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STANDING CONFERENCE OF PUBLIC ENTERPRISES

CELEBRATING

Public Sector Day

HON'BLE PRESIDENT TO ADDRESS THE 7th PUBLIC SECTOR DAY

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CHAIRMAN'S DESK

Weeklong Public Sector Day celebrations will be held across PSEs from April 10 to April 16, 2016. Hon'ble President of India, Shri Pranab Mukherji has consented to grace the event on 11th April 2016 at Vigyan Bhawan, New Delhi which will be synchronized with presentation of SCOPE Excellence Awards for exemplary performance of PSEs. The winners of SCOPE Excellence Awards have already been declared after meticulous evaluation by a highly eminent Jury.

Importance of Public Sector Day can be gauged from the fact that it would be celebrated all across the Public Sector fraternity with great enthusiasm and zeal through various programmes. PSEs will organize Seminars, Debates, Quiz Programmes, Essay Competitions, Press Meets etc. on this occasion. The event presents a wonderful platform for PSEs to showcase their performance and achievements to the nation and create awareness amongst its employees and stakeholders.

Creating greater accountability and transparency in the functioning of enterprises without hampering the overall business and social performance is the prime objective of Public Sector. SCOPE believes that corporate governance is the bedrock for the principles of good management and consistently endeavours to make PSEs a role model for the corporate world. Therefore, in order to abridge the issues of concern and effective functioning of PSEs, SCOPE organized a meeting of CEOs/Directors and CVOs of PSEs with Shri K.V. Chowdary, Chief Vigilance Commissioner. PSEs follow a higher standard of functioning than other sectors as they are subjected to multiple checks and balances. At the same time, PSEs have been experiencing pressure of stringent guidelines at times and other constraints which have bearing on the time bound decision making process of top

management and performance of PSEs in competitive business environment.

SCOPE believes, that regular and periodic structured meeting of CVC with CMD/CVO of the PSEs would help in establishing an enhanced clarity amongst the decision making authorities in PSEs and thus will help in boosting the transparency and accountability leading to effective performance.

Financial year 2016-17 also earmarks the beginning of mandatory implementation of International Financial Reporting Standards (IFRS) - converged Accounting Standards (Ind AS), in a phased manner. Therefore, in order to create awareness among Finance Executives, SCOPE in association with the Institute of Chartered Accountants of India (ICAI) organized a two day awareness program on Ind AS on 17th & 18th March, 2016.

SCOPE is committed to improving the overall status of women employees of Public Sector, both in participation and performance. Therefore, it has been organizing programmes on a regular basis on related issues. Keeping in line with this objective, SCOPE will soon organize a program to provide opportunities to Middle level and Senior level Women Executives for their development so that they can occupy, in due course, leadership positions at the senior level and top level in our PSEs.

SCOPE firmly believes that the progressive development of Public Sector is in the greater interest of the nation. From organizing various programmes for holistic development of PSEs to recognizing the excellent performance of PSEs, SCOPE always tries its best to serve PSEs. It is also looking for newer avenues to develop, equip and upgrade itself

(R. G. Rajan)
Chairman, SCOPE

Interview of Shri K. M. Singh

Chairman & Managing Director, NHPC

K. M. Singh
CMD, NHPC

Shri K. M. Singh, CMD, NHPC sees bright future for hydropower sector in India. In his interaction with KALEIDOSCOPE Bureau, he highlighted outlook for the hydropower sector, significant achievements of NHPC, key goals and priorities for future and diversification into renewable energy sector.

What is the outlook for the hydropower sector?

Our country is endowed with enormous economically exploitable and viable hydropower potential of 1,45,320 MW (above 25 MW) out of which 37,688 MW (excluding Pumped Storage Schemes) has been developed so far and projects totaling 12732 MW (excluding PSS) are under development. Thus, about 65% of the total potential remains to be exploited. The remaining untapped potential provides ample opportunities to other hydropower developers.

At present, emphasis is on using sustainable, renewable resources of power generation to meet the increasing demand for energy. Hydropower is the best & dependable renewable energy technology which is presently commercially viable on a large scale. Hydropower is clean power and having very less generation of greenhouse gases compared to other conventional modes of power generation. It also enhances energy security of the country where there is deficit of energy and shortage to meet peak demand. Hydropower Projects reduce depletion of indigenous fossil fuel and import of coal, crude oil required for energy generation through thermal power plants and DG sets respectively and thus would save huge amount of scarce foreign currency and avoid emission of greenhouse gases. These gases are responsible for climate change which is subject of concern worldwide. To avoid or minimize adverse impact on environment by avoiding greenhouse gasses, and for the Energy Security of the Nation, hydropower is the best alternative for generation of green and clean electricity in a sustainable manner. In addition, water security, flood control and irrigation are also feasible with Hydro Power Generation.

Therefore, I see very bright future for hydropower sector in India.

What is the current capacity and the expansion in the pipeline?

NHPC currently has an installed capacity of 4987 MW at standalone and 6507 MW on consolidated basis with a total of 20 operating power stations. 18 power stations are operated by NHPC while 2 are operated by NHDC a subsidiary company with the Government of Madhya Pradesh. Apart from this, the company has a total of 5 projects under construction with four hydropower projects with total installed capacity of 3290 MW which includes Teesta Low Dam Stage-IV (160MW), Kishanganga (330MW), Parbati-II (800MW) & Subansiri Lower (2000 MW) and a wind power project (50MW) in Jaisalmer, Rajasthan.

During the current financial year, we are expecting to commission 2 units of TLDP-IV (4x40 MW) in West Bengal. In XII Plan, our total expected capacity addition will be about 1702 MW out of which 6 projects of 1212 MW have already been commissioned which includes Chamera-III (231 MW) and Parbati-III (520 MW) in Himachal Pradesh, Chutak (44 MW), Nimoo Bazgo (45 MW) and Uri-II (240 MW) in J&K and Teesta Low Dam-III (132 MW) in West Bengal. Besides balance 2 units of Teesta Low Dam Stage -IV HE Project in W.B., Kishanganga Project (330 MW) in J&K is also scheduled to be commissioned during 2016-17. Also, 100 MW each is also likely to be added from Wind and Solar Power Projects respectively.

What have been most significant achievements of NHPC during current financial year?

The current financial year has been very significant for NHPC on various fronts viz. capacity addition, Joint Ventures & MOUs, Financial performance etc. During 2015-16, NHPC would be adding 130 MW (80 MW from 2 units out of total 4 units of Teesta Low Dam Stage-IV (160 MW) and 50 MW from one wind project in Rajasthan). The cumulative generation of NHPC's Power Stations during 2015-16 till November 2015 is 19707 MU against MoU target of 17899 MU. The cumulative Plant Availability Factor (PAF) of NHPC Power Stations during 2015-16 till Nov 2015 is 88.6%.

On financial front, as per unaudited financial results for the half year ended 30th September 2015, NHPC has earned net profit of Rs 1948.crore as against Rs 1300 crore earned during corresponding period of previous financial year, thereby registering an increase of 50%. The Company has made a total dividend payout of Rs 664.25 crore for the year 2014-15. On operational parameters, the company has overall outperformed in both the benchmarks viz. generation of power and PAF during the quarter ending September, 2015. NHPC 'T' Series Bonds issue amounting to Rs 1474.92 crore was placed through private placements basis at a coupon rate of 8.50% on 14.07.2015. The issue was fully subscribed.

We have also signed a MoU with Govt. of West Bengal and West Bengal State Electricity Distribution Company Limited (WBSEDCL) on 03.07.2015 for development of four hydro projects (Teesta Low Dam-V, Teesta Low Dam I & II combined, Teesta Intermediate Stage and Rammam Stage-I) with a total capacity of 293 MW. The projects shall be developed by NHPC on Build, Own, Operate and Maintain (BOOM) basis.

What are your key goals and priorities for future?

NHPC's core business is Generation and sale of

> "To avoid or minimize adverse impact on environment by avoiding greenhouse gasses, and for the Energy Security of the Nation, hydropower is the best alternative for generation of green and clean electricity in a sustainable manner. In addition, water security, flood control and irrigation are also feasible with Hydro Power Generation. Therefore, I see very bright future for hydropower sector in India."

hydropower. The Company is committed to maintain its leading position in this field. The Company is presently engaged in development of several hydroelectric projects. NHPC is focused on expeditious development of vast untapped hydro potential available in the country. In addition to the projects under construction, Pakal Dul HE project (1000 MW) stands cleared by Government for implementation under Joint Venture. NHPC is actively pursuing clearances from Government of India for hydropower projects having aggregate capacity of 6995 MW. Out of this, five projects with capacity of 4995 MW are planned to be implemented by NHPC by its own and four projects with capacity of 2000 MW through Joint Ventures.

Apart from hydropower sector, we are also intending to venture in to other sources of power. NHPC is also envisaging 4 renewable energy projects on ownership basis - viz., 2 nos. Wind power projects (130 MW) & 2 nos. solar power projects (100 MW) which are presently under clearance stage. 1 no. Solar power project (50 MW) in Kalpi, UP and 1 Thermal Power Project in Pirpainti, Bihar are also under consideration in JV mode.

Three hydropower projects with aggregate installed Capacity of 1130 MW are in survey and investigation stage for preparation of Detailed Project Report.

The Company aims to reduce its operating cost and improve operating performance by investing in Technologically advanced Equipment and methods and by allocating significant resources to modernize the Power Stations. NHPC is pursuing CDM registration for additional projects and exploring other carbon trading initiatives such as voluntary emission reduction certification.

What steps are you taking to ensure to meet these targets?

NHPC has established a Multi-Tier progress monitoring and review system coordinated by the Project Monitoring Services Group. The company has also introduced Primavera based monitoring system and earned value Techniques of project management. Detailed and extensive reviews are carried out regularly at the Project level which is also periodically reviewed by the concerned Regional offices. Co-ordination meetings with the participation of Regional and Departmental heads at Corporate Office are held to deliberate on critical issues with a view to expedite the project implementation. NHPC has also implemented specialized Enterprise Resource Planning (ERP) system to efficiently manage the optimum utilization of generating assets and expeditious implementation of construction projects.

With the emergence of competition, how do you think it will affect NHPC?

As I have already said 65% of the total hydropower potential of the country still remains to be tapped. NHPC is a premier organization in the country in the field of hydropower development and looks to maintain its leadership in the hydropower sector. We are working on capacity addition plan through our own projects as well as through Joint Venture projects. A JV company "Chenab Valley Power Projects (P) Limited has been formed with Jammu & Kashmir State Power Development Corporation Ltd. (JKSPDC) and PTC India Limited for three projects in Jammu & Kashmir with an aggregate capacity of 2164 MW. Another JV company "Loktak downstream Hydroelectric Corporation Limited" with Govt. of Manipur has been incorporated for development of 66 MW Loktak Downstream project in Manipur. A JV company is proposed in Bhutan for development of Chamkharchhu-I Project (770 MW) in Bhutan. In addition to these, talks are also going on with Government of Sikkim for few more projects. Also, NHPC has already entered into a JV with Govt. of UP for 50 MW Solar project in UP.

We have also diversified into renewable energy sector with number of projects in pipeline.

ARTICLE

Emerging Trend in **Digital PR**

Dr. Jaishri Jethwaney
Prof. & Program Director
(AD/PR) IIMC

Internet and its access and reach across the world have been the most defining technological breakthroughs the world has witnessed in the last few decades. In fact internet has changed the way we see and interpret our world. It has got us in touch with people we may never meet in life but who share our hopes, aspiration, ideology and angst on issues. If anything has brought us closer to the age-old Indian philosophy and vision of Vasudhev Kutumbkam (The entire world is one family), it undoubtedly is the Internet. Time magazine in the year 2006 declared "You" as the person of the year; You, "Represented by the individual content creator on the World Wide Web".

With technology proliferation, the disciplines within mass communication such as journalism, advertising and public relation & corporate communication have also undergone a paradigm shift. The social media has changed the way corporates now define audience location and the concomitant information dissemination techniques.

Let's look at the way PR has changed or shall change in not too long a future.

What is Digital PR?

Digital PR often referred as E-PR, Online PR or PR 2.0 is defined as the communication vide the internet and the use of new technology to effectively communicate with an organization's varied stakeholders.

Stakeholder definition in Digital PR

While an organization has a set of stakeholders depending on what business it is in, in the context of digital media, it is more complex as many who may not be directly an organization's stakeholder may still have an opinion about it and express it. The emergence of on-line communities has brought about a paradigm shift in how one handles stakeholder relations management. An online community is a broad term for a network of people who interact or observe in a virtual environment. Most online communities have a common goal, interest or purpose, but are not typically bound to geographical locations. Such netizens may not always write an original post, but may be drawn in an argument or response via a friendly circuit through a social media platform.

Public Relations as we know is the art of generating and maintaining goodwill for an organization / important individual. This often is achieved through influencing the influencer, who in PR lexicon often are the journalists. PR practitioners traditionally have interfaced and 'groomed' the beat reporters to achieve the desired objective. The Internet however has changed it all. Over one billion people access the Net and about one billion pages are added each day on the Net from people with varied interests, aspirations, ideologies and mind sets. There are millions of 'accidental influencers' who enter the communication spiral through their comments, observations or activism. PR professional can ignore them only at the cost and risk to their client/ organization. In the Indian context, organizations that are listed on the stock market have to build relationship with financial journalists who by and large are located in the financial capital of the country, Viz. Mumbai. Just being in touch with the beat reporter no more

suffices. Then there are market analysts, whose word is a kind of command for investors. PR practitioners have to track their analysis of various financial products continuously and interface with them.

There is no gainsaying the fact that it takes years of concerted efforts and resources to build a desired image for an organization or individual, but one critical comment that goes viral on the Net could result in a cascading effect on the image of the organization/ individual. What happens on the Net is on real time, so the damage control too has to be instant. Managing reputation in the Net age is challenging if not impossible. What communicators need to understand is that whatever appears on the Net is almost irrevocable as the footprints remain eternally. If the going is good, it works fine, but if there is some controversial material on the Net it remains there, despite the fact that the concerned organization may have resolved the issue.

Why use Digital PR?

PR 2.0 according to Deirdre Breckenridge was born through the analysis of how Web and multimedia were redefining PR and marketing communications, while also building the toolkit to reinvent how organizations communicate with influencers and directly with people. The purpose behind using the new media in PR, argues Breckenridge is to maximise favourable mentions of the organization or brands or even web sites on third-party web sites which are likely to be visited by the target audience. Online PR is able to extend reach and awareness of a brand within an audience and will also generate back links vital to Search engine Optimization (SEO). Digital PR can also be used to support viral or word-of-mouth marketing activities in other media[i].

Analysts believe that digital PR benefits accrue to an organization when it joins in the Web, not at a spectator level, but when it opts for it to connect with its stakeholders both at business and personal levels. Through on-line PR, the organizations get a chance not only to work with traditional journalists, but also engage directly with a new set of accidental influencers. Web in fact is a great platform for an organization to talk with its customers directly through on-line forums, chat rooms social networking sites and answer their queries and misgivings about a brand, its pricing, quality or service aspects.

Why is web space important for PR and brand custodians?

As more and more people are connecting through the Net and express themselves on the net on issues, individual, brands and organizations, the web space has become an indispensable communication tool in the media matrix. PR/CC practitioners have slowly but surely understood that there can be no real PR impact in the present time and day unless they adopt the e-PR technology in reaching out to their stakeholders. Some PR practitioners are wary of using Net for fear of adverse comments. This attitude does neither help the practitioner nor the organization or individual he/she works for. If there are adverse comments, there would also be positive and neutral comments making it an even game at the end of the day. Experts remind the practitioners to never remove adverse comments as it would have the potential to boomerang. All critical input on the Net should rather be dealt with in the best interact of the organization.

Reaching out to media via the e-PR and social media route

E-PR can be used in various areas of application in PR. For the purpose of this paper, two areas have been chosen as follows:

- Media interface
- Investor outreach and Customer Relations Management

let's look at these areas closely

Media interface@ Net age

Legacy media like television, radio and press continue to be mainstream and there is no denying that that Net continues to draw its ideas in no small measure from them. Journalists working in mainstream media often have their blogs and wish to be followed and interacted with by their readers and program consumers.

Highlights of a Research Study jointly conducted by IIMC and MSL on the changing sources of news of journalists in India in 2012-13[ii] .

[i] Deirdre Breckenridge, " PR 2.0- New media, New Tools, New Audiences, 2008 (Pearson: New Delhi)

[ii] http://www.slideshare.net/fullscreen/2020MSL/mediainsights-report/32. The Research was conducted by IIMC and MSL team under the overall supervision of Dr. J Jethwaney, IIMC

Of the 309 journalists interviewed across the country , as many as 92% of the respondents have adopted the use of internet for reasons ranging from research to sourcing information and getting story ideas to validation. While a meager 4% use it to get story ideas, 11% consume it for validation and 64% journalists use it for research and information sourcing.

Digging deeper, the research found that 75% of science and technology journalists are using their online time for research and information sourcing, followed by business and corporate journalists at 69%.

The net has well and truly cast its web with 61% journalists confirming that the internet has become the biggest source of gathering information; while only 11% think that the time is yet to come. This is an indication of the importance of being seen online in the right context and ensuring relevant content enrichment in the online space.

As expected, the younger the journalists, the more they depend on the internet. 95% of the respondents with less than 5 years of experience use internet for myriad reasons in the context of news. 86% of the journalists with more than 20 years of experience have also adopted the internet of which 54% use it for background research and information sourcing.

In the region-wise analysis, South ranks the highest with 98% of the respondents using internet, followed by West at 95%and North at 91%. East lags behind in the usage with 82% journalists using internet.

Out of the 309 journalists interviewed, 90% of the journalists use social networking platforms and that just reaffirms the way the communication landscape is changing. The age-factor presumably plays up here as well with younger journalists accessing and using social networking platforms more. 94% of the journalists with less than 10 years of experience frequent social networking platforms versus 59% of their counterparts who have over two decades of experience.

Social networking platforms seem to be more popular with journalists covering lifestyle and entertainment. 95% of journalists from this beat use these platforms. 87% journalists covering business and corporate frequent social networking platforms versus 85% of those covering sports. While the Facebook and Twitter were the two favorites for both genders, Google+ is more frequented by male journalist's vis-à-vis the women journalists.

Company websites are accessed by journalists to get authentic information, especially for quotes.

The lesson for the PR practitioners is to observe and not necessarily interact with their beat reporters on the Net. Journalists often don't like too much familiarity and intrusion from PR sources. They however can track what is written by a reporter and the remarks of the followers and the response of the journalist. A lot of insights can be drawn from all this by PR practitioners on a day to day basis. Experts believe that editors and reporters build relationship if the PR person works for a well known company or a PR firm who can give input on newsworthy stories. If a PR person wishes to build a long-term symbiotic relationship with media persons, then he/she has to understand the DNA of the media organization/beat reporter. The Net has provided a great opportunity to organizations to constantly remain in touch with the media fraternity through on-line interactive newsrooms.

What is an On-line newsroom?

An on-line newsroom is set up in a virtual setting that can be accessed by media persons all the time. A journalist needs a PR source for an update, authentication, sound byte, quote, an exclusive etc. An interactive newsroom is a great way to maintain control of brand communication. In crisis times, it is important to keep updating it. Empirical research suggests that in times of crisis, journalists first of all access concerned company's web site.

What are the best practices for on-line media rooms?

An on-line media room has to be constructed after a lot of thinking and strategy. As technology

is involved, analysts beware PR practitioners not to let the IT department handle the content. The PR people have to be in charge and control of the content. Some of the points to be kept in view include the following:

• Begin with a 'needs analysis' research keeping in view broadly the marketing, PR and media relations strategy.

• Make the navigational design in a manner that it provides valuable information that the visitors may have on their minds[iii].

What should it ideally have?

Key elements of Interactive newsroom

• Contact information for company's PR person, editorial contact to be clearly listed on the front/ home page with (navigation instruction)

• Basic facts on company; a factsheet, names of key executives, product line/service and turnover.

• Company's perspective on its industry or current events, industry presentations, speeches and publicity

• Access to financial information, sales/revenue figures for a quarter/specific period with corresponding figures for last one or more years, to put the figures in perspective.

• Information is oxygen for journalists so it is important that a lot of background information is created to facilitate the journalist in expanding his/her story.

• Easy downloadable images of logo, pictures of events with clear labels. (Quality -at least 300 dpi).

• Archival page with old press releases arranged subject/year/ date-wise.

• Press reports/coverage (the company has to be careful if it wishes to add this page. By just uploading favorable coverage and not negative one may create credibility gap).

• Register journalists for password enabled information. Send weekly updates in the Newsroom through e-mail alerts to journalists on the beat.

Journalist can be offered to have personal folders in the newsroom with a password protected area to store information that they may have researched and wish to archive on a company's site for future use. For instance among many organizations who have interactive newsrooms, at Accenture, Journalists can sign up and receive RSS feed in the Accenture newsroom. The feed contains updated information on events, innovation, financials, new contacts etc. The information is easily downloadable automatically in to a journalist's computer via internet explorer.

David Meerman Scott has an interesting take on on-line newsrooms. A company's on-line newsroom, he writes is the most frequented page not only from journalists, but all kinds of visitors including a company's customers. In fact anyone who wishes to know about a company, would often stop by at the newsroom to know the *latest*. To quote him " ..I want you to do something that many traditional PR people think is nuts. I want you to design your online media room for your buyers. By building a media room that targets buyers, you will not only enhance those pages as a powerful marketing tool but also *make a better media site for journalist*". The hundreds of newsroom he has visited, write Scott, the best ones happen to be those that were built with buyers in mind[iv].

[iii] David Meerman Scott, " The New Rules of marketing & PR", 2012 (Times Group Books: New Delhi) 275-277

[iv] Ibid pp. 272-273.

Experts believe that to be successful in new media age Pr practitioners need to keep the following in view:

- Non-targeted pitches are spam
- News releases sent to reporters in subject areas they don't cover are also spam
- PR professionals need to pitch bloggers because being connected will have them noticed by mainstream media.
- Personal relations with reporters despite on line interactive newsroom are a must[v].

In Adverse times

if in crisis, an interactive newsroom can become an organization's life support system in explaining itself, disseminating information quickly, reaching out to its various stakeholders through the media as well as the website and most importantly facilitating media to have a continuous flow of information, graphics and video clips.

Some do's

- Constantly update information.

The viral nature of communication can make it worse, so have patience as soon as the crisis breaks. People would like to know what are you doing to mitigate the crisis, especially if human life in involved. The organization may not have been directly responsible for the crisis, but issuing denials when the suffering of the people is apparent would boomerang.

- Add sound bytes of those who matter. The communication must not only be but also seen an authentic and reasonable.
- Videos of the happening/accident site
- Videos of acts of human kindness/beyond the call of duty.

Keep –e-press kits ready for the scribes on specific targeted news releases, images, statements and related content.

Some Don'ts

When in crisis, don't argue in organization's supposed interest; explain its perspective

Be empathetic in words, body language and intent.

