



# KALEIDO SCOPE

STANDING CONFERENCE OF PUBLIC ENTERPRISES



**Special Issue of Kaleidoscope on Fertilizer Industry Released**

# प्रगति जो आपको मुस्कान दे

प्रगतिशील भारत हेतु  
अद्वितीय प्रदर्शन

## जलविद्युत से भारत को **ऊर्जावान** बनाते हुए

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## CHAIRMAN'S DESK



Striving to bring excellence in PSEs and emerge as globally competitive entity, SCOPE focusses on the issues that are relevant for their growth. From Capacity Building of PSE Executives to empowerment of Women Employees, digitization of PSEs or issues related to RTI Act, the apex body of PSEs has relentlessly worked on them and is also working on numerous other issues of national importance and concerning PSEs.

Commercial disputes have become the Achilles' Heel as it takes a great deal of time and money. Arbitration continues to be a preferred alternative for dispute resolution. Taking forward its effort in this area, SCOPE Forum for Conciliation & Arbitration (SFCA) recently organized a two day seminar on "Challenges in Contracts & Arbitration". Dr. E.M. Sudarsana Natchiappan, Chairman, Parliamentary Standing Committee on Law & Justice and Mr. P. K. Malhotra, ILS, Secretary, Department of Legal Affairs, Ministry of Law & Justice graced the occasion. The issues and suggestions that emerged during the seminar were deliberated in the Standing Legal Committee of SCOPE and the final recommendations were forwarded to Secretary Legal for consideration of the Standing Committee for the proposed amendments in the Arbitration and Conciliation Act.

SCOPE's Academy of Public Sector Enterprises will soon be fully operational. It is a unique initiative of SCOPE, in order to train the Induction Level Executives of the PSEs and to give them a comprehensive view of their professional life as well as Public Sector as a whole. Later, the Academy would also provide training for Middle and Senior level Executives and rope in Professionals and Academicians of repute from across the globe. A Concept Paper for the comprehensive induction

programme has been sent to Chief Executives and Directors (HR) of PSEs for their inputs and suggestions. A meeting with Directors (HR) and Heads of Training function of CPSEs is also being planned in the month of November 2015.

Understanding the increasing importance of risk management many PSEs have taken steps to implement Enterprise Risk Management (ERM) in their organizations to meet business and regulatory requirements. Keeping this in view, SCOPE has undertaken a "Risk Management Maturity Assessment Study" for PSEs. The study will serve as useful reference and help in benchmarking risk appetite and risk preparedness of PSEs with their peers in the industry.

SCOPE recently released a Special Issue of Kaleidoscope on Fertilizer Industry. The Special Issue attempted to give an overall picture of the Fertilizer Industry, issues & challenges faced by them as well as policy initiatives by the government.

Women Empowerment is one of the important areas being focussed by SCOPE. For grooming potential candidates for Board Level positions, SCOPE and Public Enterprises Selection Board (PESB) is organizing a National Workshop on Succession Planning for Women Executives. The program will provide ample opportunities for

participants to interact with the Chairman and Members of PESB and understand the roles and responsibilities of Board Level positions.

SCOPE Management and Business Quiz Bonanza (SMBQB) was started in the year 2014 across all the CPSEs at pan India Level. The main objective of organizing the quiz is to develop lateral thinking skills, develop team spirit and foster decision making ability amongst CPSE executives under stressful environment. SCOPE will soon be organizing the Quiz Event in six regions of the country.

SCOPE's focus on enhancing performance of PSEs and enabling them to become more competitive and global in their orientation is an ongoing process and with the present growth of Indian Economy, it is determined to expand its initiatives and activities. With your constant support, I am confident that SCOPE will continue to achieve its goal of serving Public Sector in the larger interest of the nation.



**(R. G. Rajan)**  
Chairman, SCOPE

# PSEs Investing Aggressively on R&D



**Dr. U. D. Choubey**

Director General, SCOPE

The Public Sector has been a major source of strength to the Indian Economy. It has been investing aggressively on Research and Development (R&D) to enhance their global competitiveness. It is because of their robust institutional mechanism promoting R&D culture and regular investment in technology, PSEs are well placed to beat escalating competition in global market.

In the last three years from 2011-12 to 2013-14, central public sector enterprises (CPSEs) cumulatively spent as much as Rs 19,324 crore on R&D to upgrade their technological capabilities and beat intensifying competition from multinationals and domestic private players.

The figure assumes added significance given that India's share in global R&D spend still remains stuck at the low level of 2.7 percent (As per Battelle forecast for 2014), compared to 31.1 percent and 17.5 percent for the US and China respectively, and the country ranks 76th in the Global Innovation Index, below all BRICs countries except Russia.

While the guidelines laid down by the Department of Public

Enterprises stipulate minimum R&D expenditure at 1 percent of net profit for Maharatna and Navratna PSEs and 0.5 percent for Mini-Ratnas and others, actual spending by some PSEs, especially those in the defence sector has been much higher.

In 2013-14, BHEL led the way by spending Rs 1,114 crore on R&D, which works out to 32 percent of the company's net profits. Hindustan Aeronautics Ltd spent 40 percent of its profits (Rs 1,083 crore) while Bharat Electronics Ltd spent Rs. 467 crore which is half of its profits of (Rs 932 crore).

Among non-defence PSEs which spent more than the mandatory requirement ONGC, Indian Oil, Hindustan Petroleum and Steel Authority are prominent. While hydrocarbon upstream major ONGC spent Rs 530 crore or 2.4 percent of its net profits estimated at the whopping Rs 22,095 crore, IOC invested 2.5 percent of its 7,019 crore profit, SAIL 5.7 percent and HPCL 5.8 percent of their net profits during the year 2013-14. Power PSE, NTPC spent 1.2 percent but that works out to a decent amount in absolute terms given that it earned Rs 10,975 crore in profit in that year.

Coming to defence sector, nine defence PSEs including HAL, BEL, BEML, Mazagon Dock and Bharat Dynamics spent Rs 1,725 crore towards R&D in 2013-14. They are thus set to play a critical role in helping India emerging as a manufacturer of high-tech weapon systems.

Public Enterprises are continuously scouting for new technologies and acquisition to remain abreast globally of the technological advances. Many PSEs have established dedicated R&D Centres and Centres for Excellence for technology upgradation as well as in achieving technology breakthroughs. It is because of these efforts, the products manufactured by some of the PSEs are highly technology intensive. Intensive in-house research has enabled such enterprises to cater to the demands of customers who are usually well aware of technological strides made worldwide. To encourage PSEs to spend on research, the government has assigned 5 percent weightage to R&D in the memorandums of understanding signed with them.

Since PSEs have always been playing leading role in government's planned development process and heartily supporting



its economic revival drive, the government has scaled up capital expenditure investment target for CPSEs by 34 percent to Rs 3.17 lakh crore in 2015-16. Because of their robust investment performance, PSEs have maintained strong presence in core sectors of economy like oil and gas, power, steel and mining as well as defence production even after these sectors have been opened for private participation.

The investment made by PSEs in technology should help them in playing an important role in the 'Make in India' programme which is being promoted by the government to raise share of domestic manufacturing from 16 percent to 25 percent in GDP by 2025 with an eye on creating 100 million jobs.

Defence manufacturing and space, electricity machinery, renewable energy, oil and gas and mining are the sectors where public sector holds sizeable presence and can play a crucial role. Further, energy, power and steel are key inputs for manufacturing industry. If these inputs can be supplied to manufacturers at competitive prices, domestic manufacturing will definitely boom.

India's manufacturing sector is hobbled by poor transport infrastructure and unreliable power supply. The government has drawn up plans to spend as much as \$ 1 trillion in the current Five-year Plan (2012-17) to overcome

**Research and Development, innovation and constant upgradation of technology are crucial for economic growth. India's dependency on developed countries in terms of importing technology is a matter of concern. The country needs to build its own capacity, strengthen its technological potency and become self reliant. R&D culture and technology upgradation can raise productivity and also play a crucial role in making the "Make in India" programme a success, boosting manufacturing industries and in creating millions of jobs.**

infrastructural bottlenecks. The government has envisaged public-private partnership model to elicit requisite investment. More than half of the investment is expected to come from the public sector.

Lately, the government has sharpened focus on clean sources of energy as part of its strategy to support global effort to fight climate change. In a strategic decision, it has scaled up solar capacity addition target five times to 100 GW. It has also revised up wind power capacity addition target. Power and energy PSEs like NTPC, Solar Energy Corporation, equipment supplier BHEL and power sector lenders like Power Finance Corporation and Rural Electrification Corporation are expected to contribute significantly toward the envisaged target.

The public sector has been a major source of strength to the Indian economy. With more and more PSEs taking R&D route to beat global competition and with their robust institutional mechanism promoting R&D culture, PSEs are gearing to contribute significantly to the country's domestic manufacturing industry.

Research and Development, innovation and constant upgradation of technology are crucial for economic growth. India's dependency on developed countries in terms of importing technology is a matter of concern. The country needs to build its own capacity, strengthen its technological potency and become self reliant. R&D culture and technology upgradation can raise productivity and also play a crucial role in making the "Make in India" programme a success, boosting manufacturing industries and in creating millions of jobs. ■■■

# India to Lead the Global Growth



**K. R. Sudhaman**  
Senior Business Journalist

If two decades starting with 1960s belonged to Germany and Japan in economic development, the next two decades belonged to Singapore and South Korea. Starting with 1990, the two decades belonged to China. It is now the turn of India to lead the way and the country should not miss the bus as this sort of opportunity may not come again.

The signals are already available. India has already surpassed all other emerging economies in growth rate to become fastest growing economy this year. It is heartening to note when Chinese economy is slowing down, India's growth is picking up. Analysing the data from FDI market, London based Financial Times said India is in pole position to pass both China and US in the FDI league tables this year. With mid-year data on greenfield FDI available now, 2015 look to be a milestone year for India following its impressive performance in 2014. India received \$31 billion of greenfield FDI in first six months of this year against China's \$28 billion and US \$27 billion.

China which clocked double-digit annual economic growth has now started slowing down.

In certain years it received \$120 billion FDI annually. Obviously its growth rate will stabilise at a lower level as the giant economy in Asia now becomes a \$10 trillion economy. Among BRICS grouping - Brazil, Russia, India, China and South Africa, Indian economy was considered to be doing badly comparatively among these five emerging economies a couple of years ago. While all the other four were on the ascendent, India was on the decline. Now with global crisis continuing in the advanced economies, is India, which is now on the ascendent and others are on a slowdown mode among BRICS. This is partly because the other emerging economies pursued the path of export-led growth. When advanced economies are not doing all that well and emerging economies other than India are on slowdown mode, only India offered opportunity for investment as it had large domestic market, trained manpower and very strong information technology sector. The huge infrastructure deficit too provided humongous opportunity for foreign companies to invest in India. Pension funds in North America is waiting for an opportunity to

invest part of at least \$600 billion that they have. Which place could be a better investment destination than India that too at a time when global commodities prices are falling. This is a win-win situation for both. Pension funds could get better return on much-needed long-term investments in India. India also needed fix its infrastructure bottleneck, well in time to take advantage of the global market when the economic recovery starts in advanced economies in the next few years.

Even sceptics cannot, therefore, deny the fact that Prime Minister Mr. Narendra Modi sold Indian economy well during his recent visit to United States, especially at Silicon Valley, luring non-resident Indians to invest. Indians form one third of those employed in Information Technology companies there. Mr. Modi took this opportunity to woo Indian diaspora at Silicon Valley, which is also home for start ups. He struck a right chord in United States as he met Wall Street bigwigs, Fortune 500 companies and Silicon Valley CEOs. India and United States have committed to step up bilateral trade five fold to \$500 billion from the



present \$100 billion in the next five years. This meant there is going to be step up in flow of foreign direct investment into India, particularly in infrastructure, renewable energy like solar, investments in Shale gas exploration. That apart United States have agreed to supply liquified natural gas to India from 2017. This will help in several gas based power plants totalling 22,000 MW, which are ready but unable to start production for want of gas supply. Also there are fertiliser plants, which have not been able to manufacture to their full capacity for want of gas supply. There are some fertiliser plants which are now based on expensive feed stock of naphtha and hence have converted into cheap gas based plants. But they were unable to operate on gas due to non availability of gas. So huge amount of money invested in gas based power plants and for conversion to gas based fertiliser plants have become idle investment for the time being resulting in burgeoning non-performing assets of particularly public sector banks.

Ease of doing business is one thing that the entire business

**Industry Secretary, Mr. Amitabh Kant announced recently India's resolve to bring down its ranking of ease of doing business from current level of 142 to close to fifty in next three years, the initial reflections of which would be visible in the anticipated World Bank ranking in next few months. In addition, he also declared almost control and regulatory free mechanism for startups to do business in India.**

community in United States wanted. India is a difficult place to do business. Procedural hurdles, corruption and poor delivery are some of the concerns that the US Inc raised during their meeting with Mr. Modi. Several CEOs also highlighted the need for consistent and predictable tax regime. The retrospective tax amendment a few years ago had put India in bad light and made several foreign companies lose confidence in India in spite of sound legal system and vibrant democracy and language advantage.

The government has done some damage control but the slow process of rectifying them has become irksome. While the government has announced with fanfare major initiatives like Make in India, Skill India and Digital India, not much has happened on the ground of making foreign investors a little wary about India. Now efforts to set right these hiccups are being made. This is evident from the recent World Bank report on ease of doing business in states. Now states are connecting with each other to remove these irritants to attract more foreign investment. This is bound to reflect in ease of doing business at the national level.

Industry Secretary, Mr. Amitabh Kant announced recently India's resolve to bring down its ranking of ease of doing business from current level of 142 to close to fifty in next three years, the initial reflections of which would be visible in the anticipated World Bank ranking in next few months. In addition, he also declared almost control and regulatory free mechanism for startups to do business in India.

“In a bid to attain the proposed ranking of fifty, the government has already constituted Vishwanathan Committee for bankruptcy law, the report of which is expected shortly. It is also putting in place a very sound arbitration system so as to resolve the corporate disputes quicker than anticipated and also identified 336 grey points that need the attention of the states to simplify the business processes. Similarly, host of regulations that existed for so long in the statutes have already been simplified and the existing cumbersome processes are being removed to improve ease of doing business in India”, Industry Secretary said adding.

“The 336 points on which the state’s policy makers have been asked by the Centre to take action to improve ease of doing business would again be assessed and analyzed by the World Bank after State Governments have attended to them and that will make another impact, consequences of which will lead to further improving the ease of doing business ranking, which is likely to take a minimum of three year’s time span”.

He also laid special emphasis on simplifying the regulatory framework that govern various MSMEs as also India’s exports and imports, saying that processes have been simplified on this front a great deal as MSMEs would now require to fill in a single page form to conduct their business from earlier requirement of filling in 22 pages form for this job.

This is significant because the big global companies have already established in India and they only have to expand further. It



is the MSMEs from abroad that have yet to come to India. They are basically ancillary industries and they are expected to come in a big way in industrial manufacturing zones being set up now in various parts of the country.

Prime Minister has mentioned out that systemic changes brought about by the government in the dole out of cooking gas subsidy had resulted in plugging leakage. Direct benefit transfer system of depositing the subsidy directly into the bank of account of the beneficiary has helped government eliminate 6 crore bogus cooking gas connections, thereby bringing about annual saving of Rs 19,000 crore subsidy. He however admitted the changes cannot happen overnight. He said if one is driving a scooter, it is easy to stop and turnaround quickly. If one is an engine driver of a goods train with 40 bogies then it cannot stop abruptly and turnaround. Like a goods train India is a vast country with huge problems. His government is bringing about the necessary changes in governance in particular and this is visible already but it would be sometime before all the ills of the

economy are rectified. India also needed to create congenial atmosphere to promote research in the country so that youth get opportunity to pursue.

