner and Chief Commercial Officer, Aon Hewitt and Amit Kumar Otvani, Senior Consultant, Aon Hewitt. Subsequent to the presentation, Dr. Choubey invited the member organizations to share their perspectives with 3rd Pay Revision Committee.

During the discussion, PSEs expressed that they are no more operating in a monopolistic environment and competing in terms of business, resources and manpower. It is important for PSEs to keep employees motivated and engaged by ensuring that the pay is reasonable so as to check inflation. It was also observed that Pay Structure should be as per the business strategy of the organization. It was also suggested by the organizations that wage cost should



CEOs of various PSEs attending the Conclave.

be used as a self-correcting measure to drive performance and efficiency. Various other issues were also discussed by the PSEs which included Autonomy & Governance, Perks & Allowances, Superannuation Benefits, Performance Related Pay, ESOP and Bell Curve Approach.

The meeting concluded with the remarks by Justice (Retd.) Satish Chandra. He also advised that while comparing the pay scales of public sector enterprises with the private sector, it is important to keep a few things into consideration. He said that Private Sector operates with a single objective

of growing profitability whereas PSEs operate with a larger purpose of social and economic well-being of the country and profitability is only an outcome. He said involuntary separation is very common in Private sectors whereas Public Sector provides a job for life. Several rounds of meetings have been held with various organizations/SCOPE/their consultant and all other associated organisations. He advised that recommendations should be supported by strong logic & reasoning and which should help in improving efficiency & profitability of PSEs. The meeting concluded with a vote of thanks by SCOPE Chairman, Mr. Nirmal Sinha. Chairman, SCOPE appreciated SCOPE's effort and all the member organizations for organizing the meet within a very short timeframe.

Hon'ble Home Minister Dedicates GSL Built 105M OPV "ICGS SARATHI"

Home Minister, Mr. Rajnath Singh dedicated ICGS "SARATHI", the largest and most advanced new generation OPV to the Nation at an ceremony held at GSL recently in the presence of Raksha Mantri, Mr. Manohar Parrikar, Dy. Chief Minister Francis Dsouza, Director General Coast Guard Rajendra Singh, South Goa MP Mr. Narendra Sawaikar and Goa State Ministers Smt. Alina Saldanha and Mr. Carlos Almieda.

The induction of "ICGS SARATHI" will help meet the increasing requirement of the Indian Coast Guard for undertaking Policing and Patrolling of the vast Indian Exclusive Economic Zone. RAdm Shekhar Mital, NM, IN (Retd) CMD, GSL highlighted "GSL has delivered 03 OPVs to Coast Guard in last nine months, all ahead of schedule." Chief Secretary of Goa Mr. R.K. Srivastava, ADG K Natrajan, Commander Western



Home Minister, Mr. Rajnath Singh, Defence Minister, Mr. Manohar Parrikar, CMD, GSL, RAdm Shekhar Mital, NM, IN (Retd) alongwith other senior officials with ICGS "SARATHI".

Seaboard, Directors and Senior Officials of GSL and Coast Guard, Government, were also present during the Commissioning ceremony. ■■■

SCOPE organises Seminar on “Aarogya” Cancer Prevention in Women

A seminar on “Aarogya” Cancer Prevention in Women was organized by SCOPE in collaboration with Inner Wheel District 301 on 24th August in SCOPE Convention Centre. The one day program laid focus on the prevention and creating awareness in view of increasing cases of cancer among women in India. Medical experts like Dr. P. K. Julka, Dr. Manju Hotchandani, Dr. H. K. Chopra, and Dr. Vinita Chopra briefed members of Innerwheel, SCOPE and PSEs about the increasing epidemic of cancer and the ignorance towards it. The program highlighted the most prominent breast, cervical and ovarian cancer that has costed the life of many women in the country. The need of cancer screening and being detected at early stages was also highlighted during the program.

The seminar was inaugurated by Dr. U. D. Choubey DG, SCOPE who shared his personal medical experience to bring to light the necessity of good health and lifestyle. He mentioned that the body exists in its best form till the age of 45 years, while the true condition of one’s body starts post 45 years. If one does not take care of oneself, chances of bad health increase. He emphasised on the need of stress management in today’s stressful and hectic lifestyle. He quoted Apple co-founder Steve Jobs saying, “You can employ someone to drive the car for you, make money for you but you cannot have someone to bear the sickness for you.” Speaking about SCOPE’s association with the program, Dr. Choubey said that SCOPE will continue to be associated with conducting such programs that not only educate the participants regarding such diseases but also raise awareness towards precautions and effective treatment of the same. He advised Inner wheel to polarise their efforts towards rural areas of the



Dr. U. D. Choubey, DG, SCOPE addressing the Seminar.

country and assured the possible assistance by SCOPE and PSEs on the same.

Dr. P. K. Julka, Former Dean & Professor of Oncology AIIMS, New Delhi gave a lucid talk on Breast cancer in India. Mr. Jhulka threw light on the increasing catastrophe of Breast Cancer since the first case that came up in the 1970s. He said cancer is the abnormal division of cells that occurs due to unhealthy habits and lifestyle. People with habits of smoking,

drinking and Genotoxic stress had higher chances of getting the disease. He said that the alarming increase in the cases of Breast cancer in India was due to unhealthy diet, junk and fried food. He suggested the intake of high protein diet besides focusing on nutrition for everyone. According to him, another common deterrent to good health in cities and small towns was pollution and women faced grave danger from carcinogens due to use of cosmetics. He emphasised on building good health that could be



(L to R) Dr. P. K. Julka, Dr. H. K. Chopra, Dr. Vinita Chopra and Dr. Manju Hotchandani addressing the Seminar.

achieved only through a good diet and lifestyle. He added that while women suffered from Breast cancer, Lung cancer had become the commonest in men. Gallbladder cancer too was becoming common in northern region. Dr. Julka said that a lump in breast was the first sign that one should consult the doctor. Negligence has been the prime reason for late detection and widespread of the disease. Breast self examination is an important way of detecting the disease and should be done from the age of 20 years. Once a month examination for any abnormality a week after periods is a must. Other symptoms of the disease include nipple discharge, abnormal changes in shape and size of breast and itching of breast. The absence of know-how of the disease and hesitance to consult the doctor has led to a large number of deaths due to the disease. Dr. Julka added that there is need for understanding the real situation by visiting a doctor and letting them decide when to go for mammogram/ biopsy. He also negated the myth regarding biopsy, that a tumor spreads further if biopsy is done on a body. The actual truth is nobody can treat without biopsy. Genetic testing needs have also arisen with time. Cure of the disease is only possible if early detection is done. Primary prevention can be done if we don't do things that cause cancer, do not lead a

sedentary lifestyle, be active and do not intake junk food. Obesity is also one of the prime reasons of breast cancer and something as small as one-hour of walking can help prevent the disease. Illiteracy and poverty has also been a big reason for spread of the disease around the country.

Dr. Manju Hotchandani, Consultant, Obstetrics and Gynaecology, Moolchand Women's Hospital, New Delhi delivered her talk on the role of Gynaecologist in prevention and detection of cancer in women. She gave the statistics that one woman dies of cervical cancer in this country every 8 minutes and out of every two women diagnosed with breast cancer loses her battle of life to it. She added that there has been an increase in cases of breast cancer all over India. While breast cancer has been major in cities, Cervical has become more prominent in rural areas. Among the primary reasons she stated changes in lifestyle, faulty food habits were the most prominent ones to cause the disease. With the advancement of medical industry, the expected age of the country has increased and as cancer mostly occurs with increasing age, the number of cancer cases has increased over few years. In continuance to what Dr. Julka stated she said that women and men need to get screened regularly to know if everything is alright with them.

Dr. H. K. Chopra, President, Cardiological Society of India (CSI) spoke of rising stress in everyday life being a major reason for the ill health of most of the population in the country. He stated that the mind was the most important part of our body that needed to be fit for the rest of the body to function well. Nutrition and environment can play an important role in one's well being. So, he suggested the intake of Omega 3 fatty acids in the one's daily diet and added that Walnuts are nuts for the brain and the best source of Omega 3 fat acids that can be added in one's diet. He also said that it was necessary to do strenuous physical activity and include walking, jogging, cycling or dancing in our daily routine to stay fit.

Dr. Vinita Chopra added to this by taking her session on meditation which she said helps in the prevention and treatment of cancer. She highlighted the need of Yoga being part of one daily lifestyle. She said Yoga that came from the word 'yoke' means union and so Yoga helps brought about the union of body, mind, soul and spirit which is the essential for good health. She took a meditation session to help participants experience the benefits of yoga. The sessions helped participants relax and experience the benefit of meditation. The program was attended by several PSEs and Innerwheel members. ■■■

Conference Facilities at SCOPE Convention Centre

The centrally air-conditioned SCOPE Convention Centre at SCOPE Complex, Lodhi Road, New Delhi provides excellent conference facilities to PSEs, Govt. Departments, Autonomous Bodies, Institutions/NGOs etc. The Auditorium and other Conference Halls are equipped with projector and screen facilities, sound & light control room with recording & P.A. facility, etc. Details of the capacity of the Auditorium and other Halls, which are available on nominal tariff are given below.

Auditorium



The Auditorium having capacity of 310 persons (300 Chairs + 10 Nos. Chairs at stage) capacity equipped with mikes on dias and podium on stage.

Mirza Ghalib Chamber



The chamber having capacity of 108 persons (102 Nos. Chairs + 6 Nos. Chairs on Dias) equipped with mikes on table, dias and podium.

Tagore Chamber



The chamber having capacity of 92 persons (86 Nos. Chairs + 6 Nos. Chairs on Dias) equipped with mikes on dias, tables & podium.

Bhabha Chamber



The chamber having capacity of 44 persons (24 Nos. Chairs on round table and 20 Nos. Chairs on sides) equipped with mikes on dias, tables & podium.

Fazal Chamber



The chamber having capacity of 25 persons (15 Nos. Chairs on round table and 10 Nos. Chairs on sides) capacity with board room type sitting arrangement equipped with mikes.

Business Centre



The Business Centre having capacity of 7 persons equipped with multi point Video Conferencing System (1+3), at three locations at a time for National & International both.

Banquet Hall



The banquet hall having capacity of 500 Persons for the purpose of lunch & dinner. Sitting arrangement could be done for 90 persons.

Annexe I



The Annexe-I having capacity of 25 Persons.

Annexe II



The Annexe-II having capacity of 25 Persons.

Tansen Chamber at UB



The Tansen Chamber having capacity of 50 persons having stage and podium.

Amir Khusro Chamber at UB



The Amir Khusro Chamber having capacity of 50 persons having facility of stage and podium.