The viral nature of communication can make it worse, so have patience as soon as the crisis breaks. People would like to know what are you doing to mitigate the crisis, especially if human life in involved.

The organization may not have been directly responsible for the crisis, but issuing denials when the suffering of the people is apparent would boomerang.

Share your concern, the plan of action with facts, figures and graphics/videos for credibility.

Look for sound bytes from people who trust you. It will make a difference.

Investor outreach and Customer Relations Management@ Netage Reputation Management

As with human beings, reputation is very dear to companies also and they would do anything

[v] Ibid 286-87.

to safeguard their 'fair name". With the onset of social media and UGC (User generated content, Reputation Management (RM) has acquired different dimensions. If on the one side it can proactively enhance a company's reputation by sharing with investors and analysts the good points about the company, on the flip side, the company may experience a harrowing time if it has substantiated or unsubstantiated criticism of its brands or people on social networking sites. The viral nature of communication often has a cascading impact on the brand equity of an organization. Many companies are now opening up to the idea of interfacing with their stakeholders online to build relationship and bonding. Many CEOs have come out of the closet and are interfacing on social media. Does it really work? How do executives of companies that have social CEOs feel about this and what could possibly be the gains, were some of the questions on the mind, when a leading PR firm Weber Shandwik's conducted research on the issue. Its 2012 audit of the online engagement activities of top global CEOs (Socializing your CEO II) has brought in some interesting insights on the use of social media by CEOs and the resultant impact on such organizations. Here are some of the highlights[vi] :

The CEO Net sociability has increased from 36% to 66% between 2010-2012.

Seventy six of global executives believe that it is a good idea for their CEOs to be social both internally and externally. Nine out of 10 executives interviewed had a personal social media account and six in 10 said that other executives in the firm (60%) used social media as a part of their jobs. Fifty two percent respondents said that their CEOS's social media presence inspired them and 41% percent felt proud of their social CEOs. Interestingly 6% each felt embarrassed and nervous with social CEOs. Social CEOs in general were perceived to be better leaders by global executives.

The top most benefit of a CEO's sociability according to 80% executives whose CEOs were sociable was that it was a means to share company's news and information. Eighty five percent executives said that blogging CEOs showed innovation, 84% said it helped CEOs build good relationship with media, 76% said it gave positive impact on business results and an equal percentage of respondents said it made the working place more attractive for them. Seventy four percent felt it enhanced a company's credibility in the market place. Social participation enables the CEOs to communicate with multiple stakeholders.

In summation, if the Net has brought in immense opportunities for organizations to reach out to their disparate set of audiences, it has also become a cause of much distress for them, if the going is not good. If not careful or responsive to the genuine concern of a stakeholder, the viral nature of communication can bring a lot of disrepute, even if the organization was not really at fault. The lesson for PR/corporate communication practitioners is to understand the medium, keep updated about the changes and use it optimally in the interest of the organization. ■■■

[vi] With partner KRC Research, the Weber Shandwik survey covered 630 professional managers on up to C-Suite, excluding CEOs, about the social participation of their CEOS. The respondents worked in companies with revenue over USD 500 Million or more and represented 10 countries across North America, Europe, Latin America, Asia and Pacific, emerging markets across a variety of industries.

ARTICLE

Importance of **Effective Media Relations**

Samir Kapur*

Businesses and organisations need the media for a rainy day; therefore effective and intimate relationship, in which respect and understanding of each party's interest is carefully considered, must be exercised. Journalists and reporters are busy people whom getting hold of are difficult in the dog-eat-dog world of the so-called information era. Thus the best possible way of contacting them should be identified by responsible individuals at organisations. This is a vital task which needs extreme care and skills to establish and manage effective media relations (MR).

Media is now part of almost everyone's everyday life throughout the globe. Rapid growth of new media and impacts of media, in general, is inexorable, particularly by presence of the internet, interactive and digital media. Once a press release and/or news are aired, it is done and surely would have impacts; however small they are. Technology changed the world and facilitated building up relationship with media and interacting with a wider audience than ever before.

In India the terms "public relations" and "media relations" are still used interchangeably by many; however they are not exactly the same. Hence, drawing a clear line between the two terms is crucial in order to understand each of which roles better. MR addresses the relationship that firms build up with journalists, editors and analysts; whereas PR expands that relationship further to the general public. However, MR and PR cannot be separated in the dynamics of the twenty-first century and its turbulence. Surprisingly, there are still some practitioners who dedicate less time to MR. There is a going chorus in Indian PR fraternity scenario as well that media relations is passé.

Media has been divided into "traditional media" and "new media" by many scholar and practitioners. They are both equally important to organisations. Despite incredible growth of interactive and digital media, there are still some traditionalists who want to read about organisations' activities on hard copies rather than going on-line or press the "red button" on their digital TV. This is why there are numerous of newspapers and magazines – as of traditional media – published every year. However, the internet as a new media is still booming throughout the world; although some argue that its growth is getting stagnant. New media is a new challenge, which has surely changed what the media used to be.

There is a need for inclusion of new media as part of the process of social changes. Therefore, there is enough evidence to suggest that, World Wide Web (WWW) is now becoming an important communication tool on which MR can be effectively exercised. White and Raman (1999) argue that the WWW is the first controlled public relations (PR) mass-media, but is not filtered through gatekeepers. Here, skills and passion are needed to take advantage of this new experience. Before the internet, advertising was the only way to transmit controlled messages via the mass-media. Hill and White (2000) mention organisations tend to strengthen corporate identity, gather data, provide information to their stakeholders and the media via WWW.

According to Fulton and Guyant (2002), the internet gives the opportunity to all organisations and businesses to pronounce their

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operation worldwide. It also allows direct and more effective communication with their key public regardless of geographic factors and barriers. For example, if something occurs in China now, within a few minutes it will be broadcasted throughout the world. The internet bypasses all the geographic barriers, but countries' rules and regulations, in which the organisation may have stakeholders, must be considered for legal purposes. Being successful in managing this, the media would be more interested to get in touch with such organisations. This in turn adds values to the company's publicity.

How to approach the media and journalists

In the early years of PR, practitioners endeavoured almost exclusively to get attention in the mass-media for their organisations. Building up relationships with the media is a hard task and maintaining it, is even harder. A well established MR is the best avenue to create positive impression in the eyes of strategic public. It is important to have someone well trained and experienced available and accessible within an organisation; someone who can wisely disseminate information and understand what the journalists and reporters mean by certain phrases. If problems arise, an experienced spokesperson from the senior management should deal with the media to communicate complete and appropriate information. This is about credibility and reliability of content which an organisation can deliver to its public.

It is crucial to businesses and organisations to remember that they operate within communities, in which they have substantial audiences. Media is one of their key audiences (Wells and Spinks, 1998). Thus co-operation with the media is essential and the key to succeeding in establishing as well as maintaining relationships with the media. This is all down to communication skills and attitude of individuals. Before contacting the media, having an idea about what type of journalists and or reporters you are going to talk to is incredibly important. This is essential to bear in mind, as we are between two generations: traditional; and modern. There is no complete consensus between the two yet; although both have great ideas. Therefore younger practitioners and scholars need to listen to and learn from experienced practitioners in businesses and organisations.

Learning process never stops and skills are always vulnerable to obsolence; this is particularly true in the media industry and MR activities. Hence this calls for regular knowledge update and following up relevant news by organisations. As it implies, MR is serious and real therefore it requires real management and importantly engagement of skilful individuals with great communication skills. Communication is an art and a science. It is art because a human being creates and delivers its purpose. It is a science, because we learn and experiment stuff; where we can give solutions to complexities.

This is about innovatively and creativity as basic principles of gathering attention of the media for what organisations may have to say to their public. One way of maintaining good MR is to keep updating available data and evaluate the organisation performance constantly. Therefore, enhancing effective communications is essential. Nothing can replace the need for strategically planned communications. Through professional approach and appreciating reporters' and journalists' limited time, organisations can attract their attention more effectively. For example giving space and time to them to get back to you rather than bothering them by constant calls and e-mails.

This does not help but ruins relationships; everything should be

carefully assessed and planned in the first place. Furthermore, the information should be designed in a way to encourage the reporters to get back to you as quickly as possible. However, follow up is an important task for organisations to ensure the effectiveness and appropriateness of what is taking place with respect to the organisation purposes. The information should be structured in a way that prevents future speculation and manipulation.

The 3 Cs for effective media outreach

An effective relationship strategy hinges on your ability to achieve *confidence, control* and *credibility*. Confidence enables you to go into an interview situation as an equal and enthusiastic participant, control enables you to communicate your own message clearly, and credibility enables your audience to believe that message.

The concept of "control" includes controlling your demeanor, your presentation, your language and your message. Most important, it means taking an active role in steering the interview — creating and seizing opportunities to assert your own agenda, rather than being pulled along passively by the reporter.

This strategy begins with preparation.

Basic Groundwork

Your preparation begins with answers to some basic questions, for example:

• What type of publication/program is it?

• Who is its primary audience?

• To what extent has the reporter dealt with this issue? Does s/he have an apparent bias?

• Who else is the reporter interviewing?

• Where does my point of view fit into the story?

• What is the interview format?
- live/taped
- edited/unedited
- in-studio "Live at 5" or talk show format
- on-location "stand-up"
- telephone interview
- "remote" interview (interviewer and subject at different locations)
- listener call-in broadcast program
- solo interview vs. multi-guest discussion
- unexpected "ambush"
- press conference

• What type of story is the reporter doing?
- "hard news"
- feature story
- personality piece
- investigative report
- in-depth background piece
- point/counterpoint

An effective relationship strategy hinges on your ability to achieve confidence, control and credibility. Confidence enables you to go into an interview situation as an equal and enthusiastic participant, control enables you to communicate your own message clearly, and credibility enables your audience to believe that message.

Also, while you can't usually ask for the questions ahead of time, it is appropriate to ask the reporter in advance of the interview who else he/she is speaking with for the story.

Answers to these questions will help you decide:

• What opportunities this interview offers you to make positive points about yourself, your organization, your product or issue.*

• What factual information and other preparation you will need to get ready.

(***Note**: If you conclude there are no potential benefits, then respectfully decline the

interview. In most instances, however, interviews will offer some opportunity to tell your story to large audiences. Also, a good working relationship with media will increase an organization's chances of fair treatment during times of attack or controversy.)

Defining Your Agenda

You cannot effectively assert your agenda or message unless you can express it in a concise and provable manner. Because broadcast interviews, and often print interviews as well, are very brief, you cannot count on being able to express every point you would like to make. Rather, you need to identify the few points — called "message points" — that are most important, and reiterate these points during the interview.

Message points are a few concise thoughts, ideas, arguments and impressions that you most want

to leave with your audience. The best way to begin formulating your message points is to determine the specific goal(s) of the interview. Who is your specific target audience, and ultimately, what do you want them to do?

- Support/oppose legislation?
- Buy your product?
- Buy your stock?
- Patronize your company?
- Take some other action?

In order to achieve your goal, remember that your message points must be provable assertions that you can back up with additional facts.

In a sense, you must think like a lawyer. No prosecutor would simply stand up, point at the defendant and say, "He's guilty. I rest my case." The prosecutor would bring in various types of proof — motive, witnesses, fingerprints, etc. — to back up the assertion.

Message Points: Sample Scenario

Mr.X is a spokesperson for ABC Chemical Company asked to defend the company against charges of groundwater pollution. During an interview with a local television station he is confronted with the allegations.

How to Lose

Mr. X: That's absolutely false. If there is any pollution, Acme is not connected with it in any way. These charges are basically a witch-hunt, and I'm not going to justify them with a reply. We're a safe company, period. You can ask any of our employees or anyone else in the industry.

What Made The Evening News

Mr. X: If there is any pollution, Acme is not connected with it in any way. These charges are basically a witch-hunt, and I'm not going to justify them with a reply.

Headline in The Morning Paper

"ABC Chief Denies Pollution, Calls Charges 'Witch-Hunt'"

Why He Lost

Mr. X's goal and message points are cloudy. He asserts that ABC is not responsible for any groundwater pollution, and eventually calls Acme "a safe company," but he offers no facts to back up his assertion. As a result, few viewers will believe him; after all, he's paid by the company. In addition, his harsh — and quotable — allegation of a "witch-hunt" made him sound flustered, and is bound to steal focus from his other remarks.

How to Win

Mr. X: There's no truth to those charges at all. Environmental safety is Acme's top priority, and our record proves it. During our 20 years in this business, we've never had a spill. That's partly because every worker in our plant receives 100 hours of training each year in environmental safety. In fact, we spend three times the industry average on safety systems. I'm proud to say we received the County Conservation Society's award to the safest company last year, and we'll work to win it every year.

What Made The Evening News

Mr. X: There's no truth to those charges at all. Environmental safety is Acme's top priority, and our record proves it. During our 20 years in this business, we've never had a spill.

Headline in The Morning Paper

"X: ABC Environment Record Refutes Pollution Charges"

Why He Won

- His message point — "ABC is environmentally safe" — is clear
- It is stated up-front
- He backs it up with facts
- He stayed cool, didn't become flustered

ARTICLE

Survey sees Some Challenges in Otherwise **Bright Economy**

K. R. Sudhaman
Senior Busines Journalist

Indian economy is on a sweet spot expecting to clock 7.6 percent GDP growth making it the fastest growing economy in the world, according to the Economic Survey 2015-16 presented to the Parliament on February 26. The miracle Chinese economy has slowed down to below 7 percent and all other countries are not doing well.

The Survey is also a pointer to challenges that the economy would face in the coming year 2016-17. Among the challenges are slowing exports, reforms and restructuring of sick Public Sector Undertakings. The sweet spot might not be lost if calibrated reforms are not pursued. This is necessary to ensure that Indian Economy is "fortified" against possible spillovers of an unusually volatile external environment. If the World economy lurches into crisis or slides into further weakness, Indian's growth will be seriously affected, warns, the Survey.

During the last one year, India has certainly brought about macro-economic stability with Inflation being reined-in despite drought for two consecutive year, fiscal deficit contained to 3.9 per cent this financial year, foreign exchange reserved swelled to about $350 billion and current account deficit below one per cent of GDP. All these have happened partly because of sharp fall in global commodity prices due to economic slowdown. The steep fall in global crude oil prices greatly helped India to rein-in fiscal deficit due to massive over Rs 75,000 crore savings on oil subsidies. This also resulted in current account deficit falling below one percent of GDP. Though India's exports declined sharply, imports too fell as crude oil imports accounting for over $120 billion fell sharply as well as imports of other commodities whose prices have fallen sharply like coals, cement, steel and so on. Gold imports too fell, partly because of falling prices. Strangely India's remittances by NRIs have not fallen despite dramatic decline in oil prices impacting oil producing countries in West Asia where large number of Indians work helping the foreign exchange reserves to swell.

Indian Economy might have made substantial improvement in its macro economic fundamentals in 2015-16. The Survey also points out that the impressive strides have been made in reducing macro-economic vulnerability with reforms in key areas. Though the growth prospects look reasonable, there are several downside risks due to weak global demand. Hence GDP growth in 2016-17 will fall short of its growth potential of 8-9 per cent. This means growth cannot be any better than the projections for this year of 7.5-7.75 per cent.

The Economic Survey has rightly observed that moving from socialism with restricted entry to marketism has created the "Chakravyuha Challenge" for the Indian Economy. The survey,

authored by the Chief Economic Advisor Mr. Arvind Subramanian is justified in saying liberalisation of the economy without providing for exit has resulted in this problem. He said impeded exit has substantial fiscal, economic and political costs. This pervasive nature encompasses manufacturing, public and private sectors and agriculture.

A market economy requires unrestricted entry of new firms, new ideas and new technologies so the forces of competition can guide capital and labour resources to their most productive and dynamic uses. But it also requires exit so that resources are forced or enticed away from inefficient and unsustainable uses.

Since the dismantling of famous licence-quota-permit raj of C Rajagopalachari, India's first and only Indian Governor-General, has led to increasing entry of companies, dismantling of industrial licensing and dilution of public enterprises monopolies, sale of some of their assets. All these along with foreign direct investment have led to elimination of entry barriers but on exit front there has been less progress, the survey argued and said this had led to restricted entry to marketism without exit. There is an exit problem, which is beyond dispute, the survey said adding there is fiscal, economic and political costs because of impeded exit.

Analysing this problem in detail, the Survey attempts to measure the costs of inefficiency in various sectors and suggests solutions.

In case of inefficient fertilisers companies employing over 15,500 persons, the estimated subsidy on production amounted to Rs 23,000 crore in 2013-14. To minimise the loss , neem coated fertilisers and direct benefit transfer of subsidy to farmers would help.

In the civil aviation sector, the total loss was Rs 2,400 crore in 2013-14 for the seventh straight year and the answer lay in strategic sale, the survey hinted. Public sector banks, which needed capital infusion of over Rs one lakh crore, the solution to deal with the problem lay in bank consolidation that is merger, strategic disinvestment, resolution and reforms, besides recognising the huge non performing assets problem. For state electricity distribution companies, which has accumulated losses of over Rs 2.3 lakh crore in 2013-14, the solution lay in structural reform with one time debt relief as in UDAY and creation of "one marker" in power. Regarding sick PSEs the survey said their losses totalled to Rs 1.04 lakh crore in 2013-14 and the solution lay in allowing their exit.

The survey notes most public sector firms occupy relatively large tracts of land in desirable locations. Parts of this land can be converted into land banks and made into vehicles for promoting the 'Make in India' and Smart City campaigns. It could also be used to develop eco-systems to nurture start-ups or used to develop sites for industrial clusters. The government in the past successfully implemented this experiment with sick and closed NTC mills in urban locations like Mumbai and elsewhere where it monetised the huge land the mills had in prime locations to clear the debt and for payment of arrears to workers. Setting up of industrial clusters would encourage large number of small and medium enterprises, which in turn would lead to much needed job creation.

The Survey cites Russian examples to suggest that privatisation is not a panacea for all ills of Public Sector Undertakings. Russia suffered from trying to privatise assets, which ended up in the hands of the few so called oligarchs. The Indian approach of eliminating inefficiencies in public sector through promoting competition via private sector entry is a better approach. Indian aviation and telecommunication sectors are examples. Entry of more private sector banks could be an option to deal with inefficiencies in public sector banks, the survey indicated.

In Sum, India is "oozing potential". Real GDP growth form 2015-16 is expected to be in 7 to 7.75 range reflecting variously offsetting development on the demand and the supply sides of the Indian Economy. Though the long-run GDP growth potential is 8-10 per cent, the short-run growth will depend upon global growth and demand, which is muted. India's exports of manufactured goods and services now constitute about 18 per cent of GDP up from 11 per cent, a decade ago. This meant one percentage point decrease in global growth results 0.42 percentage growth decline in Indian economy. This meant there is has to recalibration of India's medium term growth expectation to 7-7.5 per cent with global economy not expected to pick up in the next few years. This meant there is downside risks to growth and there is need to push reforms so India gets back to its true growth potential of 8-10 per cent in the long term with the recovery of global economy.

ARTICLE

MoU Design - A Robust Framework

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In business parlance, Memorandum of Understanding (MoU) is often used where parties either do not imply a legal commitment or a legally enforceable agreement is not feasible. In some cases, MoU has a binding power of a contract indicating relationship between departments, agencies or entities. In international relations too, MoU is termed as a treaty registered in UN database. Here, it is enforced without parliamentary approval. In essence, MoU is a gentleman's agreement without creating any legal right/duty of a binding nature. In context of public enterprises, it has inherent advantages: no haziness in setting targets; transparency/accountability through objective criteria; up gradation of processes, systems and value addition; scope for adopting best practices; tangible results with operational autonomy; least external pressure; incentives for performance; and above all, empowerment and enhancement of performance.

Historical Perspective

MoU concept was introduced in France in 1970. India made a modest beginning from 1987-88 with signing of four MoUs on recommendations of Arjun Sen Gupta Committee (1986) suggesting five years' agreement in core sectors. It was revamped in 1989 by moving closer to signaling system of Pakistan/Korea. Effective from 1989-90, performance evaluation was based on annual targets. New Industrial Policy 1991 reemphasized that "there would be a greater thrust on performance improvement and management would be granted greater autonomy through MoU". During implementation, it was observed that MoU approach offered a lot of discretion to monitoring agency to change weights of parameters of a CPSE. Accordingly, NCEAR Study (2004) suggested 50% equal weights for financial/non financial parameters based on balanced score card approach against prevailing 60% and 40% weights. Ashok Chandra Group on Review of Guidelines (2008) recommended that for determining basic targets, CPSE performance for five years be taken into account to avoid any distortions while MDI Consultant Report (2010) proposed six formats for different kinds of CPSEs and two additional enterprise specific parameters. 2nd Pay Review Committee too urged 100% PRP for CPSEs with Excellent rating.

Meanwhile, Mankad Committee (2012) suggested radical reforms in entire gamut of MoU system. These are: common format to maintain uniformity/ minimize subjectivity; CPSEs to follow MoU exercise irrespective of size/ sector/activity; Task Force best judge to determine basic targets; judicious application of negative marking; no conditional targets/ mid year review; suitable offsets in force majeure cases; more Syndicates for cohesion/homogeneity; MRGs as main support mechanism; pre-negotiation meetings; joint meetings for co-ordination purpose; and simple/brief Guidelines.

Latest MoU Guidelines

While aforementioned suggestions were partly implemented in subsequent years, 2016-17 Guidelines have additional innovations viz.: background note by Ministry on performance of sector and CPSE concerned along with applicable benchmarks; Maharatna CPSEs to be preferably represented by Administrative Secretaries in negotiations; Task Force categorization in two groups of experts; single format for CPSEs (save under construction/closure units); additional eligibility criteria for CPSEs deserving excellent/very

good rating; no exemption from signing MOUs; flexibility to Task Force to choose outcome based sector specific parameters; delineating capacity utilization criteria; and on-line MoU submission. Thus, Guidelines are target oriented with increased global competitiveness. According to latest policy initiatives, CPSEs are mandated to shell at least 30% PAT/equity having large cash reserves on the premise that if a company cannot use its surplus better than keeping it as bank deposit, it should return cash to shareholders. More-so, CPSEs' reliance on market borrowings ensure professionalism.

MoU Parameters

Effective from 2004-05, financial/ Non financial parameters had equal weights. The former related to profit, size and productivity while latter were divided into dynamic, enterprise specific and sector specific parameters with varying weights. This practice was partly abandoned in 2013-14 and Task Force had liberty to evolve new parameters/ alter weights in consultation with respective CPSE/ministry. Similarly, till 2012-13, compliance of Corporate Governance and DPE Guidelines was part of non financial parameters. These are no more mandatory now. Rather, non- compliance invites negative marking. Subsequently, parameters like Research & Development, Corporate Social Responsibility, Sustainable Development, Human Resources, Risk Management etc., were introduced. However, latest Guidelines with 10 sub heads (without distinguishing financial/ non financial parameters) concentrate on capacity utilization; efficiency (production, technology and R&D); Leveraging net worth (capex); monitoring (capex); turnover; operating profit/ surplus; early signs of weakness; marketing efficiency ratios; Return on investment; and sector/ CPSE specific targets.