The mood of despondency that existed 16 months ago is changing but government needed to do much more so that things do change on the ground. There is a general perception that it has not changed much on the ground among investors. The government will have to go the extra mile to change it as otherwise India would miss the opportunity to step onto the path of rapid development. India is the only major economy with strong fundamentals now. If we have take to exploit to the hilt to push economic development, India needed to vigorously pursue reforms in education so as to produce employable graduates passing out from institutes of learning. So far India had concentrated only on quantity by churning out graduates in large number. Now, Indian education system has to reform to produce quality graduates. Otherwise the demographic dividend India has now may turn out to be ticking time bomb. ■■■

# Independent Directors: Kingpin of Governance



**Dr. B. B. Goel**  
Professor of Public Admn. (Retd.)  
Punjab University

Third world countries like India have entrusted a pivotal role to Public Sector. The growth aims at increasing production, adopting technologies for modernization, optimizing use of scarce resources, competing in free economy, generating employment, bringing institutional reforms, and raising standards of living for millions of people condemned to poverty, inequality, unemployment, hunger and ignorance. Irrespective of form, public enterprises have to be development oriented, goal oriented and result bound while remaining flexible, adaptable and professionalized.

Public Enterprises are normally subject to some kind of collegiate leadership. Board of Directors as custodian of governance, provide entrepreneurial qualities in minimizing if not eliminating boardroom sins of omissions- strategy, performance or oversight. Hence, efficacy of leadership hinges on Board diversity in terms of knowledge, experience, understanding, perspective, gender etc. They dispassionately take decisions on expansion, diversification, technological up gradation, client hunting, strategic sale, disinvestment etc. An analysis of governance framework is a

testimony that some CPSEs are prone to rubber stamp boards, faulty risk management system, absence of succession planning, risky investments, accounting/ audit lacunae, and above-all, absence of independent thinking Directors with business acumen and skills.

If robust boards are key to development, Independent Directors are principal agents of governance process. This concept gained momentum after Asian financial crisis in 90s. Cadbury Committee (1993), Greenbury Report (1995), Higgs Review (2003), Birla Committee (1999), Murthy Committee (2003) and other Committees reiterated for inducting Independent Directors to enhance transparency & balance skills and experience of executive/ non executive directors. As a result, indispensability of Independent Directors has emerged as corner stone of worldwide governance movement by enacting/amending legislation from time to time.

Companies Act 2013 in India is hailed as forward looking and landmark legislation at par with international best practices. It is a historic milestone in improving governance, simplifying regulations, enhancing investor's

interest and boosting morale of whistleblowers. It makes regulatory framework a model for emulation for emerging economies.

## Independent Directors: Bulwark of Governance

The concept of Independent Directors according to this legislation has been introduced for the first time. They bring outside perspective in evaluating decisions, allow free and frank opinion and endeavor to raise bar on governance. They counter to balance management weaknesses, ensure legal and ethical behavior and facilitate to survive, grow and prosper. They aim at improving corporate credibility, governance standards and risk management of the company. They take unbiased decisions to maintain accountability.

Simply stated, Independent Director is a Director other than Managing Director/ Whole Time Director/ Nominee Director. According to Nasdaq, an Independent Director is a person other than executive officer/ employee/ any other individual having a relationship which in opinion of Board would interfere with exercise of individual judgment in carrying out responsibilities of a Director. Besides, they:

- must possess integrity and relevant experience;
- do not have material or pecuniary relationship with company/subsidiaries;
- or their relatives should not have more than 2% shareholding;
- should not have any key managerial position;
- should not have been employees of company;
- should not have been director of a nol profit organization which receives 25% or more of its receipts from company/subsidiaries or from an one who holds 2% voting rights;
- must not be a promoter of company;
- must not hold more than 2% voting rights.

Further, Revised Clause 49 (Listing Agreement) stipulates that candidate should not be below 21 years and a material supplier, service provider, customer, lesser or lessee of company. The intention is that Independent directors do not have any pecuniary relationship/monetary interest. However, Act fails to elaborate judgment for determining to measure integrity and relevant experience of a candidate for appointment as Independent Director.

The disqualifications prescribed for Directors are stringent to bring discipline in boardroom. Provisions under Section 274(1) (g) are now extended to companies other than public companies. There are additional grounds of disqualifications such as convicted of offence dealing with related party transactions during past five years. Similarly, Directors in private companies



face disqualifications for non filing of annual returns/failure to repay deposits/redeem debenture for more than one year.

**Data Bank:** To ease selection process, Act provides that Central Government / other agency shall maintain a Data Bank of willing/ eligible persons (providing DIN, PAN, name, date of birth, gender, nationality, occupation, address, phone, email, qualifications, experience etc.) on website of Ministry of Corporate Affairs/ notified website. However, company would be solely responsible for due diligence before appointment. It is not clear whether companies can appoint Directors fulfilling criteria even though they are not enlisted in Data Bank. Besides, there is every hunch whether enough qualified experts would be available to meet demand. Pursuant to MCA's notification, conglomerate of accounting institutions, Institute of Directors, Prime Data Base are extending such facilities. DPE as nodal agency maintains data bank for CPSEs. It has diverse list of candidates drawn from former civil servants and chief executives of CPSEs, Chartered accountants and academicians.

Classification: Act classifies directors as Independent Director, Woman Director, Nominee Director, Whole time Director, Alternate Director, Resident Director. An alternate director is appointed in place of a Director absent for more than three months. Concept of Resident director ensures that companies do not comprise entirely of NRIs. A resident director is one who has stayed in India for not less than 182 days in previous calendar year. This provision caused havoc in corporate sector as companies were required to restructure Boards immediately.

Act is gender friendly by mandating minimum one woman director whether executive or independent director. The deadline for appointment has since expired and companies face huge penalties. Minister of State for Finance in Lok Sabha reported that 1577 out of 5362 listed companies have yet to appoint woman directors while 24 listed CPSEs sail in same boat. It did not commit any time framework for their induction.

Nominee Directors (maximum two) by virtue of shareholding in Government companies

can be appointed. Directors appointed by private equity investors are now covered as Nominee Directors. However, nominees are no longer considered as Independent.

**Selection:** Selection of Directors in public companies starts with candidates' identification from Data Bank. Thereafter, Nomination Committee/ entire Board puts its seal for approval in shareholders meeting. In CPSEs, identification and selection process is tedious & time consuming. Role of CPSE comes to a halt once it gives vacancy account of Independent Directors to administrative ministry. The latter having identified candidates from Data Bank/ own sources, approaches DPE. Selection is carried out by a Search Committee. Once its recommendations routed through administrative ministry are approved by Cabinet Committee on Appointments, the ministry issues appointment letter. The whole process sometimes takes longtime affecting delay in key policy decisions. There are few CPSEs claiming 100% strength of Independent Directors. As a result, Government Nominee Directors are burdened to chair crucial meetings of various Committees. Non induction of Independent Directors in time has its repercussions in grant of enhanced status/ powers of Maharatna/ Navratna/ Mini Ratna enterprises. The selection process bears that while concerned CPSE has little role in inducting Directors, its Board is obliged to submit a declaration that appointment is justifiable and candidate fulfils criteria of independence.

**Appointment Letter:** Shareholders in general meeting have to approve appointment of Directors

**Independent Directors have to be active participants than passive advisors as Boardroom is generally packed with 'shadow directors' who act as real policy makers. Their caliber is of vital importance. They must possess core competencies and attributes like proven integrity, expertise, sense of accountability, ethical standards, inter personal skills and satisfying criteria of independence. Then only, they can act as harbinger for striking right balance between individuals, economy & social interests and remain kingpin of corporate governance.**

individually. Explanatory statement annexed to notice has to justify appointment. Thereafter, appointment is formalized through a letter highlighting status of appointment, time commitment, role in committees, conflict of interest, duties, remuneration, performance appraisal, acceptance of offer etc. The Director in turn while attending first Board

meeting has to submit a self declaration of being independent. This declaration is furnished at every financial year end and also whenever there is change in circumstances which affects his status.

**Number of Directors:** Unlike old Act where companies were required to obtain Government approval for increasing number of Directors beyond prescribed ceiling, new legislation authorizes them to increase this number through a special resolution. At present, a person can be Independent Director of not more than 20 companies (including 10 public companies). They constitute a lion's share in composition of Boards. In CPSEs (listed and unlisted) with Non executive Chairman, at least 1/3rd members have to be independent. But, with Executive Chairman, they constitute at least 50% of Board members.

**Remuneration:** Legislation provides fee upto Rs. One lac per Board or a Committee meeting, reimbursement of boarding/lodging expenses and profit related commission. However, unlike Listing Agreement, Act does not allow stock options. In case of loss making/companies with inadequate profit, commission cannot also be paid. Such companies, therefore, fail to induct talented directors. India INC, of late, is demanding remuneration in form of some retainership/ fixed monthly fee for them. In this respect, High level Committee to review changes in Companies Act is already seized of this matter to compensate Independent Directors for their crucial role in governance.

**Vacancy:** Any vacancy due to

death/resignation has to be filled up in next Board meeting or within three months whichever is later. Besides, office of a Director becomes vacant if one is absent for 12 months with/without leave granted by Board. This provision signals that only those who evince interest and contribute in policy making are inducted and do not take their assignments lightly.

**Board Meetings:** Unlike old Act, Board meetings are to be convened with 7 days notice. ICT advancement has further brought ease in Board functioning and busy Directors can participate from a distant place. Besides, old practice of holding quarterly meetings has been discontinued. Now four Board meetings with a gap of not more than 120 days have to be held.

**Duties:** To strengthen governance standards, 2013 Act unlike old legislation has explicitly crystallized facilitative role of Independent Directors in performing duties with care, skill, diligence and without any conflict of interest/undue gain. But, it does not clarify whether these are exhaustive duties or broadly phrased ones. In fact, duties enshrined under Section 166 are so onerous that many persons may not like to continue.

**Code of Conduct:** Code of conduct acts as guide for Directors in balancing conflicting interests of stakeholders. 2013 Act unlike old provisions enlists a separate Schedule for Independent Directors. For CPSEs, administrative ministries in consultation with DPE have also devised such Codes. But, these generally remain ornamental/ rarely practiced.

**Liabilities & Penalties:** A Director unlike old legislation is considered in default for omissions occurring with his knowledge, consent or connivance. Nominee directors, despite being not independent are nevertheless eligible for immunity. This provision ensures governance culture, transparency and independence. Further, non compliance of duties/provisions of Act is punishable with prosecution and penalties (increased from Rs.10000 to Rs.50000). It discourages potential Directors to accept positions where they would be exposed to greater liabilities while having limited control over Board.

**Performance Appraisal:** Periodic performance evaluation of Board members determines extending their appointment or looking for fresh talent. The Act provides performance appraisal by Board (excluding the director being evaluated) and this report becomes the basis for extending tenure.

**Programs for improving Governance:** In many countries, there have been determined efforts for training and creating a large pool of competent directors to discharge their duties effectively. SCOPE has been organizing programs on Corporate Governance with focus on Independent Directors with the objective of improving Board effectiveness and enhancing professionalization of PSE Boards. These programs started in 2005 are held under the aegis of DPE and in collaboration with Academy of Corporate Governance (ACG). Now, corporate stalwarts under aegis of FICCI Centre for Corporate Governance are setting up Director's Forum to create a platform for Board members to

exchange views and information, to network and seek advice from subject experts. It shall facilitate in nurturing polished Directors to enhance investor's confidence and improve quality of governance.

In spite of constructive/ contributory role expected from Independent Directors, this institution is criticized by vested interests who wish to preserve Boards' character as a closed club of yes men. The dissent also comes from Chairmen of FTSE 100 companies and small companies. Independent Directors split spirit of a unitary Board; make Chairman an alternate power centre; cannot devote sufficient time due to other commitments; lack expertise for complex issues; have limited access to information for decision-making; and are not effective in preventing frauds. After Satyam, nearly 350 Independent Directors resigned across India. Undoubtedly, some criticism cannot be denied, but fact remains that this institution needs to be strengthened as a part of governance Benchmark.

To conclude, Independent Directors have to be active participants than passive advisors as Boardroom is generally packed with 'shadow directors' who act as real policy makers. Their caliber is of vital importance. They must possess core competencies and attributes like proven integrity, expertise, sense of accountability, ethical standards, interpersonal skills and satisfying criteria of independence. Then only, they can act as harbinger for striking right balance between individuals, economy & social interests and remain kingpin of corporate governance. ■■■

# Digital India: Challenges ahead



**M. K. Shukla\***



**Rakesh Ranjan\*\***

**A**cross villages exceeding 6,50,000 in number and 2,50,000 gram panchayats (GPs) represented by 3 million panchayat members, about 40% population live below the official poverty line, illiteracy rate is more than 25-30% and digital literacy is almost no-existent among more than 90% of the country's population.

India's record in exploiting information and communication technology (ICT) for governance has not been an envious one. Among 193 countries, India ranked 118 on the e-Government Development Index as per the United Nations e-Government Survey 2014. This is despite the fact that India is considered one of the global hotspots in ICT.

Following the visit of Prime Minister Narendra Modi to the Silicon Valley and his meetings with CEOs of global ICT companies like Apple, Facebook, Cisco and Microsoft, there is renewed emphasis on digitizing India. But emphasis is one thing, and achieving the desired objective is another. The latter calls for

reforming oneself, dropping impractical old practices and targeting to achieve the objective with a system approach. And this is yet to be seen.

Encouraging signals, though, came out from the Silicon Valley. Google's support tendered by CEO Sundar Pichai offered new hope that Indian Railways would be able to provide Wi-Fi services at 500 stations over the next few years. Other announcements included Microsoft CEO, Satya Nadella's promise of cloud-based services from India, and connectivity at the village level through TV White Space (unused broadcast spectrum), and Qualcomm CEO Paul Jacob's \$150-million fund for start-ups in India.

No doubt, foreigners can help. But they can't bridge the huge digital gap. The data on broadband access at the end of 2014 in the Broadband Report 2015 by the International Telecommunication Union (ITU) and UNESCO shows that India is lagging behind its developing neighbors in Asia. Broadband subscription as a percentage of our population

trail most countries, and the percentage of individuals using the internet is at the bottom of the pack with Myanmar, Bangladesh, Pakistan and Nepal.

Not only are reliable broadband services not available in much of the country, there is a huge shortage of competent hardware technicians to service computers and related components. Mobile-based internet applications suffer from the problems of connectivity and speed, besides being hugely expensive as if they were a luxury product.

So the scope for digitization is vast and profitable. Digitization could help change the face of India is undoubted. The humongous success of the Prime Minister's 'Jan-Dhan Yojna' is sufficient to convince even the most rabid doubters. A national mission to take banking to the doorstep of the poorest of the poor, the Yojna has created possibilities for each household to have at least one bank account and special benefits such as zero balance and accident insurance cover up to Rs. 1 lakh, etc. By default, it has motivated

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people into financial literacy by improving access to credit, insurance, remittance and pension facilities. And it is helping channel all government benefits to the beneficiaries' bank accounts, reducing the scope of corruption in rural banking, disbursement of funds for the benefit of the poor and better utilization of state resources.

Following the success of the Jan-Dhan Yojna, the Reserve Bank of India was encouraged to clear licenses for payment banks. This allowed some of the mobile companies to secure these licenses and harness their extensive distribution networks, actual coverage area and connectivity to address some of the challenges facing banking services in rural areas. These payment banks are now serving as a viable and effective complementary channel for financial inclusion.

As the government moves on its stated path of digitizing India, the most difficult roadblock is poor internet connectivity and speed. Since private telecom operators have been unwilling to share their resources with the government, the government was constrained to take up the challenge of setting up the national broadband highways on its own.

A separate public sector enterprise called Bharat Broadband Network Ltd (BBNL) was created in February 2012 to lay a total of 6,00,000 km of optical fibre cable (OFC) under the National Optical Fibre Network (NOFN). BBNL is getting the project executed through three PSUs – BSNL, RailTel and PGCIL – in the ratio of 70:15:15. Like every new organization, BBNL has suffered setbacks. The deadline for completing the NOFN project has



been revised several times and the new deadline is December 2016. The cost estimate has also shot up from the initial Rs 20,000 crore to Rs 35,000 crore. Chances are that if the government does not change its rules and procedures guiding all big projects of this nature and if BBNL does not improve its coordination with BSNL, RailTel and PGCIL, the NOFN project would prove a pipedream involving huge cost and time overruns. The concept of minimum government will not work here. Because of the vicious layer upon layer of regulations, government will have to put its foot down to ensure the deadline is met within the given cost parameters.