For Booking & Tariff details please contact

Mr. M. L. Maurya, GM (Tech.)
Mobile: 9313375238

Mr. Nitin Kulshrasta, Asst. Engineer (Elect.)
Mobile: 9313989067 • Email: scope.convention@gmail.com

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1st Floor, Core No. 8, SCOPE Complex, Lodhi Road, New Delhi - 110003 Phone: 011-24360101 • Fax: 011-24361371

Conference Facilities at SCOPE Minar Convention Centre

SCOPE Minar, an architecturally conceived in the form of two high rise curvilinear tower blocks sitting on a four storey circular Podium Block, is strategically located in Laxmi Nagar District Centre, Delhi -110092 and housing around 40 PSEs of repute. It is one of the known buildings of East Delhi. It has a very size Reception Foyer giving ambience look inside the building. There is a green environment all around the SCOPE Minar with large size planters all around. The building is also having state of art Convention Centre, comprising four halls i.e.

Convention Hall



A large sized Convention hall having sitting capacity of 300 delegates. Various seminars, training programmes, presentations, get to gather etc. are conducted in Convention Hall. It provides ambient and peaceful environment for the programmes.

VIP Lounge



VIP Lounge having sitting capacity of 60 delegates. The executives and higher level officers, Directors, CMDs can use it as waiting lounge also.

There is a wide space for vehicle parking that cater for a capacity of 700 cars, including the newly built good quality Banquet Hall wherein 300 delegates can comfortably dine at a time, makes it special to deliver an all-round conducive meeting environment.

Meeting Hall



Meeting hall having "U" shaped table, with a meeting capacity of 65 delegates. Most widely used for small size meetings and training programmes, group discussion, power point presentations etc.

SCOPE Academy of Public Sector Enterprises



SCOPE Academy of Public Sector Enterprises (APSE) conducts induction level programmes for PSEs executives. It has three training halls, one with capacity of 40 persons and two halls with capacity of 30 persons each for training purpose.

For Booking & Tariff details please contact

Mr. M. L. Maurya, GM (Tech.) (M) 9313375238 **and Mr. Shubh Ratna**, DCE(C), SCOPE Minar
(M) 9873398242, (O) 011-22458176, 22458178 • Email: scopeminar.convention@gmail.com • shubhratna@yahoo.co.in



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PSEs Ink MoU

BHEL Signs MoU with DHI, MHI & PE

Bharat Heavy Electricals Limited (BHEL) signed the Memorandum of Understanding (MoU) for the year 2016-17 with the Govt. of India. The MoU was signed by Mr. Atul Sobti, CMD, BHEL and Mr. Girish Shankar, Secretary, Department of Heavy Industry (DHI), in the presence of Mr. Anshu Prakash, Additional Secretary (DHI).



Mr. Atul Sobti, CMD, BHEL and Mr. Girish Shankar, Secretary DHI exchanging MoU documents.

NBCC & GSL Ink MoA

NBCC (India) Limited signed a Memorandum of Agreement (MoA) with Goa Shipyard Ltd.(GSL), another CPSE, recently for construction of Office Building of Mine Counter Measure Vessels (MCMV), Vasco-Da-Gama, Goa, at an approximate value of Rs.100 crore.

The MoU was signed by Dr. Anoop. K. Mittal, CMD, NBCC, on behalf of NBCC and Admiral Shekhar Mital, NM (Retd.), CMD, on behalf of GSL. In addition, NBCC shall also develop Master Plan for entire area comprising the existing Parking Complex, Garden area, existing HR & Admin block including Medical Dispensary, Time Offices and punching booths, Amenity Building, Administrative Building, Transport Section, Power House West and Fire Station and such other areas within the vicinity. Construction work at GSL by NBCC will start



Dr. Anoop. K. Mittal, CMD, NBCC and Admiral Shekhar Mital, NM (Retd.), CMD, GSL exchanging the MoU document.

in next six months time and will be completed in 18 months.

MCMV Project envisages construction of 12 MCMVs for Indian Navy at a budgetary cost of Rs. 32000 Cr, as part of 'Make in India' and import substitute program of MoD. These state-of-the-art war vessels will be built indigenously first time in the country by Goa Shipyard Ltd at Goa. The ships are to be equipped with most advanced Anti Submarine Weapons and Sensors by GSL.

NBCC Signs MoU with NSL

NBCC (India) Limited and NBCC Services Limited



Dr. Anoop Kumar Mittal, CMD, NBCC and Ms. A. Sabeena, CEO, NSL signing the MoU documents.

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signed an MoU for the FY 2016-17. As per the MoU signed recently between Mr. Anoop Kumar Mittal, CMD, NBCC and Ms. A. Sabeena, CEO, NSL, the target for Revenue generation from operations by NSL has been fixed at Rs 100 cr., while profit has been targeted at Rs 7.55 cr. The MoU has also set targets on an increased Order Book, Business Development, System Improvement, Capacity Utilization, Technology Upgradation, Production Efficiency, etc. The MoU signing between NBCC and NSL holds major significance, as clients will now experience end-to-end service, starting from construction services by NBCC to maintenance works by NSL. This significant agreement will further pave the way for overall performance of the Organization.

GAIL and Bloom Energy partner to power India with Clean and Reliable Energy

- Companies sign MoU to deploy innovative fuel cell technology in India using natural gas
- MoU signed in presence of Hon'ble Minister of State (I/C) of P&NG

GAIL (India) Limited and Silicon Valley-based Bloom Energy recently announced a new partnership to transform India's energy future through the use of innovative technology and signed a Memorandum of Understanding (MoU) to deploy revolutionary natural gas-based fuel cell technology to generate electricity.

The MoU was signed in the presence of Minister of State for Petroleum & Natural Gas, Mr. Dharmendra Pradhan by Mr. B C Tripathi, CMD, GAIL (India) Limited and Dr. K R Sridhar, CEO and Founder, Bloom Energy. CEO, Niti Aayog, Mr. Amitabh Kant and Additional Secretary, MoPNG, Mr. A.P Sawhney also graced the occasion.

The technology is presently being used by over 100 of the Fortune 500 companies that are diversified majors in FMCG, IT, Telecom, Retailing and e-commerce. The state-of-the-art solid oxide fuel cell (SOFC) technology of Bloom Energy Servers convert fuel into electricity using Natural Gas as the base fuel to generate reliable and resilient electricity in a highly efficient non-combustible process that reduces emissions of greenhouse gas and harmful air pollutants, with minimal use of water vis-à-vis the conventional power producing technologies. The Bloom Energy Servers could be installed onsite

at any operating premises or building and can be plugged into natural gas pipeline to generate uninterrupted, efficient, noise-less base load power round-the-clock.

GAIL's subsidiary at Bengaluru is already supplying Natural Gas for energizing a multi-MW Bloom Energy project for a large global technology company at the Technology Park in Bangalore.

Speaking on the occasion, Minister of State for Petroleum and Natural Gas (I/C) Mr. Dharmendra Pradhan said "The signing of the MoU between Bloom Energy and GAIL is a significant step towards realizing the Prime Minister's vision of using technology and innovation for fast tracking India's progress. The biggest beneficiary of this MoU will be urban India because it will significantly decrease pollution caused by backup power generation."



(From left to right) Bloom Energy CEO, Dr. K. R. Sridhar, Minister of State for Petroleum & Natural Gas, Mr. Dharmendra Pradhan, GAIL, CMD, Mr. B. C. Tripathi and Additional Secretary, MoPNG Mr. A. P. Sawhney after the signing of MoU between GAIL and Bloom Energy to deploy natural gas-based fuel cell technology to generate electricity.

Mr. Amitabh Kant, CEO, Niti Aayog described the Bloom technology as "pathbreaking" which can bring a "transformational change" in electricity generation. Speaking on the occasion, Mr. B.C. Tripathi said, "GAIL and Bloom Energy have a tremendous opportunity to transform India's energy future run on the combination of natural gas - cleanest and dependable fossil fuel and the state-of-the-art power technology of Solid Oxide Fuel Cell by Bloom Energy. This is in a unique positioning in the Indian market to deliver clean, reliable, and affordable power requiring minimal space and time to set-up. A perfect solution to India's fast growing energy needs."



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PFC Signs MoU with the Ministry of Power

The Power Finance Corporation Ltd. (PFC) signed its performance related 'Memorandum of Understanding' (MoU) with the Ministry of Power for the FY 2016-17 recently. The MoU was signed by Mr. P. K. Pujari, Secretary (Power) and Mr. M. K. Goel, CMD, PFC in the presence of Dr. A.K. Verma, Jt. Secretary (Distribution), MOP, Mr. R. Nagarajan, Director (Finance), Mr. A. K. Agarwal, Director (Projects) and Mr. D. Ravi, Director (Commercial) of PFC.



Mr. P.K. Pujari, Secretary (Power), Mr. M.K. Goel, CMD, PFC, Dr. A.K. Verma, Jt. Secretary (Distribution), MOP, Mr. R. Nagarajan, Director (Finance), Mr. A.K. Agarwal, Director (Projects) and Mr. D. Ravi, Director (Commercial), PFC at the MoU signing ceremony.

The key performance parameters under 'Excellent' category for the FY 2016-17 include Sanctions of Rs 55,000 Crore (excluding Transitional Financing), Return on Net Worth of 14.50 percent and an Operating Profit (Profit Before Tax excluding other Income, Extraordinary and Exceptional Items) of Rs 8,130 crores in addition to other sector-specific and enterprise-specific parameters etc.,

RECPDCL Signs MOU with REC

REC Power Distribution Company Ltd. (RECPDCL), a wholly owned subsidiary of REC, signed an MoU with REC for the FY 2016-17 recently. Mr. Rajeev Sharma, CMD, REC and Dr. Dinesh Arora, IAS, CEO, RECPDCL signed the MoU. All Senior Officials of REC and RECPDCL were present in the above occasion.



Mr. Rajeev Sharma, CMD, REC and Dr. Dinesh Arora, IAS, CEO, RECPDCL exchanging the MoU documents.

MoU between NTPC-PMI and GIPCL

NTPC Ltd.'s Power Management Institute (NTPC-PMI) and Gujarat Industries Power Company Ltd. (GIPCL) have entered into a Memorandum of Understanding (MoU) for two years for continuous learning and training for enhancement of competencies and skills of the employees of GIPCL.