Essentialities

The parameters have to conform to definitions adopted in Guidelines with a self certification. These have to be realistic, growth oriented and aspirational; consistent with Budget; and approved by Niti Aayog /Ministry of Finance/Administrative Ministry concerned. Wherever CPSEs under pitch projected performance for coming year to plead for soft targets, Task Force can call upon its CMD to explain reasons thereto and make adjustments while finalizing its score.

Basic targets are determined on actual achievements of past five years and factors like capacity, business environment, projects under implementation, Government policies, external factors, growth forecast and Benchmarks. Since performance of some CPSEs (power and coal) are inter dependent, their targets are so fixed that they are jointly and severally responsible for performance. Unlike previous years, a single format has been devised to maintain uniformity/consistency in approach.

MoU Task Force & High Power Committee

MoU Task Force is an independent body of honorary experts nominated by Department of Public Enterprises. It assists in setting CPSE's targets at beginning of year and evaluation at year end. CPSEs failing to submit evaluation reports by target date are not only rated as "poor" but become ineligible for awards. Task Force has several Syndicates each comprising Convener, finance expert and remaining from civil services, academics and former chief executives. However, from 2016-17, two sets of experts namely finance and non finance including sectoral experts are nominated. As regards High Power Committee, it comprises a number of Secretaries headed by Cabinet Secretary and assesses performance of MoU signing CPSEs. The MoU Calendar of Events has 11 stages:

MoU Calendar of Events

1.	Preparation of Guidelines	November
2.	Draft MoU submission by CPSEs	December
3.	In-house examination of draft MoUs	December
4.	Pre-negotiation meetings	January
5.	Negotiation meetings	January/February
6.	Finalization of MoUs by Task Force	February/March
7.	Preparation/circulation of minutes	February/March
8.	Signing of MoUs	Latest by25th March
9.	Submission of performance evaluation for year-end	31st August
10.	Finalization of score/rating by Syndicate Group	November/December
11.	Approval by HPC	December/January

Composite Score, Rating & Excellence Awards

Composite score is aggregate of all weighted score of actual achievements versus targets set out on a five point scale namely 1.00-1.50-Excellent; 1.51-2.50 Very good; 2.51-3.50 Good; 3.51-4.50 Fair; and 4.51-5.00 Poor. Once score and rating of CPSEs is approved by HPC, it becomes final. Further, Excellence awards (one from each Syndicate, Listed CPSEs and Sick CPSE on way to turnaround) are conferred provided CPSE's profit is higher compared to previous year and composite score is not more than 1.5. If two or more CPSEs have same score in one Syndicate, CPSE recording highest growth rate of net profit over previous year becomes eligible. Besides, all other 'Excellent' CPSEs receive merit certificates.

MoU Progress Card

Improved Performance: Begin-ning with 4 enterprises in 1986-87, CPSEs entering into agreements with Ministries have swelled to 198 in 2010-11.

MoU Signing CPSEs

Year	MoUs signed	Year	MoUs signed
1987-88	4	2001-2002	104
1988-89	11	2002-2003	100
1989-90	18	2003-2004	96
1990-91	23	2004-2005	99
1991-92	72	2005-2006	102
1992-93	98	2006-2007	113
1993-94	101	2007-2008	144
1994-95	100	2008-2009	144
1995-96	104	2009-2010	197
1996-97	110	2010-2011	198
1997-98	108	2011-2012	197
1998-99	108	2012-2013	196
1999-2000	108	2013-2014	197
2000-2001	107		
Data compiled from Public Enterprises Survey (2010-14), DPE, New Delhi			

However, every CPSE has yet to kick-start. As regards quality rating, there has been tremendous increase in excellent category:

MoU Ratings

Rating	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Excellent	46	55	47	74	67	76	75
Very Good	37	34	34	30	45	39	39
Good	13	15	25	20	23	33	37+1 (Prov.)
Fair	06	08	17	20	24	25	36
Poor	00	00	01	01	02	02	02
Total	102	112	124	145	161	175	190
Data compiled from Public Enterprises Survey (2010-14), DPE, New Delhi							

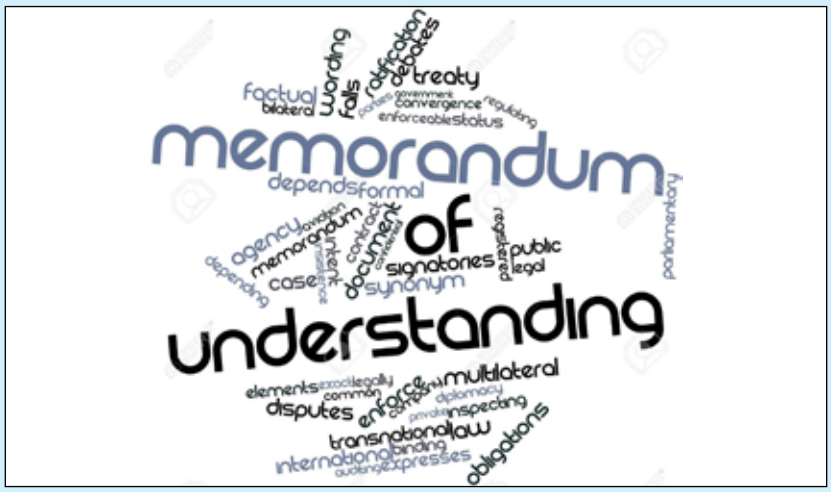
There were marginal instances being rated as Poor. More so, enterprises rated as Fair can definitely improve.

Level Playing: Increased functional, financial and administrative autonomy (ONGC, NTPC, SAIL, NBCC etc.) and benchmarking has also facilitated CPSEs to come up at par or even exceed performance from their counterparts in private sector.

Way Ahead

Despite MoU phenomenal progress, some concerns raised by former/current Chief Executives, Members of Task Force and other stakeholders, need attention. Since CPSEs employ highly qualified professionals, this component has to be a crucial part of MoU parameters. Secondly, Benchmarking remains a futile exercise unless environmental factors – both external and internal- like pricing, material control, MIS etc. are prioritized. Thirdly, CPSEs opting for increased capex, capacity utilization and turnover remain advantageous compared to other parameters in overall exercise. Fourthly, piecemeal changes in Guidelines do not allow the system to grow methodically. Fifthly, revamping Task Force on analogy of Rajya Sabha members' retirement can ensure blending of experience and maturity with induction of enterprising ones for effective performance. Sixthly, MoU design needs to be percolated down the line. Seventhly, practice of holding full Task Force meeting before the negotiations meetings commence, needs to be re-visited to thrash out common issues. Eighthly, at present, due to limited space, Syndicate meetings take place in water tight compartment

at different locations thereby providing minimal opportunities for sharing interactions amongst the members and enriching their experience for effective target setting. Finally, target setting should neither raise CPSE performance bar annually without scope for expansion/diversification nor detract it from soft targets achievable in 3rd quarter itself.



To conclude, MoU Design has ushered as a robust framework in knitting all the profit and loss making enterprises together to learn from each other's experiences and ensure that CPSEs continue to serve broad macro-economic objectives of higher economic growth, self sufficiency in production of goods and services, long term equilibrium in balance of payments and above all, low, steady and stable prices. Besides, Department of Public Enterprises as the nodal agency for upkeep and strengthening of Public Enterprises by re-orienting and re-inventing MoU system from time to time, has been rendering a yeoman service in accomplishing Mantra of Minimum Government, Maximum Governance.

ARTICLE

GST Is Inevitable - Time for Industry to Prepare

Sumit Dutt Majumder

It was no doubt disappointing that the Winter Session of the Parliament could not fetch us the much expected Goods and Services Tax (GST) for reasons beyond Economics. Even now, it does not appear that the GST Bill will be cleared in the first half of the Budget Session. We will have to wait for the second half of the session in May to get the Bill cleared by the Rajya Sabha. Thus, we have missed the target of 1st April 2016 as well. But one must not lose heart. GST is inevitable, and its introduction is just a matter of time. Thinking positive, it is a blessing in disguise that GST won't be implemented on April 1, 2016. A lot of work is yet to be done both by the taxmen, the tax payers, and other stakeholders. Implementation of GST at a stage of half-preparedness would have been a disaster. Before I elaborate on this, let us see the present status of GST.

But for a few differences in its structure, the GST Bill is being supported by all political parties. The issues raised by the major opposition party have now been narrowed down to three. First, the demand that the provision of the levy of an additional tax of one percent over and above the Integrated GST (IGST) on the supply of goods in the course of inter-state trade be scrapped. This tax which could be kept by the origin States and for which no credit would be available to the tax payers, has been proposed to please the predominantly manufacturing states, who would be losing the state share of GST to the destination states in the GST regime, the GST being a destination based consumption tax. This additional tax is inflationary, distortionary and against the interest of the tax payers. This was unnecessary since in any case, the Centre has promised the States compensation for a period of five years for any revenue loss after introduction of GST. This demand is reasonable and the Centre also seems amenable to the demand.

The second demand is for an independent Dispute Settlement Authority (DSA). The Bill has provided for the GST Council itself to decide about the modalities to resolve disputes between Centre and the States, and among the States. To bring fairness to the dispute settlement process, it is better that the disputes emanating from the recommendations of the GST council are settled by a body independent of the GST Council. This issue can be resolved, by spelling out the 'modalities to resolve disputes' in specifics in the Bill itself. It may be recalled the States did not agree to a separate DSA which they saw as in interference with their fiscal autonomy. However, this issue is also resolvable.

The third demand is with respect to capping the GST rate at 18% and putting it in the Constitution itself. The purpose seems to be to thwart the Centre's attempt to increase GST rate in future for garnering more revenue. This demand cannot be accepted. The rate of duty is dynamic and it would need to be changed at different times depending upon various factors. Once this demand is accepted, the Government would have to go through the arduous route of Constitution amendment each time the GST rate needs to be raised beyond the capped one. This is impractical and the opposition party would need to be persuaded not to insist on this demand.

Now, a few words about the Report of the Expert Panel headed by Arvind Subramanian, the Chief Economic Advisor on GST Rates. The Panel has determined the Revenue Neutral

Rate (RNR) based on which the GST rates would be decided, to be between 15 – 15.5 % Thus, if the Government was to charge GST in a single rate, the GST rate would have been 15 to 15.5 percent. But, given the socio economic conditions prevailing in the country, India would need to have multiple rates of GST. Therefore, the Panel has recommended a standard rate of 17 to 18 percent which would be applicable to most of the goods and a merit rate of 12 percent for the goods of use by common man, broadly speaking. Then, there will be a much higher rate of 40 percent for demerit goods like Tobacco and Cigarette, luxury cars and other specified luxury items. There will also be a very low rate of 2 to 6 percent for precious metals like gold, platinum, silver etc. Besides, there will be total exemption from GST in respect of goods for use by the poor and also which are essential in other respects. The Panel has also recommended to cut down the list of exemptions by doing away with excessive selection and discretion.

Among other recommendations, the Panel has called for minimizing the burden on small tax payers by increasing the threshold for GST to Rs 40 lakhs of annual turnover. It has also recommended for bringing petroleum, alcohol, electricity and real estate within GST, since these exclusions may lead to economic distortions and denial of credit for taxes paid on inputs coming from the GST domain. The Panel has also recommended scrapping of the aforesaid one percent tax.

Coming back to my comment in the beginning regarding 'blessing in disguise', it is no secret that neither the taxmen nor the taxpayer have sorted out all the issues to be ready for implementing GST. As for the taxman, the important issues that are yet to be finalised are following:

• On threshold a parameter that would decide the tax base, the Centre is insisting on Rs 25 lakhs of turnover while the State demands that of Rs 10 lakh. The Expert Panel has recommended Rs 40 lakhs.

• Further, no agreement has yet been reached between Centre and the States on the common list of exemptions. While the existing State VAT exemptions are only around 99, the current Central Excise exemptions are more than 250, after the Budget, 2016.

• In GST regime, taxability would be decided by the single act of 'supply' of goods and services in place of manufacture (excise) or sale (State VAT) or provision of services (service tax). The GST treatment of interstate transaction would be the keystone in the GST structure and the Place of Supply of Goods and Services Rules would be most critical in determining such taxability. Being intangible, the supply of services would pose more complications. But even the draft rules in this regard have not yet been finalised and placed in the public domain.

• The most important percept for a big tax reform is that the draft laws and rules and the business processes related to the new taxation must be placed in public domain well in advance for the benefit of intensive consultations with all the stakeholders. The draft GST laws and rules which are fundamental for implementation of GST have not yet been finalised and placed in public domain. In such a scenario, where would have been the time for the taxpayers to study the draft laws diligently and gives their useful inputs and feedbacks before these are made into laws or rules, if the GST was to be implemented from 1st April, 2016? The documents relating to four business processes viz., Registration, Payment, Filing of Returns and Refund claims have been placed in the public domain only in October 2015, and the trade and industry have started responding to those documents. This process takes time.

• The trade and industry have also started preparations for

implementing GST. Their preparations would gather steam after the complete contour of GST in terms of GST Laws, Rules and Procedures and the Business Processes are revealed. Administering of the GST would be supported by a robust IT infrastructure to be provided by the GST Net. It would connect the States' databases with the Centre's and provide the infrastructure for seamless implementation of GST. The tax payers would have to interact with the two tax authorities collecting Central GST, State GST and IGST (in case of interstate transactions) i.e. Centre and the concerned State. These interactions would be through the common portal to be provided by the GST Net. Therefore, the detailed architecture of the GST Net – at least those relating to the taxpayers' interaction through the common portal must be made known to the taxpayers soon, so that the taxpayers can set up their IT infrastructure for handling the front end operations.

• GST will have a business wide impact on the entire value chain of operations viz., procurement, manufacturing, sales and pricing, information technology, supply chain and warehousing etc. It would be critical for the industry to lay down the road map for smooth implementation due to the changes that would be brought about on introduction of GST taking into account several impact areas. Readiness and gearing up for the transaction would encompass, inter alia, initiating impact study on various business and operational processes to identify the tax impact and identifying the areas which require representations to enable smooth implementation by reducing ambiguities and unintended tax consequences. As mentioned, areas requiring change in IT systems would have to be identified. Importantly, the whole ERP system would need a detailed review. The officers and the staff would also have to be imparted internal training and standard process manuals would have to be set up.

GST will have a business wide impact on the entire value chain of operations viz., procurement, manufacturing, sales and pricing, information technology, supply chain and warehousing etc. It would be critical for the industry to lay down the road map for smooth implementation due to the changes that would be brought about on introduction of GST taking into account several impact areas.

As for the Public Sector Undertakings (PSUs), it can be expected that in the GST regime, PSUs will not be treated as an entity different from other industries in so far as taxation is concerned. Therefore, whatever has been written above would apply equally to the PSUs. In conclusion, I repeat that GST is unputdownable and it is indeed a blessing in disguise that its introduction is delayed. All must utilise the available time to make full preparations for implementing the GST, from 1st April, 2017 - provided of course the GST Bill is passed in the second phase of Budget Session which we have reasons to hope.

(*The author is former Chairman, Central Board of Excise & Customs and he is the author of the book "GST in India..."* and "Customs Valuation - Law & Practices", the latest updated edition of which will be available from the middle of March, 2016).

All in favour of **Public Sector Enterprises**

B. P. Mathur*

Britain which was once a mighty industrial power and had ushered in global industrial revolution, has today become a minor player in international economy. For almost a century from 1850s, Britain ruled half the world, but post second world war, the Empire shrank as colonies got independence - albeit through peaceful means, due to her adopting a liberal and humane ideology. The Labour government of Clement Atlee which came to power in 1945, embraced a philosophy of Fabian socialism and created a welfare State. British economy thrived and people enjoyed a high standard of living.

The economic philosophy embraced by Margaret Thatcher when she became Prime Minister in 1979, has resulted in deindustrialization of Britain and loss of social compact. Her policies are being continued to this date, by her successors both Conservative and Labour. James Meek an eminent British litterateur in a highly perceptible book, *Private Island- Why Britain Now Belongs to Someone Else* (Verso, London, 2015), focuses the damage done to Britain and its society by mindless pursuit of the policy of privatization, and globalization. Meek visited Russia in 1991, soon after the Soviet collapse. "Watching the vultures come to feast on the carcass of the world's largest state-owned, planned economy," Meek writes, "I began to find the terms to question what had been done by politicians, economic theorists, lobbyists and business people in my own country." Early 1990s market ideology went global, capturing governments not only in post-communist countries but all over the world. Termed variously as free marketism, consumer capitalism, Thatcherism, neoliberalism, the Washington Consensus, it became ruling ideology all over the world. While western countries have been struggling with the mess left by the financial crisis of 2008, but neoliberal ideology has not been abandoned – far from it. The tide of the market has continued rising, flowing into pretty well every corner of society.

Meek's subject is the selling-off of public services, but he points out that the sea-change that has occurred involves more than the transfer of state-owned businesses into corporate hands. With the stealthy encroachment of profit into public institutions and attempt to re-engineer public institutions on a model of market exchange has changed the character of society. He shows how, as national assets are sold, ordinary citizens are handed over to private tax-gatherers, and the greatest burden of taxes shifts to the poorest. ***In the end, it is not only public enterprises that have become private property, but citizens themselves.***

Before Thatcher came to power much of the economy and all of Britain's infrastructure was in State hands. In the past 35 years this commonly owned economy and people's portion of the island has become private and British citizens loosing control over their own economic destiny. Before privatization drive most of the steel factories, British airways,

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oil companies, the aircraft engine makers Rolls Royce, the arms makers Royal ordnance, National Grid, power station, the phone and postal services, gas supply, coal mines , the railways were all in State hands. They have all been privatized. Today privatization has reached deep into National Health Service (NHS), state schools, the prison service and even military.

The paradox of Britain's privatisation is that it has actually led to the nationalization of British infrastructure by foreign governments: with parts of former British state firms becoming properties of the government of France, Netherland, Sweden, China, Singapore and Abu Dhabi. Thatcher had boasted that by selling state-owned companies she would bring industrial democracy in Britain and most of the British households will hold shares in the companies. But this has not happened. Before Thatcher 40 percent of the shares of British companies were held by individual, but by 2013 it had slumped to under 12. *Private Island* examines six big privatisations: the postal service, the railways, water, social housing, electricity supply and the NHS. Most of them were done when Thatcher was no longer in power but her legacy is being carried forward vigorously by her successors.

Privatised Mail

One of the latest institution to be privatized is Royal mail whose majority ownership was passed on to private players in 2013, by coalition government of Cameroon, with government retaining 30 percent holding. The remaining shares were also sold in 2015 ending a 500 years of monopoly of postal services. While there was huge outcry that shares were undersold with loss to exchequer- the workers resistance was bought over by offering them free shares- but that is not the main damage done to society. While, Internet has completely revolutionized communication methodology and private citizens are sending less mail, but that's only part of the story of postal decline. The Postal system is mostly used for bulk mail by large organizations who are driving down prices by using poorly paid casual labour replacing decently paid postman and the erosion of daily deliveries. Britain has modeled its privatization on European, particularly Dutch pattern which was privatized in 1989. The winners of Holland's privatization were the big organizations who bulk mailed while everyone else was looser. A few hundred giant firms who want to send bursts of millions of letters and catalogues every few days are competing for the same set of postal workers with millions of people who want to send Christmas cards, occasional letters and documents that need signature. In this competition, power lies with the few, whose priority lies in cheapness, rather than the many whose priority is regularity and universality and in the bargain the postal worker suffers. Meek says that privatization of Royal mail has put competitive pressure on the wages of postmen turning low paid workers into exploited workers and the story of Royal mail becomes, 'a paradigm of how technological progress, privatization and a willingness of majority to accept minority poverty goes to recreate a past phenomenon, a pool of desperate hungry labour, mobbing the depot gates, fighting each other for paid hours'.

British Rail

The privatization of British Rail, done in 1995 when John Major was Prime Minister has been a disaster. The New Labour under Tony Blair, which came to power subsequently had in its election manifesto promised that it would re-nationalize the railways but never implemented. Privatisation was done with different companies owning and maintaining the tracks and trains, and entirely separate companies actually running the service. Railtrack, a new organization had taken over responsibility for running and maintaining tracks, bridges, signals and tunnels. Due to its incompetence, Railtrack went bankrupt and its responsibility was taken over by government owned Network Rail- virtually re-nationalising it. One of the main justification for rail privatization was to run high speed trains and upgrade the 690 mile WCML (West Coast Main Line) network of route between London and Glasgow, which connected it to key cities of Liverpool, Manchester and Birmingham, as government had no money to invest. The financial viability of the new privatized entity was justified on the ground that it would use new moving- block- signaling technology,and will be able to raise money from the market. As it subsequently turned out, moving-block signally technology was untested and still in drawing-board and even the Japanese and French who were running bullet trains were not using it.The in-house engineering wisdom of engineers of British Rail, who were opposing rail privatisation

was ignored. Meek says, 'It is a tale of incompetence, greed and delusion, driven by conviction that profit and share value is always the only true measure of success and is always worth more than the ability to understand how machines and materials will best serve human needs'.

The main justification for privatization was that private rail companies would bring in capital and business expertise which would transform the sector's performance while competition would drive efficiency and innovation. This has not happened. Today railways require billions of pound in government funding, private investment has failed to materialize, while passengers face the highest fares and travel on some of the oldest rolling stock in Europe. Private train operating companies are net recipients of public subsidy while distributing nearly all their operating profits as dividends to the shareholders of their parent companies. On the whole UK rail privatisation has been a dismal failure.

Privatized Water

Thatcher government privatized water in 1989, but it continues to remain a monopoly, millions of customers have no choice,but to take the water from the new private entity. According to an insider, Thatcher government deliberately starved water industry of cash to enhance the case for selling it off. After privatization, almost half the work-force of 11,000 lost their jobs. The new water set-up virtually worked as a buy-to-let scheme, with customers as tenants, paying water bills as rent .While a regulator of what was created to regulate price, it couldn't prevent privatized companies making huge profit at the cost of customers. Oxford economist Dieter Helm commented that of what permitted a system which efficiently ripped the customers off, while exposing the utility companies to a risk of bankruptcy which has never been higher. Most of the water companies in Britain are today owned by foreign investors, who have huge financial resources at their disposal, with complex shareholding pattern. They are mostly 'private companies', not even listed in stock exchange and not accountable to share-holders. This defeats the much touted original objective that privatization will lead to expansion of number of small British share-holders. Thames Water which holds monopoly on London's water supply with 14 million customers has 13 foreign investors, many of them institutional, with headquarters spread over Australia, Canada, Beijing, Abu Dhabi and Holland- with only one investor based in UK- British Telecom Pension Fund, with 13 percent shareholding. The investors make their money, not so much through dividend income, as by selling off their share-holdings and making a killing, when market conditions suit them. The looser are British customers who pay more for their water than they should, with large share of their payment going to remote, unaccountable bodies over whom they have no control.