It has been estimated that incremental OFC of 2.4 km/Gram Panchayat (GP) has to be laid to connect 2.5 lakh Gram Panchayats and 600 million people in the rural areas. Since the programme involves laying cable over a length of 6,00,000 kms, BBNL could have gone for private participation from the beginning. But government rules and regulations complicated its operation. It was only after it was observed that BBNL would not be able to achieve even

its revised deadline of December 2016 that the enterprises were allowed to involve private partners. That again may not be adequate in view of other problems like land acquisition, law and order problems, cartelization, etc.

The government has big ambitions for the NOFN. It is planned that the rural areas' network will have the GPON (Gigabit Passive Optical Network) standard that differs from other PON standards in that it achieves higher bandwidth and higher efficiency using larger, variable-length packets. GPON offers efficient packaging of user traffic, with frame segmentation allowing higher quality of service (QoS) for delay-sensitive voice and video communications traffic. It is also planned to provide 100Mbps speed in rural areas and Wi-fi connectivity at each optical network terminal (ONT), and geographical information system (GIS) to map planning, designing, and marketing of various services.

The NOFN is intended as a transport network to enforce Digital India through delivery of utilities for Panchayats through:

- **Panchayat Management** - Gram sabha meetings, village

records, updating of citizen databases, effective performance monitoring of Panchayats.

- **Community Participation** - Intra-village, Intra-district sharing of practices and resources, communication with Block and District.

- **Knowledge Dissemination** - Sharing of Agricultural practices, productivity techniques, small enterprises, vocational learning.

- **Delivery of Citizen Services** - Delivery of services including Health, Education and Finance, etc. A single point of Government-to-citizen interaction for centrally sponsored/Central sector/ State sponsored schemes and grievance redressal.

- **Developmental planning** - Road, transportation and power connectivity; knowledge connectivity in the form of good educational & training institutions; provision of drinking water; upgradation of existing health facilities; and market connectivity to enable farmers to get the best prices for their produce.

Even as the NOFN project remains a work in progress, the good news is that trials using TV White Space (TVWS, or unused broadcast spectrum) for broadband are finally under way after years of struggle to get them going. If they work out, policies could be framed quickly for this spectrum to be integrated with fibre backbones such as BharatNet (the erstwhile National Optic Fibre network) and the NOFN. Further, licensed service providers could be given access to this network at reasonable cost.

Shyam Ponappa, an expert on the issue, has pointed out that “the TVWS devices are manufactured

**Following the success of the Jan-Dhan Yojna, the Reserve Bank of India was encouraged to clear licenses for payment banks. This allowed some of the mobile companies to secure these licenses and harness their extensive distribution networks, actual coverage area and connectivity to address some of the challenges facing banking services in rural areas. These payment banks are now serving as a viable and effective complementary channel for financial inclusion.**

by relatively small companies abroad with the exception of Huawei, which acquired Neul, one of the pioneers in the UK. Indian innovators can produce such devices locally, but only if they have a supportive ecosystem. That means sufficient continuing orders to create revenues for sustainable profits and cash flows. In a market like India, such orders need government support until new policies are in place and the demand is established. Once that happens, private enterprises can compete.”

Indeed, without government support, most of the components required to digitize India in a short span of time are difficult to assemble and put together. For instance, the Digital India project

requires a huge army of technicians for programming and servicing. It is estimated that two crore young boys and girls would have to be trained in IT, telecom and electronics to run the Digital India project. Besides, eight to ten crore freshers would be needed to deliver e-governance and e-services facilities. So training these 12 crore boys and girls by 2020 is a huge task cut out for the government. According to the information published on the website of the National Digital Literacy Mission (NDLM), 5,23,341 candidates till October 13, 2015 were certified as digitally literate, 16,30,092 were trained candidates and 24,90,707 were enrolled for training. This impressive feat was achieved by the NDLM partnering with 1,433 entities.

Besides, National Institute of Electronics and Information Technology (NIELIT), an autonomous society under the Department of Electronics and Information Technology (DEITY), has identified more than 5000 facilitation centres across the country for training courses which will equip a person to undertake e-Governance transactions through computers and other basic activities, like e-mail, browsing the internet, etc. NIELIT has also signed MoUs with industry partners towards jointly conducting courses and online examinations on digital literacy.

In view of the huge language diversity of the country, the government has to ensure that its services are provided in local languages also. A step in the right direction, it would help people speaking different languages and dialects to access government services without much problem of comprehension. May it be

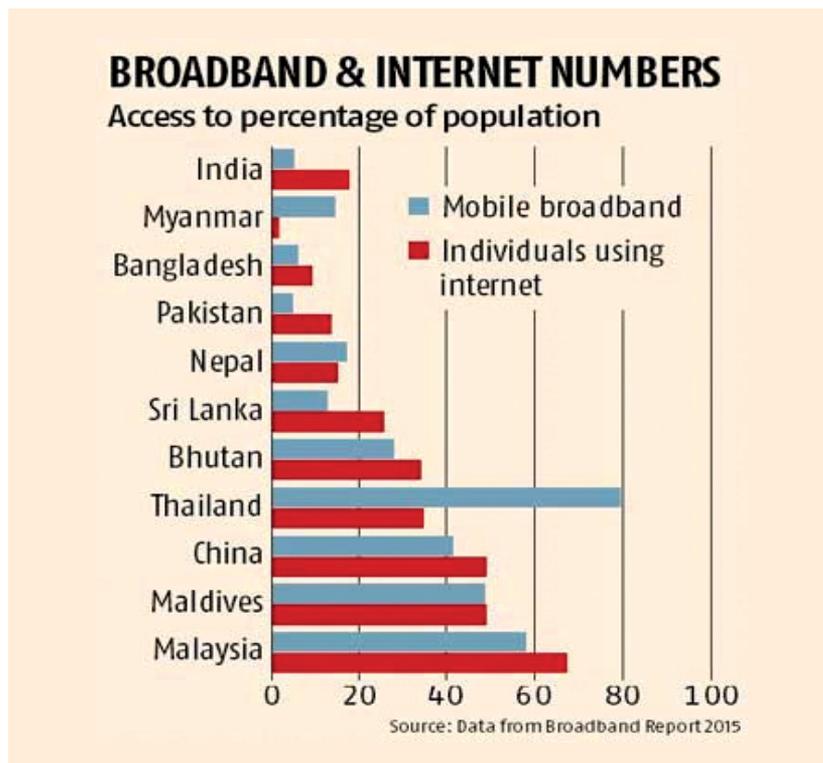
noted that there are as many as 22 of-ficial languages and 12 scripts. Knowledge of English is limited to a very small section of the population in the country. Most of the people often cannot access or comprehend digital resources which are available mainly in English. So the DEITY has initiated the Technology Development for Indian Languages (TDIL) programme for developing information processing tools and techniques to facilitate human-machine interaction without language barriers, creating and accessing multilingual knowledge resources, and integrating them to develop innovative user products and services. The programme also promotes language technology standardization through active participation in international and national standardization bodies such as ISO, UNICODE, World Wide Web consortium (W3C) and Bureau of Indian Standards (BIS)



to ensure adequate representation of Indian languages in existing and future language technology standards. The DEITY has also initiated the Localization Projects Management Framework (LPMF) to help localize applications under the MMPs (multi-mode projects) and other government applications. It is also formulating a new mission mode project named as e-Bhasha to help develop and

disseminate digital content in local languages to the country's largely non-English speaking population. The disabled friendly content and systems are also being developed as per accessibility standards.

These projects will take time to materialize to make these projects effective as well as the campaign of Digital India, scholars and researchers from reputed academic institutions have called for embedding "local contextual realities into project designs". The best way to do is to design projects in different ways for different regions in such a way as to instantly draw the attention of a paramedic in a village health centre, an anganwadi worker, a teacher in a government primary school, an accountant in the Block revenue department, an agriculture assistant, a fair-price shop owner and a food inspector and similar such front-line service providers, who are the face of the state in far-flung villages. This would call for constant innovations in project designing. Considering that a large number of boys and girls from different regions are being trained in ICT, the task of embedding local nuances in designing should not prove too difficult. ■■■



# Land Acquisition Management System

## Making Land Acquisition fair & transparent ?



**D. K. Ojha**

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Ministry of Statistics and  
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### Abstract

Ever since its enactment, the "Land Acquisition Act, 1894" has been subject to controversies and fierce debate. Ambiguity in land ownership and ineffective administration at the ground level has increased the suffering and anguish of the people. As the acquisition and rehabilitation & resettlement are interrelated - acquisition, compensation, rehabilitation and resettlement has been combined into one single Act known as "Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act, 2013. For projects undertaken by private companies or through public-private partnerships, the Act requires the consent of 80% of the affected people which will put a check on forcible acquisitions. The principle objective of the new Act is fair compensation, thorough resettlement and rehabilitation of those affected, adequate safeguards for their well-being and complete transparency in the process of land acquisition. Fresh application and interpretation of Information Technology (IT) in providing innovative solutions in smooth implementation

of the land acquisition act 2013 becomes critical in the dynamic context of an emerging economy and a nation in transition. Land Acquisition Management System (LAMS), as suggested by the author, would be highly useful in sharing 40% of the appreciated land value to the original land owner in case of transfer of land without development in an extremely transparent manner. The proposed Land Acquisition Management System (LAMS) would also provide smooth transfer of Land to the State Government's Land Bank in case Land remains idle for 10 years. LAMS would be very helpful in transferring compensation value and would strengthen the desired level of transparency in land acquisition within the overall atmosphere of trust and participative development. Also, considering the scarcity of land in our country it is highly recommended that a metric measuring productivity against land occupied may also be developed. This will help in comparing different entities on their land usage capabilities.

### Introduction

Land acquisition refers to the

process where a government acquires land from land owners for any purpose. Generally, the purpose is related to development projects conducted either by PSUs (Public Sector Units) or the Private Sector Developers. Prior to the passage of this Bill (and it is yet to become an Act), we had the Land Acquisition Act of 1894 which was imposed in India since the time of British rule. Under this Act, the government could acquire any land as it wishes to, in the name of "public purpose". As the acquisition and rehabilitation & resettlement are interrelated - acquisition, compensation, rehabilitation and resettlement has been combined into one single Act known as "Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act, 2013. For projects undertaken by private companies or through public-private partnerships, the Act requires the consent of 80% of the affected people which will put a check on forcible acquisitions. The principle objective of the new Act is fair compensation, thorough resettlement and rehabilitation of those affected, adequate safeguards for

their well-being and complete transparency in the process of land acquisition. Based on the propositions of required quantum of consent and Social Impact Assessment, it is feared that the process of land acquisition under the new law will be much slower. Further, because of propositions of R&R, higher rates and compensation even for livelihood losers land acquisition is set to become much more expensive.

The Government of India believed there was a heightened public concern on land acquisition issues in India. Of particular concern was that despite many amendments, over the years, to India's Land Acquisition Act of 1894, there was an absence of a cohesive national law that addressed fair compensation when private land is acquired for public use, and fair rehabilitation of land owners and those directly affected from loss of livelihoods. Of the four key pillars that hold up the land Bill edifice, namely, compensation, resettlement and rehabilitation, social impact assessment and consent, it is the last one where all the controversy is focused.

### Is Land Acquisition the Prime Reason behind delays in the Infrastructure projects?

Based on the data provided by Centre for Monitoring Indian Economy Ltd. (CMIE) there are 804 stalled projects across all sectors as of February 2015. According to the data, only 8% or 66 of the 804 projects are stalled due to Land Acquisition related problems. In other words, not even one in ten projects is stalled because of problems related to Land Acquisition. About 39% of the projects have stalled due to unfavorable market conditions or lack of funds or lack of raw material or fuel supply problems. The list mentions the reason as 'Others' which include contractual failures, slow mobilisation by the contractor etc. in 19% of the projects while no reason is available for 15% of the projects.

Only 4.2% of the stalled projects were pending because of environmental clearances whereas delay in obtaining clearance from the State Governments amount to 11.8% of the total. In other words, only 16% of the projects are stalled because of regulatory

clearances. Apart from these, there are other reasons like natural calamity etc for about the remaining 3% projects. Thus it is amply clear that land acquisition is not even a major reason behind stalling of projects.

As per the Public Enterprises (PE) Survey 2013-14, over 2.35 lakh acres of surplus land is available with 58 sick Central PSUs, which have accumulated losses of Rs 56,845 crore. According to the survey, selling of "excess land" and "fixed assets" could be one of the key ways to finance restructuring programmes of the sick PSUs. Government should bring a policy to utilise this surplus land lying with the state-run companies (PSUs) for infrastructure and industrial projects. As on March 31, 2014, profitable Central PSUs had over Rs 2.60 lakh crore as cash and bank balance.

### Analysis of Reasons for Delay in Ongoing Central Sector Projects

As of May 2015, there are 766 ongoing Central Sector Infrastructure Projects costing Rs. 150 crore and above. Of these 766 projects, 237 are delayed with respect to their original commissioning date. An analysis of the reasons for delay in these projects shows that land acquisition is an issue in 50 projects. Environment/Forest clearance has also been cited as a reason in 50 projects. 96 projects have cited other reasons like change in scope, labour issues, utility shifting etc.

Thus it can be seen that though land acquisition is an issue it is not the only major issue affecting proper implementation of Central Sector Infrastructure projects. Pareto analysis of the reasons for delay in central sector

Major differences between the Land Acquisition Law, Act 2013 and the 2014 Ordinance			
	1894 Law	2013 Act	2014 Ordinance
Consent from affected people	No Provision	Consent of Owners is Mandatory	No consent required for Defence, security, rural and urban infrastructure
Social Impact Assessment	No Provision	Compulsory in this act	No consent required for Defence, security, rural and urban infrastructure
Return of Land if unutilised after 5 years	No Provision	Only in extreme situation with upper cap of 5% acquisition with multi crop land per district	No consent required for Defence, security, rural and urban infrastructure
Consideration of food security	No Provision	Clause Present	No provision
Role of Panchayats and Local Bodies	No Provision	Required Public Hearing and Gram Sabha	No provision

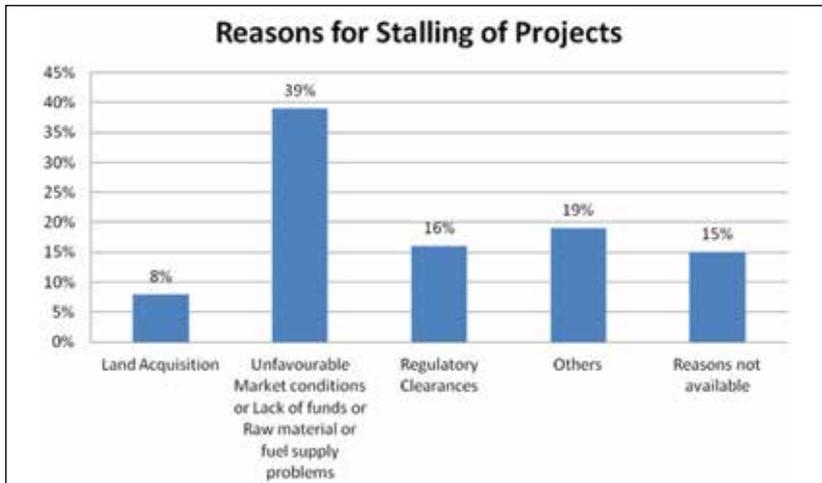


Fig-1. Reasons behind Stalled Projects in all sectors.

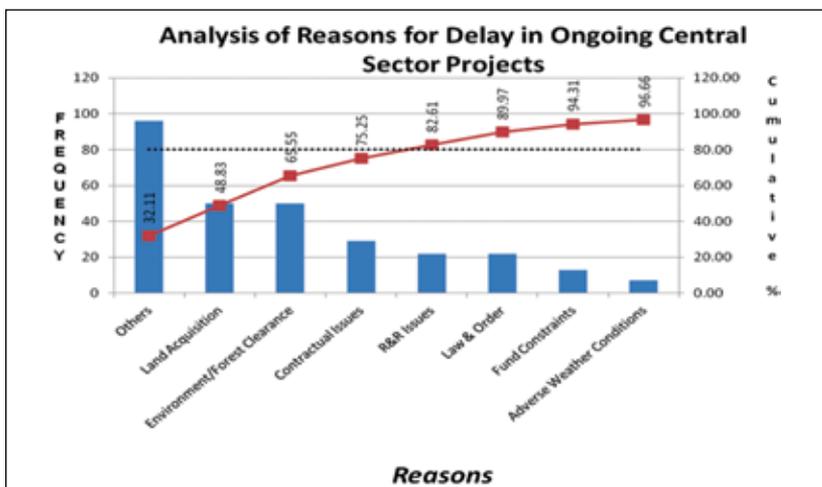


Fig-2. Pareto Analysis of the Reasons for Delay in the Central Sector Infrastructure Projects as reported by project implementing agencies.