The MoU was signed in Vadodara recently by Mr. Ajit K. Bhatnagar, Executive Director (PMI), NTPC Ltd. and Mr. Sandeep H. Purohit, Head of



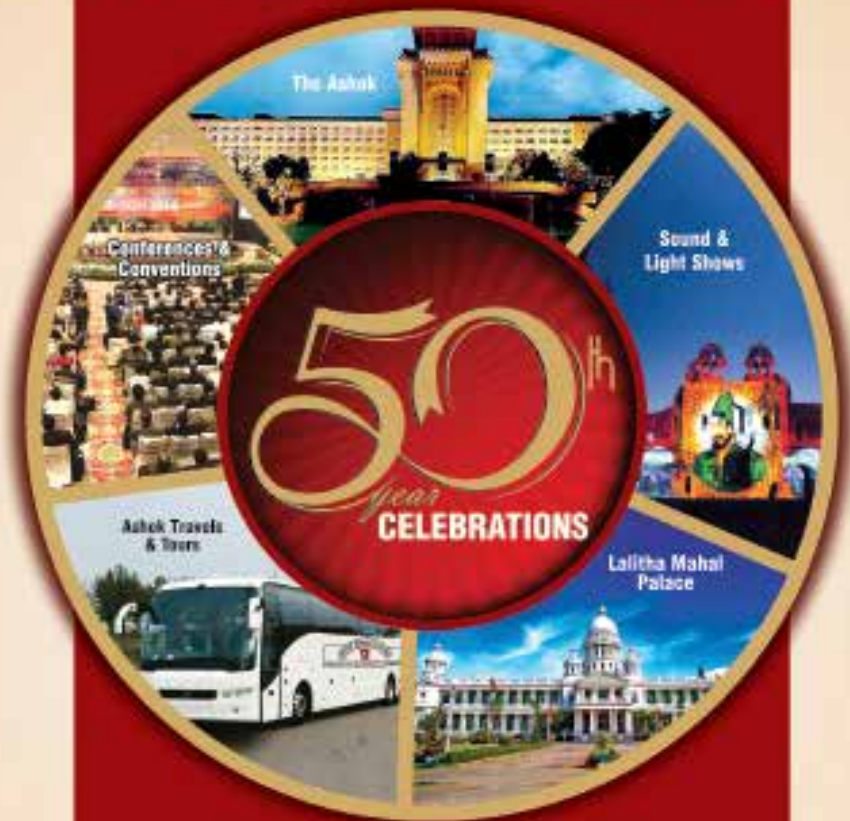
Mr. Ajit K. Bhatnagar, ED(PMI), NTPC and Mr. Sandeep H. Purohit, Head, HR & Admin., GIPCL, exchanging MoU documents in the presence of Ms. Sonal Mishra, IAS, MD, GIPCL.

HR & Admin., GIPCL, in the presence of Ms. Sonal Mishra, IAS, Managing Director, GIPCL and senior officials from GIPCL and NTPC.

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OIL Super 30: Oil India Limited and CSRL sign MoU for Itanagar Centre

Oil India Limited (OIL), India's second largest National Exploration & Production Company and Centre for Social Responsibility and Leadership (CSRL), New Delhi signed a Memorandum of Understanding (MoU) for renewal of contract of the Itanagar Centre under the OIL Super 30 Project by Oil India Limited for the academic session 2016-17, which was set up in the year 2015.

Oil India Limited had instituted the CSR project, OIL Super 30, in 2010, with its first centre at Guwahati. Under the project, each year, 150 students (with 30 students in each centre) of economically disadvantaged families are provided 11 months free residential coaching for IIT-JEE & other premier engineering entrance examinations. With the help received from the project, students have attained admissions in various prestigious engineering institutes like IIT, ISRO, NIT, State Engineering colleges, etc. and in leading Medical institutes, since 2011. Going by the success and mass popularity of the project, OIL had opened its fifth centre at Itanagar, Arunachal Pradesh, in 2015.



Mr. Bhaskar Khaund, Executive Director (HR), OIL and Mr. S.K. Shahi, Director, CSRL at the MoU signing ceremony at OIL's Corporate Office in Noida.

The OIL Super 30 project is wholly supported by Oil India Limited and is implemented by CSRL, New Delhi, across 5 centres of Guwahati, Jorhat and Dibrugarh in Assam, Jodhpur in Rajasthan and Itanagar in Arunachal Pradesh.

Today, the project has become a household name for the families, students and educationists, in the North Eastern region, as one of the best known CSR initiatives of OIL India Limited. ■■■

GAIL's PAT up by 244 percent for Q1 of FY 2016-17

PBT Rs. 1,686 cr. up by 180 percent; Gross Margin Rs. 2,199 cr. up by 95 percent

GAIL (India) Limited registered a 244 percent increase in Profit after Tax (PAT) in the first quarter of Financial Year 2016-17, boosted by a turnaround in its Petrochemical business and partial sale of stake in Mahanagar Gas Limited. The company's PAT rose to Rs. 1,335 cr. from Rs. 388 cr. in the corresponding quarter of the last fiscal. GAIL's PAT excluding gain from stake sale in Mahanagar Gas Limited is Rs 846 cr., signifying an increase by 118 percent.

GAIL's Profit before Tax (PBT) for the first quarter increased by 180 percent to Rs. 1,686 cr.s against Rs. 602 cr. in the corresponding quarter of the last fiscal.

GAIL's PAT in the first quarter of FY 2016-17 rose by 70 percent vis-à-vis the previous quarter (Q4 FY 2015-16), from Rs. 785 cr. to Rs. 1,335 cr. During the quarter, GAIL's Petrochemical business has seen a turnaround with production and sales jumping 149 percent and 121 percent respectively as compared

to corresponding period of the previous year. This resulted in revenue increase in this segment by 95 percent to Rs. 1,133 cr. and the profit stood at Rs. 9 cr. in this quarter as against loss of Rs. 397 cr. in the corresponding period of the previous year.

The increase in net profit during Q1 of Financial Year 2016-17 was also supported by increase in Natural Gas sales and transmission volumes which increased by 15 percent and 10 percent respectively. ■■■



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PSEs CSR Initiatives

WCL inaugurates its first RO plant for villagers at Neelgaon

In a bid to provide RO purified water to villagers, first ever RO plant of WCL was inaugurated recently by Mr. Sachin Kurve, Collector, Nagpur at Neelgaon (Nagpur Area of WCL). While addressing the gathering Mr. Kurve said that installation of first RO plant for villagers under CSR is an appreciable initiative of WCL .



Mr. Sachin Kurve, Collector, Nagpur inaugurating first ever RO plant of WCL for villagers at Neelgaon.

Installed with the cost of about 25 lakh rupees, the plant purifies water with Reverse Osmosis Process. Water discharged from underground mine is being transferred to Neelgaon through a kilometer long pipeline, where the RO plant has been installed. This purified water is supplied to the villagers. This plant purifies the water at the capacity of 1000 LPH (Liter per hour)

The programme was mainly attended by SDM Saoner, Smt Namrata Chhate, Tehsildar Dr. Hansa Mohne, Sarpanch Smt. Vanita Mankar, Members Mr. Sheshrao Mankar, Mr. Rajendra Gajbhiye, Area General Manager Nagpur Area, Mr. M. K Majumdaar, Sub Area Manager Saoner, Mr. R. S. Singh, Sub Area Engineer Mr. N. S. Verma, Colliery Manager Aaroop Bannerjee, Vijay Kumar, Deepak Walke, Santosh Mr. Vastav, Ms. Priyanka Madan conducted the programme whereas the vote of thanks was proposed by Mr. R. K. Sinha.

OIL adopts three orphaned Rhino calves in flood hit Kaziranga

Oil India Limited (OIL) under its Corporate Social Responsibility initiatives adopted three orphaned Rhino calves which are being looked after by Wild Life Trust of India (WTI)'s, Centre for Wild Life Rehabilitation and Conservation located near Kaziranga in Panbari Borguri, Bokakhat, under Golaghat District in Assam. In the recent devastating floods in Assam, Kaziranga National Park was severely affected and a lot of wild animals lost their lives, while quite a few were rescued by local people, NGOs and Forest officials.



Mr. Bhaskar Khaund, Executive Director (HR), OIL handing over cheque to Mr. Vivek Menon, Executive Director & CEO, WTI, at OIL's Corporate Office in NOIDA, Uttar Pradesh



Rescued Rhino calves at Wild Life Trust of India (WTI)'s Centre for Wild Life Rehabilitation and Conservation located near Kaziranga in Panbari Borguri, Bokakhat.

Thousands of years ago green turned black deep inside Mother Earth. And today, we mine with the thought of returning green back to her.



An original picture of plantation on OB dump in Lakkhanpur open cast mine of MCL.

Some of our efforts in a bid to turn Coalfields into 'Green Fields' are.....

- Planting over 5.15 million trees in and around MCL's command area in Odisha.
- Being the 1st company to introduce Eco-friendly Surface Miner In 1999, which completely eliminates drilling, blasting and crushing operations in mining of coal.
- Installing Mobile Water Sprinklers, Fixed Automatic Sprinklers, Instant Showering Systems and Mist Spraying arrangements at CHP to reduce air pollution.
- Treating industrial waste water in Mine Discharge Treatment Plant and introducing Sedimentation ponds, oil & grease traps in workshops and domestic effluent treatment plant in colonies to help minimise pollution.



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A cheque of Rs. 3 lakhs was ceremoniously handed by Mr. Bhaskar Khaund, Executive Director (HR), OIL to Mr. Vivek Menon, Executive Director & CEO, WTI, at OIL's Corporate Office in NOIDA, Uttar Pradesh as an initial amount to take care of immediate needs of the three Rhino calves. Subsequently, the Company will be releasing the financial assistance periodically. A team from OIL's Public Affairs Department based in OIL's Field Headquarters in Duliajan, Assam visited Centre for Wild Life Rehabilitation and Conservation in Kaziranga on 8th August, 2016 to take a firsthand view of the Centre, the rescued Rhinos calves and had detailed discussion with the officials of WTI.

NTPC to plant 10 million trees during 2016-17

NTPC has embarked upon accelerated afforestation drive with the State Forest Departments of Madhya Pradesh, Bihar, Assam, Karnataka, Andhra Pradesh, Telengana and Maharashtra to plant 10 million trees during 2016-17 as per guidance of Mr. Piyush Goyal, Minister of State (Independent Charge) of Power, Coal, New & Renewable Energy and Mines.



MoU being signed by Mr. A. K Garg, Additional Principal Chief Conservation of Forest and Mr. Avinash Saraswat, GM (P&M) NTPC at Bengaluru.

This is in tandem with the recently announced Intended Nationally Determined Contribution (INDC-2030) of creating an additional carbon sink of 2.5 to 3 billion tones of CO₂ equivalent through forests and tree cover by 2030.