Privatized Electricity

Of all the privatized utility, the case of electricity is most bizarre, as the firms who generate and distribute power is controlled by non-British owners and there exists an impregnable barrier between these electricity companies and the customers they serve. As a result of privatization, electricity which was produced and distributed by a unified Central Electricity Generating Board (CEGB) was separated into national grid and power generating side and regional electricity boards were split into twelve separate companies. Today, Britain's power industry is overwhelmingly a foreign-owned oligopoly- with French EDF, controlling a substantial portion of electricity generation and distributional network. As EDF is a French

government controlled company, insulated from competition at home and access to cheaper money, it undermines the very rationale of privatization. In the course of 1990s , the cost of oil, gas and coal fell, and power stations became cheaper to run, by cutting workers, but the wholesale price of electricity stayed the same. The big private players found ways to manipulate the market to keep prices high.

After two decades of privatization, the British electricity system has worn out and a fifth of power stations running today are due to close down by 2020. They are proposed to be rejiged with a mix of gas, wind and nuclear power- coal's role is getting reduced due to environmental issues. In order to augment production, it has been decided that the French EDF will build a nuclear plant at Hinkley (with minority partnership with another French company Areva and two Chinese state-owned companies) at a huge subsidy from government. With the abolition of CEGB , Britain has no longer skills needed to design and build nuclear power stations. Expensive to build, nuclear reactors aren't profitable. The cost of electricity produced will be twice as much as the average wholesale price of electricity today in Britain. Ultimately it will be the customers who will have to cough out this subsidy. 'Effectively the French and Chinese governments are buying the right to tax British customers through their electricity bills, to use British money and British sites to finance a world showcase for unproven nuclear technology.' According to Meek, after twenty years of privatization experience, one comes to the conclusion that effectively it was an act of privatization of taxation, and takes no account of people's earnings and the poorer you are, the higher your tax.

Commercializing Health Services

Britain has and one of the best health services in the world financed by government through taxation. The NHS (National Health Service) when it was created in 1948 had three core principles. It would be universal: everyone would get medical treatment whenever they needed. It would be comprehensive, covering all forms of healthcare. And it would be free to use, no matter how much the system cost. Aneurin Bevan, the then minister in Labour government had observed that doctor-patient relationship should be freed from money factor, an aspect of medical practice distasteful to most doctors. However, during last twenty-five years there is a consistent programme of changing its character and commercializing the NHS, both by Labour and Conservative governments. As public will strongly oppose its privatization and boot the government out of office, it is being done surreptitiously. A notion of profitable hospital within NHS and managed competition has been created. All NHS hospitals are obliged to become foundation trusts, turning them into commercial operations, able to borrow money, set-up joint ventures with private companies, merge with other hospitals and go broke. In 2011, billion of pound of NHS services, were opened up to competitive bids from private sector. Patients with chronic condition will not be given treatment, but money to spend on treatment. Millions of pounds is handed over to private clinics to run specialists clinic that would treat NHS patients, in order to reduce waiting lists for procedures like hip operations. Making artificial hips and knees, and elbows and shoulders is today a multi-billion pound global business. It was in austere conditions of state-run NHS, that the innovation of polyethylene cups, needed for total hip replacement was pioneered by surgeons and became a model for the world. By putting surgeons on state salaries, the NHS freed them from dependence on private patients and allowed them to experiment.

US has a privatized health care system, which is most costly and inefficient in the industrialized world. Per capita expenditure is two and half times higher but health outcomes are poorer. US system is in the hands of powerful drug cartels and private insurance companies, who have vested interest in keeping the cost of treatment high and manipulate the medical profession and exploit the patient. The NHS hasn't been privatized in any literal sense – it "has been commercialized and repeatedly reorganised, with competition introduced, in such a way as to create a kind of shadowing of an as-yet-unrealised private health insurance system". Competitive pressures can often reduce choice. One of the things businesses do is merge and consolidate, as already foundation hospitals are doing. By commercializing NHS, but promising to keep paying for it, competitors encourage patients to demand more expensive treatment. Meek concludes that the more for-profit companies become involved in the NHS, the more

public money will leak out of the health system and place heavy burden on national finances.

Privatised Housing

Margaret Thatcher introduced a scheme which gave tenants of councils and some housing associations the legal right to buy, the home they were living in, at a large discount. This was part of Thatcher's public bad and private good philosophy. The houses were sold to the tenants at huge discounts. The sales became an attractive deal for tenants and thousands of homes were sold and the policy proved immediately popular. However, the local authorities which received the proceeds of the sales were restricted to spending the money. They were to clear off their debt first, rather than being able to spend it on building more homes. The effect was to reduce the council housing stock, especially in areas where property prices were high such as London and the south-east of England. This policy together with rising rents and cuts to state benefits, have been largely responsible for today's homelessness in Britain. Almost half of the subsidy went to the already well-paid households with the largest mortgages, thereby subsidizing the increasing inequality between high-income and low-income home owners. Housing was one of the biggest privatization in Britain, worth pound 40 billion in the first twenty-five years, but the money was sucked out of housing- of the spending cuts made by government three-quarter came from housing. Due to imbalance in supply and demand the housing prices sky-rocketed three times, upto 2008 crash. Due to peculiar incentive system, 76 percent of all bank loan in Britain go to property and 64 percent of that to residential mortgages. This laid the foundations for unsustainable levels of home ownership which contributed to the financial crash in 2008.

Meek observes that the free market in Britain is providing squalid slums, enrichment of bad landlords, the risk of people becoming destitute and a deep divide between people who are reasonably well-off and those who are poor.

The neo-liberal model of development has resulted in vast inequality in society, destroyed the social compact and diluted the concept of welfare state painstakingly built in post- world war years. If India wants to develop, it should not become victim of a defunct doctrinaire ideology. Our policy makers should understand that only a strong and vibrant public sector can meet India's vast infrastructure and capital intensive high-tech industry requirement and therefore the State should create a supportive environment for it to grow and flourish.

The privatization policy initiated by Thatcher has fundamentally changed the UK housing system and had long-reaching effects, reverberating around today's housing environment and sowed the seeds of the 2008 financial crash and created current housing shortage.

Privatisation Lies

Privatization has failed to demonstrate that private companies are more competent and efficient than the State owned. Privatization has failed to make firms compete and give customers choice and better services.

Meek says that the defenders of privatization speak six lies. First, the privately owned companies are structurally more effective than publicly owned ones. There is a central flaw in private industries, their first goal is to serve their owners and directors, rather than public. Second, there is the lie that privatized networks, compete in free market. Some essential networks like water and energy distribution are natural monopolies, so for them competition is non-existent. The third lie, is that shrinking the state means lower taxes. It simply means, that shifting taxes away from progressive income-tax towards regressive flat-fees that take little or no account of people's ability to pay. Fourth, the services are affordable to everyone. Due to benefit cuts and depressed wages for most, but for the wealthiest, services are not affordable for people at lower end of income bracket. Fifth, privatization benefits British firms trying to compete abroad. The continuing transfer of ownership of British water,energy and transport networks overseas, results in loss of skilled design, engineering and administrative

jobs to other countries. Sixth, the cultural destruction involved in privatization doesn't matter as people don't care who owns national services. It does matter. Most British citizens are not happy with what is happening.

Free market economy has been creating vast disparity in income and wealth as has been the experience of USA, Britain and other Western countries during last three decades. Thomas Piketty a young French economist who has authored widely acclaimed book *Capital in Twenty-first Century*, observes that market economy based on private property contains powerful forces which threaten democratic societies and the value of social justice on which they are based. Meek does not call for wholesale renationalization along mid- twentieth century lines and return to the 1970s or the Sovietisation of Britain. He is not against private enterprise as such. He is simply questioning the prevailing economic orthodoxy that wholesale privatization is the only alternative. He makes a powerful case that public services- services provided for common good or what may be called 'universal network', which are essential to each citizen and which must be available to all, can only be provided by the State.

India's Privatisation

The British experience offers valuable lessons to us. India launched a New Economic Policy of 1991, which envisaged deregulation, liberalization and privatisation of the economy.The new policy was greatly influenced by the prevailing economic ideology in the West, known as free market economy or capitalism. The new policy no doubt helped in bringing an element of dynamism and vigour in the economy. The efficiency of public enterprises improved by placing them under the discipline of the market and were able to withstand domestic and international competition. However, unless properly regulated free-market ideology can play havoc with the economy. The ideology of unregulated freemarkets reached its zenith in USA, UK and other developed countries from 1980's onwards, when Ronald Regan in USA and Margaret Thatcher in UK, heading their respective governments,promoted it vigorously. The philosophy derived its inspiration from Chicago school, whose chief protagonist has been Nobel Prize winner economist Milton Friedman. Known as neoliberal model of economic development, it was forcefully advocated by World Bank, IMF and WTO, who used their economic clout to influence policies in developing countries like India. The global economic meltdown of 2008,has shown the hollowness of this ideology. In USA billions of dollars of public money was poured in banks, financial institutions and private companies like General Motors to prevent them from collapse. Several European economies such as Greece, Italy, Spain and Portugal are today facing severe economic crisis, due to huge debt accumulated consequent on their blind faith in free-market orthodoxy.

In India successive governments both NDA and UPA are adhering to a free-market economic ideology and are pursuing a policy of disinvestment and privatization without realizing its perilous effect on national economy. The privatisation of public sector undertakings (PSUs) in India has a chequered and controversial past and can be divided into three phases. In the *First Phase - 1991-91- 1999-2000* minority share-holding of some PSUs were offloaded and some enterprises were disinvested through cross-purchases by PSUs themselves or by public sector financial institutions but majority share-holding remained with the government. In the Second Phase- January 2000-May 2004 the privatization of PSUs, in real sense, can be said to have commenced when NDA government was in power. Majority control of large number of enterprises such as Modern Foods (MFIL), BALCO, CMC, HTL, VSNL, PPL, ITDC, HCI, HZL, IPCL was passed on to private players. Privatization was done through strategic sale route, which allowed management control to pass through private placement, enabling monopoly industrial houses to acquire control over valuable national assets. Thus Sterlite Group acquired BALCO and HZL; Tatas acquired VSNL and CMC (via TCS) and Reliance acquired IPCL, commanding 80 percent share over the country's petro-chemical market. *In the Third Phase when UPI & II Governments were in power (2004- 2014)* there was a shift in policy in the sense that profit making PSUs were not privatized and majority shareholding, remained in government's hand. Nevertheless, government started policy of divesting portfolios of profit making companies- and shares of most *navratnas and miniratna* companies have been disinvested. The BJP led NDA which came to power in May 2014, hasnot only continued the policy of previous government but has accelerated the pace. During

2014-15 government earned Rs 26,350 cr from disinvestment of shares of profit making PSUs. In the budget of 2015-16, a provision of Rs 41,000 cr as disinvestment receipts has been made and an additional Rs 28,500 from strategic sale.

Over years shares of India's most prized and profitable companies such as ONGC, SAIL, NALCO, NTPC, BHEL have been sold. There is no sound economic logic to sell share of profitable PSUs in core sector of the economy. Selling shares to disparate shareholders contributes to destabilizing the management of PSUs. Between 2001-2002 and 2014-15,Government has garnered Rs 1,61,200 cr as proceeds of disinvestment. The money should have been used for capital investment of PSUs and in setting up new green-field high-tech projects such as chip-manufacturing and solar energy. Instead the proceeds of disinvestment have been used for burgeoning revenue expenditure of the government and meeting its huge budgetary deficit. **This violates all canons of prudent fiscal management and tantamounts to selling family silver to pay for grocers bill.**

On the other hand Government is stuck with large number of sick and chronically loss making enterprises. Presently (March 2014) there are 58 operating sick enterprises whose accumulated losses are of the order of Rs 67,000 cr, as per definition of BRPSE (Board for Reconstruction of Public Sector Enterprises). A large number of these industries are taken over units from private sector and incapable of revival. Similarly several industries set up in 1960s/ 1970s suffer from

technological obsolescence and other infirmities, cannot compete and it is difficult to nurse them back to health. Sick industries should have been be the first candidates for privatization and if there are no takers they should be liquidated after taking care of workers interest.

With the commencement of liberalized economic policy, a policy environment has been created under which PSUs are squeezed, their assets stripped and they were being slowly bled to death. Merging of Air India with Indian Airlines, burdening it with huge purchase of aircraft and passing on its profitable routes to private airlines, both domestic and international, has spelled its death. The public private partnership at Indira Gandhi Airport, has resulted in huge financial benefit to the private player GMR Group, and virtual ouster of Airport Authority of India from its operations. Several lucrative oil fields have been passed on to private players, jeopardizing the interest of ONGC and Government of India. A number of coal blocks, where work had already begun by CIL were dereserved from Coal India, for captive allocation to private parties and a high grade coal field allocated to NTPC was deallocated and handed over to Reliance's Sasan Ultra Mega Power. Many of these cases have been highlighted in CAGs Audit Reports, media, NGOs and public spirited men.

Lately the concept of PPPs (public- private- partnership) is being waved as the magic wand to address massive deficit in infrastructure sector- roads, ports, railways, airports and so on. This shifting of responsibility from 'public' to 'private' takes place at highly advantageous term to private operators, while the national interest suffers. V Sridhar observes in *Frontline* (February 5, 2016) that, ' PPS are nothing but privatization by other means', and the march of private capital is camouflaged 'in the garb of furthering public interest and welfare'.

The story that has emerged during last two decades of Government's policy towards public enterprise can be summed up as, 'privatization of profits and nationalization of losses', to quote eminent economist J K Gailbraith's epigram.

Industrialization- State an Active Player

The history of industrialization world over, shows that it is only through power of the State, that countries have developed their industrial prowess. Germany in 1870s, USA in late nineteenth and early twentieth century, Japan in 1950s, South Korea subsequently and China currently, became global industrial power through State's active participation. Distinguished scholar Noam Chomsky observes that, "there is not a single case of record in history of any country that has developed through adherence to 'free-market' principles. Certainly not the United States." Cambridge economist Ha- Joon Chung explains that free market and free-trade policies have rarely worked and all of today's rich countries have used protectionism, subsidies and other State supported measures to promote industrialization.

Today in emerging economies such as China, Russi a, Brazil, and middle-east the biggest and most successful companies are State owned, such as Russia's Gazprom (natural gas), China Mobile, Saudi Basic Industries Corporation (Chemical), Dubai Ports, Emirates Airlines. 13 biggest oil companies which between them control three-fourth's of the world's oil reserves are all state-owned. State owned enterprises have major presence in France and Norway. China has changed the global manufacturing map by actively promoting State-owned companies. The *Economist* (Jan 21-27th 2012) notes that emerging markets State-owned enterprises constitutes one of the biggest changes in the world economy in recent years and State capitalism is successful in producing national champions that can compete globally.

Need for a Pragmatic Policy

Prime Minster Shri Modi has given a call to make India a manufacturing hub. But for this we need a supportive policy framework. Government must be clear about fundamental issue of policy regarding role of private and public sector in country's industrial development. It is only a strong public sector that can meet India's vast unfulfilled infrastructure and capital intensive industry needs and withstand competition with foreign multinationals, in a highly competitive globalized world. Surely no government, who wants to make India an Industrial power, should reduce the role of ONGC, Coal India, SAIL, NTPC and other public enterprises in areas such as oil exploration, coal mining, steel production and electricity generation. Private sector, no doubt has an important role to play in nation's development strategy and the two sectors must have cooperative relationship and work in tandem, to meet nation's huge unfulfilled demand.

Leading Think Tank, the Club of Rome commissioned a study by eminent experts, regarding experience of more than two decades of privatization and came to the following conclusion (*Limits to Privatisation, Earthscan*, 2005):

Privatization is not an end in itself. Privatization should be treated as a means of increasing efficiency and not as a way of reducing or undermining the role of the state. Privatization may be the best option in some cases; but reforming the public sector, instead, may be a better choice in other cases. We advocate a healthy awareness of the limits of privatization, rather than unconditional approval or rejection. To achieve the best of both worlds, we need strong private enterprise and capable public agencies working together.

Two Harvard academicians Aldo Musacchio and Sergio Lazzarni in their new book *Reinventing State Capitalism*, point out that following privatization wave of 1980s and 1990s, the State-owned-enterprises have reinvented themselves and are thriving. They are listed in stock-exchange, run by professional managers and given more financial autonomy and have overcome classic problems of State ownership. To make our public sector companies national champions we should give them more autonomy, professionalize their management and free them from political and bureaucratic interference.

The British experience tells us that a giant industrial power has been reduced as a minor player in international arena due to mindless pursuit of a policy of privatization and globalization. The neo-liberal model of development has resulted in vast inequality in society, destroyed the social compact and diluted the concept of welfare state painstakingly built in post- world war years. If India wants to develop, it should not become victim of a defunct doctrinaire ideology. Our policy makers should understand that only a strong and vibrant public sector can meet India's vast infrastructure and capital intensive high-tech industry requirement and therefore the State should create a supportive environment for it to grow and flourish. ■■■

CVC Inaugurates SCOPE International HR Summit 2016

Mr. K.V. Chowdary, Central Vigilance Commissioner addressing the SCOPE International HR Summit, 2016. Seen on the dais (L to R) Ms. Veena Swarup, Director (HR), EIL, Dr. U.D. Choubey, Director General, SCOPE, Mr. Ameising Luikham, IAS, Secretary, DPE, Mr. R.G. Rajan, Chairman, SCOPE & CMD, RCF, Dr. Sher Verick, Dy. Director, ILO, Dr. Phyllida Travis, Director, DOHSD, WHO and Mr. D. Bandyopadhyay, Director (HR), BHEL.

SCOPE and International Labour Organization (ILO) jointly organized the SCOPE International HR Summit 2016 on the theme "Reinventing HR: Breaking the Mould Globally" on 4th-5th February 2016 at SCOPE Convention Centre. Mr. K.V. Chowdary, Central Vigilance Commissioner inaugurated the Summit and released the Special Issue of KALEIDOSCOPE journal on HR. Mr. Ameising Luikham, IAS, Secretary, Department of Public Enterprises delivered the Keynote Address. Mr. R.G. Rajan, Chairman, SCOPE & CMD, RCF, Dr. U.D. Choubey, Director General, SCOPE, Ms. Veena Swarup, Director (HR), EIL, Dr. Sher Verick, Senior Economist, ILO South Asia, and Dr. Phyllida Travis, Director, Department of Health Systems Development, WHO, Regional Office for South-East Asia addressed the inauguration session. CVC Mr. Chowdary also presented Gold Trophies to the winning PSEs of the HR Case Study Contest and inaugurated the exhibition. Eminent speakers in various sessions included Dr. Madhukar Gupta, IAS, Additional Secretary, DPE, Dr. M.B. Athreya, renowned Management Consultant, Mr. Ashok Kumar Pavadia, Additional Secretary, Ministry of Home Affairs, Dr. Sher Verick, Dy. Director, ILO, Mr. Ravindra Peiris, Senior Specialist, ILO, Mr. Suvojoy Sengupta, Partner, McKinsey & Company, Mr. Anil Sachdev, Founder & CEO, Grow Talent Co. Ltd, Mr. Prabhat Singh, MD &CEO, Petronet LNG Ltd, Dr. A.K. Balyan, CEO, Reliance Group, (Oil & Gas Business), Mr. P.R. Ramesh, Chairman, Deloitte India, Mr. Biswajit Roy, Director (HR), OIL, Mr. M. Ravindran, Director (HR), GAIL, Mr. D.D. Misra, Director (HR), ONGC, Mr. Rajeev Bhardwaj, Director (HR), SECI, Mr. P.K. Joshi, Director (HR), HPCL, Mr. D.K. Hota, Director (HR), BEML, Mr. D. Bandyopadhyay, Director (HR), BHEL, etc.



From (L to R) Mr. Ameising Luikham, IAS, Secretary, DPE, Mr. R.G. Rajan, Chairman, SCOPE & CMD, RCF and Dr. U.D. Choubey, Director General, SCOPE addressing the SCOPE International HR Summit.

Inaugurating the summit, Mr. K.V. Chowdary, CVC said any organization is as good and recognized by its brand culture. HR department holds the key to build up the organizational culture. Cultivate Organizational Ethics and Values so that one could easily recognize the organization by simply looking at its employees. The way employee manages himself in and out of the system is crucial and the responsibility falls on HR. He appreciated SCOPE's effort for organizing the summit.

Expressing concerns over the skill development of the country, Mr. Ameising Luikham said India needs a lot in skill training and it is a priority for Public Sector Enterprises.

Mr. R. G. Rajan, Chairman, SCOPE and CMD, RCF Ltd., told that HR needs to innovate today to compete at global level. He was of the opinion that a company that invests in people has good future.

Dr. U. D. Choubey, Director General SCOPE, said Talent Management and present attrition rate are two major challenges in front of HR. The challenge is to retain the talent and manage the work diversity, Succession Planning and update the skill of employees. He emphasized the greatest need of transparent, ethical, accountable and responsible organization.

Mr. K. V. Chowdary, CVC inaugurating the exhibition. Also seen are Mr. R. G. Rajan, Chairman, SCOPE & CMD, RCF Ltd., Dr. U. D. Choubey, DG, SCOPE and others.

The inaugural session was followed by a plenary session on Strategy to Reality- HR as the lever to Drive Change and two concurrent sessions and the themes of the sessions were- Transforming Culture – Driving Success and Performance Management - Exploring N ew Horizons

A talk on Wellness was followed by a HR Directors panel discussion on Reimagining HR: Building Readiness. The session focused on exploring innovative solutions and best practices that have been implemented across organizations.

Day 2 began with a plenary session on Unleashing Technology–Optimizing HR. The Plenary session also included a session on Skill development: Investing in the Future

which focused on defining the need and technique for agile skill development.

The concurrent session was held on Building Capability–A Force Multiplier. The focus of the session was on exploring newer techniques in learning and development, like 'gamification', 'business simulation' and other innovative techniques which are facilitating and multiplying

CVC Shri K. V. Chowdary presents Gold Trophies to the winning PSEs of HR Case Study Contest during SCOPE International HR Summit 2016

capability building in organizations today. It was followed by a session on, HR Analytics–Enormous Data to Effective Decisions and a panel discussion on Exploring expectations: Bridging the gap in Employer –Employee Relationship. The prime focus of the sessions was, Challenges of the Millennial workforce, Employees with an empowered voice, Virtual relationships. Rashtriya Chemicals & Fertilizers Team shared their experience on Participatory Gender Audit.

A CEOs Panel Discussion was also held on, Leading in the new world of work: A CEO's perspective. The prime areas covered were, Innovative techniques at talent sourcing and development, People and Business Strategy.

The summit had 12 sessions and they were designed very thoughtfully. It was attended by around 200 participants both from public and private sector organizations from India and outside including senior representatives from ILO and around 50 speakers shared their views. ■■■

DG, SCOPE at the **National Leadership Summit 2016**

Dr. U. D. Choubey, Director General, SCOPE addressing the management students on leadership development during the National Leadership Summit 2016 organized by Sri Sharada Institute of Indian Management Research.