Source: Flash Report for Central Sector Infrastructure Projects - May 2015 of Ministry of Statistics and Programme Implementation.

infrastructure projects costing Rs 150 crore and above indicates that land acquisition, environment/forest clearance, contractual issues and others together constitute about 80% of the reasons as reported by the project implementing agencies. It is imperative that suitable action /attention are required to resolve these issues for better implementation of infrastructure projects. Some of these issues require Policy intervention through good governance whereas others can be

resolved through better project management practices.

### Information Technology as an enabler in the Land Acquisition (LA) process

The core issues that surround the acquisition of land in India are very complex. Some of these are: -

- Litigations due to inheritance
- Multiple sales which have not been properly recorded
- Pledging of land to local money lenders

- Fragmented holdings
- Requirement of cash while dealing with sellers
- Difficulty in obtaining contiguous land
- Lands which have been granted to SC/ST by the Government
- Land ceiling laws
- Tough resettlement and rehabilitation laws

Well documented rights to land and ownership spurs growth and reflects on the economy of a country. According to a Mckinsey study, proper land records could free 1.3% of the GDP which is blocked. Some of the issues especially pertaining to clarity regarding ownership of land can be solved to a great extent by digitization of land records.

To address some of the above issues the Government of India has launched the “National Land Records Modernization Programme” (NLRMP) in August 2008, with an aim to modernize management of land records, minimize scope of land/property disputes, enhance transparency in the land records maintenance system, and facilitate moving eventually towards guaranteed conclusive titles to immovable properties in the country. The major components of the programme are computerization of all land records including mutations, digitization of maps and integration of textual and spatial data, survey/re-survey and updation of all survey and settlement records including creation of original cadastral records wherever necessary, computerization of registration and its integration with the land records maintenance system, development of core Geospatial Information System

(GIS) and capacity building.

The challenge for the Central Government is to bring all the States to the same level of modernization, so that the country moves together towards Conclusive Titling without disturbing the varied socio-economic systems prevailing in the States.

### Land Acquisition Management System (LAMS)

In order to simplify the land acquisition process a land acquisition management system (LAMS) needs to be developed which will be tightly integrated with the state level computerized land record system being created under NLRMP. The purpose of LAMS would be to automate the land acquisition process in the revenue department and function as a gateway for faster payment of compensation.

Authenticated records on land titles, consent of the owner, implementation of social impact assessment, identification of suitable land for resettlement and finally the compensation would be digitally done in keeping with the spirit of new Land Acquisition Act of faster rehabilitation and resettlement of the affected people.

LAMS will provide an interface between the NLRMP and the land acquisition offices (LAOs) in facilitating the various activities required in the land acquisition thereby introducing transparency and objectivity to the whole process. There are several land acquisition offices (LAOs) such as Industrial development board, National Highways etc., that can benefit from such an integrated system by eliminating the litigations.

The systems being developed under NLRMP will form as a source of basic information to LAMS which will further process the records for generating the appropriate notifications at the various stages of land acquisition process.

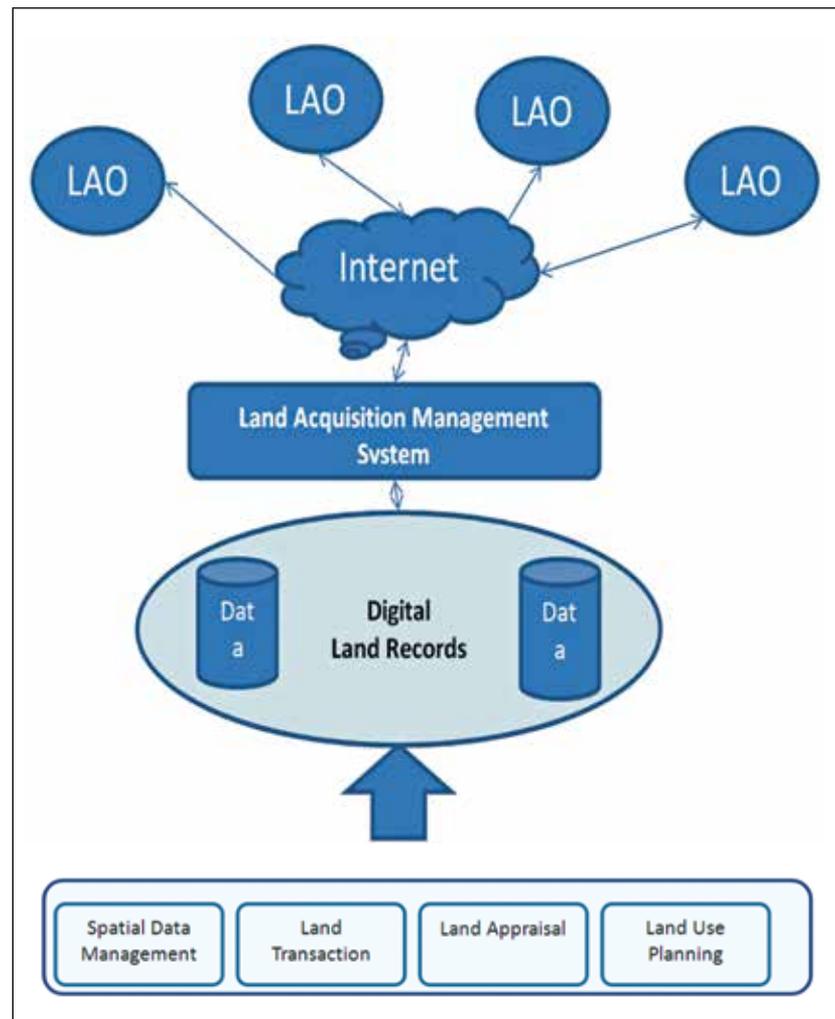
LAMS would also facilitate LAO to submit court stay or vacation of stay on notification or de-notification thereby effecting the similar changes in the database to avoid in-convenience caused to the public.

The Land Acquisition Management System (LAMS) would

also provide smooth transfer of Land to the State Government's Land Bank in case Land remains idle for 10 years. LAMS would be very helpful in transferring compensation value and would strengthen the desired level of transparency in land acquisition within the overall atmosphere of trust and participative development.

### An integrated land acquisition management system (LAMS) will:

Facilitate LAO in generating 4(1) notification, which is



**Fig-3.** An Integrated Land Acquisition Management System (LAMS) & serving various Land Acquisition Offices (LAO).



digitally signed.

- Monitor the required consent of the affected people.
- Monitor the progress of the Social Impact Assessment.
- Facilitate LAO for generating de-notification, which is digitally signed.
- Facilitate LAO for generating draft 6(1) notification.
- Facilitate dissemination of these notifications through WEB for information and digitally signed and bar coded notification to citizen through tele-centres at price fixed by Government.
- Facilitate the concern authority in Government to digitally sign the 6(1) notification and dissemination of the same.
- Facilitate electronic transfer of compensation to the beneficiaries' bank accounts.
- Facilitate automatic initiation of transaction for transferring lands acquired to acquiring body after 16(2) notification.

### The Way Forward

Development of a Land Acquisition Management System (LAMS) and its integration with

**A computerized land acquisition management system will help in expediting the process and will also result in reduction in costs attributable to litigations. LAMS would help in subsequent transfer of benefits of appreciated land value thereby strengthening the faith of land owners in the entire system of land acquisition. Also, considering the scarcity of land in our country it is highly recommended that a metric measuring productivity against land occupied may also be developed. This will help in comparing different entities on their land usage capabilities**

the state owned land record systems will help in smooth land acquisition process and further encroachments on government land would also become difficult. Modernization of the land records management and property registration systems is the first step, towards the goal of ushering in the system of Conclusive Titles with title guarantee. A computerized land acquisition management system will help in expediting the process and will also result in reduction in costs attributable to litigations. LAMS would help in subsequent transfer of benefits of appreciated land value thereby strengthening the faith of land owners in the entire system of land acquisition.

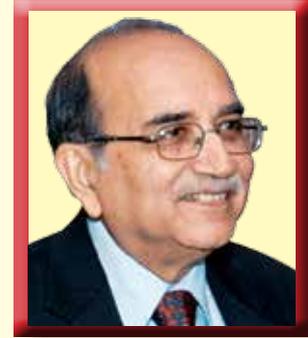
Also, considering the scarcity of land in our country it is highly recommended that a metric measuring productivity against land occupied may also be developed. This will help in comparing different entities on their land usage capabilities

Government of India would be justified in its efforts to parcel out this land to kick-start infrastructure projects which are suffering inordinate delays due to land availability problems. Further, the PSUs should also fast track their expansion plans in-order to justify retaining the land banks they currently possess.

Also, considering the scarcity of land in our country it is highly recommended that a metric measuring productivity against land occupied may also be developed. This will help in comparing different entities on their land usage capabilities. ■■■

# Labour Policy Reforms in India

## - Anti Worker or Pro Employer



**Dr. Rajen Mehrotra\***

The National Democratic Alliance (NDA) Govt. since it assumed office in end May 2014 has been taking steps to try and have a high growth rate for the Indian economy coupled with employment generation for the youth of the country. The economic policy reforms in India commenced in 1991 but the labour policy reforms have lagged behind and it is only now that the Ministry of Labour and Employment, Government of India has drafted three new bills on labour policy reforms, which have been a subject of intensive debate and discussions amongst employer organizations, professional bodies, trade unions, academic institutes and others in the last five months (i.e. May to Sept 2015).

### National Trade Unions Perspective

The national trade unions are unhappy with the proposed labour policy reforms, and claim that they are “anti-worker labour reforms”. The national trade unions claim that they were not consulted by the Central Government before the draft three new bills were released and the Trade Unions came

forward with a charter of demand to the Central Government and also gave a call for a day long nationwide strike on Tue 02 September 2015. The charter of the national trade unions is given below. The charter is on economic policy of the Government and also on the issues connected with labour policy reforms:--

- Minimum wages not less than Rs 15,000/- pm ,
- Same wages and other benefits to contract workers as given to regular workers,
- Scrapping of all anti-worker labour law amendments ,
- Recognition of “volunteers” such as Anganwadi, Asha and Mid-day meal workers as “workers” ,
- Removal of all ceilings for bonus payment and upward revision of gratuity,
- Arrest price rise, universalise public distribution system (PDS) and ban speculation of food items,
- Employment for all,
- No foreign direct investment (FDI) in railways, insurance and defense sector,
- Stoppage of disinvestments of public sector undertakings (PSUs)

- Assured pension not less than Rs. 3000/- per month for all,
- Compulsory registration of trade unions within a period of 45 days from the date of submitting application; and immediate ratification of ILO Conventions C 87 (i.e. Freedom of Association and Protection of the Right to Organise Convention, 1948 ) and C 98 (i.e. Right to Organise and Collective Bargaining Convention, 1949).

The NDA Government group of ministers had dialogue with the national trade unions in New Delhi and in end August 2015; the Government gave its response on the charter to avert the nationwide strike. The response was as follows.

- Formula based minimum wage of Rs 7,000/- pm to be made mandatory for all categories of employment,
- Contract workers to be guaranteed minimum wages,
- Tripartite consultations before labour law amendments. The states are also being advised to follow the tripartite process,
- Working out ways to bring construction workers, rickshaw pullers, auto drivers and volunteers of

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different schemes like anganwadi centres, Mid-day meal centres under social security coverage,

- Proposal to raise the salary limit of Rs 10,000/- pm to Rs 21,000/- pm for eligibility of annual bonus and enhance the computation of bonus on a salary ceiling of Rs 3,500/- to Rs 7,000/- pm.

- Arresting the price rise ,inflation is lowest in last many years except for two item, onions and pulses,

- Initiatives such as Skill India, Make in India, Mudra Yojna and National Career Service Portal etc aimed at creating more jobs, abolition of interviews for all recruitments at relatively junior level jobs,

- Foreign direct investment (FDI) in railways only for infra and not for operations, FDI in defense to achieve objective of saving foreign exchange,

- Committed to strengthening PSUs

- Provident Fund pension Rs 1,000/- pm.

Based on the Government response to the charter the Bhartiya Mazdoor Sangh (BMS) and National Front of Indian Trade Unions (NFITU) withdrew their participation from the nationwide strike, however the balance national trade unions went ahead with the day strike on Tue 02 September 2015 against the Central Government's "anti-worker labour reforms", as claimed by the trade unions. The Centre of Indian Trade Unions (CITU) claimed that more than 150 million workers went on the nationwide strike on 02 September 2015; however the Union Labour Minister contended that the strike was not a success. The impact of the one day strike was predominantly visible in the states of Bengal,

Karnataka, Kerala, Oddisha, Puducherry and Tripura. States of Bihar, Delhi, Goa, Gujarat, Haryana, Jharkhand, Punjab and Tamil Nadu were partially affected by the strike.

### Government's Proposed Labour Policy Reforms

The Labour policy reforms presently proposed by the Ministry of Labour and Employment, Government of India are three legislations on which the central trade unions have raised objection.

- The Small Factories (Registration of Employment & Conditions of Service) Bill, 2014 which would apply to factories employing less than 40 workers which includes contract labour. This bill is amalgamating 14 Acts {i.e. Factories Act 1948 , Industrial Disputes Act 1947, Industrial Employment (Standing Orders) Act 1946, Minimum wages Act 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965, Employees' State Insurance Act 1948, Employees Provident Funds and Miscellaneous Provisions Act 1952, Maternity Benefit Act 1961, Employees Compensation Act 1923, Inter State Migrant Workmen (regulation and Conditions of Services ) Act 1979, Shops & Establishment Act 1948, Equal Remuneration Act 1976, The Child Labour (Prohibition and Regulation) Act , 1986.}

- Laws governing terms and conditions of employment, (i.e.) Trade Unions Act. 1926, Industrial Employment (Standing Orders) Act, 1946 and Industrial Disputes Act, 1947 under Labour Code on Industrial Relations Bill, 2015.

- Laws governing wages by consolidating : The Minimum Wages Act, 1948, The Payment of Wages Act, 1936, The Payment of Bonus Act, 1965 and The Equal

Remuneration Act, 1976 under Labour Code on Wages Bill, 2015. These three proposed bills are in a draft stage and there are views being expressed and suggestions being made by employer organizations, professional bodies, trade unions, academic institutes and others. There can be views that differ and this need to be discussed and dialogued in a small steering group at the national level with an objective of finding solutions, and in the absence of an agreement the Government needs to take a final decision.

### Issues between Employer Organizations and Trade Unions

There will be contentious issues between employer organizations and trade unions where agreement may not be easy and the Government will have to play its role. Some of the issues are listed below, however this is not an exhaustive checklist:--

- The need for consolidation, simplification & rationalization of labour laws is accepted by all, with need for uniformity in definitions; however there are differences on definition when certain categories get included / excluded.

- Identification of bargaining agent (NB Presently there is no national legislation, though there are state Government legislations in certain states like Kerala, Maharashtra & West Bengal).

- Industrial Relationship as laid in legislation is mainly aimed at tri partisan, however experience indicates that bipartisan helps in building relationship.

- Need for a speedy dispute settlement process as the present process is complicated and time consuming.

- As for enforcement of the labour laws, employers desire the

removal of prosecution clauses in the laws, at the same time trade unions allege that enforcement by the Government is by and large absent and hardly any employers are prosecuted for violation.

- Exemption to certain sectors of trade and industry from coverage under labour laws (e.g. Essential Services, Export Processing Zones and Special Economic Zones )
- Chapter VB of the Industrial Disputes Act 1946 dealing with clauses of retrenchment, layoff and closure and the compensation associated.
- Section 9A notice of change under the Industrial Disputes Act 1946.
- Corruption issue: How to address it. Is it by removing inspector raj?
- Curtailment of the right to strike and lockout.
- Contract Labour: liberal granting of permission for engaging contract labour, vast variation in wages between the permanent workers and contract workers. Also permanent workers being replaced by contract workers. Limits on contract workers as a percentage of permanent workers.
- Fair wages for the workers apart from minimum wages.
- Need for ease of doing business and reduction in the number of labour laws to be complied with.