NTPC has already signed MoUs (Memorandum of Understanding) with State Forest Departments of Madhya Pradesh, Bihar, Assam and Karnataka for the accelerated afforestation, others are expected to be signed shortly. ■■■

NTPC provides Consultancy to Singareni Power Project



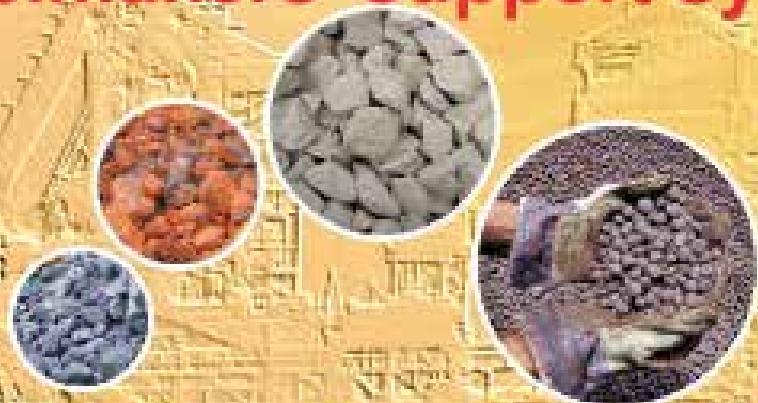
Officials present at the ceremony held regarding the inauguration of Singareni Thermal Power Project.

Singareni Thermal Power Project (coal based) having two units of 600 MW each was dedicated to the Nation by Prime Minister Mr. Narendra Modi at a ceremony held at Gajwel, Medak Distt., Telengana recently.

NTPC provided the Pre-award and Post-award Owner's Engineer Consultancy Services for the Project including Contract Services, Engineering, Inspection and Site Supervision upto commissioning. ■■■

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- Plays a crucial role in recycling chain ensuring sustainability



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- Through a combination of services, provides backward and forward integration to Steel makers of the nation

- Initiated Ship Breaking Project wherein condemned ships are to be broken up and scrap steel of various grades sold through e-Auctions

- Procured raw materials like iron ore, coking coal, limestone, iron ore lumps, pellets etc. through e-Procurement portal and trading. Products like coils, billets, flat products, galvanized products etc. are sold through MSTC's e-Auction portal. All wastes generated in the process are sold separately through e-Auctions

- Initiatives by MSTC ensure Research and Development in the field of recycling, create job opportunities, earn revenue for the Government and lessen dependence on imports thereby saving valuable foreign exchange

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PSEs Celebrate Independence Day

SAIL celebrates 70th Independence Day

The 70th Independence Day of the country was celebrated across SAIL with traditional fervor and festivity. Chairman, SAIL, Mr. P.K. Singh hoisted the national flag at the company headquarters to mark the event. He exhorted the SAIL collective to perform their duty with utmost dedication and honesty in order to live up to the expectations of the founding fathers of the country from the Public Sector Enterprises. Also present on the occasion was Mr. Anil Chaudhary, Director (Finance), Mr. Binod Kumar, Director (Commercial), Mr. N. Mohapatra, Director (Personnel), Mr. G. Vishwakarma, Director (Projects and Business Planning), Mr. Raman, Director (Technical) and Mr. S.K. Singh, CVO, SAIL along with employees and their families.



Mr. P.K. Singh, Chairman, SAIL, hoisting the national flag at the company headquarters.

Addressing SAIL employees, Mr. Singh emphasized on the need for internalizing the core values on which the PSUs were formed and work cohesively to meet the challenges of the future. He reminded the gathering of the contributions made by the company to nation building. He enthused employees by reiterating the collective commitment of taking the

nation to new heights by harnessing strengths and having all inclusive growth. Further outlining the goals for the organization he said that all actions must be customer and business centric.

70th Independence Day celebrated at AAI

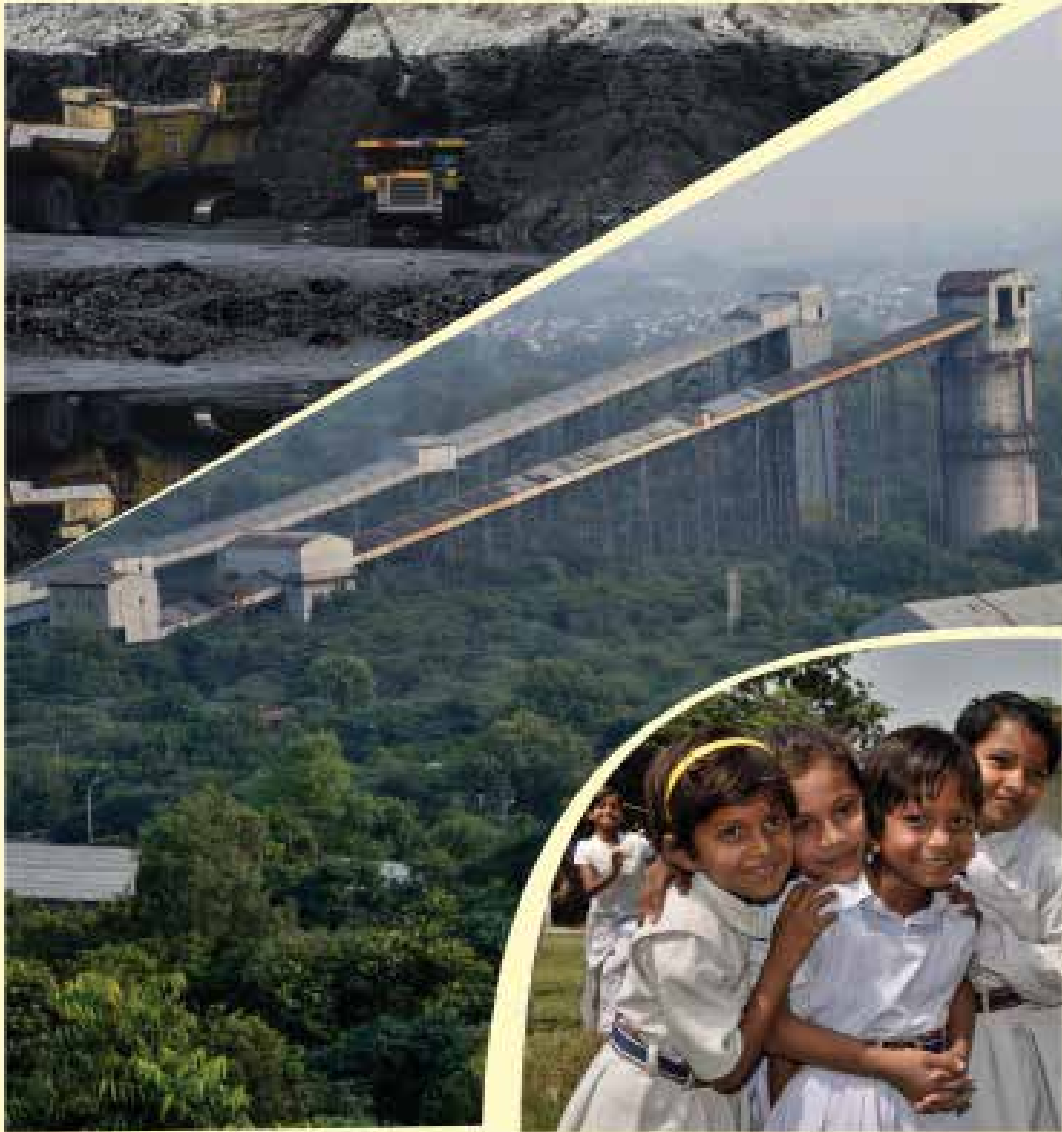


Dr. Guruprasad Mohapatra, IAS, Chairman, AAI hoisting the National Flag on the Independence Day at INA, Residential Colony, New Delhi. Also seen in the picture is Mr. Anuj Aggarwal, Member (HR), AAI [R].

Airports Authority of India celebrated 70th Independence Day with full zeal and gusto at all the 125 airports across the country. Some of the airports were decorated creating excellent lighting effects with tri-colour lights depicting the tricolor of National Flag. Dr. Guruprasad Mohapatra, IAS, Chairman, AAI hoisted the National Flag at New ATC Complex at IGI Airport, New Delhi. The students of AAI Kendriya Vidhyalaya gave exciting performance on the patriotic theme, entrhralling audience.

Dr. Guruprasad Mohapatra, IAS, Chairman, AAI, while addressing the members expressed satisfaction that AAI is continuously improving the infrastructure in the Civil Aviation Sector and urged all

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to uphold the culture of working with excellence and dedication for contributing towards country's growth, as the best way to serve the nation is by fulfilling duties sincerely.

Chairman, AAI also unfurled the National Flag at AAI Residential Colony, New Delhi. After the Independence Day Celebration, Dr. Guruprasad Mohapatra, IAS, Chairman, AAI and Mr. Anuj Aggarwal, Member (HR), AAI planted tree sapling as a good gesture towards environmental protection.

NLC India launches Diploma Course in Mining Engineering



NLC India Ltd., CMD, Mr. Sarat Kumar Acharya, hoisting the National Flag during The 70th Independence Day Celebrations at Neyveli

NLC India Limited (Formerly NLC Ltd) has launched a Diploma Course in Mining Engineering in association with Annamalai University. The course will start this year wherein local youth including young from Project Affected Families would be trained in mining skills which are essential for mining industry said Mr. S.K.Acharya, CMD, NLC India Limited during the 70th Independence Day Celebrations of the Nation held at Neyveli .

The daylong celebrations commenced with the garlanding of Mahatma Gandhi bust at Township Administration Office premises by Mr. Sarat Kumar

Acharya. Later, he hoisted the National flag at Bharati Stadium and inspected the ceremonial parade and accepted the guard of honour presented by Central Industrial Security Forces, NLC Security Personnel, Home Guards, Scout and Guides, NSS Volunteers and Schools & College Students.

In his address CMD said that NLC has established a new identity with business diversification and geographical expansion. With Pan Indian presence and its business activities ranging from Mining of lignite and coal, lignite and coal based power generation and power generation from solar and wind, NLC is now NLC India Ltd. It has a grand vision to be a 19,831 MW fuel sufficient power generating company by 2025. It has already doubled its mining capacity by adding 31.5 MTPA Coal from Odisha and Jharkand mine sources. Through a Joint Venture mode it has acquired a 1200 MW power station of Damodar Valley Corporation at Raghunathpur.

RCF celebrates 70th Independence Day



Mr. Manoj Mishra, CMD, RCF during the Independence Day celebration at RCF.