SCOPE Excellence Awards 2013-14 Announced

The SCOPE Jury under the chairmanship of Justice R.C. Lahoti, former Chief Justice of India met on 29th February 2016 and decided the winners of the "SCOPE Awards for Excellence & Outstanding Contribution to the Public Sector Management" for the year 2013-14. Dr. U.D. Choubey, Director General, SCOPE announced the names of the Awardees immediately after the Jury meeting. The SCOPE Awards have been recognized as one of the most prestigious awards in national economy.

The panel of Jury comprises persons of eminence. These included Padma Bhushan Mr. Moosa Raza, former Secretary (Steel), Padma Bhushan Dr. M. B. Athreya, renowned Management Consultant, Mr. C. Phunsog, former Chairman, Public Enterprises Selection Board, Mr. Arvind Pande, former Chairman, SAIL and Dr. U.D. Choubey, Director General, SCOPE.

The winners of SCOPE Awards for Excellence & Outstanding Contribution to the Public Sector Management 2013-14 are:

Justice R.C. Lahoti (centre), chairing the SCOPE Excellence Awards Jury Meeting with Mr. Moosa Raza, Dr. M. B. Athreya, Mr. C. Phunsog, Mr. Arvind Pande, and Dr. U. D. Choubey, members of the jury.

Institutional Category I Award (Maharatna/ Navratna PSEs)

Oil & Natural Gas Corporation Ltd

Institutional Category II Award (Miniratna I &II)

SJVN Limited

THDC India Limited

Institutional Category III Award (Other Profit Making PSEs)

Indian Renewable Energy Development Agency Ltd

NTPC-SAIL Power Company Limited (Commendation Certificate)

Individual Leadership Category I Award (Maharatna/Navratna)

Mr. S. Varadarajan, CMD, Bharat Petroleum Corporation Ltd

Ms. Nishi Vasudeva, CMD, Hindustan Petroleum Corporation Ltd

Individual Leadership Category II Award (Miniratna I & II)

Mr. R.K. Gupta
CMD, WAPCOS Limited

Special Institutional (Turnaround) Category Award

BEML Limited

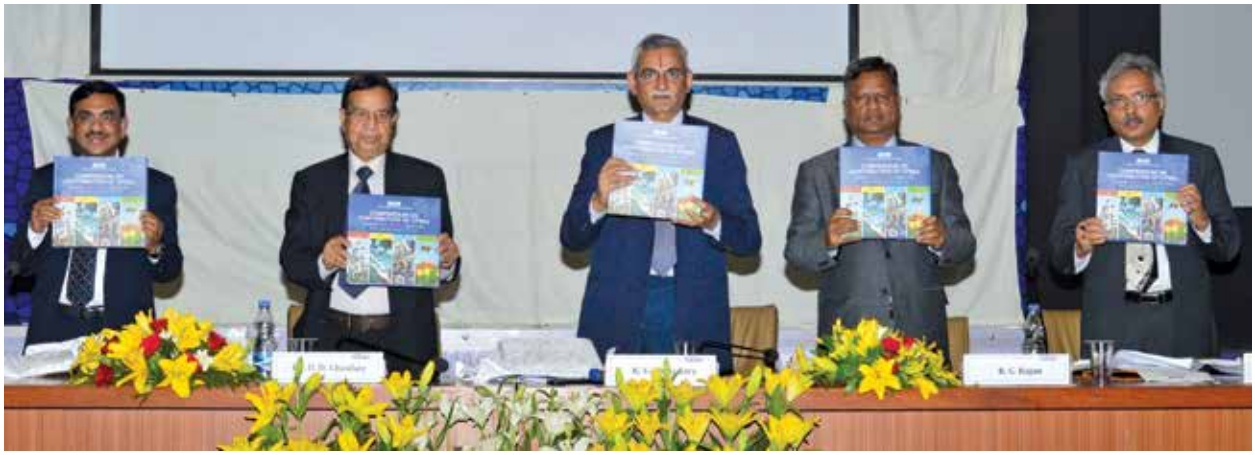
Outstanding Woman Manager in PSEs Award

Ms. Vartika Shukla, Executive Director (R&D), Engineers India Limited

The entire performance evaluation of entries which were received in large numbers from PSEs, was made by reputed Consultant, Deloitte.

CVC Interacts with CEOs of PSEs

Releases SCOPE Compendium on Make in India, Digital India, Skill India and Swachh Bharat



Mr. K. V. Chowdary, Chief Vigilance Commissioner (centre), releasing SCOPE Compendium. Standing on his left are, Mr. R. G. Rajan, Chairman, SCOPE & CMD, RCF and Mr. Nirmal Sinha, Vice Chairman, SCOPE & CMD, HHEC and on his right, Dr. U. D. Choubey, DG, SCOPE and Mr. P. C. Vaish, CMD, NTC

SCOPE organised an interactive meeting of Central Vigilance Commissioner Mr. K. V. Chowdary with CMDs, Directors of PSEs on 22nd February, 2016 at SCOPE premises. Mr. K. V. Chowdary, Chief Vigilance Commissioner in his address advised the PSEs to lay down clear processes and guidelines in manuals to promote transparency and efficiency. He added that CVC has been taking several steps to improve the vigilance management without compromising on the working of the enterprises. Mr. Chowdary also released SCOPE's Compendium on PSEs contribution towards Make in India, Digital India, Skill India and Swachh Bharat.

In his opening address, Mr. R. G. Rajan, Chairman, SCOPE and CMD, RCF said vigilance is an integral part of management function and its role should be preventive in nature to bring awareness and promote adherence to ethics. He also highlighted the best practices such as e-procurement, e-tendering, e-payment etc followed by PSEs.

In his welcome address Dr. U. D. Choubey, DG, SCOPE said that the interactive meeting was organised to highlight vigilance issues of PSEs to CVC. Public Sector Enterprises have been following high standards of accountability and transparency. He mentioned PSEs are subject to a multiple and heterogeneous regulatory mechanism which needs to be converged. Giving an outline of working the PSEs, investments and the share of profit and taxes

Mr. K. V. Chowdary, CVC addressing the CEOs of PSEs.

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DPE & SCOPE Organizes Workshop on CSR in SCOPE Premises

Mr. Ameising Luikham, IAS, Secretary, DPE, Dr. Madhukar Gupta, IAS, Additional Secretary, DPE, Dr. U.D. Choubey, Director General, SCOPE and Ms. Sibani Swain, Economic Advisor, Ministry of Corporate Affairs during Workshop on CSR of CPSEs.

While inaugurating the Workshop on Corporate Social Responsibility of CPSEs, at SCOPE Convention Centre, New Delhi on 8th February, 2016, Mr. Ameising Luikham, IAS, Secretary, Department of Public Enterprises (DPE) asked for more vigorous efforts towards utilization of Corporate Social Responsibility (CSR) funds in judicious manner. He told that PSEs have to work within the ambit of Companies Act 2013 and the Guidelines of the Government to undertake CSR activity.

Dr. U.D. Choubey, Director General, SCOPE highlighted the excellent work done by PSEs for corporate social sector which is a matter of paramount importance providing intangible benefits to corporate sector, sometimes even better than technology and patent. Dr. Choubey said if we are able to enhance the expectations of the society, we can claim the credit. He also urged for recognition and rewarding of the PSEs for excellent work and provide some fiscal incentives for fund utilized on CSR.

Dr. Madhukar Gupta, IAS, Additional Secretary, DPE and a galaxy of CPSEs representatives at top level participated in the Workshop.

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paid by the PEs, he highlighted the transparency, accountability and objective in the decision making process [with ingrained ethical values] being followed by the PSEs, notwithstanding the checks being exercised by the various Parliamentary Committees, external & internal audits etc. of PSEs in the working of PSEs.

Mr. P. C. Vaish, CMD, National Textile Corporation made a presentation on the common issues of Vigilance faced by PSEs. The presentation covered various initiatives taken by the CVC in the realm of vigilance administration. Chairman, NTC brought out the following six issues of paramount importance which are, Vigilance Angle, Appointment of (CVOs) Chief Vigilance Officer/Vigilance executives, Complaints, Vigilance cases, Vigilance clearance and Tendering System.

Mr. Chowdary took up all the issues one by one and put fourth his comments/observations on them. He spoke at length on all the issues raised in the meeting. The presentation was followed by interaction between CVC and CMDs and Directors of PSEs. His comments on the points raised were clear, specific, and liberal.

Mr. Nirmal Sinha, Vice Chairman, SCOPE and CMD, HHEC proposed a vote of thanks. About 75 CEOs/Director and CVOs of PSEs participated in the session.

SCOPE for a **Well Documented Ownership Policy** of PSEs

SCOPE organized the 13th Program on Corporate Governance under the aegis of Department of Public Enterprises (DPE) on 18th February, 2016 at SCOPE Convention Centre, New Delhi. The theme of the Program was "Effective Boards for Sustainable Competitiveness with focus on Independent Directors".

Mr. A. Luikham, IAS, Secretary, DPE, Mr. R. G. Rajan, Chairman, SCOPE & CMD, RCF, Dr. U.D. Choubey, Director General, SCOPE, Prof. YRK Reddy and Mr. Peter Greenwood, Lead Resource Persons during 13th Training Programme on Corporate Governance.

Mr. A. Luikham, IAS, Secretary, Department of Public Enterprises inaugurated the Programme while Mr. R. G. Rajan, Chairman, SCOPE & CMD, RCF Ltd delivered the Presidential Address. Dr. U. D. Choubey, Director General, SCOPE delivered the Welcome Address while the Program Perspectives were shared by Prof. YRK Reddy, Lead Resource Person. Mr. A. Luikham, IAS, Secretary, DPE in his Inaugural Address complimented SCOPE for organizing this program and said that many more such programs should be held for effective functioning of PSEs. He informed that Government has delegated enhanced autonomy to PSEs to form JVs, raise resources and bring in innovation by conferring Maharatna, Navratnas and Miniratna status. Shri Luikham said Independent Directors bring in new perspective and new process of thinking and Government is making all efforts in improving the structure and functioning of Boards across PSEs.

Mr. R. G. Rajan, Chairman, SCOPE in his Presidential Address said that Independent Directors have come to play very important role in the Corporate Governance framework. He emphasized the need to accelerate the appointment of Independent Directors and Women Directors on Boards of PSEs. Mr. Rajan also urged for early implementation of Roongta Committee recommendations to help PSEs perform optimally.

While welcoming the gathering, Dr. U. D. Choubey, Director General, SCOPE informed that Corporate Governance program is one of the most sought after programs of SCOPE. He said that there is a paradigm shift in the outlook towards Corporate Governance around the world adding that there is need for a well documented Ownership Policy for good governance. Public Sector is governed by heterogeneous regulatory mechanism and there is need for convergence of accountability system so as to hasten decision making process. He also emphasized the need of level playing field for PSEs. The Program is being attended by large number of CEOs, Directors and Senior Executives of public sector enterprises.

SCOPE Organizes 5th National Workshop on

" Strategies for Improving Occupational Safety & Health in CPSEs"

SCOPE in collaboration with Directorate General Factory Advice Service & Labour Institute (DGFASLI), Ministry of Labour and Employment, National Disaster Management Authority(NDMA), and International Labour Organization (ILO) organized 5th National Workshop on "Strategies for Improving Occupational Safety & Health in CPSEs", on December 15 – 16, 2015, at SCOPE Convention Centre, at New Delhi. Dr. D. N. Sharma, Member, National Disaster Management Authority (NDMA) inaugurated the Workshop. Mr. P. P. Mitra, Principal Advisor, Ministry of Labour & Employment, delivered the Keynote Address. Mr. R.G. Rajan, Chairman, SCOPE, delivered the Special Address. Dr. U. D. Choubey, DG, SCOPE, Mr. Ravindra Peiris, Sr. Specialist (Employers Activities), ILO and Dr. Avneesh Singh, DG, DGFASLI also addressed the participants in the Inaugural Session of the Workshop. Mr. B. B. Chakraborty, Program Director explained the Program Perspective. Dr. H.K.Chopra, Vice Chairman, SCOPE Health Committee, delivered Valedictory Address, in the Concluding Session.

Dr. D. N. Sharma, Member, NDMA, Mr. P. P. Mitra, Principal Advisor, MoLE, Mr. Ravindra Peiris, Sr. Specialist (Employers Activities), ILO, Dr. Avneesh Singh, DG, DGFASLI, Mr. R. G. Rajan, Chairman, SCOPE & CMD, RCF, and Dr. U.D. Choubey, Director General, SCOPE during 5th National Workshop on "Strategies for Improving OS&H in CPSEs".

While Inaugurating the Workshop, Dr. D.N. Sharma, complimented SCOPE, for conducting knowledge sharing program on a periodic basis, to promote excellence in the field of Safety, Health, and Environment. He mentioned that along with fast economic growth of India, the risk of accidents due to Toxic/ Hazardous Chemicals are also increasing.

Mr. P. P. Mitra, mentioned that the Govt. of India is codifying 44 labour laws into four labour codes, to make compliance easy. He emphasized the need to have a converged database to devise occupational health policy of the government. Training is an integral part of the safety culture, he added.

He urged that Employers to ensure compliance of following:

- Safety / security dynamic basis amendment to be done
- Safety/ Productivity recommendations for industries
- Work is to be carried out in Consultative manner

He said that it is observed OH issues are being neglected and we have to develop the Data base for Industrial OH centre. Mr. R.G. Rajan, Chairman, SCOPE & CMD,

Rashtriya Chemicals & Fertilizers Ltd in his Special Address said Occupational Safety and Health measures increases Productivity and Performance and contributes in building a culture of Health & Safety. He advised to adopt root cause analysis technique for improving HSE/OSH performance in the organization. He mentioned that general awareness in OSH is gradually increasing in the CPSEs. He elaborated that for process safety improvement through enhancing knowledge is must.

Dr. U.D. Choubey, DG, SCOPE in his Address said Occupational Safety and Health is an integral part of the Public Sector management, who employ about 14 lakh employees. He informed that Public Sector has well structured safety departments and are better placed than others to overcome hazardous accidents. While citing an ILO study, he said occupational accidents and work related diseases cause over 2.3 million fatalities and adversely erode 4% of world GDP (2.8 trillion dollar) in terms of capital owing to occupational accidents and work related diseases. He mentioned that there is need for research and analysis of disaster and learn lesson for future from the above data.

He emphasized on Prevention Measures for Occupational Health issues and need for building up CPSEs data base on Safety aspects. He mentioned alarming situation in industrial accidents is continuing e.g. in China & British Petroleum, in which 45 billion dollar loss was reported. He also highlighted the rising trend of Occupational Stress related medical hazards in Industry. He suggested that participants should go back and report their unit heads about lessons learnt, which could be utilized for OSH Performance Improvement in their respective units.

Mr. Ravindra Peiris, Sr. Specialist (Employers' Activities), ILO in his address said the Government, Trade Unions and Employers should work together to build a culture of Occupational Safety and Health. He complemented SCOPE, for organizing this important Workshop, in collaboration with ILO and others to enhance knowledge in the area of OS&H amongst its member CPSEs for improving the world of work environment and safety of life improvement through various efforts.

Dr. Avneesh Singh, said OSH is gaining importance in recent past all over the world. He mentioned that DGFASLI is also working on ratification of ILO convention 155/187. Labor Codes are being made in the area of OSH to reduce Occupational diseases amongst contract labor. For Knowledge/ Skill enhancement in OS&H area, DGFASLI has taken 2 major initiatives:

- MOU signing with DGUF, Germany.
- Through its 7 Regional Institutes, in all over India, it is making OS&H campaign for 1 full year for making India with least accidents and better Occupational Health Performance.

During his session on "Disaster Management Initiatives in India with focus on Medical Preparedness for Chemical Industries", Dr. Muzaffar Ah-amd, Former Member NDMA, while addressing the participants mentioned that this is an important Capacity Building event. He mentioned that due to rapid increase in the chemicals consumption in the industries the hazards has increased manifolds. During his session on "Chemical Industrial Disaster Management Guidelines overview and Way forward in Industries, Mr. Amit Tuteja, Consultant NDMA, made elaborate presentation on the subject and clarified doubts of participants. The Session on "Developing Safety Culture in CPSEs", was Chaired by Dr. Avneesh Singh, DG, DGFASLI and Co- Chaired by Mr. S.P.Garg, GM(HSE), GAIL. Presentation in this session was made on "Developing Safety Culture in Organisations through Behaviour Based Safety", by Mr. S.Kalkal, Sr. Manager(HSE), GAIL and "Noise Induced Health Risk Assessment for Gas Compressor Station of Oil India Limited", by Mr. A.K.Acharya, GM(HSE), OIL. Mr. H.Viswanathan, DDG, DGFASLI, made presentation on Identification of Hazards/ Risk Assessment in Industries. He interacted with participants and clarified all the queries.

During his session on "Safety by Heart: Engagement of Employees", Mr. B.B. Cha-kraborty , while addressing the participants, said that for safety culture development there has to be 100% shared value at the top level. It could be little lower percentage as we come down the ladder. During his session on "Identifying Chemicals with Potentials to cause Illness in the work place", Dr. T.K.Joshi while addressing the participant said that it is a common feeling globally that India is not serious about Safety, he advised that safety/OH subject should be introduce in the School education.

DG, SCOPE Addresses
India Energy Week 2016

Dr. U.D. Choubey, Director General, SCOPE was invited to chair the Technical Session on "India's Gas Markets – Looking Ahead" of India Energy Week, jointly organized by Argus and ElitePlus on 8th-10th March 2016 in New Delhi.

Dr. U.D. Choubey, Director General, SCOPE addressing the India Energy Week 2016.

While chairing the session, Dr. U. D. Choubey, DG, SCOPE said that there is need of complete overhaul and reform in the oil and gas sector including review and revision of New Exploration and Licensing Policy (NELP) for enhancement of domestic production of crude and natural gas. He emphasized on taking the natural gas to rural areas of the country so that rural population get the benefit of this national/ natural resource. Dr. Choubey expressed serious concern on gradual decline in foreign direct investment (FDI) in oil and gas, oil and gas production, lack of interest by foreign bidders in last three rounds of bidding under NELP.

The session on "Adoption of Life Style for Healthy Living" was dealt by Dr. Anil Chaturvedi, Sr. Consultant, Pushpawati Singhania Research Institute, Delhi. He deliberated on Occu-pational Illness and Lifestyle Changes needed for healthy living. The Session on " Performance Indicators: Key to prevention of Occupational Diseases", was dealt by Dr. M.Ahmad, Consultant OH. Dr. Sandeep Sharma, Sr. Mngr(HSE), IOCL shared IOCL OH Experiences. The Session was Chaired by Mr. B. B. Chakraborty, Program Director. Session on "Managing Ergonomic Problems as Indian Industry Demands", was dealt by Dr. T.Pachal, AGM(OHS), Bokaro Steel Plant, SAIL. Many queries on the subject were clarified by the Faculty.

The Session on "International HSE Experiences was shared by Mr. Arun Mittal, DGM (HSE), ONGC Videsh Limited. Session on "Approach of Risk Management for Contractor Workers", was dealt by Mr. S. R. Krishnan, GM(HSSE), BPCL. Mr. A. K. Biswas, Sr. Manager(HSE), Shared the HSE Experiences of NFL. The Session was Chaired by Mr. B. B. Chakraborty, Program Director.

While addressing the delegates, in concluding session, Dr. H.K.Chopra mentioned that we should Optimize our activities / energy spending, so that we can remain healthy for long years. He advised for Optimum integration of mind, body, soul and environment with in our self and out side.

In his address, Mr U. K. Dikshit, Advisor(Programs), SCOPE, emphasized the need for more involvement of Employees & Contractors for improving Occupational Safety & Health conditions, by enhancing awareness, and increased open communication.

Mr. A. U. Ghatak, Program Coordinator, proposed the vote of thanks.

Media Relations Top Management Conclave

SCOPE Advocates Better Media Relations by PSEs

Growing Competitive environment underlines the importance of organizational positioning in the global market arena keeping in view Company's intrinsic value system, ethos and core philosophy. Communication is imperative in reinforcing positive stimuli. For communication to be effective, top management and spokespersons need to be equipped with skills that would positively represent their businesses to the stakeholders and public at large.

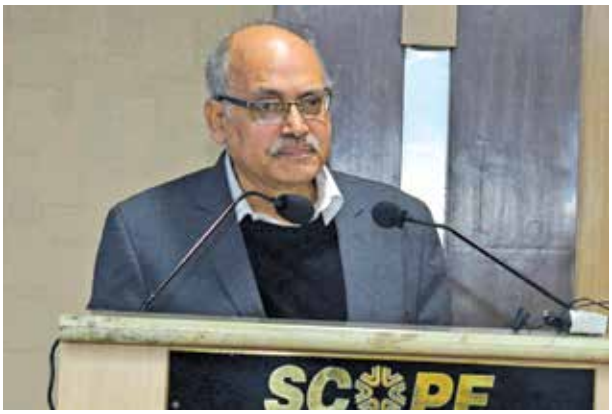
Mr. A.K. Bhattacharya, Editor, Business Standard, Dr. U.D. Choubey, Director General, SCOPE, Mr. Sanjiv Singh, Director (Refineries) IOC & Executive Board Member, SCOPE, Dr. Jaishri Jethwaney, Professor (AD/PR) IIMC and Dr. Ajit Pathak, GM(CC&CSR) IOC during Media Relations Top Management Conclave.

SCOPE organized one day "Media Relations Top Management Conclave" which was inaugurated by Mr. A.K. Bhattacharya, Editor, Business Standard. Dr. U.D. Choubey, DG, SCOPE delivered Presidential Address and Mr. Sanjiv Singh, Director (Refineries) IOC & Executive Board Member, SCOPE delivered Special Address. Dr. Jaishri Jethwaney, professor (AD/PR) IIMC and Dr. Ajit Pathak, GM(CC&CSR) IOC & President PRSI gave overview of the conclave while Mr. R.K. Singhal, Chief of Corporate Affairs, SAIL welcomed the dignitaries and participants.

The Conclave held on 15th January 2016 at SCOPE Convention Centre, was organized with the aim to sensitize the top brass and potential top management personnel and spokespersons of PSEs about media sociology and mind and equip them with communication skills in responding to normal situation and crisis situations thus enhancing their media relations management skills.

Inaugurating the conclave, Mr. Ashok Bhattacharya, Editor, Business Standard said Indian media has changed dramatically. Growth of social or digital media has pushed the traditional media to second slot. The advantage with it is anyone can create his own channel. Advent of digital media, has thrown new challenges to the Corporates. He said India Inc. is still prisoner of past while Chief Executives should make optimal use of social media and connect themselves with internal and external publics.