## Conclusion

Labour policy reforms in India are not an easy task for any Government, as it has to balance the interest of various stakeholders. We are well aware that both the First and Second National Commission on Labour's Report submitted in 1969 and 2002 were not implemented to this date, by various Governments that came to power.

There had been extensive tripartite consultations in the last five months on the three bills listed above where the Minister of Labour and Employment, Government of India has presided over the meetings. Recommendations of a subcommittee constituted on the suggestions of Trade Unions have already been submitted. There needs to be an attitude of give and take by both employer organizations and trade unions to move forward and if that does not take place then the Government needs to take a stand and decide on the issue. In the last meeting held prior to the holding of the 46th session of The Indian Labour Conference of 20 & 21 July 2015, the trade union leaders simply sought postponement without any discussions taking place. It is only through dialogue and discussions that consensus can be achieved. There is urgency for the tripartite constituents to talk and take decisions in the interest of the country. Professional bodies in India like National Institute of Personnel Management (NIPM), Indian Society for Training & Development (ISTD), NHRD Network who mainly deal with issues concerning employees need to play an active role by sending their suggestions to the sub committees appointed by the Minister of Labour and Employment, Government of India on labour policy reforms. The present labour policy reforms as presented by the Ministry of Labour and Employment, Government of India is a modified policy for enterprises having less than 40 workers. As for other enterprises there is hardly any change in the labour policy, it is more a cut and paste job of existing legislations with changes in certain areas including an effort to reduce

the filing of returns and removing prosecution as a punishment on the first instance.

There is need to have clear demarcation of 'Rights Issues' and 'Interest Issues' both for employers and employees. Both need to respect rights of each other and the disputes on interests to be resolved. Ideally this should be part of the proposed Industrial Relations Bill, 2015.

Even the change that industrial establishments employing more than 300 workers will have to obtain permission from the appropriate Government before lay-off, retrenchment and closure, compared to the earlier figure of 100 is really not a change from the original legislation of the Industrial Disputes Act 1947. It is during the emergency period (June 1975 to March 1977) when both strikes and lockouts were banned and the number of 300 workers was reduced to 100 in the Industrial Disputes Act 1947 and the same was not restored to 300, though the emergency was lifted on 21 March 1977. It is now that the figure of 300 has been restored in the draft labour code.

There are enterprises in India that have an excellent relationship with the trade unions and the workers and are able to resolve the problems through bipartite dialogue and are comfortable with the existing labour legislations. At the same time there are enterprises as well as trade unions that see the need for changes in the existing labour policy and legislation.

Let us hope the labour policy reforms when passed by Parliament help both the workers and the employers, as we need to generate jobs for the youth and at the same time safe guard employment coupled with survival and growth of enterprises. ■■■

# Essentials for Skin Care



**Dr. Poonam Puri**  
Consultant Dermatologist  
Safdurjung Hospital

**S**kin being the external organ of the body is exposed to the surrounding environment and varying climatic conditions. Extremes of temperature (heat and cold) can play havoc with it. Summer and winter seasons have distinct effects on skin, so care of skin differs in different seasons. Summer is the season when one has to take special care of the skin. The skin which looks radiant throughout winter starts looking dull, oily and pigmented. During summer the increased temperature & excessive sweating, exposure to bright sun light predispose to certain skin disorders which are often seen as bacterial and fungal infections, prickly heat, intertrigo, skin allergies, pigmentation and sun induced disorders (photodermatoses). During this season especially when it rains, many insects enter the environment and are responsible for increased incidence of skin reactions to insect bites which are more commonly seen in children. Some skin disorders like acne become more aggravated.

It is easy to contract bacterial infection during the summer months. It usually occurs in people with poor hygiene and also in persons who are exposed to high temperatures & humid environment for prolonged periods. These infections commonly presents as painful red pus lesions (boils) which are seen on the face, thighs and buttocks. One should wear loose fitting cotton clothes which allows the skin to breathe and take shower preferably twice a day. Synthetic garments should be avoided as far as possible.

Fungal infections are commonly seen in hot and humid weather. The fungi thrive in areas with high moisture content as in the folds of the skin (arm pits and groins). These infections are usually seen in people who wear tight fitting clothes or synthetic garments. The foot can be infected in the persons who wear shoes for prolonged periods. Diabetic patients are especially prone to these fungal infections. The common fungal infections seen are so called Pityriasis versicolor and

ring worm (Dermatophytosis). Pityriasis versicolor is superficial infection of skin prevalent in places of high humidity. In this condition, light colored or whitish scaly patches appear on the back, chest and neck. The ring-worm infection is the commonest fungal infections seen during summers and most often involves the skin folds like groins, axillae and breast folds (in females) but any part of the body can be involved. Characteristically the lesions are round or irregular and have an advancing red margins with central clearing giving the appearance of a ring (hence its name). They are itchy and usually associated with burning sensation. Prevention involves keeping the skin folds as dry as possible and use of antiperspirant. Dusting powders should be used to absorb the moisture especially in body folds. For established cases the clinician should be consulted who usually prescribes antibiotics or antifungal medications if needed.

Athlete's foot is another fungal infection which occurs in people

who have sweaty feet and wear shoe for a long time. Shoes and closed footwear should not be worn for a long time. One should wear footwear that is comfortable and which allows free circulation. If there is excessive sweating of soles, one can use talcum powder as an absorbent before wearing the socks.

Rash in the skinfolds (arm pits and groins) due to excessive sweating is called intertrigo. Skin folds become red and macerated and there is burning and itching. This condition often gets superimposed with bacterial and/or fungal infections. Keeping the area dry is fruitful in prevention of intertrigo.

Heat rash or prickly heat (miliaria) is caused by a blockage of sweat ducts due to excessive heat and humidity. In this condition, itchy rash with small red spots appear in places where sweat collects such as the armpits, back, under the breasts, chest, groin and the waist. There is burning sensation & lot of discomfort experienced by the patient. One should wear loose cotton fabrics so as to allow sweat to evaporate and avoid creams or ointments that might further block sweat ducts. In addition having cool showers, and using talcum powder and applying calamine lotion takes care of the heat rashes.

There is aggravation of acne (pimples) during the hot & humid conditions. This is because of increased secretion of oil (sebum) from sebaceous glands. Hygiene plays an important role. Another embarrassing condition in many persons is unpleasant body odour due to excessive sweating. This is not only due to increased sweat

**Athlete's foot is another fungal infection which occurs in people who have sweaty feet and wear shoe for a long time. Shoes and closed footwear should not be worn for a long time. One should wear footwear that is comfortable and which allows free circulation. If there is excessive sweating of soles, one can use talcum powder as an absorbent before wearing the socks.**

accumulation but also due to a bacterial decomposition. To avoid body odour use of loose cotton clothing, having a shower 2-3 times a day, use of medicated soap, anti-fungal powder and deodorant in the body folds is helpful.

During monsoon one can have rashes from insect bites and stings. Bites and stings usually cause pain and swelling, but they can also cause a severe skin reaction in few people who are allergic to stings. Mostly the reaction is localised to the swelling at the site of the bite or sting but sometimes can cause skin rash elsewhere as well. However in some people a very severe reaction to the bite or sting affects the entire body resulting in the swelling of the face, lips, tongue, throat, and/or difficulty in breathing. The

blood pressure falls and heart rate increases. This severe allergic reaction is called anaphylaxis which is a medical emergency and the patient is to be rushed to the nearby health centre.

Many women who have sensitive skin suffer from allergies caused by wearing artificial jewellery because the salt in the sweat reacts with the metal present in the jewellery. The rashes develop around the neck and wrist. Men who wear tight belts also suffer from darkening of the skin around the waist and severe irritation after profuse sweating. With the summer setting in, perspiration and dehydration makes the body lose a lot of water and minerals. The skin looks dehydrated and looks dull. One should also drink lots of water and fluids to keep skin hydrated in summer. Avoid aerated drinks and canned juice, which in excess can further harm your body. Lime water, fresh fruit juice, buttermilk, coconut water are advisable. During summer, the hair also becomes lustreless and oily. A shampoo and a conditioner which makes hair easily manageable should be tried.

In some people direct exposure to the sun brings in additional problems due to ultraviolet radiations in the spring or early summer. The exposure may trigger an itchy, red rash on face, in the front of the neck, chest and the arms which is called polymorphous light eruption (PMLE). More chronic sun exposure leads to the darkening and pigmentation of the skin. This is because exposure to sun activates the synthesis of melanin which is a pigment that protects the skin against harmful and damaging effects of sun rays. Therefore protection from sun is

extremely important. One should avoid exposure to sun between 10 AM to 4 PM since the sun is directly overhead and ultraviolet rays are strongest. One should stay in the shade as much as possible. Protective clothing should be worn and one should not forget to apply sun screen. One should use it 30 minutes before stepping out and reapply every 2 hours or after sweating or contact with water so that the effect does not wear out. Broad spectrum sunscreens with UVA and UVB protection are preferred. Sunscreen should be worn daily and should be applied not only to the face but to other exposed parts like ears, neck, arms and hands. A sunscreen with an SPF (sun protection factor) of at least 15 is recommended, however select a sunscreen with higher SPF30 if near a beach or snow. Using an umbrella and sunglasses while going out in the sun is recommended.

Do not take skin for granted. One can have a healthy and a beautiful skin in summer if simple rules are observed. Tips to minimise skin problems in summer are simple and not time consuming. Try these measures to protect your skin in summer



- Wear light colored, loose-fitting clothes that don't trap heat and moisture. Natural fabrics such as cotton are best.
- Keep the skin folds as dry as possible by using antiperspirants and powders.
- Change clothes when you get drenched in the rain as chances of getting fungal infections increase manifold.
- Spend time in cool, air-conditioned or well - ventilated environments.
- Take frequent cool baths with a mild cleanser
- It's also important to drink plenty of water in hot weather.
- Reduce caffeine intake.
- Avoid strenuous exercises as it causes sweating.
- Use of sunscreen is essential.
- Have a diet rich in variety of seasonal fruits and vegetables. Avoid junk food and consume a balanced diet.
- Personal hygiene is most important.
- Avoid use of cosmetics as far as possible
- High humidity levels slows down the digestive system. Avoid oily, spicy and junk food. Eat healthy seasonal fruits and vegetables to maintain a natural glow. ■■■■

# FSNL -

## A Service Provider to the Steel Industry



**Rajib Bhattacharya**  
MD, FSNL

### The Saga of FSNL

It is learnt that the beginning of the scrap processing industry in India can be traced back to 1956 when the Managing Director of the then TISCO contacted i.e. M/s Heckett Engineering Company, USA, (a division of Harsco Corporation, USA), considered the pioneer in Scrap Recovery Technology in the world. The predecessor of Ferro Scrap Nigam Ltd, M/s Heckett Engineering Company (USA) started its operation in 1957 in India at Tata Iron & Steel Company Limited (then TISCO, Jamshedpur) for mechanized scrap recovery. Subsequently, in the year 1962, Rourkela Steel Plant and in 1964, the Indian Iron & Steel Company, Burnpur also employed their services for scrap recovery.

M/s. Heckett Engineering Company (USA) operated in India as the Indian Branch of the American Company. Pursuant to the promulgation of Foreign Exchange Regulation Act, 1974, M/s Heckett Engineering Company (USA) either had to wind up its operations or had to acquire an Indian partner who would take a majority stake. At the same time continuance of

their operations in India was considered to be beneficial to the steel plants. The solution was to form a new Company.

The Government of India desired that the operation of M/s Heckett Engineering Company, USA should be indigenized. Consequently, MSTC Ltd (the erstwhile Metal Scrap Trade Corporation Ltd.,) then a subsidiary of SAIL was advised to begin work on this decision. MSTC Ltd., after undertaking a comprehensive study recommended the formulation of an independent company for this purpose and thus on the 28th of March, 1979, Ferro Scrap Nigam Limited in collaboration with M/s Harsco Inc., USA came into existence.

The entire mechanized scrap recovery process technology of M/s. Heckett Engineering Company as well as the equipments and services of the operating personnel were transferred to FSNL, with 60 percent share holding by MSTC Ltd., and the remaining 40 percent share holding by M/s Harsco Corporation, USA. Initially, FSNL was a subsidiary of SAIL and delinked from SAIL alongwith MSTC Ltd., in 1982. In the year 2002, M/s Harsco

Corporation transferred their 40 percent share holding to MSTC Ltd., thus FSNL became a wholly owned subsidiary of MSTC Ltd.

### Vision

The Company has a vision to increase its operational horizon by expanding the existing business to provide better services to its customer and to make the company competitive.

### Mission

The Mission of the Company is to generate 'Wealth from Waste'.

### Objectives

The Company's objective is to remain a market leader in the field of waste recycle management in the steel industry.

### Award of additional work to FSNL

FSNL was formed with a view to recover and process scrap in all the public sector integrated steel plants. The scrap recovery & processing jobs started in Bhilai Steel Plant in 1983, at Bokaro Steel Plant in 1984, at Visakhapatnam Steel Plant in 1990 and at Durgapur Steel Plant in 1991.



In the meeting held at Ministry of steel on 21.12.1990 & 8.5.1991 it was decided that all the scrap recovery operations in the integrated steel plants should be handed over to FSNL by 30.06.1991 replacing the existing private contractors. Accordingly, FSNL acted in a phased manner and took over total scrap recovery operations at SAIL Plants. In the process of taking over of scrap recovery at various plants, FSNL made huge investments for installing large facilities like Plant & Equipment, Machinery and recruited large workforce required for the above operations. At Durgapur Steel Plant a workforce of 165 people of private contractors were also absorbed in FSNL rolls.

Within a year's time of the decision taken, FSNL was able to take over all the jobs relating to recovery of scrap including recovery from current arisings and from dumps and is continuing till date.

### Present Activities

The Company undertakes the recovery and processing of scrap from slag and refuse dumps in the steel plants at Rourkela, Burnpur, Bhilai, Bokaro, Durgapur, Visakhapatnam, Daburi, BHEL - Haridwar, Rail Wheel

Factory - Bengaluru & SAIL-VISP, Bhadravati. The scrap recovered is returned to the steel plants for recycling/disposal and the company is paid processing charges on the quantity recovered at varying rates depending on the category of scrap. The Company is also providing Steel Mill Services such as slag processing, screening, coke screening, scarfing of Slabs and also undertakes Custodian & Warehousing services to customers of MSTC (managing

24 sites across the country).

### Benefits of recycling

One has only to look back a few decades to see the depletion that has overcome the world's resources today. No wonder, conservation is the chant of every developed and developing country in the present, FSNL is contributing its mite towards this end in its chosen field of ferrous scrap recovery. A process that reclaims ferrous metallic from muck and debris arising from iron and steel making process, which was hitherto considered waste. An effort that gains millions of rupees worth of metallics recycled annually for the country compared to import of scrap. Over a period of time, it has been established that usage of ferrous scrap to produce steel leads to considerable savings in energy, natural resources (Iron ore, coking coal & limestone), water, reduction in water pollution, air pollution and mining wastes. [Refer Table].

**Environmental Benefits of Metals Recycling**

Energy saved using recycled material versus Virgin Ore	Recycling 1 Tonne of Steel saves	Recycling 1 Tonne of Aluminium saves	Reduction of CO2 Emissions by using scrap
74% for Iron and Steel Scrap	1.2 Tonnes of Iron Ore	8 Tonnes of Bauxite Ore	58% for Iron and Steel Scrap
95% for Aluminium Scrap	0.7 Tonnes of Coal	14 Megawatt Hours of Electricity	92% for Aluminium Scrap
85% for Copper Scrap	0.5 Tonnes of Limestone		65% for Copper Scrap

Source: Steel World Vol.20 No.08 August 2014

With the recycling of Scrap & Slag, Steel Plants are protecting the earth's atmosphere by not generating carbon dioxide for production of equivalent amount of steel from ore by traditional process. Since the Carbon Credit has now turned into a product and monetary benefit can be drawn, Steel Plants may earn handsome amount of Carbon Credit for the Scrap and Slag being recycled, recovered/supplied by FSNL.