70th Independence Day was celebrated in Rashtriya Chemicals & Fertilizers Limited (RCF) at its Sports Complex by unfluring the National Tri Colour at the hands of Mr. Manoj Mishra, CMD, RCF. He also gave away Production Award, Environment Management Award, Safety Management Award

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TOTAL	: 3382 MW



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Five S. Award, Rajbhasha Puraskar, Suggestion Supreme Award. Mr. C.M.T. Britto, Director (Tech), Mr. Suresh Warior, Director (Fin.) were present during the flag hoisting along with other senior Officials and employees of the company.

Independence Day celebrated at IREDA



Gifts being donated by senior officials of IREDA to visually impaired Blind School students.

IREDA celebrated 70th Year of Independence Day at Leprosy Colony & Vocational Training Centre, R. K. Puram and Blind School, Lajpat Nagar, Delhi. On this occasion, IREDA installed a Water Cooler at Leprosy Colony, donated 1 No. Embroidery Machine, 5 Personal Computers & 15 Training Chairs to Vocational Training Centre and Stainless Steel Water Jugs, Umbrellas, Buckets and Mugs to the visually impaired Blind School.

Independence Day celebrations at NMDC

NMDC intends to increase its iron ore mining capacity to 50 MTPA by 2018 and envisages to produce and sell 35 MT iron ore during 2016-17 said Ms. Bharati S. Sihag, CMD, NMDC in her Independence Day address. She appreciated NMDC efforts for demonstrating par excellent performance and urged each and every employee to go that extra mile to excel and reach commanding heights.

Mr. Narendra K. Nanda, Director (Technical), NMDC Ltd. expressed that NMDC's contribution to the nation over the years is the effort of the dedicated



Senior Officials present at the Independence Day celebration at NMDC.

employees and reassured that NMDC would scale greater heights of excellence in the years to come, as he unfurled the tricolour in the presence of all Directors, senior officials, employees and their family members at NMDC Corporate Office. Mr. Nanda praised the NMDC collective for reorienting itself successfully by upgradation of mines, development of new mines, setting up of value added projects like, Steel and Pellet Plants.

The 70th Independence Day of India was celebrated at NMDC in full galore wherein cultural programmes and games were conducted for the employees and their family members. The function was attended by Mr. P. K. Satpathy, Director (Production), Mr. D S Ahluwalia, Director (Finance), Mr. Sandeep Tula, Director (Personnel) and senior officials. Prizes were distributed to the participants on the occasion.

Oil India Limited celebrates 70th Independence Day

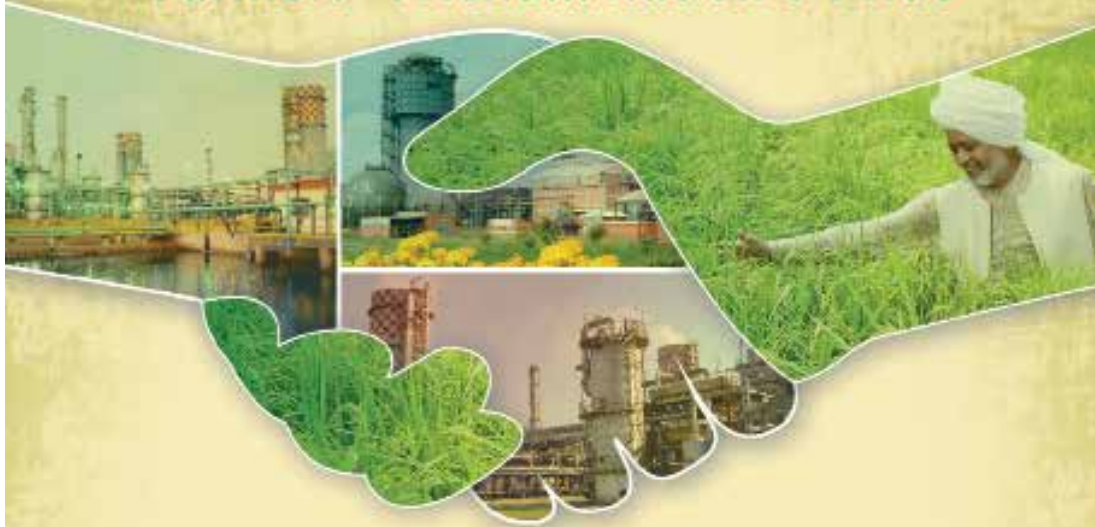


Mr. Utpal Bora, CMD, Oil India Limited, unfurling the National Flag (left) on Independence Day at the Corporate Office, Noida.



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Oil India Limited (OIL) celebrated the 70th Independence Day of the country, with full zeal and vigour, in its Corporate Office in Noida. Mr. Utpal Bora, CMD, Oil India Limited, unfurled the National Flag amidst the singing of the National Anthem by OIL's employees and their families, in the presence of the Functional Directors on the Board of OIL.

Mr. Bora, addressed the large audience gathered for the event, in his Independence Day address. The Independence Day speech of the CMD of Oil India Limited was followed by the patriotic musical performances by school children.

Independence Day celebrated at Pawan Hans



Dr. B. P. Sharma, CMD, Pawan Hans along with other officials during Independence Day celebration.

Pawan Hans celebrated 70th Independence Day at Corporate Office, Noida and in its other regional offices. Dr. B. P. Sharma, CMD, Pawan Hans hoisted the national flag during Independence Day Celebrations and also released Balloons with " We Fly For You" caption with a pledge to take PHL into new horizon and dedicate its services to the nation. Pawan Hans senior officials, employees and their families were also present on the occasion.

70th Independence Day celebrated at Dredging Corporation

70th Independence Day was celebrated at Dredging Corporation of India Ltd (DCIL) corporate office with great enthusiasm. Mr. Rajesh Tripathi, CMD,

Dredging Corporation of India Ltd unfurled the National Flag and conveyed the Independence Day greetings to all the officers, employees and their families.



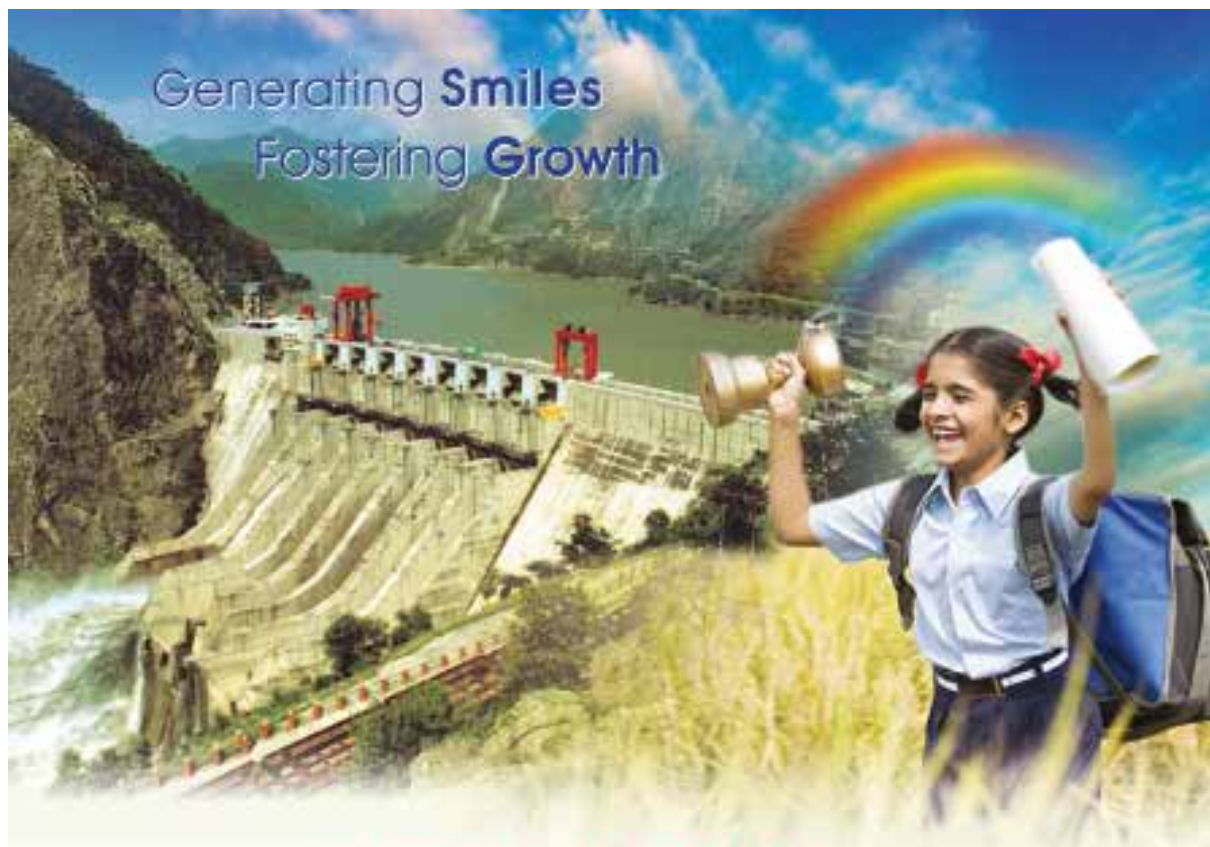
Mr. Rajesh Tripathi, CMD, DCIL addressing the employees during the Independence Day.

In his Independence Day address CMD congratulated all the employees for successfully completing Andaman Islands Dredging Project and wished timely completion of the Mormugao Project. He said that DCIL is expanding operations into technical management of Dredgers owned by the Inland Water Ways Authority of India (IWAI). Further he emphasized that one and all should work still hard for reaching MoU Targets entered with Ministry of Shipping. He stated that DCI is serving to Nation by developing and maintaining navigable channels in the ports and thereby contributing to the economic growth of the Country.

Patriotic songs were rendered by the employees of DCI and Cash prizes were distributed to the employee's children who were successful in academic studies, Sports and games. Mr. S. Charles, Director (Finance), Mr. M. S. Rao, Director (Ops.&Tech.), and other Head of Departments, employees and their families were present on this occasion.

Independence Day celebrations at SCI

The 70th Independence Day celebrations were organized by The Shipping Corporation of India Limited (SCI) at its Head Office in Mumbai. The event was graced by CMD along with Directors & senior Officers of the Company. The employees and some family members were dressed in traditional



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Capt. B. B. Sinha, CMD, SCI unfurling the National Flag during Independence Day celebrations at company's head office in Mumbai.

Indian attire and the contingent of uniformed security personnel was smartly turned out for the ceremony. The celebrations began with the unfurling of the Indian National flag by Capt. B. B. Sinha, CMD, SCI which was followed by his speech. CMD invoked the patriotic fervor by his passionate speech and called upon each and every one to sincerely remember and feel gratitude to the countless freedom fighters who laid down their lives for the freedom and independence we enjoy today.