In his Presidential Address, Dr. U.D. Choubey, Director General, SCOPE highlighted the importance of media relations and said that reputation and brand promotion by public sector enterprises could be the most important ingredient for taking competitive advantage over others. He said corporate communication



(from L to R) Mr. A.K. Bhattacharya, Editor, Business Standard and Mr. Sanjiv Singh, Director (Refineries) IOC & Executive Board Member, SCOPE addressing the Media Relation Conclave.

executives are front ambassadors of their organizations. CEOs should therefore, make a dedicated group of persons under him to bring the corporate visibility at national and international level and also thwart negative publicity. It would be better if CEO directly contribute to social media to share the achievements by the company so that the same could reach the people at large. This in turn will give a better brand at national/global level, Dr. Choubey added.

Complementing SCOPE for organizing the Conclave, Mr. Sanjiv Singh, Director (Refineries), IOC and Member of SCOPE Executive Board said media plays a big role in dissemination and analyzing the information shared. He said generally the concern of the top management is whether the information shared would be reported correctly. Sharing the programme perspective, Dr. Jaishri Jethwaney, Professor IIMC and Programme Director said PSEs have made massive contribution, yet it is hardly spoken about. Chief Executives of PSEs should get out of reticent mode in talking to media.

Dr. Ajit Pathak, GM (CC&CSR) IOC and President PRSI said there is no dearth of talent as for as PSEs performance is concerned but there are gaps in showcasing the same. He said PSEs need to work in tandem with the media to make an impression and media will be supportive.

In his welcome address, Dr. R.K. Singhal, said media has a job. If authentic information is regularly shared, it becomes a friend. He cautioned that advertisement should never be linked with reporting. After Inaugural Session, Dr. Jethwaney spoke about Media Scene in India and how CPSEs can Leverage PR for Media mileage. She said there are about 80,000 newspapers, over 700 channels out of which 400 are news channels. While the readership of print media is going down, reach of digital media is on the rise. A new category of 'accidental opinion makers', known as bloggers have also emerged.

In the next session on Crisis Communication Dr. Ajit Pathak said PSEs need to keep in mind that the Management of positive Image is during crisis. Communication needs to be sent immediately because if time is lost, it can adversely affect the image of the organization.

In pre lunch session, Dr. S. Raghava Chari, Professior IIMC and Mr. Anand Pradhan, Associate Professor, IIMC spoke about common mistakes that could be avoided for effective TV interface. Mr. Anand Pradhan said press conference is an easy way to reach out to the media and also a convincing method of attracting media attention or explaining your position or clarifying on certain issues. It should not be organized on trivial issue or just to get publicity as it is a double edged sword and may harm the organizers. Session on Mock Press Conference was held after lunch. Mr. Sanjay Gupta acting CMD and Director (Operations & Commercial), Konkan Railway Corporation Ltd addressed the press on a simulated scenario of a rail accident in which some passengers have died. In the second Mock Press Conference Mr. L.W. Khongwir, Executive Director, Bongaigaon Refinery, (IOC) and Mr. Sudhir Kumar, General Manager, Panipat refinery, (IOC), addressed the press on a simulated crisis situation of kidnapping of an executive. All other delegates acted as journalists posing questions related to the crisis situation.

Analyzing the mock press

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SCOPE Observes International Women's Day

SCOPE has a women strength of over 17 percent which is more than the general average level of women employment in public sector enterprises. On the occasion of International Women's Day on 8th March 2016, the women employees of SCOPE met for an interactive meeting under the chairmanship of Dr. U.D. Choubey, DG, SCOPE. They were given opportunity to share their views and suggest ways and means to improve the efficiency, proficiency and welfare to women employees not only in SCOPE but in all public sector enterprises. All women employees stand fully committed to the above in SCOPE.

International Women's Day Celebrations at SCOPE.

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conferences Dr. S. Raghava Chari, Mr. Anand Pradhan, and Mr. Shishir Sinha, Business Editor with ABP Business TV who were observers, gave suggestions and tips on kinesics. In the next session Role Play on One on One Interview with the media persons was conducted. The interviews were held in Separate Chamber while the participants and experts observed the interview sitting in different Hall. Dr. Gopal Dhawan, CMD, MECL, and Mr. A.K. Gupta, Director (Finance) TCIL, Mr. Piyush Tewari, Director (Commercial & Marketing), ITDC, Mr. A.K. Sawant, Gr. General Manager, NTPC(Simhadri) and Mr. S.K. Gupta, GM(F) IOC were interviewed by Mr. Shishir Sinha, of ABP Business TV, Mr. Rajeev Ranjan Jha of Zee Business TV and Mr. Ashutosh Kumar of Bloomberg TV. The session on one-on-one Interview gave insight into the preparations required while appearing on–camera and secrets of on-screen success. Experts observers were Dr. Raghava Chari, Mr. Anand Pradhan, Mr. Shishir Sinha, Mr. Rajeev Ranjan Jha and Mr. Ashutosh Kumar. The participants highly appreciated the programme for its contexts, delivery, faculty inputs and in providing hands-on-skill in media relations management. ■■■

PSEs Ink **MoU**

KIOCL Sign MoU with Govt. of Karnataka

KIOCL signed a Memorandum of Understanding (MoU) with the Government of Karnataka for setting up Iron Ore Beneficiation Plant of capacity 4 mtpa and Pelletzation Plant of capacity 2 mtpa in Bellary District, Karnataka State in view of the proposed Mining asset being considered by GoK.

Mr. Gaurav Gupta, Commissioner (Industrial Development), Govt. of Karnataka and Mr. Malay Chatterjee, CMD, KIOCL, exchanging MoU Documents.

The MoU was signed by Mr. Gaurav Gupta, Commissioner (Industrial Development), Govt. of Karnataka and Mr. Malay Chatterjee, CMD, KIOCL, in the presence of the Mr. RV Deshpande, Minister for Large , Medium Industries & Tourism, Government of Karnataka recently during "Invest Karnataka- 2016" at Bengaluru.

NLC Signs MoU with Australian Firm for Feasibility Study

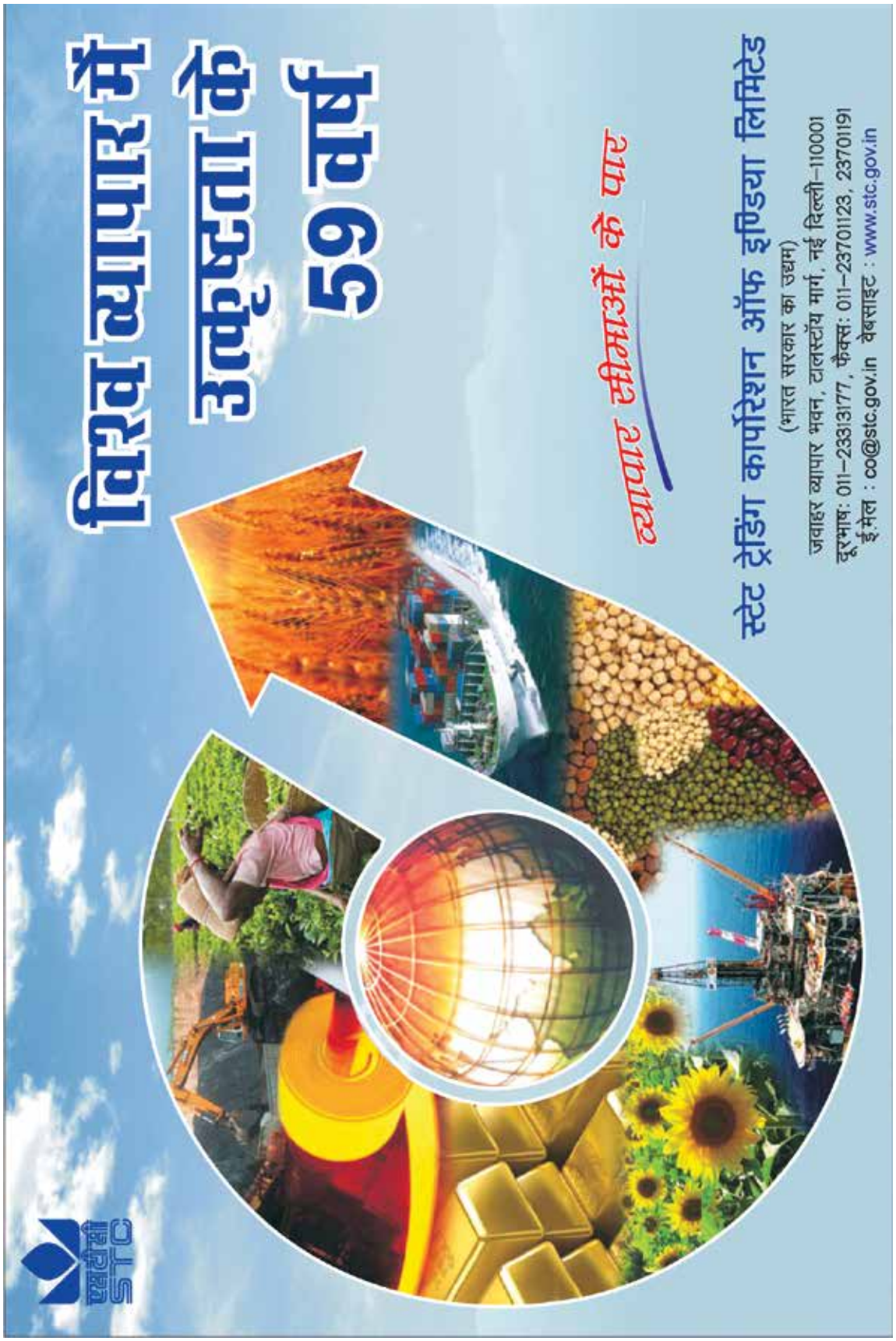
NLC, NMDC and Environmental Clean Technology Ltd., (ECT), Australia jointly conducted a "Feasibility Study on setting up a Small Pilot Scale R&D Integrated Plant" at Neyveli for Coldry-Matmor process to get a value added product using lignite and iron ore. In a function held at Neyveli House, Neyveli the MoU between NLC and ECT was signed recently by Mr. Ashley Moore, MD, ECT and Mr. P.Selva Kumar, Director (Planning & Projects), NLC in the presence of Mr. Sarat Kumar Acharya, CMD, NLC and Mr. Glenn Fozard, CMD, ECT. Mr. Rakesh Kumar and Mr. V.Thangapandian, Directors of NLC, Mr. Sean Kelly, Australian Counsel for Southern India, Mr. B.Manivannan, GM/CARD, NLC, Mr. P.Veerabalu, DGM/CARD, NLC and senior officials participated.

Mr. Ashley Moore, MD, M/s.ECT, Australia (Fourth from left) and Mr. P.Selvakumar, Director (Planning & Projects), NLC Ltd., after signing the MoU for conducting a Feasibility Study for using Lignite in the iron ore purification process.

NSIC Enters Into MoU Arrangement with South Indian Bank for Facilitation of Credit to MSMEs

The National Small Industries Corporation (NSIC) has signed an MoU with South Indian Bank (SIB) recently at the head office of South Indian Bank at Thrissur, Kerala. With this MoU, South Indian

Mr. Ravindra Nath, CMD(NSIC) and Mr. V.G Mathew, CMD (SIB) exchanging MoU Documents.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व्यापार सीमाओं के पार
स्टेट ट्रेडिंग कार्पोरेशन ऑफ इण्डिया लिमिटेड
(भारत सरकार का उद्यम)
जवाहर व्यापार भवन, टालस्टॉय मार्ग, नई दिल्ली–110001
दूरभाष: 011–23313177, फैक्स: 011–23701123, 23701191
ई.मेल : co@stc.gov.in वेबसाइट : www.stc.gov.in
एसटीसी
STC

Bank becomes the 33rd bank to come under NSIC's unique umbrella of tie up arrangements with banks to facilitate credit to MSMEs.

The MoU was signed in the presence of Mr. Ravindra Nath ,CMD(NSIC) and Mr. V.G Mathew, CMD(SIB).

RINL Inks MoU with Andhra Pradesh Govt.

RINL, the corporate entity of Visakhapatnam Steel Plant inked an MoU with Government of Andhra Pradesh during the "22nd CII Partnership Summit & 1st Sunrise AP Investment Meet" held in Visakhapatnam recently.

The GoAP and RINL agreed on the importance of infrastructure and industrial development in Andhra Pradesh and welcomed mutual cooperation for facilitating investments in Andhra Pradesh.

Mr. P. C. Mohapatra, Director (Projects), RINL and Mr. Kartikeya Misra, IAS, Director of Industries, Government of Andhra Pradesh exchanged the MoU copies for establishing the following projects. The MoU envisages investment of around Rs. 38,500 crores to take up various projects at Visakhapatnam with an employment opportunity to around 3000 people.

Indian Oil Corporation, Oil India and Rosneft sign MoU

Indian oil majors, Indian Oil Corporation Limited (IndianOil) and Oil India Limited (OIL), signed a Memorandum of Understanding (MoU) with the Russian oil & gas major Rosneft in Moscow recently for cooperation in geologic survey, exploration and production of hydrocarbons in select onshore assets in the Russian Federation.

IndianOil signs MoU with Govt. of Andhra Pradesh in Partnership Summit 2016

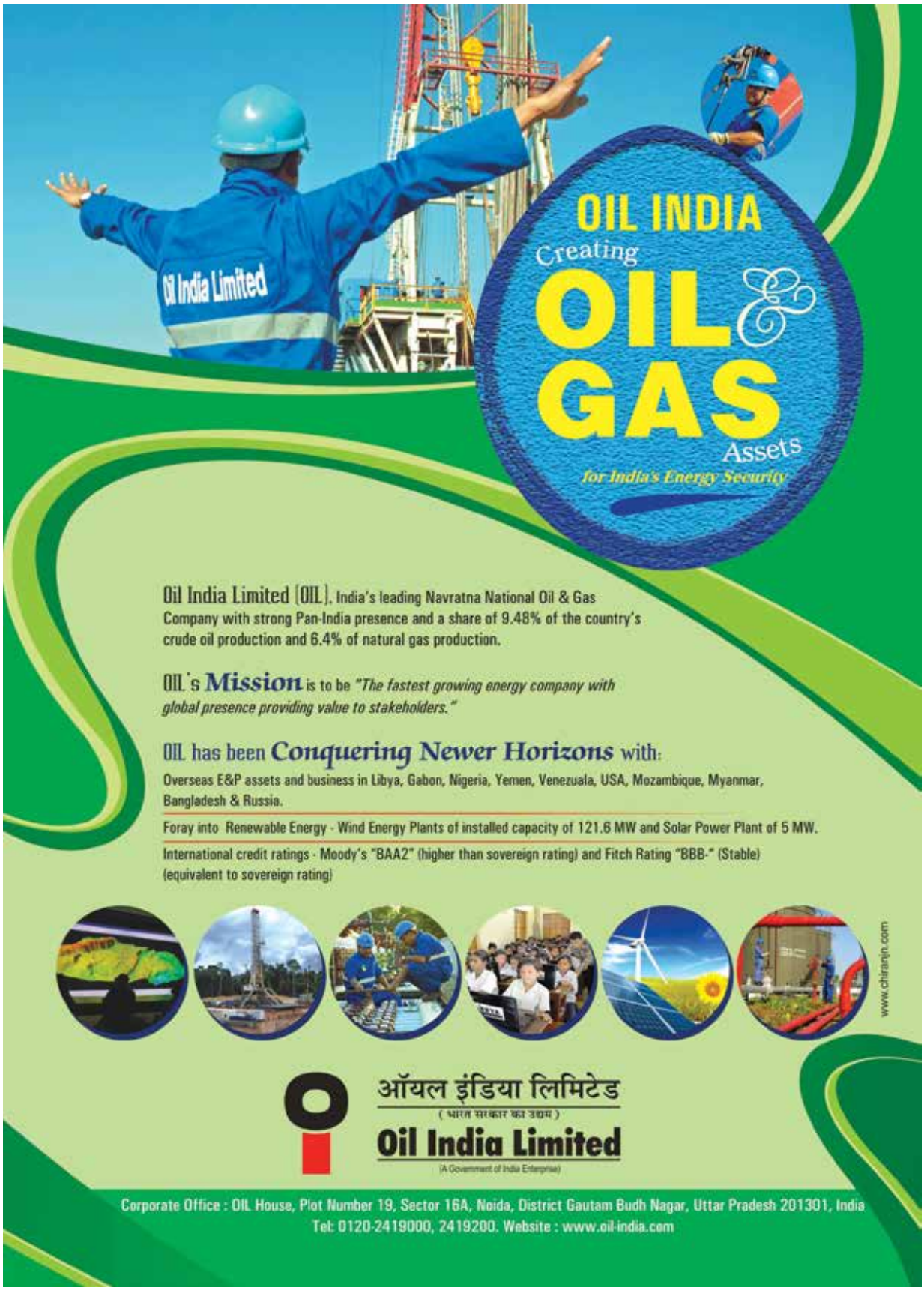
Mr. U. P. Singh, GM, TAPSO, exchanging the signed documents in the presence of Mr. Chandra Babu Naidu, Chief Minister of AP and other officials.

Mr. U. P. Singh, GM, TAPSO, signed an MoU with Government of Andhra Pradesh at Partnership Summit 2016 at Visakhapatnam for envisaged infrastructure projects, approximately worth of Rs. 3545 crores to be established in the next five years. The MoUs were signed in the presence of Mr. Chandra Babu Naidu, Chief Minister, Andhra Pradesh.

The MoU proposes for single window clearance within 21 days including land allotment and all other statutory approvals from Government of AP. It would enable IndianOil to execute project plans as per the target dates.

Commissioning of Online Blending Machine at HPCL

HPCL recently commissioned Automated Online Blending Facility of Bio-Diesel for Indian Railways (WR) at Railway Consumer Depot at Vatva, on the outskirts of Ahmedabad. The facility was inaugurated by General Manager, Western Railways, Mr. G. C. Agarwal in the presence of DGM – I&C, HPCL, Mr. Shuvendu Gupta and senior officials of Railways and HPCL


Oil India Limited
OIL INDIA
Creating
OIL & GAS
Assets
for India's Energy Security
Oil India Limited (OIL), India's leading Navratna National Oil & Gas Company with strong Pan-India presence and a share of 9.48% of the country's crude oil production and 6.4% of natural gas production.
OIL's Mission is to be "The fastest growing energy company with global presence providing value to stakeholders."
OIL has been Conquering Newer Horizons with:
Overseas E&P assets and business in Libya, Gabon, Nigeria, Yemen, Venezuala, USA, Mozambique, Myanmar, Bangladesh & Russia.
Foray into Renewable Energy - Wind Energy Plants of installed capacity of 121.6 MW and Solar Power Plant of 5 MW.
International credit ratings - Moody's "BAA2" (higher than sovereign rating) and Fitch Rating "BBB-" (Stable) (equivalent to sovereign rating)
www.chiranjn.com
ऑयल इंडिया लिमिटेड
(भारत सरकार का उद्यम)
Oil India Limited
(A Government of India Enterprise)
Corporate Office : OIL House, Plot Number 19, Sector 16A, Noida, District Gautam Budh Nagar, Uttar Pradesh 201301, India
Tel: 0120-2419000, 2419200. Website : www.oil-india.com

PSEs Declare **Q3 Results**

GAIL Q3 PAT up by 51 percent Vs Q2, Turnover (net of Excise) at Rs. 13,380 Cr.

GAIL (India) Limited registered 51 percent increase in Profit after Tax (PAT) of Rs 664 crore in the third quarter as against Rs 441 crore in the second quarter of the current financial year. Turnover (net of Excise Duty) of Rs 13,380 crore in the third quarter decreased by 5 percent as against Rs 14,088 crore over the second quarter of the current financial year. The Profit before Tax increased by 40 percent to Rs 922 crore in the third quarter as against Rs 660 crore in the second quarter of the current financial year. Revenues from LPG and Liquid Hydrocarbons business increased by 11 percent in third quarter to Rs 827 crore as against Rs 748 crore in the second quarter of the current financial year. The net sales from Petrochemicals business during the third quarter decreased by 9 percent to Rs 729 crore as against Rs 798 crore in the second quarter of the current financial year. The sales from Natural Gas Marketing during the third quarter decreased by 4 percent to Rs 11,686 crore as against Rs 12,218 crore in the second quarter of the current financial year. Natural Gas Transmission revenue decreased by 8 percent in third quarter to Rs 979 crore as against Rs 1,060 crore in the second quarter of the current financial year. LPG transmission revenue during the third quarter increased by 1 percent to Rs 113 crore as against Rs 112 crore in the second quarter of the current financial year.

MRPL Posts A Turnaround Performance

The Board of Directors of Mangalore Refinery and Petrochemicals Limited, a subsidiary Company of ONGC and a Category I Mini Ratna, recently approved its un-audited results for the third quarter of 2015-16. MRPL, posted a gross revenue of Rs. 11 193 Crore for the 3 months period October to December 2015 which is down by 29% as compared to Rs. 15,833 Crore in the corresponding quarter of FY 2014-15. The reduction in Gross Revenue is mainly due to steep reduction in crude and product prices by around 33 % in the reporting quarter compared to previous quarter prices. The core operating margin was 8.40 $/bbl for Q3 FY 2015-16 as compared to 6.74 $/bbl in Q3 FY 2014-15. The improvement in GRM is on account of products like Pet Coke and Polypropylene generated out of the new Phase III secondary units despite marginally lower throughput of 0.04 MMT during the current quarter on account of planned shutdown during the starting of third quarter.

	Highlights	Q3 FY 2015-16	Q3 FY 2014-15
•	Throughput (MMT)	3.82	3.86
•	Gross Revenue (Rs. in Crore)	11,193	15,833
•	Operating GRM (Rs. in Crore)	1,566	1,209
•	EBIDTA(Rs. in Crore)	610	(-) 1,623
•	PAT (Rs. in Crore)	298	(-) 1,894

The Company achieved a throughput of 3.82 MMT for the Q3 FY 2015-16 as against 3.86 MMT in Q3 FY 2014-15. The marginal decrease is on account of planned shutdown. MRPL achieved a turnover of Rs. 11,193 Crore (Exports Rs. 2,529 Crore) for the Q3 FY 2015-16 as against Rs. 15,833 Crore (Exports Rs. 6,305 Crore) during the corresponding quarter of FY 2014-15 (decrease of 29% and export by 60%). The decrease in sales is mainly on account of decline in product prices which in turn is linked to the declining crude prices and also on account of more domestic off take in case of export sales. MRPL posted for Q3 FY 2015-16 a net profit after tax adjustments of Rs. 298 Crore (after considering Rs. 160 Crore as Depreciation, Rs. 152 Crore as Interest Cost, Net Foreign Exchange loss of Rs. 163 Crore). The loss for the corresponding quarter of FY 2014-15 was Rs. 1,894 Crore (after considering Rs. 143 Crore as Depreciation, Rs. 128 Crore as Interest Cost and Foreign Exchange loss of Rs. 343 Crore).