## Intangible Benefit to Steel Plants

Every year Steel Plants are saving considerable amount towards their input cost by consuming the recovered/ salvaged processed materials (scrap & slag) by FSNL instead of buying from open market/ import which is a major contributor to the bottom line of Steel Plants as shown in the table given below:-

(Rs. in Crores)

Sl. No	Description	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
1	From recovery of metallics	5576.49	5972.70	4882.68	6620.10	6279.97	6449.39
2	Savings in Lime Stone due to Recycling of LDSlag	115.81	112.27	132.32	107.29	118.43	119.34
	<b>Total</b>	<b>5692.30</b>	<b>6084.97</b>	<b>5015.00</b>	<b>6727.39</b>	<b>6398.40</b>	<b>6568.73</b>



### Strength of FSNL

The Company was awarded 'Mini-Ratna Category II' by the Government of India.

It is to mention that plant & machinery such as Magnetic Separator, Fe-enrichment, Grinding & Screening Plant are tailor made, inhouse designed & manufactured by FSNL to meet the specific requirement of the customer steel plants. Other Heavy Earthmoving Equipments (HEMs) are procured from Original Equipment Manufacturers (OEMs).

FSNL has undertaken the challenging activity of hot slag pit management round the clock in the Steel Plants which is so critical that even a minor deviation in services will result in serious

adverse consequences in Steel Plant's line of production. It is an area where any other agencies can dare to venture due to the requirement of high level of investment and risk, which FSNL is performing to the full satisfaction of its customer steel plants.

FSNL inherited a World class technology, having plants across the country, a large disciplined & skilled workforce with good work culture, owning a large fleet of Heavy Earth Moving Equipments, Plants & infrastructures, highest market share, trust of regulatory/ statutory body being a PSU company and last but not the least FSNL is backed by more than 50 years of experience.

### Integrated Management System

FSNL implemented Integrated Management System-ISO 9001: 2008, 14001: 2004 & OHSAS 18001: 2007, in the year 2011 at its Corporate Office as well as all Units.

### Performance

During the just concluded financial year 2014-15, the overall achievement has been remarkable. FSNL could also achieve increased productivity per employee considerably in the year. Recovery of Ferrous Scrap has been 23,05,115 M.T. (Approx.) and handling & processing of Slag has reached 59,67,220 M.T. (Approx.) which is a record since inception. Even under financial parameters, the performance has been remarkable compared to earlier years and the likely MoU rating shall be 'Excellent' for the year 2014-15. Further, the Company could effect savings of Rs.94.37 lakhs by undertaking austerity measures.

### Corporate Social Responsibility

FSNL has been undertaking various activities across different States of India in the areas of Education, Development of

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 Manages Hi-tech  
 Air Cargo terminals



Sports activities, Medical Health & Hygiene, Environmental Protection, Infrastructure & Civic Amenities, Development of Art & Culture, Financial Assistance for rehabilitation of affected people of natural calamities, apart from Swachh Bharat Abhiyan & Swachh Vidyalay Abhiyan.

### Future road map

As far as future road map of FSNL is concerned, due to expansion activities of the Steel Plants, the requirement of scrap is ought to increase and FSNL looks up this as an opportunity and it is fully geared up to take up these additional jobs of the Steel Plants in the years ahead. FSNL is chalking out its plan to revamp/ replace the existing fleet of equipment under Addition/ Modification/ Replacement in a phased manner to achieve cost reduction and increase productivity as well as efficiency. FSNL is exploring the possibilities for acquiring the business in areas viz., Overburden removal at Mines (Coal, Ore etc.) Scrap Management at Air India,

**As far as future road map of FSNL is concerned, due to expansion activities of the Steel Plants, the requirement of scrap is ought to increase and FSNL looks up this as an opportunity and it is fully geared up to take up these additional jobs of the Steel Plants in the years ahead. FSNL is chalking out its plan to revamp/ replace the existing fleet of equipment under Addition/ Modification/ Replacement in a phased manner to achieve cost reduction and increase productivity as well as efficiency.**

Recovery of stainless steel scrap from stainless steel slag at Salem Steel Plant and Recovery of non-ferrous metallics.

FSNL firmly believes that the vision of 'Make in India' launched by our Hon'ble Prime Minister will strengthen the Indian PSUs and with mutual trust and cooperation, the PSU fraternity will become a force to reckon with in the near future. FSNL is fully poised to work with PSUs in other sectors and expand its horizons.

### Acknowledgement

The successful journey of FSNL from inception till date could not have been possible without the help of the Government of India, Ministry of Steel, continued support and cooperation from the big brothers of Indian steel industry SAIL & RINL and other valued customers viz., BHEL, NINL & Indian Railways (Rail Wheel Factory). We are quite confident that FSNL shall remain as market leader in the field of waste recycling management in the steel industry. ■■■

Mr. R. G. Rajan, Chairman, SCOPE, releases

## Special Issue of Kaleidoscope on Fertilizer Industry



Mr. R. G. Rajan, Chairman, SCOPE (3rd from left) releasing the Special Issue of Kaleidoscope on Fertilizer Industry. Standing on his right are Dr. U. D. Choubey, DG, SCOPE and Mr. S. Venkateswar, CMD, PDIL and on his left Capt. P. K. Kaul, Director (Marketing) NFL.

**SCOPE recently brought out a special issue of Kaleidoscope journal on Fertilizer Industry which highlighted the growth, opportunities and challenges in the fertilizer sector as well as the policy initiatives by the government.**

**Mr. R.G. Rajan, Chairman, SCOPE & CMD, Rashtriya Chemicals & Fertilizers Ltd released the Special Issue in a glittering function held on 28th September 2015 at SCOPE Convention Centre, New Delhi. Dr. U. D. Choubey, Director General, SCOPE, Mr. S. Venkateswar, CMD, Projects & Development India Ltd and Capt. P.K. Kaul, Director (Marketing), National Fertilizers Ltd also addressed the function which was attended by a large number of Chief Executives, Directors and Senior Executives of Public Enterprises.**

Mr. R. G. Rajan, Chairman, SCOPE, while addressing the function said that India as an agricultural economy has come a long way in food production. The country is now producing food grains five times than what it was producing in 1947. He said that the Green Revolution in the country has helped it achieve this special position in the world of being one of

the largest exporters in the world. Mr. Rajan also laid emphasis on the need for balanced use of fertilisers in the country. He cited the example of the over use of urea in the country. As the price of Urea is low, there is an over exposure of crops to it as farmers tend to over use it. He also spoke of the significance of Soil Health Card being distributed by the government to farmers that would help

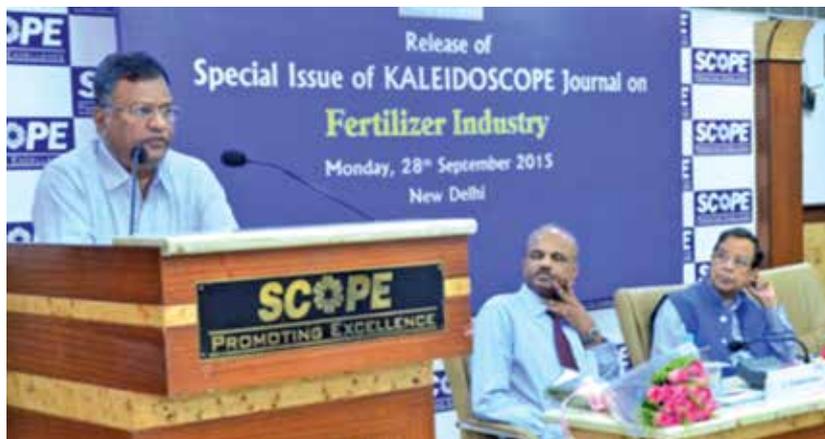
in improving the production and quality of crops in the country.

Mr. Rajan added that Neem Coating was a big step ahead for the country as Urea improves production, Neem, a pesticide is good for crop production and diversion of urea to other industries would stop. He also spoke about the need for Nutrient based subsidy in the country. He commended the Kaleidoscope journal

team for putting together an issue that gave a concise view of the fertiliser industry with articles from PSEs, private and the government's perspective.

Speaking on this occasion, Dr. U. D. Choubey, Director General, SCOPE emphasized the need of at least 10 new grassroot mega fertilizer plants to meet the present deficit of urea as this is being met through import which is of the order of 42 percent.

Dr. Choubey said Indian fertilizer industry is playing a pivotal role in enhancing agricultural production and ensuring food security for the people of the country. Agriculture sector remains one of the important sector as it contributes about 14 percent of country's GDP and nearly 60 percent of its population derives



Mr. R. G. Rajan, Chairman, SCOPE addressing the function.

company has been a partner of the fertilizer industry since 1951. He applauded the special issue saying that it was an opportune time for bringing out this issue as India is heavily importing urea and we need to raise the issue of opening of urea plants to bridge

fertilizer even more pivotal. The biggest issue faced by the country was that of food security, which could be solved only with the right use of fertilizers.

With the rising population he added, the demand of food crops is set to increase and



(L to R) Dr. U. D. Choubey, DG, SCOPE, Mr. S. Venkateswar, CMD, PDIL and Capt. P. K. Kaul, Director (Marketing) NFL addressing the function.

its livelihood from it, he added. Dr. Choubey emphasized the need to develop R&D facility in the fertilizer sector as India still imports basic processes know-how of manufacturing variants of fertilizers. He also stressed for expansion of infrastructure at ports, railways, roads, warehousing etc. for timely transfer the fertilizers to the farmers.

Mr. S. Venkateswar, CMD, PDIL in his address said that the

the demand and supply gap in the country. He said that the last urea plant was opened in the country in 1995, so it was important to open more such plants to avoid dependency on imports alone. Capt. P. K. Kaul, Director (Marketing), NFL said that in India 2/3<sup>rd</sup> of the population depended on agriculture and the industry employed 56 percent of the population which has made the role of

fertilisers are thus going to play a big role in improving the health of soil in the country. One of the biggest challenges faced by farmers in India, is soil degradation and fertilisers can play an essential role in supplying vital nutrients to the soil.

A large number of Chief Executives, Directors and Senior Executives of public enterprises attended the release function. ■■

# Feedback Workshop of 4<sup>th</sup> Advance Global Leadership Program



SCOPE organized a feedback workshop of the 4th Advanced Global Leadership Program 2015 on 28<sup>th</sup> September 2015 at SCOPE Convention Centre, New Delhi. Mr. R.G. Rajan, Chairman, SCOPE & CMD, RCF, Dr. U.D. Choubey, Director General, SCOPE and Prof. Sougata Ray,



Program Director were present on the occasion. The participants shared their key learning from the entire program with the dignitaries. Mr. Rajan presented the Certificates to the Top/Senior Executives from PSEs who had participated in the Advanced Program. ■■■

## SCOPE & PSEs Pay Tribute to Mahatma Gandhi



Dr. U. D. Choubey, DG, SCOPE paying floral tribute to Mahatma Gandhi.

SCOPE and Public Sector Enterprises paid floral tribute to Mahatma Gandhi, Father of the Nation, on his 146<sup>th</sup> birth anniversary on 2<sup>nd</sup> October 2015 at SCOPE Convention Centre, New Delhi.

On this occasion, Dr. U.D. Choubey, Director General, SCOPE expressed his views that Gandhiji's ideology and principles are more relevant than ever before in today's changing business environment. Dr. Choubey told that Gandhiji's philosophy of clean mind and clean heart has coincided with the cleanliness drive under the vision of Swachh Bharat. ■■■



A team of top management of PSEs headed by Dr. U.D. Choubey, Director General, SCOPE met ILO representatives and discussed labour reforms, CSR, decent work and many other issues.



A team of top management of PSEs headed by Dr. U. D. Choubey, Director General, SCOPE met OECD representatives and discussed public sector reforms.



## 15<sup>th</sup> National Workshop

on



Under the aegis of Public Enterprises Selection Board

# THE BOARD INTERVIEW

Succession Planning for Board Level Positions for  
Senior Women Executives  
(On Residential Basis at Hotel)

**3<sup>rd</sup>-5<sup>th</sup> December 2015 • Renaissance Hotel, Lucknow (U.P.)**

Inauguration by:

**Shri Ajit Kumar Seth, IAS (Retd)**

Chairman

Public Enterprises Selection Board

The National Workshop on the Board Interview is one of the most sought after programs organized by SCOPE every year. This Workshop is exclusively for senior women executives (at the level of E9, E8, E7, E6 and E5) in public sector enterprises. The Workshop would provide ample opportunity to participants to interact with the Chairman, Members and Secretary of PESB. This will enrich the participants to develop better understanding and confidence to face the PESB interview later for the post of CEOs/Directors in various PSEs.

For details, please contact

Mr. R.K. Vasudeva, Joint Director (Program) Standing Conference of Public Enterprises, SCOPE Complex, Lodhi Road, New Delhi.  
Tel: 011-24365158, 24361747, Fax: 011-24361371 Mobile: 98101-89108 Email: scopecfd@yahoo.in

## Conference Facilities at SCOPE Convention Centre

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

### Auditorium



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

### Mirza Ghalib Chamber



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

### Tagore Chamber



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

### Bhabha Chamber



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

### Fazal Chamber



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

## Business Centre



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

## Banquet Hall



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

## Annexe I



The Annexe-I having capacity of 25 Persons.

## Annexe II



The Annexe-II having capacity of 25 Persons.

## Tansen Chamber at UB



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

## Amir Khusro Chamber at UB



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

*For Booking & Tariff details please contact*

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

**Mr. A. Zaman**, Manager (HR)  
Mobile: 9868502306

**STANDING CONFERENCE OF PUBLIC ENTERPRISES**

1st Floor, Core No. 8, SCOPE Complex, Lodhi Road, New Delhi - 110003 Phone: 011-24360101 & 24361747 • Fax: 011-24361371

## Conference Facilities at SCOPE Minar Convention Centre

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

### Convention Hall



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

### Meeting Hall



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

### VIP Lounge



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

### Banquet Hall



A new beautiful Banquet Hall with latest specification of engineering has been created in SCOPE Minar. It has attached huge kitchen and washrooms facility. Around 300 persons can dine in the banquet hall including sitting of 50 persons.

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

*For Booking & Tariff details please contact*

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

## Indian Power Sector and NTPC have shown **Impressive Achievements Amid Challenges**



Mr. A. K. Jha, CMD, NTPC addressing the shareholders at the 39<sup>th</sup> AGM of NTPC.

Indian economy, the Indian power sector and the largest Indian power company - NTPC have shown remarkable resilience by posting impressive achievements amid challenges said Mr. A. K. Jha, CMD, NTPC, while addressing the shareholders at the 39<sup>th</sup> AGM of the Company in New Delhi recently. The power sector has also shown a new vibrancy along the value chain in contributing to the economy through higher generation output and other performance indicators in line with the Government's upgraded mission of providing '24x7 power for all' by 2019. IMF and the global economic community are looking at India for supporting the turnaround of the global economy and IMF has stated that "India is a bright spot in the global economy" he added. Mr. U. P. Pani, Director (HR), Mr. S. C. Pandey, Director (Projects), Mr. K. K. Sharma, Director (Operations), Mr. K. Biswal, Director (Finance) and Independent Directors of the company were present on the occasion.

Speaking on NTPC's achievements, he informed the shareholders that present installed capacity of the company is 45,548 MW and the company has made the single largest thermal capacity addition (8,445 MW) in the country during the 12th Plan so far and is well on course to exceed the target of 11,920 MW set by Government of India.

In keeping with its stature as the market leader he said, NTPC is marching towards its long term capacity addition target of 128 GW by 2032. The Company has over 23,000 MW capacity under construction and nearly 9,500 MW capacity is under bidding. Feasibility reports for about 16,600 MW have been approved. Talking of company's strategy for inorganic growth, he said company has signed an MoA with Government of Jharkhand to form a JV Company for performance improvement and expansion of Patratu Thermal Power Station (770 MW) with proposed capacity expansion of 4,000 MW. ■■■

## SCOPE Pays Tribute to



**Dr. S. R. Mohnot**

15.03.1929 - 04.10.2015

**D**r. S. R. Mohnot, Executive Chairman, Centre for Industrial & Economic Research (CIER) passed away on the morning of October 4, 2015. SCOPE mourns Dr. Mohnot's passing away and prays for his soul to rest in peace. SCOPE recalls its association with Dr. Mohnot of nearly two decades starting with holding of an International Workshop on Comparative Advantage of Enterprise Models and Privatisation in 1991. The workshop was organized by the Division of Global and International Programme, UNDP, jointly with SCOPE and CIER. Dr. Mohnot was a strong votary of public sector. He highlighted the positive impact the Central Public Sector Enterprises had on the Indian Economy. SCOPE and CIER under the guidance of Dr. Mohnot produced some highly scholastic and empirical studies to establish positive role the public sector played in the development of Indian economy. These included i) Performance of Public and Private Sector; ii) From Public Sector to the Professional Sector: The Third Option; iii) The Emerging Public Sector: Vision of National Treasure. On its own CIER, through Dr. Mohnot produced Privatisation Options and Challenges; and Re-inventing the Public Sector; the latter in association with Rajiv Gandhi Institute of Contemporary Studies.