CMD also highlighted the importance of perseverance and selfless dedication akin to the freedom fighters through which SCI & its employees could achieve greater heights. He also informed the gathering that once again our honorable Prime Minister of India in his Independence Day speech from the Red Fort had complimented SCI. He congratulated each and every employee for the success of the company and urged one and all to continue the good work. ■■■

HAL Conducts Technical Flight of Indigenous Light Utility Helicopter (LUH)



Light Utility Helicopter developed by HAL during a test flight.

Achieving yet another significant milestone, HAL conducted a technical flight of indigenous Light Utility Helicopter (LUH) in Bengaluru recently. The helicopter lifted at 1210 hours and was in the air for 15 minutes at HAL facilities. The flawless flight was carried out by HAL test pilots.

This event marks an important and significant beginning for prototype testing of LUH. This is the third indigenous helicopter product from the stables of HAL after ALH and LCH. Apart from replacement of ageing fleet of Cheetah / Chetak, LUH is expected to capture a sizeable share both in domestic and international market.

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- Development of School Infrastructure.
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- Skill Development training for industry employment/self-employment to youths.
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- Supply of Ambulances & Equipments to Hospitals.
- Construction of "Vishram Sadan" at AIIMS, New Delhi



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(A Government of India Enterprise)

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Corp. Office : "Saudamini", Plot No. 2, Sector- 29, Gurgaon, Haryana-122001

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Awards & Accolades to PSEs

NLC Conferred with Golden Peacock Environment Management Award 2016

Neyveli Lignite Corporation (NLC) has been conferred with the Golden Peacock Environment Management Award 2016 by the The Institute of Directors during the ‘18th World Congress on Environment Management’ with World Environment Foundation at New Delhi recently. The Award was presented by Justice (Dr.) Arijit Pasayat, Co-Chairman, Institute of Directors & Former Judge of Supreme Court of India to Mr. S.A.F. Khalid, ED (Mines) and Dr. T. Kannadasan, CGM/Geology of NLC on behalf of the Corporation.



Justice (Dr.) Arijit Pasayat, Co-Chairman, Institute of Directors (IOD) and former Judge, Supreme Court of India, presenting the Golden Peacock Environment Award to Mr. S.A.F. Khalid, ED(Mines) and Dr. T. Kannadasan, CGM(Geology) of NLC. Also seen are (L-R) Lt. Genl. J.S. Ahluwalia, President (IOD), Mr. Alphonsus Stoelinga, Ambassador of the Netherlands to India, Bhutan & Nepal, Mr. Alexandre Ziegler, Ambassador of France to India and Mr. Tomasz Kozlowski, Ambassador of European Union to India.

Lt. General J.S. Ahluwalia, the President of the Institute of Directors, Mr. Alphonsus Stoelinga, Ambassador of the Netherlands to India, Bhutan and Nepal, Mr. Alexandre Ziegler, Ambassador of France to India and Mr. Tomasz Kozlowski, Ambassador of European Union to India participated in the function.

NBCC Conferred with ICC Awards



Mr. S.K. Chaudhary, Director (Projects) and Mr. Hem Raj, Executive Director, receiving the awards on behalf of NBCC.

NBCC bagged three Awards, conferred by Indian Chamber of Commerce (ICC) during PSE Excellence Awards 2015 event, held recently in New Delhi. The awards in the broad category of Maharatnas and Navratnas include “CEO of the Year 2015” for Dr. Anoop Kumar Mittal, CMD; “Operational Performance Excellence” & “Company of the Year” awards – 2015 for NBCC. Mr. S.K. Chaudhary, Director (Projects) and Mr. Hem Raj, Executive Director, received the awards on behalf of NBCC.

RCF receives BT CSR Excellence award

Mr. CMT Britto, Director (Technical), Rashtriya Chemicals and Fertilizers Ltd received the BT-CSR Excellence Award 2016 organised by Bureaucracy



Mr. CMT Britto, Director (Technical), RCF receiving the award from Mr. Anant Geete, Union Cabinet Minister, MoHI&PE.



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Today with ET Now at the hands of Mr. Anant Geete, Union Cabinet Minister for Heavy Industries and Department of Public Enterprises at New Delhi recently. RCF received this award in the Promotion of Health Care category for their Mid Meal scheme implanted for the needy schools of Chembur Area.

BEL wins PSE Excellence Awards



Mr. Girish Kumar, Director (Bangalore Complex), BEL, and Mr. M. M. Joshi, GM (National Marketing), BEL, receiving the PSE Excellence awards for BEL from Mr. T. N. R. Rao, Chairman for the PSE Excellence Awards jury and former Petroleum Secretary.

BEL has won four PSE Excellence Awards 2015, instituted by the Indian Chamber of Commerce, Kolkata: second prize in 'Operational Performance Excellence', second prize in 'R&D, Technology Development and Innovation', 'third prize in Corporate Governance' and third prize in 'HR Management Excellence', under the Navratna category.

Mr. Girish Kumar, Director (Bangalore Complex), BEL, and Mr. M. M. Joshi, GM (National Marketing), BEL, received the awards from Mr. T. N. R. Rao, Chairman for the PSE Excellence Awards jury and former Petroleum Secretary in New Delhi recently.

NTPC bags Best Company to work for 2016 amongst PSUs

In a study carried out by Great Place to Work and The Economic Times, NTPC has been adjudged as the Best Company to work in the Public Sector category for the year 2016. It has also been rated as the best company to work in Energy, Oil and Gas



Mr. U P Pani, Director (HR) and Mr. S. Ghosh, RED, WR, NTPC receiving the award.

Industry. NTPC is 30th in the overall ranking with IOCL at 34. The award was received by Mr. U P Pani, Director (HR) and Mr. S. Ghosh, RED, WR at a function held in Mumbai.

CONCOR Awarded



Officials from CONCOR receiving the award from the Chief Vigilance Commissioner.

Vigilance Study Circle conferred 'Vigilance Excellence Award 2016' on Vigilance Division of CONCOR, Ministry of Railways. The study done by Vigilance Division on civil works was rated as exceptional. The award was received by officials of CONCOR's Vigilance Division from the Chief Vigilance Commissioner (CVC) at a ceremony held at Hyderabad recently. It is second such award for CONCOR's Vigilance Division in the last three years.

BEL CMD awarded as most Enterprising CEO


















Mr. S. K. Sharma, CMD, Bharat Electronics Ltd



WAPCOS LIMITED

(A Government of India Undertaking - Ministry of Water Resources)

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MEETING SOCIETY'S NEEDS GLOBALLY



Mr M. M. Joshi, Executive Director (National Marketing), BEL, receiving the award on behalf of Mr S K Sharma, CMD, BEL for Most Enterprising CEO in Electronics Sector at the IGBC awards function.

was awarded as the Most Enterprising CEO in Electronics Sector by the Indo Global Business Council (IGBC), a policy think tank based in New Delhi. Mr M. M. Joshi, Executive Director (National Marketing), BEL, received the award on behalf of CMD at an award function held in Delhi recently.

MCL felicitated for 25 years of mining excellence



Mr. K.K. Parida, Director (Finance), receiving the citation from Mr. Anil Swarup, IAS, Secretary, Ministry of Coal.

Mahanadi Coalfields Limited was felicitated by Dun & Bradstreet for 25 years of mining excellence. Mr. K.K. Parida, Director (Finance), received the citation from Mr. Anil Swarup, IAS at an award ceremony for India's Top PSUs organised by D&B at New Delhi recently. Mr. Parida was also among the panellist for a discussion on PSU: Powering Resurgent India.

World HRD Congress honors AAI official



Mr. Rajesh Bhandari, Executive Director (Finance), AAI [left], winner of the CFO of the Year award, handing over the trophy to Dr. Guruprasad Mohapatra, IAS, Chairman, AAI [centre]. Also seen in the picture Mr. S. Suresh, Member (Finance), AAI, [right].

In another feather to Airports Authority of India, Mr. Rajesh Bhandari, Executive Director (Finance) was judged and conferred the CFO of the year award in the Service & Hospitality Sector in an event hosted by World HRD Congress during 7th CMO ASIA's ASIA CFO Excellence awards category recently in Singapore.

CONCOR Awarded at Dun & Bradstreet PSU Awards 2016

Container Corporation of India Limited has been awarded under the "Transportation & Logistics" sector of Dun & Bradstreet PSU Awards 2016. Mr. V. Kalyana Rama, Director (Projects & Services),



Mr. V Kalyana Rama, Director (Projects & Services), CONCOR receiving the award from Mr. Anil Swarup, IAS, Secretary, Ministry of Coal.

CONCOR received the award from Mr. Anil Swarup, IAS, Secretary, Ministry of Coal.

Rajbhasha TOLIC award presented to HSCL

Hindustan Steelworks Construction Limited (HSCL) has been awarded the Rajbhasha Town Official Language Implementation Committee (TOLIC) award by the Nagar Rajbhasha Karyanavayan Samiti, Kolkata for the year 2015-2016.



Mr. Moyukh Bhaduri, CMD, HSCL along with Mr. Phagu Singh, Rajbhasha Prabhari Adhikari receiving the award from Mr. Keshari Nath Tripathi, Governor of West Bengal.

The award, conferred by Mr. Keshari Nath Tripathi, Governor of West Bengal, was received by Mr. Moyukh Bhaduri, CMD, HSCL along with Mr. Phagu Singh, Rajbhasha Prabhari Adhikari. The citation is in recognition of HSCL for the best performance and sincere effort to promote Hindi as the official language in the company during the year 2015-2016.

Pride of India Award presented to IREDA



Mr. K.S. Popli, CMD, IREDA, being presented the Pride of India Award by Mr. Bhisma Narain Singh, Ex-Governor Tamil Nadu.

Mr. K. S. Popli, CMD, IREDA was presented the Pride of India Award and Indian Renewable Energy Development Agency Limited (IREDA).

The Award was presented by Mr. Bhisma Narain Singh, Ex-Governor Tamil Nadu to Mr. K.S. Popli, CMD, IREDA at a Seminar on "Financial Reforms & Economic Development" held at New Delhi recently in the presence of business leaders from various public and private sector undertaking companies.

Mr. Subhash Kumar, G.M. (Fire Service) of AAI conferred with President's Fire Service Medal for Meritorious Service



Mr. Subhash Kumar, GM (Fire Service), AAI.

President of India has approved the award for Fire Service Medal for Meritorious Service to Mr. Subhash Kumar, General Manager (Fire Service), Airports Authority of India, Ministry of Civil Aviation on the occasion of Independence Day, 2016. This award in Fire Service is presented for Meritorious Service in Indian Fire Services to honour those personnel who have rendered dedicated and unflinching service to the Nation.