The Company has achieved a throughput of 11.17 MMT for nine months period ended 31st December, 2015 as against 10.53 MMT during corresponding period of last year. MRPL has achieved a turnover of Rs. 37,387 Crore (Exports Rs. 9,241 Crore) for the nine months period ended 31st December, 2015 as against Rs. 49,256 Crore (Exports Rs. 18,130 Crore) during the corresponding nine months period of 2014-15 (decrease of 24 percent and Export by 49 percent). The decrease in sales is mainly on account of decline in product prices which in turn is linked to the declining crude prices and also on account of more domestic off take in case of export sales MRPL has posted loss after tax of Rs. 205 Crore (after considering Rs. 468 Crore as Depreciation, Rs. 432 Crore as Interest Cost, Net Foreign Exchange loss of Rs. 1,176 Crore). The loss after tax for the corresponding nine months of 2014-15 was Rs. 2,882 Crore (after considering Rs. 350 Crore as Depreciation, Rs. 293 Crore as Interest Cost and Foreign Exchange loss of Rs. 852 Crore).

NALCO's 3rd Quarter Net Profit Rs. 133 crore

National Aluminium Company Limited (NALCO) has declared its financial results for the 3rd quarter ended December 2015. According to the reviewed financial results for the 3rd quarter of the financial year 2015-16 taken on record by the Board in the meeting held at Bhubaneswar recently. NALCO has achieved net profit of Rs.133 cr., as against Rs. 226 cr. in the preceding quarter and Rs. 354 cr. in the corresponding quarter of previous fiscal. The net sales turnover in the 3rd Quarter was Rs.1616 cr. Even though the average LME up to Q3 in 2015-16 has come down by 300 US dollars per tonne of metal approximately, i.e. about 17 percent lower realization, the dip in turnover has been limited at the level of 11 percent due to company's focus on production and productivity. Given the slump, it is heartening to note that NALCO has registered profits, in all the three quarters of the present fiscal, despite entire global aluminium industry reeling under severe market slowdown and many companies reporting loss. The net profit for the 9 months ended December 2015 work out to Rs.523 cr., against the corresponding figure of Rs. 967 cr. for the previous fiscal. The net sales for the 9 months of the fiscal is Rs.4866 cr. as compared to Rs. 5483 cr. in the corresponding period of the last financial year.

NALCO has achieved growth in production in all fronts. During the first nine months of the current fiscal, NALCO achieved production of 45.74 lakh tonnes of bauxite, as compared to 43.04 lakh tonnes achieved during the comparable period of the previous fiscal. The company produced 14.37 lakh tonnes of alumina hydrate, against 14.24 lakh tonnes achieved in the corresponding period of the previous financial year. Metal production was 2.76 lakh tonnes, against 2.44 lakh tonnes registered during the comparable nine months of the previous fiscal. The net power generated during the period was 4351 million units, 3858 million units achieved in the corresponding period of the previous year. NALCO is also fast emerging as a green power producer. The company has generated 134 million units of wind power during the first 9 months of this fiscal.

NLC Posts Rs.758 crs. Net Profit

NLC posts Rs.758 Crs. Net profit up to Third Quarter in 2015-16 as compared to Rs.903 Crs. for the corresponding period of previous year 2014-15. This reduction by about 16 percent is mainly due to reduction of Net Profit of Q3 alone which stands at Rs.47.61 Crs. as compared to Rs.309 Crs. of Third Quarter in previous year 2014-15. Reduction of profit in Q3 attributable to heavy loss of Lignite production and Power Generation estimated around Rs. 450 Crs. due to the unprecedented rain & heavy floods in the month of November & December 2015 for about 35 days which submerged NLC Mines and choked the Power Generation in its Power plants at Neyveli complex. Besides during the Third Quarter an additional impact due to VRS, Wage Revision arrear to the Workmen and additional statutory payment on Clean Energy cess amounting to Rs. 115 Crs. was borne by the company. However with all these, notwithstanding the loss caused due to the reasons beyond the control of the company, NLC managed to stay afloat with the profit of Rs.47.61 Crs. which otherwise would have been substantially more. However on cumulative basis for 9 months period April to December 2015, the net decline is only 16 percent which amounts to Rs. 145 Crs. for which recovery plan are in force to catch up by end of FY 2015-16.

PFC Q3 Net Interest Income up 13 percent

Consistent with higher volume of operations, PFC's 'Net Interest Income' increased by 13 percent to Rs.2,870 crores from Rs.2,545 crores while the Total Income registered an increase of 10 percent. Disbursements during this period (Q3 FY 16 vs. Q3 FY 15) increased by 5 percent and Net Profit increased by 3 percent to Rs.1,582 crores from Rs.1,542 crores. Total Interim Dividend increased to a whopping 133 percent and the Loan Assets are up by 13 percent. Some of the major projects sanctioned during the quarter includes; 1856 MW Sawalkote HEP of J&K State Power Development Corporation Ltd (Rs.12,812 crores), 2x660 MW Ennore SEZ Supercritical Thermal Power Project of Tamilnadu Generation & Distribution Corporation Ltd. (Rs.7,669 crores), Manuguru Thermal Power Station of Telengana Power Generation Corporation Ltd (Rs. 5,832 crores) and Term Loan for 800 MW Yadadri TPP of Telengana Power Genco (Rs.4,009 crores).

SCI's Registers a Quarterly Profit of Rs. 59.66 crores

The Shipping Corporation of India (SCI) declared its unaudited financial results for the quarter ended 31st December 2015 posting a net profit of Rs. 59.66 crores as against a net profit of Rs. 31.35 crores during the quarter ended 31st December 2014. With this, SCI has registered a net profit of Rs. 384.41 crores for the nine month period ended 31st December 2015 as against a net profit of Rs. 99.44 crores reported during the same period last year.

PSEs Pay handsome Dividend to the Government

NMDC Declares Highest Ever 1st Interim Dividend of 950% (2015-16)

The NMDC Board at its meeting recently has recommended highest ever 1st interim dividend of 950% for the year 2015-16 amounting to Rs 3,766 Cr. The Company's production of iron ore during the 3rd quarter is 7.36 million tonnes (MT) registering a fall of 9% over the corresponding period last year (CPLY) while sales of iron ore was 7.22 MT which is about 4% more than that of the CPLY. NMDC has posted a turnover of Rs.1,517 Cr, representing a fall of 49% in turnover of CPLY. NMDC has recorded profit before tax (PBT) of Rs 1,011 Cr and profit after tax (PAT) of Rs. 655 Cr in the 3rd quarter of 2015-16 which is down by around 58% & 59% respectively over CPLY. The Company's production of iron ore for 9 months for the year 2015-16 is 19.79 MT registering a fall of 12% over CPLY while sales of iron ore was 20.33 MT which is 11% down than that of the CPLY. NMDC's turnover up to 9 months for the year 2015-16 is Rs.4,926 Cr, PBT of Rs.3,825 Cr and PAT of Rs. 2,475 Cr representing a fall of 48% in turnover, 50% in PBT and 51% in PAT over the CPLY respectively. The Turnover, PBT and PAT witnessed a sharp fall during the period mainly due to fall in the selling price of Iron Ore.

Oil India Limited (OIL) pay Interim Dividend FY2015-16

Mr. U. P. Singh, Additional Secretary (E), MoPNG and CMD Oil India Limited (OIL) presenting the Interim Dividend cheque of Rs 325.30 Crore to Mr. Dharmendra Pradhan, Minister of State (I/C) for Petroleum & Natural Gas

The Board of Directors of Oil India Limited (OIL) declared Interim Dividend at 80 percent for the financial year 2015-16 recently. The Dividend Cheque of Rs 325.30 Crore was presented by Mr. U.P.Singh, Additional Secretary (E), MoPNG and CMD, Oil India Limited (OIL)to Mr. Dharmendra Pradhan, Minister of State (I/C) for Petroleum & Natural Gas, recently in New Delhi, in the presence of Mr. K.D. Tripathi, Secretary, MoPNG, Mr. Sunjay Sudhir, Joint Secretary (IC), MoPNG, along with the functional Directors and senior officials of OIL.

NLC Pays Interim Dividend Rs. 226.49 Crore to Govt. of India

Neyveli Lignite Corporation Ltd., paid an Interim Dividend of 15 percent i.e Rs.1.50 per share of Rs.10 each, for the financial year 2015-16 to the Central Government. The total outgo to the company on its paid up capital of Rs.1677.71 Crore is Rs.251.66 Crore. Government of India, which holds 90 percent of the company's shares, gets Rs.226.49 Crore.

Mr. Sarat Kumar Acharya, CMD, NLC Ltd., handed over the Interim Dividend cheque for Rs.226.49 Crore to Mr. Piyush Goyal, Union Minister of State with

Mr. Sarath Kumar Acharya, CMD-NLC, handing over the cheque for Rs. 226.49 Crore to Mr. Piyush Goyal, Union Minister for State (Coal, Power, New& Renewable Energy), as Interim Dividend (FY 2015-16) towards Government of India's Share. Mr. Anil Swarup, Secretary,Minstry of Coal and Mr. Rakesh Kumar, Director (Finance),NLC are also present during the occasion held in New Delhi recently.

Independent Charge for Power, Coal and New & Renewable Energy in the presence of Mr. Anil Swarup, Secretary, Ministry of Coal, Mr. Rakesh Kumar, Director (Finance), NLC, in New Delhi recently.

Payment of Interim Dividend by AAI for the year 2015-16

Airports Authority of India (AAI) is a consistently profit making Public Sector Undertaking and paying Dividend to the Government of India. AAI achieved a record turnover of Rs. 9285 crores, Profit before Tax (PBT) of Rs. 2791 crores and Rs. 1959 crores as Profit After Tax (PAT) during the year 2014-15. AAI paid a Dividend of Rs. 391.85 crores for FY 2014-15 to the Government of India.

AAI presented a cheque amounting to Rs. 279 crores

Mr. R. K. Srivastava, Chairman, Airports Authority of India presenting cheque of Rs. 279 crores as Interim Dividend for the year 2015-16 to Mr. P. Ashok Gajapathi Raju, Union Minister of Civil Aviation in the presence of AAI Board Members.

as Interim Dividend for the FY 2015-16 during a function held in New Delhi recently. With the payment of this Interim Dividend, AAI have paid a total amount of Rs. 813.85 crores during the current FY (2015-16) as dividend.

NSPCL Pays Dividend

NTPC-SAIL Power Company Pvt Ltd (NSPCL) paid an interim dividend of Rs. 100.00 crores for the year 2015-16, which works out to 10.20 percent of paid up equity capital. Mr Manash Sarkar, CEO, NSPCL along with Mr. S V Shahi, CFO, NSPCL presented dividend cheque of Rs. 50.00 crore to Mr. Gurdeep Singh ,CMD, NTPC , during the cheque presentation from NTPC Mr. A. K. Jha Dir (T), Mr. S. C. Pandey Dir (Proj), Mr. U.P.Pani, Dir (HR), Mr K.Biswal Dir (F) & Mr. K. K. Sharma, Dir (O) & Chairman NSPCL were present.

Mr Manash Sarkar, CEO, NSPCL along with Mr. S V Shahi, CFO, NSPCL presenting dividend cheque of to Mr. Gurdeep Singh ,CMD, NTPC.

During financial year 2014-15, the company paid total dividend of Rs. 100.00 crores which included interim dividend of Rs.80 crore and Final dividend of Rs.20 crore which also works out to 10.20% of paid up equity capital share capital. The Dividend and Dividend distribution tax amounts to 52.80% of Profit After Tax of Company achieved during financial year 2014-15.

Payment of Dividend by PHL for the Year 2014-15

Dr. B. P. Sharma, CMD, PHL presenting Dividend Cheque to Minister of Civil Aviation, Mr. Ashok Gajapathi Raju Pusapathi.

Pawan Hans has declared a dividend of Rs. 7.76 cr. for the financial year 2014-15. A Cheque of dividend of Rs.3,95,84,735/- for the financial year 2014-15 was presented to the Minister of Civil Aviation Mr. Ashok Gajapathi Raju Pusapathi by Dr. B.P. Sharma, CMD-Pawan Hans in the presence of Minister of State for Civil Aviation Dr. Mahesh Sharma, Mr. R.N. Choubey, Secretary, Civil Aviation and other senior officials of Ministry and Pawan Hans. Pawan Hans has also paid a cheque of Rs. 3, 80, 15,265 to ONGC as being 49 percent shareholder of PHL.

Awards & Accolades

RCF Bags H.N.Thadani Award

Mr. R. G. Rajan, CMD, Rashtriya Chemicals & Fertilizers ltd. felicitated Mr. H.C.L. Das, Executive Director (Operations) RCF, Trombay and his team for achieving "H.N.Thadani Award -2014" for Innovative Industrial Engineering Practices by Indian Institution of Industrial Engineering for RCF Trombay unit.

Mr. R. G. Rajan, CMD, RCF Ltd. fecilitating Mr. H.C.L. Das, Executive Director (Operations) RCF, Trombay and his team.

This award was handed over to Mr. H.C.L. Das by of Dr. Chandrabhanu Satpati, IPS (Rtd.) and Commander B.M. Bhadarkar, Chairman, Indian Institution of Industrial Engineering in 57th National Convention and 3rd International Conference on Industrial Engineering at S.V. National Institute of Technology, Surat.

RCF Women Employees bag Best Enterprise Award for RCF

Rashtriya Chemicals and Fertilizers Ltd has been awarded the First Prize for the "Best Enterprise Award" at the 26th Western Regional Meet of Forum of Women in Public Sector (WIPS) held at Bilaspur. Mr. R. G. Rajan, CMD, Mr. C. M. T Britto, Director (Technical), Mr. Suresh Warior- Director (Finance) appreciated RCF WIPS Cell for the path breaking initiatives in the arena of Women Empowerment under the guidance of Mr. P. G. Deshpande, Executive Director (HR).

Mr. R. G. Rajan, CMD, RCF Ltd. with the winning team of RCF WIPS Cell.

MD, REIL conferred with CEO with HR orientation Award for "Global HR Excellence"

Mr. A.K. Jain, MD, REIL receiving the award.

Mr. A. K. Jain, Managing Director, Rajasthan Electronics & Instruments Limited (REIL), Jaipur was conferred with "CEO with HR orientation Award for Global HR Excellence" at Mumbai, during the 24th World HRD Congress. REIL has been working for sustained growth, through manpower skill up gradation, talent management & recruiting and staffing Best in Class, Training, and Coaching, Measuring the impact of HRM for performance and Bottom-line Improvement, HR Technology, Building a sustainable leadership pipeline in organization and fulfilling its corporate social responsibilities.

On this occasion Mr. Jain iterated that REIL has its network across the country and employees posted there have been geared up to give best of their capabilities in the progress & success of the company.

WAPCOS presented CSR Leadership Award

ABP News presented CSR Leadership Award under "Best Corporate Social Responsibility Practices" category to WAPCOS. The Company views CSR and Sustainability as a way of conducting business which enables creation and distribution of wealth for the betterment of its stakeholders through the implementation and integration of ethical systems and sustainable management practices. WAPCOS has undertaken CSR and Sustainability initiatives in the diverse fields in different States of India for environmental sustainability and socio-economic development of underprivileged.

HAL Bestowed with Raksha Mantri's Awards

Mr Manohar Parrikar presenting the 'Raksha Mantri's Awards for Excellence in Performance, Innovation and Indigenisation' to Mr T. Suvarna Raju, CMD, HAL.

Hindustan Aeronautics Ltd. (HAL) was conferred with 'Raksha Mantri's Awards for Excellence in Performance, Innovation and Indigenisation'. The awards were presented by the Defence Minister, Mr. Manohar Parrikar, at a function in New Delhi recently.

Airports Authority of India Wins the TTJ Jury Choice Award

Airports Authority of India has been awarded by the TTJ Jury Choice awards for "Innovative Edge in Enhancing Consumer Experience" in the Airport Category recently.

Mr. R. K.Srivastava, IAS, Chairman, AAI being presented the award, conferred upon Airports Authority of India for Innovative Edge in Enhancing Consumer Experience in the Airport Category. Seen in the picture are Mr. S.Raheja, Member (Planning), AAI (R), Mr. M.LSharma, Executive Director (CP&MS), AAI (L) and Mr. G.S.Bawa, General Manager (PR).

NBCC Conferred R&M Property Awards 2015-16

Mr. Yogesh J P Sharma, CGM (Engg.), NBCC, receiving the award from Gen.V.K. Singh, Union Minister of State for External Affairs, Overseas Indian Affairs and Statistics & Programme Implementation.

National Buildings Construction Corporation Limited (NBCC), was conferred "R&M Property Awards 2015-16" in two categories namely (i) Excellence in CSR Initiatives and (ii) Trusted Developer of The Year by Realty & More Magazine in its first R&M Property Awards function held in New Delhi recently. The award was given by Gen.V.K. Singh, Union Minister of State for External Affairs, Overseas Indian Affairs and Statistics & Programme Implementation. Mr. Yogesh J P Sharma, CGM (Engg.), NBCC, received the Awards on behalf of the Company.

NBCC CMD Conferred Housing Innovation Excellence Award-2015

Mr. Rajendra Chaudhari, Director (Commercial), NBCC, receiving the award on behalf of CMD, NBCC.

Dr. Anoop Kumar Mittal, CMD, NBCC, was conferred "The Housing Innovation Excellence Award-2015" for his outstanding performance in the field of construction & development of residential & commercial properties. The Award was conferred by Institute of Economic Studies (IES) in New Delhi recently. Mr. Rajendra Chaudhari, Director (Commercial), NBCC, received the Award on behalf of CMD, NBCC.

NALCO bags CAPEXIL's Highest Export Award

Mr. R.N. Lenka, Executive Director (Marketing), receiving the award from Mr. Kalraj Mishra, Union Minister of MSME.

National Aluminium Company Limited (NALCO) bagged the Highest Export Award of Chemical & Allied Products Export Promotion Council (CAPEXIL), sponsored by Ministry of Commerce & Industry, for its outstanding export performance in Processed Mineral Category for the year 2012-13. On behalf of the company, Mr. R.N. Lenka, Executive Director (Marketing), received the award from Mr. Kalraj Mishra, Union Minister of Micro, Small and Medium Enterprises, in New Delhi recently. Crediting NALCO as one of the leading foreign exchange earning CPSEs of the country, Mr. Tapan Kumar Chand, CMD of the company congratulated NALCO collective for the sustained efforts put in since 1988, when the company received the first export award from CAPEXIL. It may be mentioned that during the fiscal 2012-13, NALCO exported 9,44,117 MT alumina and 1,44,161 MT aluminium to more than 20 countries earning a forex of Rs. 3410 crore.

BEML Receives Raksha Mantri Award

Mr. P Dwarakanath CMD, BEML receiving the Excellence Award from Mr. Manohar Parrikar, Defence Minister.

Mr. P Dwarakanath CMD, BEML received the Excellence Award from Mr. Manohar Parrikar, Defence Minister. Mr. A K Gupta, Secretary Defence Production, Mr. C N Durgesh, Director(Mining & Construction) BEML were also present on the occasion.

BDL Receives Raksha Mantri's Award for Excellence

Union Minister for Defence Mr. Manohar Parrikar presenting the Raksha Mantri's Award for Excellence: 2012 - 13 for Indigenisation to Mr. V. Gurudatta Prasad, Director (Production), BDL in New Delhi recently

Bharat Dynamics Limited (BDL) received the Raksha Mantri's Award for Excellence : 2012 - 13 for Indigenisation. The Award was presented to BDL in recognition of its extraordinary initiative, determination and meritorious work for indigenous development and saving in foreign exchange by Indigenisation of Special Tools, Test Equipments and Fixtures for Milan – 2T Missile warhead. The Award was received by Mr. V. Gurudatta Prasad, Director (Production), BDL from the Union Minister for Defence Mr. Manohar Parrikar in New Delhi recently.

CRWC Receives Udyog Rattan Award

Senior Officers of CRWC receiving the award.

Senior Officers of CRWC received " Udyog Rattan Award" conferred by Institute of Economic Studies on behalf of , Mr. K .U.Thankachen , MD, CRWC Ltd from Dr. Bhishm Narayan Singh, Former Governor of Tamil Nadu and Mr. B. P. Singh, former Governor of Sikkim.

CMD IREDA Felicitated

In recognition of its leading initiatives in the Renewable Energy sector, Indian Renewable Energy Development Agency Limited (IREDA) was felicitated for remarkable contribution in Power Sectorby Mr. Piyush Goyal, Minister of State for Coal, Power and New and Renewable Energy at a glittering function "Celebrating Excellence in Power Sector" in New Delhi recently at the 3rd Annual Economic Times Power Focus Summit 2016.

CMD, IREDA receiving the award.

MD, MRPL Conferred with Shrada - Top Rankers Award

Mr. H.Kumar, Managing Director MRPL receiving the award.

Mr. H. Kumar, Managing Director MRPL was conferred with the "Shrada- Top Rankers award (Iconic Turn Around)" at the 17th National Management Summit on "Global Corporate battle – Raising the Performance Bar", at New Delhi recently.

Director (Finance), NLC wins Outstanding CFO Award

Mr. Rakesh Kumar, Director (Finance) NLC receiving the award.

Mr. Rakesh Kumar, Director (Finance) Neyveli Lignite Corporation was conferred with Outstanding CFO Award and the award was given by LT. Gen. Krishna Mohan Seth, (Retd) who was the governor of Chhattisgarh, Madhya Pradesh and Tripura gave the award. This award was given at the 17th Management Summit held in New Delhi recently.

PSEs Celebrate **Republic Day**

RCF Celebrates Republic Day

Mr. R. G. Rajan, CMD, Rashtriya Chemicals & Fertilizers Ltd., unfurled Indian Tricolour on the occasion of 67th Republic Day.

Mr. R. G. Rajan, CMD, RCF ltd. unfurling the flag.

Republic Day was celebrated with full colour and gaiety at RCF Sports Complex in presence of all Directors Executive Directors, Senior Officials, RCF's Employees and their families.

Mr. R. G. Rajan addressed the gathering informing company's achievements also briefed about future plans and distributed various awards & prizes.

Republic Day Celebrated in WCL

Western Coalfields Limited celebrated Republic Day 2016. Mr. Rajiv Ranjan Mishra, CMD, WCL unfurled the National Flag and inspected the ceremonial parade by WCL Security Guards.

Mr. Rajiv Ranjan Mishra, CMD, WCL addressing during Republic Day Celebrations.

Addressing members of Team WCL Mr. Mishra said, to meet out country's growing energy needs, Ministry of Coal has given responsibility to Coal India Limited to produce 1 billion tons coal in fiscal by 2019-20. WCL family is certainly committed to fulfil this responsibility.

Oil India Limited celebrates India's 67th Republic Day in grandeur

Oil India Limited (OIL) celebrated the 67th Republic Day of India in grandeur at its Corporate Office in Noida. The celebrations were led by Mr. U. P. Singh, Additional Secretary (E), MoPNG and CMD, Oil India Limited, who hoisted the National Flag amidst the singing of the National Anthem by all employees and their families, including the Functional Directors and the Chief Vigilance Officer.