The Public Sector in general and SCOPE in particular will always recall with gratitude the erudite and highly scholastic support, that Dr. Mohnot lent to establish the relevance of the Central Public Sector. SCOPE prays for the soul of Dr. S. R. Mohnot to rest in peace.

## DNP Limited Annual General Meeting Held



Annual General Meeting of DNP Limited in progress.

**T**he 8th Annual General Meeting of DNP (Duliajan Numaligarh Pipeline) Ltd was held recently at Guwahati under the Chairmanship of Mr. R. T. Jindal, IAS, Additional Chief Secretary to the Govt. of Assam. DNP Ltd is a Govt. of Assam Undertaking and a joint venture company of Assam Gas Company Limited (AGCL-51 %), Numaligarh Refinery Ltd (NRL-26 %) & Oil India Ltd (OIL-23 %). During the financial year 2014-2015, the company generated revenue of Rs. 66.03 crs compared to Rs. 59.15 crs in 2013-14, i.e., an increase of 11.63 %. Profit before tax was Rs. 19.65 crs compared to Rs. 9.30 crs in the previous year and profit after tax of 6.70 crs as against profit after tax of Rs. 4.42 crs in the previous year. The shareholders have declared a dividend of Rs. 0.11 (i.e. 1.1 %) per equity share of Rs. 10/- each for the financial year ended March 31, 2015, amounting to Rs. 2.21 crs (inclusive of tax of Rs. 0.37 crs). ■■■



# PSEs Annual General Meetings

## CMD, RCF Announces Excellent Performance of the Company



Mr. R. G. Rajan, CMD, RCF addressing the press at the 37<sup>th</sup> AGM of RCF.

Mr. R. G. Rajan, CMD, Rashtriya Chemicals & Fertilizers Ltd., announced the excellent performance of the company in the financial year 2014-15 and various achievements of company in a Press Conference held after the 37<sup>th</sup> Annual General Meeting of RCF at Mumbai in presence of Mr. C. M. T. Britto, Director (Technical), Mr. A. B. Ghasghase, Director (Mktg.), Mr. Suresh Warior, Director (Fin.), Mr. Kulawant Rana, Under Secretary, Govt. of India and senior executives of RCF.

He, further briefed about various achievements of the year regarding sale of fertilizers, excellent performances of the plants, prestigious awards received by the Company and elaborated on future projects of company.

## Annual General Meeting of RINL held

The 33<sup>rd</sup> Annual General Meeting of Rashtriya Ispat Nigam Ltd was held recently at its Registered Office in Visakhapatnam recently. Mr. P. Madhusudan, CMD, RINL chaired the meeting.

In his address, CMD, RINL indicated that in 2014-15 the company registered a growth of 3 percent in Crude Steel production despite the operations of the plant being severely impacted by the Hudhud

Cyclone in October '14. After Hudhud, the plant operations could be normalised in the quickest possible time and the growth momentum could be resumed during December '14 - March '15. The import of steel from China increased considerably during the second half of the fiscal, impacting product price realisations. The increase in imports from China during the fiscal was 202 percent in the non-flat category (longs) and RINL being an exclusive longs steel producer, was severely affected, with the margins and profits declining sharply in H2.



Mr. P. Madhusudan, CMD, RINL chairing the 33<sup>rd</sup> AGM (to his left) Mr. Mahabir Prasad, Prof S. K. Garg, Mr. D. N. Rao are seen. (to his right) Mr. P. C. Mohapatra, Director (Projects), Dr. G. B. S. Prasad, Director (Personnel), Mr. T. V. S. Krishna Kumar, Director (Finance) are seen.

Nevertheless, the company registered a turnover of Rs. 11,665 cr. with a PAT of Rs. 62 cr. during the year 2014-15. The company achieved export sales of Rs. 865 cr, the highest since inception with a growth of 16 percent. Other notable achievements during the fiscal include, completion of the 6.3 mtpa expansion, modernization of one of the Blast Furnaces (BF-1), completion of 20.6 MW Waste Heat Recovery Power Generation Unit of Sinter Machine, the first of its kind in the country, and introduction of ERP system. During the fiscal, the Company redeemed Rs. 550 cr. towards Preferential Share Capital taking the total redemption to Rs. 2,637 cr. The Company paid an Interim Dividend of Rs. 14 cr. and Rs. 11.35 cr. on Preference Shares & Ordinary Equity Shares respectively to Govt. of India. The total dividend pay-out is 40.64 percent (Previous FY 25.28 percent) of PAT.



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## REIL Posts Profit of Rs. 20.96 cr. in the Financial Year 2014-15



Mr. A. K. Jain, MD, REIL alongwith other Senior Officials at 33<sup>rd</sup> AGM of REIL.

Rajasthan Electronics & Instruments Limited declared 20 percent dividend to its Share Holders for the year 2014-15, in its 33<sup>rd</sup> Annual General Meeting held recently. On this occasion, MD, REIL, Mr. A.K. Jain presented statistics for the year 2014-15, which emphasized that the net worth of the Company has increased by 14 percent from Rs. 82.71 cr. to Rs. 94.44 cr. and the Company has earned a profit before tax of Rs. 20.96 cr. on a turnover of Rs. 224.99 cr. Ms. Veenu Gupta, Chairman, REIL stated that Company is maintaining sustained growth and profitability with innovative solutions, harmonious industrial relations and the continuous support of valued customers. Company will scale greater heights in the days to come. She expressed her sincere appreciation and thanks to the Employees, Business Associates, Valued Customers and Share Holders.

On this occasion, Mr. Jain apprised that on the 'Make in India' initiative of Prime Minister Mr. Narendra Modi in the year 2014-15, Company has signed an agreement for the production of Milk Analyzers in the Factory premises and will offer after sales support through wide spread network across the country.

## BHEL Maintains Leadership Position in Shrunk Market

In spite of fiscal 2014-15 being an extremely challenging year, BHEL secured orders worth Rs. 30,814 cr., an increase of 10 percent over the previous year, in intensely competitive domestic and overseas

markets. Despite severe market shrinkage and stiff competition in the power sector, BHEL maintained its leadership position with a market share of 72 percent for the second consecutive year. By expanding its offerings, the company secured 89 percent of its total orders in the power sector on EPC (Engineering, Procurement & Construction) basis. At the end of the year total orders in hand for execution in 2015-16 and beyond, stand at Rs. 1,01,018 cr. This was stated by Mr. B. Prasada Rao, CMD, BHEL at the 51<sup>st</sup> Annual General Meeting of the company, recently.



Mr. B. Prasada Rao, CMD, BHEL alongwith other Senior Officials at 51<sup>st</sup> AGM of BHEL.

Addressing shareholders, Mr. Rao said that for the third time in a row, BHEL synchronized/commissioned power projects of more than 10,000 MW in a single year. Power projects totalling 11,941 MW were commissioned/ synchronized during the year, inclusive of 10,230 MW utility sets, 1,392 MW captive sets/ industrial sets in the country and 319 MW in overseas markets. The year 2014-15 marked a turnaround in the Indian Hydropower sector with an addition of 736 MW to Central utilities, the highest in a decade. Notably, this entire 736 MW of Hydroelectric projects were commissioned by BHEL.

In a constrained business environment, the company demonstrated tremendous resilience and achieved a Turnover of Rs 30,947 cr. and a Net profit of Rs 1,419 cr. during 2014-15. Consequently, a total dividend of Rs.284 cr., has been declared for 2014-15, which is 58 percent of the paid-up capital (including an interim dividend of 27 percent), maintaining its track record of paying dividends uninterruptedly since 1976-77, he added.

## 37<sup>th</sup> AGM of PDIL

The 37<sup>th</sup> Annual General Meeting of Projects &

# NEEPCO

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### Capacity at a glance

• Installed	: 1135 MW
• Ongoing	: 922 MW
• Future	
• Hydro	: 2564 MW
• Thermal	: 500 MW
• Solar	: 7 MW
<b>Total</b>	<b>: 5128 MW</b>



A Miniratna, Category - I

### North Eastern Electric Power Corporation Limited

A Government of India Enterprise

Brookland Compound, Lower New Colony, Shillong - 793003, Meghalaya  
website: [www.neepco.gov.in](http://www.neepco.gov.in)



Excl:www.NEEPCO04-15

Power for Prosperity



Mr. S. Venkateswar, CMD, PDIL alongwith other Senior Officials from DoF & PDIL at 37<sup>th</sup> AGM of PDIL.

Development India Ltd (PDIL) for the financial year 2014-15 was held recently at its registered office at PDIL Bhawan, Noida. Mr. S. Venkateswar, C&MD, PDIL in his speech mentioned various growth plans for taking PDIL to greater heights and better position, and also seek support & cooperation from stake holders. Officials from DoF & PDIL were present on the occasion.

## Oil India holds its 56<sup>th</sup> Annual General Body Meeting



Mr. U. P. Singh, I. A. S., Additional Secretary in Duliagan, Assam and CMD at the 56<sup>th</sup> AGM of OIL.

Oil India Limited held its 56<sup>th</sup> Annual General Body meeting at its Field Headquarters, recently. In his address to the shareholders, CMD, Mr. U.P. Singh shared the significant highlights of fiscal 2014-15 during which Crude oil production and Condensate (including JV Share) was 3.440 MMT as compared to 3.502 MMT during 2013-14 and Natural Gas production was 2722 MMSCM as against 2626 MMSCM during 2013-14. The turnover of the Company stood at Rs 9748.23 cr. as against Rs

## Fiscal 2014-15 - a year of significant achievements for the Company

- Crude oil production of 3.440 MMT & Natural gas production of 2722 MMSCM
- Twelve hydrocarbon discoveries - eleven in the Upper Assam basin and the twelfth is a gas discovery in NELP VI BLOCK, in East Godavari district, Andhra Pradesh.
- International credit ratings, for the second consecutive year - Moody's 'BAA2' (higher than sovereign rating) and Fitch Rating 'BBB (-)' (Stable) (equivalent to sovereign rating). The domestic credit rating by ICRA is 'AAA' (highest rating awarded by ICRA).
- OIL's audited annual accounts have 'Nil' comments from the Comptroller and Auditor General of India for the Thirteenth year in succession.
- Successful commissioning of the third wind energy project in Gujarat and Madhya Pradesh of 54 MW capacity (16 MW wind farm in Patan, Gujarat & 38 MW in Chandgarh, Madhya Pradesh).
- Honoured with the ranking of #208 in the 'Platts Top 250 Global Energy Company Rankings for 2014.

9586.82 cr. in the last fiscal while the Profit after Tax (PAT) was Rs 2,510.20 cr. against PAT of Rs 2,981.30 cr. during 2013-14. During 2014-15 the Company declared dividend at 200 percent.

The CMD pointed out that this achievement was in spite of having provided subsidy discounts to the tune of Rs 5523 cr., to Oil Marketing Companies to compensate for their under recoveries, in line with Government policy. Mr. Singh also mentioned about OIL's substantial contribution both to the State and Central exchequer in terms of Cess, Royalty, Sales Tax etc. The contribution to the State Exchequer during the year was Rs 1822 cr. and that to the Central Government was Rs 3585 cr. He said that it is a matter of great pride that OIL's audited annual accounts have 'Nil' comments from the Comptroller and Auditor General of India for the Thirteenth year in succession.

Mr. Singh announced that OIL's sound financial performance has enabled the Company to obtain International credit ratings for the second consecutive year - Moody's 'BAA2' (higher than sovereign

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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)



 **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](http://www.oil-india.com)

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rating) and Fitch Rating 'BBB(-)' (Stable) (equivalent to sovereign rating). Also, the domestic credit rating by ICRA is 'AAA' (highest rating awarded by ICRA). Speaking about OIL's natural gas production, the CMD apprised that the Company achieved production of 2722 MMSCM from Assam, Arunachal Pradesh and Rajasthan fields during the year. The present gas production potential is about 7.50 MMSCMD from Assam and Arunachal Pradesh fields and about 0.70 MMSCMD from the Rajasthan fields. He also informed that action is at hand to increase the gas production potential to a level of 10 MMSCMD in the North East for uninterrupted supply of gas to all customers.

He informed that in Venezuela, Carabobo Project, where OIL has PI of 3.5 percent, the development activities in the field are in progress. Current average daily production from the project stands at approx 16,000 BOPD. In the USA liquid rich shale asset where OIL has 20 percent PI, OIL holds approx 15369.92 net acres of the asset. OIL's share of oil and gas production stood at 581221 BOE. In Mozambique, OIL and ONGC Videsh had jointly acquired 10 percent participating Interest (OVL 6 percent & OIL 4 percent) in offshore Area 1 Block.

Mr. Singh then gave an overview of OIL's focus on Renewable Energy as part of which the Company commissioned its third Wind Energy Power Plant of 54 MW, in March, 2015, which is a split project in Gujarat and Madhya Pradesh (16 MW Wind Farm at Patan, Gujarat and 38 MW Wind Farm at Chandgarh in Madhya Pradesh). In its endeavor to harness Solar Energy, the Company had earlier commissioned a 5 MW Solar Power plant at Ramgarh in Rajasthan. OIL's total installed capacity of Renewable Energy projects presently is 126.6 MW. OIL had generated revenue of Rs 67.50 cr. in the FY 2014-15.

## 22<sup>nd</sup> Annual General Meeting of NRL held

- Best ever physical and financial performance.
- Highest ever dividend payout of 40 percent declared for 2014-15.
- Highest Gross Refining Margin (GRM) among PSU refineries.

The 22<sup>nd</sup> Annual General Meeting of NRL was held at Guwahati recently. A dividend payout



Shareholders and Directors of NRL during the 22nd AGM held in Guwahati

of 40 percent (i.e. Rs. 4.00 per fully paid share of Rs. 10/- each) for the year 2014-15 was declared. This is the highest ever dividend declared by the Company. The Meeting was presided over by Mr. S. Varadarajan, CMD, Bharat Petroleum Corporation Limited (BPCL) and Chairman- NRL and was attended by Mr. P. Padmanabhan, Managing Director- NRL and other members of the NRL Board. NRL has completed 15 years of successful operations with sustained profitability. The year 2014-15 has been particularly good for the Company with many best ever performances registered in both physical and financial parameters.

On the financial front, the Company recorded the highest ever net profit of Rs. 718.31 cr. registering a growth of 93.57 percent over the previous year's net profit of Rs. 371.09 cr. The Gross Refining Margin (GRM) at \$16.67 per barrel was the highest amongst PSU refineries in the country. Profit before tax (PBT) at Rs. 1,134.25 cr., registered a growth of 101.59 percent as compared to Rs. 562.65 cr. during the previous year. Revenue from operations at Rs. 10,827.05 cr. was 9.62 percent higher as compared to Rs. 9,876.76 cr. during the previous year. The earning per share increased to Rs. 9.76 from Rs. 5.04 in the previous year. NRL has been able to persistently retain the rising trend in its net worth which reached the level of Rs. 3,355 cr. as on 31st March 2015. Improvement in financial performance could be achieved through optimization of process parameters. On the physical front, the Refinery recorded a Distillate Yield of 90.69 percent, the highest among PSU refineries in the country. The crude throughput during 2014-15 was 2,777 TMT, corresponding to capacity utilization of 92.6 percent and an increase of 6.3 percent compared to 2,613 TMT processed during the previous year. Specific Energy Consumption (SEC) – a measure of energy efficiency in operations was the best ever recorded at 51.6 MBN. The Company recorded highest ever Motor Spirit (MS) production



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### Some valued Clients





at 392 TMT; Aviation Turbine Fuel (ATF) production at 83 TMT; pipeline transportation through Numaligarh Siliguri Product Pipeline (NSPP) at 1.81 MMT; Calcined Petroleum Coke (CPC) production at 73 TMT and production of packed Liquefied Petroleum Gas (LPG) at 19.6 TMT.