NCL gets Excellence Award and the company's CMD Mr. Tapas Kumar Nag conferred Udyog Ratna Award

Northern Coalfields Limited (NCL) was conferred with excellence award and the company's CMD, Mr.



Mr. S. K. Mitra, Technical Secretary to the CMD (right) receiving the award on behalf of NCL and the company's CMD.

Tapas Kumar Nag have been conferred Excellence Award and Udyog Ratna Award respectively by Institute of Economic Studies (IES) for their outstanding contribution in nation's development. Mr. S. K. Mitra, Technical Secretary to the CMD received the award on behalf them in a function held in New Delhi recently from ex-governor of India Mr. Bhishma Narayan Singh.

NTPC bags Top PSU Awards



Mr. K. Biswal, Director (Finance) NTPC receiving the award from Mr. Anil Swarup, Secretary, Ministry of Coal.

NTPC was bestowed with 'The Best Maharatna PSU' and 'Top Performer in the Power Generation Sector' Awards by the leading Information Service Company Dun & Bradstreet. The Awards were received by Mr. K. Biswal, Director (Finance) NTPC from Mr. Anil Swarup, Secretary, Coal, at a function held in New Delhi. Mr. A.K. Rastogi, Executive Director & Company Secretary and Mr. S.P. Singh, General Manager (HR) NTPC were present on the occasion.

PFC Conferred with Dun & Bradstreet PSU Award 2016



Mr. A.K. Agarwal, Director (Projects), PFC receiving the award from Mr. Anil Swarup, Secretary, Ministry of Coal.

Power Finance Corporation Ltd (PFC) was conferred with Dun & Bradstreet PSUs Award 2016 in the category of 'Financial Services'. This award was received by Mr. A.K. Agarwal, Director (Projects), PFC from Mr. Anil Swarup, Secretary, Ministry of Coal in a function held recently at New Delhi.

NLC Earns a Net Profit of **Rs.352.88 Cr** during Q1 of FY '16-17

The Revenue from operations of the company for the 1st Quarter of 2016-17 stood at Rs.1,880.37 Crore as compared to Rs.1,843.74 Crore in the same Quarter last year registering a positive growth of 1.99%. However, the company's Net Profit before Tax during the current Quarter stood at Rs.352.88 Crores as compared to Rs. 553.48 Crores in the same Quarter last year. The Net Profit for the current quarter was impacted mainly due to surrender of power of 349.45 MU by Discoms during current quarter as compared to 103.09 MU of the corresponding Quarter of the previous year and partly due to lesser power generation by TPS-II Expansion units and Barsingsar Thermal plant on account of slow stabilization.



Mr. S. K. Acharya
CMD, NLC.

WAPCOS pays Highest Ever Dividend

Ms. Uma Bharti, Union Minister for Water Resources, River Development and Ganga Rejuvenation, was presented Dividend Cheque of Rs. 25.25 crore for the year 2015-2016 by Mr. R.K. Gupta, CMD, WAPCOS Limited, in the presence of Mr. Shashi Shekhar, Secretary; Dr. Amarjit Singh, Officer on Special Duty; Mr. Jagmohan Gupta, Joint Secretary & Financial Advisor, Senior Officers from the Ministry and WAPCOS. During the year 2015-2016, the Company has achieved the highest ever Profitability of Rs. 129.19 Crore and secured New Business of Rs. 1747.46 Cr. The Net worth of WAPCOS has reached Rs.362.61 Cr.

The dividend of Rs.25.25 Cr. is the highest ever since inception of the Company. WAPCOS is eligible for "Excellent" Rating on the basis of its performance in all Financial & Dynamic parameters under MOU such as Turnover; Profitability; New Business; Projects



Ms. Uma Bharti, Union Minister for Water Resources, River Development and Ganga Rejuvenation being presented Dividend Cheque for the year 2015-2016 by Mr. R. K. Gupta, CMD, WAPCOS in the presence of Mr. Shashi Shekhar, Secretary; Dr. Amarjit Singh, Officer on Special Duty; Mr. Jagmohan Gupta, Joint Secretary & Financial Advisor, Senior Officers from the Ministry and WAPCOS.

Implementation; Customer Satisfaction; Human Resource Management etc. The Company has forayed and forged ahead to secure new business in countries like Angola, Afghanistan, Bangladesh, Benin, Bhutan, Burkina Faso, Burundi, Cambodia, Central African Republic, Chad, DR Congo, Ethiopia, Fiji, Ghana, Guinea Conakry, Kenya, Lao PDR, Lesotho, Liberia, Malawi,

Maldives, Mali, Mongolia, Mozambique, Myanmar, Nepal, Niger, Nigeria, Philippines, Rwanda, Senegal, Sierra Leone, South Sudan, Sri Lanka, Swaziland, Tanzania, Trinidad & Tabago, Togo, Uganda, Yemen and Zimbabwe by virtue of which WAPCOS increased its presence in many countries and also facilitated strengthening of bilateral relations between India and other countries.

Union Minister of State for **Chemicals & Fertilizers** visits RCF

Mr. Mansukh. L. Mandaviya, Union Minister of State (Chemicals and Fertilizers, Road Transport, Highway and Shipping) visited Rashtriya Chemicals and Fertilizers Ltd., recently. On this occasion Mr. Manoj Mishra, CMD, RCF welcomed the Minister to RCF. During his visit, the Minister visited RCF Trombay plants and had meeting with senior officials of RCF, which was attended by Mr. CMT Britto, Director (Technical) and Mr. Suresh Warior, Director (Finance).



Mr. Manoj Mishra, CMD, RCF welcoming Mr. Mansukh. L. Mandaviya, MoS (Chemicals and Fertilizers, Road Transport, Highway and Shipping)



Personalia



Capt. Anoop Kumar Sharma
takes over as CMD, Shipping
Corporation of India.



Brig. B. D. Pandey
SM (Retd.), is appointed as CMD,
BBJ Construction Co. Ltd.



Mr. A. G. West Kharkongor
is appointed
as CMD, NEEPCO.



Mr. M. Nagaraj
takes charge as CMD, PEC Ltd.



Mr. P. K. Sinha
takes over as
Director (Technical), SECL.



Mr. Sanjay Swarup
takes over as Director (International
Marketing & Operations), CONCOR.



Mr. K. Sreekant
takes charge as Director (Finance),
Power Grid Corpn. of India.



Ms. Shashi B. Srivastava, IDAS
takes charge as
Director (Finance), HMT.



Mr. G. K. Satish
takes over as Director (Planning &
Business Development), IndianOil.



Mr. Om Prakash Singh
is appointed as
Director (Technical), MCL.



Mr. Gautam Bhattacharya
takes charge as
CVO, NALCO.



Mr. Gopal Murlidhar Bhagat
is appointed as Executive Director,
Corporation Bank.

CSL Launches Vessel for Abu Dhabi based firm

Cochin Shipyard Ltd launched a Large Deck Cargo / Launch Barge (Yard No.BY 95) being built for National Petroleum Construction Company, Abu Dhabi. This event is considered to be one of the milestone events in the life of a vessel as it touches water for the first time. The ceremonial event of launching of the vessel was held at the Dock floor of the building dock in Cochin Shipyard recently. Dr J. Letha, Vice- Chancellor, Cochin University of Science and Technology, was the Chief Guest on the occasion. Mr. Madhu S Nair, CMD, Mr. Sunny Thomas, Director (Technical), Mr. Paul Ranjan, Director (Finance) and Mr. N V Suresh Babu, Director (Operations), senior management



Large Deck Cargo / Launch Barge (Yard No.BY 95) launching Ceremony.

team, officers, supervisors and workmen of Cochin Shipyard, the representatives of the owners, NPCC and representatives of classification society were also present. The barge, designed and built by CSL is amongst

the largest of its kind, having a length of 180 M, Breadth of 42 M and Depth of 11 M. It can carry offshore topsides upto 30,000 Metric Tons (MT) and can be used for launching Offshore Jacket Structures upto 15000 MT. ■■■

AAI organizes Workshop on “Developing Leadership Diversity: The Leader as Architect”



Dr. Guruprasad Mohapatra, IAS, Chairman, AAI (centre) addressing the participants of Workshop on “Developing Leadership Diversity: The Leader as Architect” in New Delhi. Seen in the picture are Dr. Smitha Girija, Director, IILM, Prof. Holger Briel, Jiaotong-Liverpool University, China, Mr. Anuj Aggarwal, Member (HR), AAI and Mr. A.K.Dutta, Member (ANS) [L to R].

A one day workshop on the subject “Developing Leadership Diversity: The Leader as Social Architect” was organized at Airports Authority of India in collaboration with IILM Institute for Higher Learning which aims at offering high quality managements education in India with an objective of value addition through training at the senior level. The workshop was attended by senior officers at the level of Executive Directors, General Managers and Jt. General Managers. The Workshop was inaugurated by Dr. Guruprasad Mohapatra, IAS, Chairman, Airports Authority of India. Mr. Anuj Aggarwal, Member (HR) while welcoming the Special Guest Prof. Holger Briel, Jiaotong-Liverpool University, China, Dr. Smitha Girija, Director, IILM and the participating officers said that this workshop will offer great benefit in day to day decision making and resolving problems by better informed senior management executives.



ITI Organizes Conference on Development of Smart Infrastructure

A two-day Conference on Development of Smart Infrastructure was held in New Delhi recently at Convention Centre, SCOPE Complex. The conference was organized by Department of Telecommunications and ITI Limited. The organizations of DoT were engaged in various activities towards development of Smart Infrastructure for the country in line with the Government of India guidelines.

This conference was organized to have a synergy among all the PSUs/organizations under DoT to take advantage of the strengths of each one of them to achieve phenomenal growth in this field and to enrich their business potentials from the growing market. It was told that this conference will pave way in creating end to endsolution and applications in development of smart cities and the organizations of DoT will leverage the strength of private sector to participate in smart infrastructure creation. ITI Ltd, the telecom manufacturing giant has taken initiatives in organizing this with a focus on IoT (Internet of Things)/ M2M Communication.

Mr. J. S. Deepak, IAS, Secretary



Mr. J. S. Deepak, Secretary (Telecom) & Chairman (Telecom Commission), alongwith other dignitaries at the inauguration of the Conference on Development of Smart Infrastructure (A Collaborative Effort of DoT and its PSUs) at SCOPE Complex, New Delhi.