Mr. U.P. Singh, Additional Secretary (E), MoPNG and CMD, Oil India Limited addressing the gathering at the 67th Republic Day celebrations in Oil India Limited's Corporate Office in NOIDA.

Mr. Singh subsequently addressed the large gathering and said that 2016 is a year of new hope and congratulated OIL Indians for their efforts, while motivating them to rise and help the Company sail through these times of uncertainty in the upstream hydrocarbon sector.

BHEL celebrates 67th Republic Day with fervour

India's 67th Republic Day was celebrated with

Mr. Atul Sobti, CMD, BHEL inspecting the parade.

fervour & gaiety by BHEL at all its offices across the length and breadth of the country. Mr. Atul Sobti, CMD, BHEL unfurled the National Flag amidst the strains of the National Anthem. He addressed a large gathering of BHEL employees and their families. A march past and cultural programme were also organised on the occasion.

AAI hoisting the Flag on the occasion of Republic Day

Mr. R. K. Srivastava, IAS, Chairman, Airports

Mr. R. K. Srivastava, IAS, Chairman, AAI hoisting the Flag

Authority of India hoisted the Flag on the occasion of 67th Republic Day celebrated by AAI at its residential colony, INA. Mr. Anuj Aggarwal, Member (HR), Mr. Rakesh Kalra, RED (NR) and other residents of the Colony were present on the occasion.

Republic Day celebration in Cochin Shipyard

Republic Day Celebrations in Cochin Shipyard was held on 26 Jan 2016. The CISF contingent and the Marine Engineering Training Institute Cadets jointly held the parade.

Mr. Madhu S Nair, CMD, Cochin Shipyard during the Republic Day celebrations.

Mr. Madhu S Nair, CMD unfurled the National Flag and inspected the parade. He also gave away the "Chairman's commendation" to 13 employees of CSL for the excellence in performance and innovation. The awardees are selected by a committee of HODs who assess their performance and innovativeness, declared twice a year and given away during Independence Day and Republic day celebrations.

GRSE, Kolkata observes Republic Day

Garden Reach Shipbuilders & Engineers Ltd., Kolkata observed Republic Day 2016 in all its Units. Rear Admiral AK Verma, VSM, CMD, GRSE, reviewed the Parade and hoisted the National Flag at the Ceremony conducted in Main Works, GRSE. In his speech to the employees on the occasion, he inspired all members of the Shipyard to achieve higher productivity and ensure timely delivery of ships under construction in GRSE.

MCL celebrates Republic Day with patriotic fervor

Hoisting of the Tricolour and patriotic performances by school children marked the 67th Republic Day celebrations at energy major Mahanadi Coalfields Limited (MCL). MCL CMD, Mr Anil Kumar Jha hoisted the national flag at company headquarters and took salute of a parade by MCL Security, NCC Cadets, Scouts, Guides, students of various schools.

MDL celebrates Republic Day

Republic Day celebrations at MDL.

Mazagon Dock Shipbuilders Ltd celebrated the 67th Republic Day with great fervour on its premises. Cmde R Anand, Director (Corporate Planning & Personnel) hoisted the National Flag on the Republic Day celebrations at North Yard. He inspected the guard of honour presented by CISF, Fire & Safety and Security contingents on the occasion.

NALCO celebrates 67th Republic Day

Mr. Tapan Kumar Chand, CMD, NALCO, addressing during Republic Day celebrations.

NALCO joined the Nation in celebrating the 67th Republic Day. Mr. Tapan Kumar Chand, CMD of the company, hoisted the Tri-colour at the Corporate Office, Bhubaneswar.

NLC Plans to become 19000 Plus MW Company by 2025 – CMD, NLC

Ms. & Mr. S. K. Acharya honouring the senior most employee of NLC.

The 67th Republic Day of the Nation was celebrated at NLC with great fervour and enthusiasm. Mr. Sarat Kumar Acharya, CMD, NLC garlanded the bust of Mahatma Gandhi at the Township Administration Office premises and inaugurated the day long celebrations. Later, he hoisted the National flag at the Bharathi Stadium. He inspected the ceremonial parade and accepted the Guard of Honour presented by the Rifle, Commando and Fire Service units of Central Industrial Security Force, NLC's Security Force, Fire Services, Home Guards, NCC volunteers and students from Neyveli schools and college.

In his Republic Day address, Mr. Sarat Kumar Acharya extended his greetings to all the employees and their families. The senior most employee of NLC Mr. P. Pichaikaran, Library Attendant Spl. Gr. A of T. A. Dept along with his spouse Ms. P. Saroja were honoured by Ms. & Mr. S. K. Acharya and a tricycle was presented to Mr. Nagarajan, a differently abled person.

Mr. Rakesh Kumar, Director (Finance), Mr. Subir Das, Director (Mines) Mr. V. Thangapandian, Director (Power), Mr. P. Selvakumar, Director (Planning & Projects), Mr. Shivaraj Singh, CVO participated in the function.

Personalia

Mr. Gurdeep Singh
takes over as
CMD, NTPC

Mr. J. P. Alex
takes over as
Executive Director
(Operations), AAI

Mr. T. N. Jha
takes over as
Director (Technical)
WCL

Mr. B. R. Viswanatha
appointed as Director
(Mining & Construction),
BEML

Mr. R. H. Muralidhara
takes over as
Director (Defence
Business), BEML

Mr. T. Chockalingam
appointed as
Director (Finance),
BHEL

Mr. Ashok Pralhad Labhane
joins as
CVO, WCL

Mr. Ravinder Singh Dhillon
takes over as
Executive Director
(Projects), PFCL

Mr. Ramanarao
takes over as
Director (Finance)
HAL

Mr. K. Alagesan
takes charge as
Director (Production)
ITI Limited

Mr. L. N. Mishra
takes over as
Director (Personnel)
MCL

Mr. Raychaudhury
takes over as
Director (Commercial)
RINL

Mr. A. K. Sahoo
takes charge as
Director (Finance)
MRPL

Mr. T. K. Chand
CMD, NALCO
appointed as President
Aluminium Association
of India

Mr. Senapathy
takes charge as
GM, BEL

PSEs **CSR Initiatives**

RCF Jyoti Ladies Club Helps Cancer Patients

Ms. Kowsalya Rajan, President, Ms. Anita Ghasghase, Vice president RCF Jyoti Ladies Club donating Bed sheets, Milk and other food products .

Ms. Kowsalya Rajan, President, Ms. Anita Ghasghase, Vice president RCF Jyoti Ladies Club donated Bed sheets, Milk and other food products to an NGO, " Home for Cancer Patients" at Bhakti Bhavan, Chembur, Mumbai in presence of Ms. Neeraja Agrawal and Ms. Varsha Kaloti, Secretary, JLC, Ms. Snehal More, Ms. Shailaja Salodkar, Ms.Nilambari Gokahale and Ms. Sangeeta Pawar.

IndianOil contributes to Mudumalai Tiger Conservation Foundation

Mr. S. Senthil Kumar, GM (HR), SR, handing over the cheque to Mr. M. S. M. Anandan, Minister for Forests, Government of Tamilnadu.

As part of its CSR initiatives, IndianOil extended support towards mitigating the Man-Animal Conflict Resolution Mechanism in Mudumalai Tiger Reserve, Tamil Nadu by making a onetime contribution of Rs. 25 Lakhs to Mudumalai Tiger Conservation Foundation (MTCF).

In a meeting held at the Secretariat, Government of Tamilnadu, Mr. S. Senthil Kumar, GM (HR), SR, handed over the cheque of Rs. 25 lakhs to Mr. M. S. M. Anandan, Minister for Forests, Government of Tamilnadu, in the presence of Mr. Hans Raj Verma, IAS, Principal Secretary, Environment and Forest, Government of Tamilnadu, Mr. S. Chandra Babu, DGM (Project), Ennore LNG and Mr. K. Ramu, GM (Gas Projects), IndianOil. The amount would be utilised for preventive measures such as habitat improvement, awareness creation and equipping frontline staffs etc.

MCL extends CSR hand towards 61 more Sambalpur farmers

Mahanadi Coalfields Limited (MCL) has yet again extended a helping hand towards 61 under-privileged farmers in Sambalpur district of Odisha to enable them water their crop timely and reap a good harvest. MCL, has sponsored 61 more below poverty line (BPL) SC & ST farmers of Bamra, Jamankira and Kuchinda blocks of Sambalpur to avail Deep Borewell Secha Karyakrama Scheme of Odisha government and have own bore-well in their fields. With these 61 beneficiaries, total number of under-privileged farmers sponsored by MCL to avail government scheme has gone up to 378 in Sambalpur district.

NALCO boosts welfare measures in Angul

National Aluminium Company Limited (NALCO) has taken additional welfare measures to extend more benefits to its stakeholders in Angul Sector, where the company's Smelter and Power Plant are located. The company is going to provide free OPD facility to the project-affected people residing in 35 periphery villages in Angul, in its specialized OPD centre. The Smelter and Power Complex will issue photo medical id-cards to the villagers to facilitate this service.

Further, the company has also decided to hike the remunerations to the contractual workers of the

plants at Angul. The additional element of Rs. 24 per day and canteen subsidy of Rs. 8 per day per worker will be enhanced to Rs. 32 per day and Rs.12 per day respectively. It was announced by Mr. Narendra Singh Tomar, Union Minister of Steel and Mines on the occasion of NALCO's Foundation Day Celebrations at Angul, in presence of Mr. Jual Oram, Union Minister of Tribal Affairs and Mr. Dharmendra Pradhan, Union Minister of Petroleum & Natural Gas. Also, it has been decided to raise the lump sum amount granted by NALCO in case of death of a contractual worker due to accident from Rs. 2 lakh to Rs. 3 lakh.

NSPCL donates shawls to needy persons

Mr. Upendra Lal, GM(HR) & Ms. Prem Lata, AGM(HR), NSPCL donating shawls.

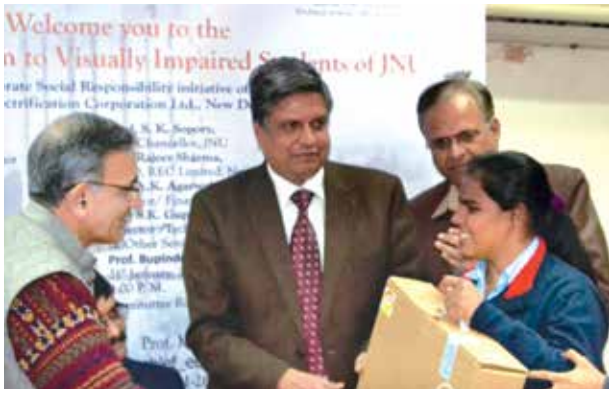
NSPCL since its inception has been working for the upliftment of weaker section of the society. Recently, in the presence of Mr. Upendra Lal, GM(HR) & Ms. Prem Lata, AGM(HR), shawls were distributed to the under privileged persons at M/s Janhit Society for Social Welfare at Indira Vikas Colony in Delhi.

Charity Initiative of NTPC Family

Ms. Nisha Jha, President, Ms. Geeta Pani, Vice President, Ms. Nalini Pandey, Ms. Minati Biswal and Ms. Naina Sharma during the charity program.

Sanyukta Mahila Samiti, Saheli Club and Bal Bhawan of NTPC have been helping the underprivileged from time to time to uplift their standard of living. More than forty households were presented Pressure Cookers by Ms. Nisha Jha, President, Ms. Geeta Pani, Vice President, Ms. Nalini Pandey, Ms. Minati Biswal and Ms. Naina Sharma during a charity program organized recently.

RECs CSR initiative and support to JNU



Mr. Sanjiv Garg, ED (F&A/CSR), REC, distributing laptops to visually impaired students

REC has sanctioned CSR assistance of Rs. 45.15 lakh to Jawaharlal Nehru University (JNU), New Delhi for 'Distribution of 50 Lap Tops with customized software for visually impaired students pursuing higher education' to provide barrier free environment for higher educationand enable them to pursue professional or technical education and get employed/ self-employed to find a dignified place for themselves in the society.

The main objective of the project is to encourage differently- abled students by providing laptops for their empowerment. Mr. Sanjiv Garg, ED (F&A/CSR), REC, distributed laptops to 50 visually impaired students in programme held at Jawaharlal Nehru University, New Delhi recently, in presence of Mr. C.P. Bhatia, GM (F&A/CSR), of REC Limited, Prof. S.K. Sopory, Vice-Chancellor, JNU and other dignitaries/ officials of REC & JNU.

Barol village in Himachal Pradesh declared smokeless

Barol village in Kangra, Himachal Pradesh was declared as the 'First Smokeless Village' in the district by Mr. Sandeep Singh, Pradhan of Barol Gram

Panchayat in the presence of Mr. Anand Kumar, IPS, CVO, Mr. P. K. Das, ED, PSO, Mr. A. K. Ganjoo, GM (Vig.), NRO, Mr. S.S. Pandita, DGM (Engg.), PSO, Mr. Jagdeep Rana, DGM (LPG), PSO, Mr. Babu Lal Meena, Mgr.(LPGS), Dharamsala along with local villagers. Mr. Kumar complimented the Gram Panchayat Pradhan and villagers for their cooperation in achieving the milestone.

NALCO celebrates

36th Foundation Day

Despite the vagaries of international market, NALCO's consistent performance – both in terms of production, productivity and profitability is commendable, said Mr. Narendra Singh Tomar, Union Minister of Steel and Mines, who graced addressing the 36th Foundation Day Celebrations of the company, both at Bhubaneswar and Angul.

Mr. Jual Oram, Union Minister of Tribal Affairs, Mr. Dharmendra Pradhan, Union Minister of Petroleum & Natural Gas, Dr. Udit Raj, MP (North-West Delhi) & National Chairman during 36th Foundation day of NALCO.

NALCO has already got Utkal D and E Coal Blocks from Centre, in the vicinity of its thermal power plant at Angul in Odisha, and the aluminium major will get Pottangi bauxite mines near its Refinery at Damanjodi, having a 70 million tonnes of reserve, soon, Mr. Tomar informed. With this, NALCO is all poised to be bracketed with the top global players. Mr. Jual Oram, Union Minister of Tribal Affairs, Mr. Dharmendra Pradhan, Union Minister of Petroleum & Natural Gas, Dr. Udit Raj, MP (North-West Delhi) & National Chairman, All India Confederation of SC/ST Organizations and Mr. Tapan Kumar Chand, CMD, NALCO were present during the celebrations at Angul. Union Ministers Mr. Jual Oram and Mr. Dharmendra Pradhan congratulated NALCO's CMD Mr. Tapan Kumar Chand and his team while appreciating the role being played by NALCO management in the overall development process and bringing economic progress in the state. They assured all support to NALCO from Centre.

BHEL commissions 600 MW Thermal Unit in Telangana

Bharat Heavy Electricals Limited (BHEL) has achieved another milestone by successfully commissioning the first 600 MW coal-based thermal power plant in the state of Telangana.

Significantly, the unit, commiss-ioned at Kakatiya Thermal Power Project (TPP) at Chelpur in Warangal District of Telangana, is the highest rating unit in the state. One coal-based unit of 500 MW rating, commissioned by BHEL in 2010, is already operational at Kakatiya TPP. BHEL-built 600 MW rating sets comprise a 4 cylinder turbine, which is designed in-house, amply demonstrating the engineering prowess of BHEL. So far, the company has contracted 21 sets of 600 MW each, out of which 14 have already been commissioned. A large number of similar sets ensure easy availability of spares and operator's familiarity.

BHEL further expands footprint in Afghanistan

Senior Officials of BHEL in Afghanistan inaugurating two 220/20kV substations.

Bharat Heavy Electricals Limited (BHEL) has commissioned two 220/20kV substations in Afghanistan. The project has been executed by BHEL on EPC basis.

The substations have been commissioned at Charikar, around 60 kms from Kabul and Doshi, around 150 kms from Kabul.

Kakatiya Thermal Power Project Dedicated to The Nation

Mr. K. Chandrashekar Rao, Chief Minister of Telangana, dedicated the 600 MW Unit at Kakatiya Thermal Power Project (KTPP) to the nation, in the presence of Mr. G. Jagadish Reddy, Hon'ble Energy Minister, Govt. of Telangana; Mr. D. Prabhakar Rao,CMD, TSGENCO; Mr. Atul Sobti, CMD, BHEL and other senior officials. This unit of 600 MW as well as the earlier 500 MW unit at KTPP have been constructed by Bharat Heavy Electricals Limited (BHEL).

President of Sudan Inaugurates Largest Thermal Power Plant in Sudan, set up by BHEL

Mr. Atul Sobti, CMD, BHEL, His Excellency Omer Hassan Ahmed El-Basheer, President of Sudan and senior officials of the Govt. of Sudan, at the inaugurating function of Kosti (UM DABAKER) Thermal Power Plant.

Bharat Heavy Electricals Limited (BHEL) built Kosti (UM DABAKER) Thermal Power Plant (4x125 MW), the largest thermal power plant of Sudan, was inaugurated by His Excellency Omer Hassan Ahmed El-Basheer, President of Sudan. Mr. Atul Sobti, CMD, BHEL and senior officials of the Govt. of Sudan, BHEL as well as the Indian Embassy in Sudan were present on the occasion.

Performance of Coal India has given it a positive image: Mr. Anil Swarup, Secretary (Coal)

Appreciating the performance of Mahanadi Coalfields Limited (MCL), Secretary (Coal), Mr. Anil Swarup, IAS, recently said the Coal India Limited has gained a positive outlook in the general mindset with the northward growth during the last one year. Mr. Swarup was chairing the review meeting at MCL, which contributes one-fourth to the total coal production of Coal India. MCL is performing very well and all efforts should be made to achieve the 2020 target of producing 250 million tonnes, the Secretary exhorted.

MCL, CMD, Mr. Anil Kumar Jha also made a Power Point presentation on mining operations.

Secretary (Coal), Mr. Anil Swarup, IAS, chairing the review meeting of MCL.

The Secretary Coal was at MCL headquarters here on the last leg of his three-day visit to Odisha. Mr Swarup also visited the Control Room and appreciated role of MCL in introduction of leveraging technologies in the industry for more transparency and better operational efficiency.

MoS (I/C), PNG, at HPCL's Make in India Stall

Minister of State (I/C) for Petroleum & Natural Gas, Mr. Dharmendra Pradhan at HPCL's stall at 'Make in India Week 2016' that was held in Mumbai. A brochure on 'Entrepreneurship Development Programme for SC/ST Youth' was handed over to the Hon'ble Minister by C&MD, HPCL, Ms. Nishi Vasudeva. Also seen in the photograph are Director – Human Resources, HPCL, Mr. Pushp Joshi; Executive Director – Human Resources, Mr. Rakesh Misri and Executive Director – Direct Sales, Mr. H. C. Mehta.

MoS (I/C), Petroleum & Natural Gas Visits Ahmedabad: Reviews ONGC Operations In Gujarat

Mr Dharmendra Pradhan, Minister of State (I/C), Petroleum & Natural Gas visited Ahmedabad Asset recently and took a detailed review of ONGC operations in Gujarat. He was accompanied by Additional Secretary MoPNG, Mr U.P. Singh, CMD ONGC, Mr Dinesh K Sarraf, Director (Exploration), Mr A. K. Dwivedi, Director (Onshore), Mr V. P. Mahavar and senior executives from Ahmedabad, Mehsana, Ankleshwar, Cambay, Vadodara, Hazira, Delhi and Dehradun.

Mr. Dharmendra Pradhan, Minister of State (I/C), Petroleum & Natural Gas reviewing ONGC operations.

Mr. Pradhan appreciated the various initiatives and emphasised on fast track induction of new technology to further increase production in the four western onshore assets in Gujarat. He outlined that there has been a decline in production in ONGC western onshore and we have to reverse the trend not only by inducting state-of-the-art technology but also by new ideas to boost exploration and production.

Jt. Secretary (Fertilizers) Visits RCF

Mr. Dharam Pal, Jt. Secretary, Deptt. of Fertilizers, Director, RCF visited Rashtriya Chemicals & Fertilizers Ltd (RCF) recently. Mr. R. G. Rajan, CMD, RCF, Mr. C M T Britto, Director (Technical), Mr. Suresh Warior, Director (Fin.) and senior executives accompanied him during the visit. He visited RCF Trombay and Thal units and understood the operational activities and functions of both plants.

Mr. Dharam Pal, Jt. Secretary, Fertilizers at RCF Ltd.

CMD RCF Inaugurates Solar power plant

Mr.. R G. Rajan, CMD,RCF inaugurated the 2 MWp ground mounted grid-connected solar power plant at its Trombay unit, recently at its Mumbai plant site in presence of Mr. C M. T. Britto, Director (Technical), Mr. Abir Banerjee, Executive Director (Trombay), Mr. P. G. Deshpande, Executive Director (HR) & CSO, Mr. Anirban Kundu, Executive Director (Planning & Project Development) and other officials.

Keeping its Mission and Vision statement in mind, RCF has forayed into harnessing renewable energy

Mr. R.G. Rajan, CMD, RCF, inaugurating 2 MWp ground mounted grid-connected solar power plant at its Trombay unit.

to meet its energy requirement thereby reducing its carbon footprint increasing its emphasis on sustainable development.

Solar power generated from the plant is directly fed to the 11 KV grid and shall be utilised for captive consumption.The plant is expected to generate around 3 million units per annum. Earlier to this RCF has already installed rooftop Solar power generation plants with an aggregate capacity of 84 KWp atop its offices.

AAI inaugurates New Terminal Building at Khajuraho

Union Minister of Civil Aviation, Mr. Ashok. P. Gajapathi Raju inaugurated the New Terminal Building at Khajuraho Airport recently. Chief Minister of Madhya Pradesh Mr. Shivraj Singh Chouhan was the Chief Guest during the inaugural ceremony amongst the other dignitaries. Speaking on the occasion, Minister highlighted the importance of airport infrastructure in the regional connectivity. Chief Minister complimented the new facility and assured full-fledged support in further development of airport infrastructure in the state. All dignitaries who spoke on the occasion applauded the new facility. Earlier speaking on the occasion, Mr. R.K .Srivastava, Chairman, AAI while delivering the welcome address thanked the State Government for making available the land and necessary logistic support for development of the new facility.

Mr. P. Ashok Gajapathi Raju, Union Minister of Civil Aviation and Mr. Shivraj Singh Chouhan, Chief Minister of Madhya Pradesh unveiling the plaque during the inauguration of the New Terminal Building at Khajuraho Airport in the presence of other dignitaries recently.

UNOPS hires AAI for training of Afghan personnel

Mr. Rajiv Goel, Director, Indian Aviation Academy with seven Afghan participants along with Mr. D S Garia, Airport Director, Varanasi Airport during the UNOPS training conducted by Indian Aviation Academy, New Delhi.

United Nations Office of Project Services (UNOPS) has hired Airports Authority of India (AAI) for training of Afghanistan Civil Aviation Personnel. Seven participants from Afghanistan Graduated on recently after undergoing four weeks of class room Training at CATC, Allahabad and two weeks on the job training at Varanasi Airport.

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