Telecom inaugurated the conference and spoke about the need for synergy among PSU's and advised to use their strengths together and complementing each other. He also outlined that IoT/ M2M applications are relevant in development of smart cities. Also, he emphasized that "National Telecom M2M Road Map" was brought out by GoI, 2015 and it gives all policies, standard, etc. for M2M proliferation. He also congratulated ITI and DoT for arranging this conference.

Mr. P. K. Gupta, CMD, ITI Ltd. in his speech depicted the achievement of ITI and also the future places in IoT sector. As a mile

stone ITI exchanged the teaming agreements with IoT / M2M technology providers like, Trans Data Management, Cardiac Design Labs, Yuktix Technology, Oasys Cybernetics, etc.

In the conference Mr. N. Sivasailam, Addl. Secretary Telecom and Mr. R. M. Agrawal, DDG-SU also spoke about the need and benefits of Synergy amongst PSU's in Smart Infra Building.

In the proceedings the following topics were also covered: M2M/ IoT, Embedded SIM and Digital Identity, IoTEnabled Networking, Smart Energy, Healthcare, Smart Environment, Smart Infra Manufacturing, etc. ■■■

ITDC Surges High on Profit in Q1, 2016-17

India Tourism Development Corporation (ITDC) posted a remarkable performance for first quarter of the current financial year 2016-17. The total turnover in quarter ending June 2016 increased to Rs.110.5 cr as compared to Rs. Rs.105.96 cr in the corresponding quarter last year. The company registered Net Profit Before Tax (PBT) at Rs. 13.78 cr as compared to Rs. 2.77 cr in the corresponding quarter last financial year i.e. 2015-16, an increase of a significant 397 percent from last year.

These details were announced

Awards and Accolades

- Hotel The Ashok bagged the award for 'Best Hotel Based Meeting Venue' at the coveted National Tourism Awards 2016.
- Chef M U Kasture, Executive Chef-The Ashok has been honored with 'Best Chef of India' award at National Tourism Awards 2016
- ITDC is the official event management agency for Bharat Parv, 2016- a week-long celebrations of Indian culture, cuisine and unity at Rajpath being organized by Ministry of Tourism.
- ITDC has adopted Qutub Minar as a part of its CSR initiative under the aegis of Government of India's Swachh Bharat Abhiyan and organizes regular cleanliness drives at the monument's premises.

in the Board of Directors' meeting of the company held recently in New Delhi. Buoyed by the

profits in last financial year 2015-16, ITDC has posted good performance for this year as well. ■■■

Joint Venture Agreement signed between Hindustan Copper Ltd. & Chhattisgarh Mineral Development Corp. Ltd.

Hindustan Copper Limited signed a Joint Venture Agreement with Chhattisgarh Mineral Development Corp. Ltd., PSE of State Government of Chhattisgarh recently.

The Joint Venture Company formed will undertake Exploration and Mining of Copper ore in Chhattisgarh State. The JV agreement was signed by Mr. K. D. Diwan, CMD on behalf of Hindustan Copper Ltd. and Ms Reena Kangale, IAS, Managing Director, of behalf of CMDC Ltd. In the JV Company, Equity shareholding of HCL is 74% and CMDC is 26%. Mr. Shiv Ratan Sharma, Chairman,



Mr. K. D. Diwan, CMD, HCL and Ms Reena Kangale, IAS, MD, CMDC Ltd. exchanging the documents after signing the Joint Venture Agreement.

CMDC Ltd. and Mr. Subodh Singh, IAS, Secretary Mining and Mineral Resource spoke during the signing ceremony. The signing of Joint Venture Agreement was witnessed by Senior

Officers of Hindustan Copper and CMDC Ltd that included Mr. S. K. Bhattacharya, Director (Mining) and Mr. O. N. Tiwari, Executive Director, Malanjkhand Copper Project.



BDL to Adopt ITI

Bharat Dynamics Limited (BDL) signed a Memorandum of Understanding (MoU) with the Director (Employment & Training), Govt. of Telangana to adopt Govt ITI Old City, Hyderabad as a part of CSR activities towards skills development initiative.

As per MoU, BDL will extend all necessary support to the Old City ITI and transform it a Centre of Excellence and will invest Rs. 294 Lacs towards modernisation of the ITI. The MoU was signed between Mr. K. Y. Naik, IAS Director (Employment & Training), Govt of Telangana and Mr. Bhattu Srinivas, Dy. General Manager (CSR) in presence of Mr. V. Udaya Bhaskar, CMD,



CMD, BDL Mr. V. Udaya Bhaskar exchanging MoU document with Mr. K. Y. Naik, IAS Director (Employment & Training), Govt of Telangana after signing MoU at BDL. Mr. V. Gurudatta Prasad, Director (Production), Mr. K Diwakar, Director (Technical), Mr. Bhattu Srinivas, DGM(CSR) and other senior officials were present on the occasion.

Mr. V. Gurudatta Prasad, Director (Production), Mr. K. Diwakar, Director (Technical) in presence of other Govt. officials. ■■■

BHEL and NHPC

sign Contract Agreement

BHEL and NHPC Ltd. signed a Contract Agreement for the Renovation and Modernization (R&M) of the 180 MW Baira Siul HEP in Himachal Pradesh, in the presence of Mr. Atul Sobti, CMD, BHEL and Mr. K. M. Singh, CMD, NHPC. Mr. Akhil Joshi, Director (Power), BHEL; Mr. D. Bandyopadhyaya, Director (HR), BHEL and other senior officers from BHEL and NHPC were also present at the occasion. ■■■



MoU documents being exchanged in presence of Mr. Atul Sobti, CMD, BHEL and Mr. K.M. Singh, CMD, NHPC.

Amelia Coal Mine allocated for Khurja Super Thermal Power Project of THDCIL



Ministry of Coal has allocated Amelia Coal Mine to THDC India Limited (THDCIL) for the implementation of Khurja Super Thermal Power Project (KSTPP) of 1320MW recently.

THDCIL is implementing Khurja STPP (2X660MW=1320MW) at Khurja, Distt. Bulandshahar of Uttar Pradesh. The annual generation capacity of the Khurja STPP is 9828 MU at 85% PLF in Phase-I i.e. 2X660 MW. There is a provision of 3rd unit (1X660MW) in Phase-II.

This coal mine has been allocated to THDCIL under Rule 11(10) of the Coal Mines (Special Provisions) Rules, 2014 in public interest in order to meet the requirement of its Khurja STPP(2X660 MW).

The Amelia Coal Mine is located

in Pidarwah Village, Singrauli-Tehsil, District Sidhi of the State of Madhya Pradesh. The Amelia Coal Mine is spread on around 1619.10 hectare of lease land excluding 240.70 hectare land outside lease area. The total Geological Coal reserve shall be 393.59 million tonnes. Rated capacity of the Amelia Coal mine is 8.4 million tonnes per annum (MTPA) of Coal Production. The Project shall facilitate overall development of the area, create job opportunities for the local people and improve the deficit power scenario of Uttar Pradesh.

Besides that, all major clearances viz. Land availability, Water commitment, Airport Authority Clearance, Re-routing of NH-91, Railway Siding, etc. for the Khurja STPP are already in place. ■■■

Mines Secretary inaugurates Hindustan Copper's Nickel plant at Ghatsila

Mr. Balvinder Kumar, Secretary, Ministry of Mines, inaugurated the Nickel, Copper and Acid Recovery Plant of Hindustan Copper Limited in Indian Copper Complex, Ghatsila, Jharkhand recently. This is the first facility in India to produce Nickel metal of LME grade from primary resource. Mr. Kumar was welcomed by Mr. K. D. Diwan, CMD, Mr. Anupam Anand, Director (Personnel), Mr. V. V. Venugopal Rao, Director (Finance), Mr. S. K. Bhattacharya, Director (Mining), Mr. Santosh Sharma, Director (Operations), Mr. D. K. Choudhury, GM, ICC, and Mr. Sanjay Kr. Singh DGM(W), ICC.

The Singhbhum Copper Belt has unique ore characteristics which contains appreciable quantity of Nickel. HCL has installed and commissioned the technology to recover the Nickel metal.

This project will utilize an eco-friendly technology and will check pollution, eliminate the use of Lead, reduce liquid effluent, generate 75% less solid waste, utilize less energy, provide safe working environment and utilize and conserve natural resources.



Let us grow together



एक कदम स्वच्छता की ओर

The more we nourish the earth, the more India gets rich



Since its inception in the early sixties, RCF has been a major driving force behind India's agricultural productivity. And our resounding success has its roots in our belief. The belief that when we empower the farming community, it leads to inclusive growth. All along, we've been a true & trusted companion of Indian farmers. Today, the nation requires to sustain self-reliance through **sustainable agriculture**. And we stand firmly committed to continue providing quality agricultural inputs and sound agronomical services to the farmers for ensuring higher farm productivity with proper care of soil.

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- To set up JV projects for urea in resource-rich countries of Middle East
- To enter into long term off-take agreements for rock phosphate and potash
- Strong focus on sustainable development



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भारत



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निक्सी निम्नलिखित जिम्मेदारी निर्वहण कर रही है :-

- इंटरनेट एक्सचेंज
- .IN रजिस्ट्री
- NIR (नेशनल इंटरनेट रजिस्ट्री)

.IN रजिस्ट्री :- .IN भारत देश का सर्वोच्च डोमेन है। भारत सरकार ने .IN डोमेन रजिस्ट्री का संचालन नेशनल इंटरनेट एक्सचेंज ऑफ इंडिया (निक्सी) को सौंपा है।

.IN रजिस्ट्री का संचालन तथा प्रबंधन करती है।

.IN डोमेन का पंजीकरण अगस्त, 2016 तक 21 लाख के आंकड़े को भी पार कर गया है।

अब तक वेबसाइटों को अंग्रेजी भाषा के नाम का प्रयोग करने के बाद ही हिंदी या अन्य भाषाओं के पृष्ठों पर जाने की सुविधा थी। लेकिन डॉटभारत जैसी वेबसाइटें सीधे भारतीय भाषाओं का प्रयोग कर रही हैं। फिलहाल यह देवनागरी लिपि से सम्बन्धित भाषाओं यथा हिंदी, बोडो, झोयरी, कोंकणी, मैथिली, मराठी, नेपाली और सिंधी, तथा बांग्ला, गुजराती, मणीपुरी, पंजाबी, तमिल, तेलगू एवं उर्दू में उपलब्ध है। आगामी माह में शेष बचे भारतीय भाषाओं में भी डॉट भारत की शुरुआत की जाएगी। इस प्रकार अपनी भाषाओं में डोमेन नाम प्राप्त करके देश में इंटरनेट उपभोक्ताओं की संख्या कुल आबादी के 70% भारतीयों तक पहुंचने की संभावना है।

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