With a dividend of 40 percent announced for the financial year 2014-15 at the AGM, total dividend to be paid by NRL to its shareholders, namely BPCL, OIL and Govt. of Assam would amount to Rs. 294.25 cr. Govt. of Assam shall receive Rs. 36.34 cr. as dividend for its equity of 12.35 percent in NRL. During the year, NRL contributed Rs. 1,175 cr. to the Central exchequer while contribution to the State exchequers was to the tune of Rs. 250 cr. NRL's initiatives towards CSR and Sustainability were pursued with increased emphasis during 2014-15. The company's CSR expenditure during 2014-15 was Rs. 7.62 cr., which has increased by 44 percent from previous year's CSR spending of Rs. 5.3 cr. Joining the Nationwide campaign 'Swachh Vidyalaya Abhiyan' NRL has completed construction of 101 toilet block in 99 schools in Golaghat & Sibsagar District.

## Steel Industry to Witness Good Growth in Coming Years



Mr. Rakesh Singh, Chairman (Add. Charge), SAIL addressing the 43<sup>rd</sup> AGM of SAIL.

Addressing the 43<sup>rd</sup> Annual General Meeting, Secretary (Steel) with Additional Charge, Chairman SAIL, Mr. Rakesh Singh said that, "Even while Vision-2025 for the Company is being given final shape, action on some of the key projects in this road map have been initiated. Work on installation of a state of the art 3.0 MTPA Hot Strip Mill at Rourkela Steel Plant has started." He also added that, this mill will enable production of high quality HR coils including high strength API grades (upto API X 100), auto body grades and other special value added steels. Expressing optimism over SAIL's relentless drive to fast-track its Modernization &

Expansion Plan (MEP) he said that, "projects worth Rs 10,200 Cr. were commissioned in 2014-15, which is the highest for any year since inception." He also mentioned that during FY 14-15, capital expenditure of Rs 6,840 Cr. has been incurred and for FY 15-16 capex of Rs 7,500 Cr. is planned. Touching upon the steel industry's global scenario, he said the world's finished steel consumption rose marginally in 2014 to 1537 MT, recording 0.6 percent growth over 2013. China registered a negative steel demand for the first time since 1995 and its exports registered an increase of 51 percent over 2013. The domestic sector was largely affected by these developments. Speaking about the Company's production, he said, 15.4 million tonnes (MT) of hot metal was produced in FY 14-15, registering an increase of 7 percent over FY 13-14 and saleable production was 13.5 MT which was 3 percent higher than the previous financial year. The Company achieved the highest ever Labour Productivity (LP) of 302 TCS/Man/Year in 2014-15. Shareholder's approved a further dividend of 2.5 percent for the current fiscal taking the total to 20 percent of the paid up share capital.

## 60<sup>th</sup> Annual General Meeting held at NSIC



Mr. Ravindra Nath, CMD, NSIC, Mr. Amarendra Sinha, Special Secretary & Development Commissioner, MSME, along with other senior officials at the 60<sup>th</sup> AGM of NSIC.

60<sup>th</sup> Annual General Meeting of NSIC was held recently at the NSIC Corporate Office. Mr. Ravindra Nath, CMD, NSIC, Mr. Amarendra Sinha, Special Secretary & Development Commissioner, Ministry of Micro, Small and Medium Enterprises, Mr. P. Udayakumar, Director (Planning and Marketing), NSIC and other Directors on Board Mr. Rakesh Rewari and Mr. Rajiv Chawla along with Ms. Niti Sethi, Company Secretary, NSIC attended the meeting.



एक कदम स्वच्छता की ओर

# Empowering a sustainable community



NLC, as a socially responsible corporate citizen, continues to carry out development works in the surrounding villages, right from its inception, focusing on the socio-economic development of the operating regions for achieving inclusive growth.

- An annual budget of more than 1.5 % of the profit after tax has been created by NLC for CSR activities.
- Infrastructure development works like drinking water facility by sinking/maintaining the bore-wells, constructing RCC water tanks, roads, additional school buildings, laboratories, libraries, bridges, additional infrastructure for primary health centres for developing medical facilities on the basis of needs and priorities.
- De-silting of Wallajah tank at an estimated cost of Rs.14 crore
- Continuous supply of water to nearby villages for irrigating over 23,000 acres of land in the Neyveli region.
- Grant and infrastructure to Sneha Opportunity Services at Neyveli, education and training centre for special children of the region.
- Empowering girl children by giving meritorious cash awards for School Toppers.
- Free training and providing license to men/women from surrounding villages in LMV, HVM & Heavy Earth Moving Equipment. Providing training in Tailoring, beautician for women.
- Industrial Training Institute in Barsingsar village for imparting Industrial/Technical Training.
- Comprehensive medical treatment to the Contract Workmen and their family members through its General Hospital.
- Nutritious food supplement to HIV affected children.
- Construction of 2500 toilet blocks in 27 Districts of Tamil Nadu and 2 districts of Rajasthan at a cost of ₹ 52.50 crore is taken up by NLC under Swachh Vidyalaya Abhiyan as a CSR activity.



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# Awards & Accolades to PSEs

## RCF Bags ICC Award for Excellence in Energy Conservation and Management



Mr. R.G. Rajan, CMD, RCF, receiving the ICC award for "Excellence in Energy Conservation and Management -2014"

Mr. R. G. Rajan, CMD, Rashtriya Chemicals and Fertilizers Ltd., (RCF) received Indian Chemical Council (ICC) award for "Excellence in Energy Conservation and Management -2014" for its Thal unit at the hands of Mr. Richard Ridinger, CEO, Lonza Group in presence of Mr. Sanjeev Gandhi, Member of Board of Executive Directors, and BASF SE and other dignitaries.

## Chairman TOLIC Bags 'Rajabhasha Kirti Shield'



Mr. Malay Chatterjee, CMD KIOCL and Chairman TOLIC (Undertakings) receiving the Award from Mr. Pranab Mukherjee, President of India.

Mr. Malay Chatterjee, CMD KIOCL and Chairman TOLIC (Undertakings), Bangalore received the "Rajabhasha Kirti Shield" from Mr. Pranab Mukherjee, President of India in New Delhi recently. TOLIC (Undertakings), Bangalore has been adjudged first for the commendable performance in implementing the Official Language Policy of the Union during the year 2014-15. Earlier, KIOCL had bagged the Rajabhasha award Third prize for the year 2011-12 and Second prize, for the year 2013-14.

## MDL House Journal "Jaltarang" bags official language 'Kirti Award'



RAdm R. K. Shrawat, CMD, MDL receiving award from President of India, Mr. Pranab Mukherjee for MDL's Hindi In-house Magazine 'Jaltarang'.

The hindi In-house magazine of Mazagon Dock Shipbuilders Limited, 'Jaltarang' bagged the first position award of the Official Language 'Kirti' at the Hindi Diwas function organized by the Department of Official Language, Ministry of Home recently.

Rear Admiral Rahul Kumar Shrawat, AVSM, CMD, MDL received the award from the President of India, Mr. Pranab Mukherjee at Vigyan Bhawan, New Delhi.

## PFC Awarded Rajbhasha Kirti Award

PFC received Rajbhasha Award for the year 2014-15



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Punjab National Bank Regional Staff College Building at Lucknow



Konaban BOP in Tripura



Fencing works at Indo-Bangla Border



DG House, Assam Rifles, Shillong

- NPCC Ltd., a Profit making Govt. PSU, under the Ministry of Water Resources, River Development & Ganga Rejuvenation
- Established in 1957, as a premier construction company.
- Engaged in Engg. Construction, Planning, Operation & Project Management Consultancy all over India.
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- It has 14 Zonal Offices and 114 Project Offices.
- Able to execute projects in difficult areas like North East, Naxal affected areas and high altitude areas like Leh, Ladakh, etc.



Mr. M. K. Goel, CMD, PFC receiving the Award from the President of India Mr. Pranab Mukherjee.

in the category of “Rajbhasha Kirti Puruskar” second prize on the occasion of Hindi Divas Samaroh 2015.

Mr. M. K. Goel, CMD, PFC received this award from President of India Mr. Pranab Mukherjee in a function organized by Department of Official Language, Ministry of Home Affairs, Government of India in the presence of Mr. Rajnath Singh, Union Home Minister, Mr. Kiren Rijju, and Mr. Hari Bhai Parthibhai Chaudhary, Union Minister of State for Home Affairs.

## Rajbhasha Kirti Award to THDC India Limited



Mr. S.K. Biswas, Director (Personnel), THDCIL receiving the Award from the President of India Mr. Pranab Mukherjee.

THDC India Limited (THDCIL) has been conferred with Rajbhasha Kirti Award (Third). Mr. S.K. Biswas, Director (Personnel), THDCIL received this award from President of India Mr. Pranab

Mukharjee on the occasion of Hindi Divas recently in New Delhi. The ceremony was chaired by Mr. Rajnath Singh, Home Minister, Mr. Kiren Rijju, MOS (Home Affairs) and Mr. Haribhai Parthibhna Choudhary MOS (Home Affairs), GoI were also present on the dais.

## Rajbhasha Kirti Puraskar to GRSE



CMD, GRSE receiving the Award from the President of India Mr. Pranab Mukherjee.

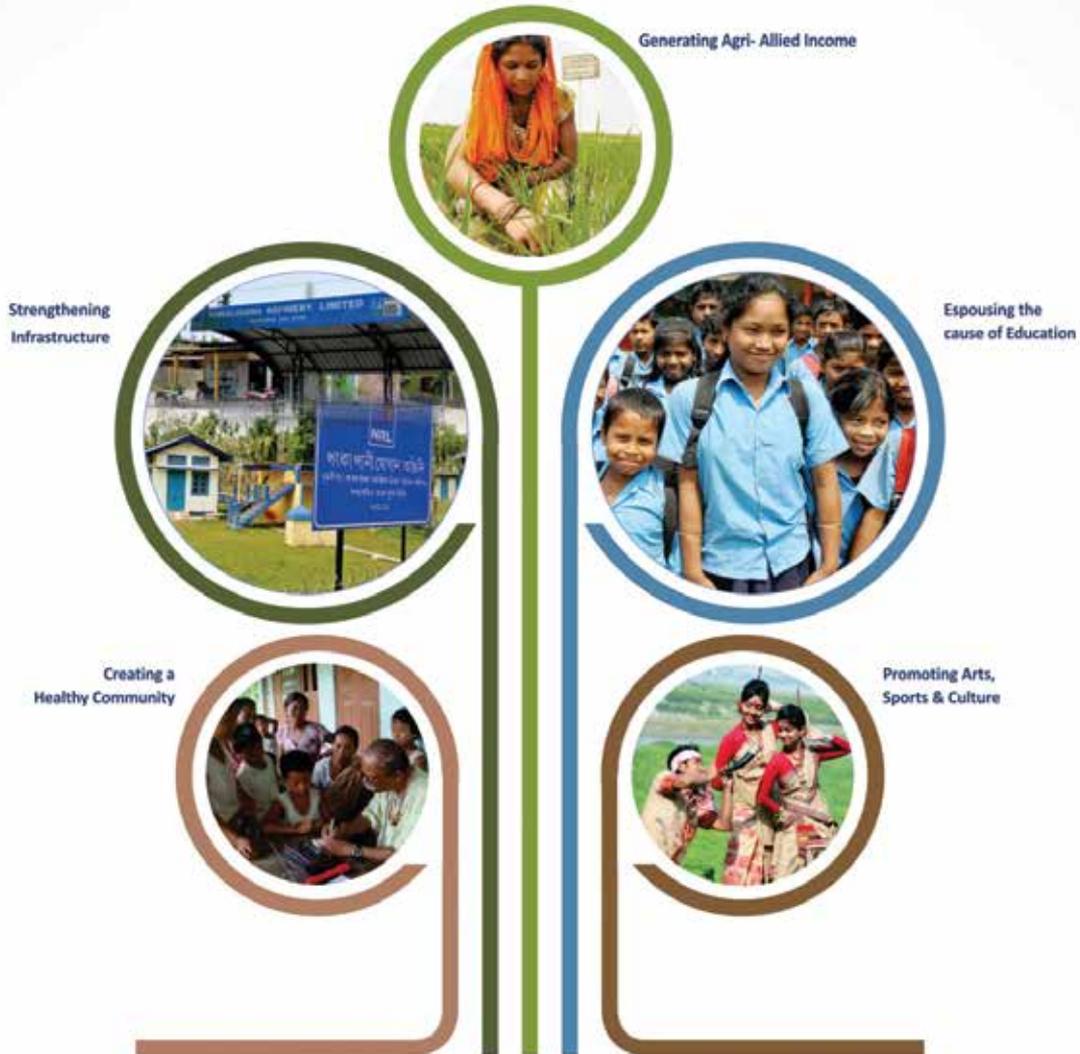
Garden Reach Shipbuilders & Engineers Ltd. received Rajbhasha Kirti Puraskar – IInd Prize in ‘C’ Region for Excellence in Implementation of Official Language Policy for the year 2014-15 under PSUs category.

The award was presented by President of India Mr. Pranab Mukherjee to CMD, GRSE in a ceremony held in New Delhi recently. Home Minister Mr. Rajnath Singh, Minister of state for Home, Mr. Kiren Rijju and Minister of State for Home Mr Haribhai Parthibhai Chaudhary were also present on the occasion.

## EIL bags Multiple Awards in Asia Pacific HRM Congress 2015

Ms. Veena Swarup, Director (HR), Engineers India Limited (EIL) received the citation for the 100 Most Influential HR Professionals in Asia in the 14<sup>th</sup> edition of the Asia Pacific HRM Congress 2015 held in Bangalore recently. The award was presented in recognition of her exemplary contribution to HR practices. Director (HR), EIL was selected from

# Building a better world



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VERTICAL



Ms. Veena Swarup, Director (HR), EIL receiving the award.

a battery of acclaimed professionals by a highly competent Jury comprising senior leaders from the industry, researchers and academicians after an intensive research. Director (HR) also received awards on company performance in two categories viz. Organization with Innovative HR Practices and Best Corporate Social Responsibility Practices.

## SAIL bags EEPIC India National Award 2013-14



Minister Ms. Nirmala Sitharaman handing over the award to Mr. T. K. Sahu, ED (ITD), SAIL.

Steel Authority of India Ltd. (SAIL) was awarded with the EEPIC INDIA National Awards for Engineering Export Excellence as the Star Performer for the year 2013-14 in the Basic Iron and Steel – Large Enterprise product group category. In the financial year 2013-14, total exports of steel by SAIL was valued around Rs 1500 cr., which is a major achievement in recent times. The company recently has also bagged a significant order of supplying one lakh tonnes of RAIL to Iran Railways.

The award, presented by Minister of State for Commerce and Industry, Ms Nirmala Sitharaman

was received by Executive Director (ITD), SAIL, Mr. TK Sahu on behalf of the company where Director (Commercial), SAIL, Mr. Binod Kumar was also present.

## Mr. Mishra bags 'Lifetime Achievement Award'



Mr. Rajiv R. Mishra  
CMD, WCL

Recognizing significant contributions of CMD of Western Coalfields Limited Mr. Rajiv R. Mishra to the overall growth of Indian coal mining industry under his leadership for sustainable development, The Indian Mining and Engineering Journal recently felicitated him with "Lifetime Achievement Award" at Bhubaneswar. Acumen of Mr. Mishra has been recognized at various International and National levels in past also.

## NBCC & CMD, NBCC Bestowed International Excellence Award



Dr. Anoop Kumar Mittal, CMD, NBCC receiving the award.

# विश्व व्यापार में उत्कृष्टता के 59 वर्ष



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Dr. Anoop Kumar Mittal, CMD, NBCC received International Excellence Award conferred upon him and NBCC by Institute of Economic Studies (IES). Dr. Mittal was awarded individual Trophy while NBCC received Gold Medal for its excellent performance. The event was organized in Thailand recently.

## RCF bags National Vigilance Excellence Award



Mr. Rajesh Kundan, IRS Director(Vig)/CVO, RCF receiving the award from Mr. K. V. Chowdhary, CVC.

Mr. Rajesh Kundan, IRS Director(Vig)/CVO, Rashtriya Chemicals and Fertilizers Ltd., received the National Vigilance Excellence Award 2015 recently. The award was presented by Mr. K.V Chowdhary, Central Vigilance Commissioner, at VSC, Hyderabad. The other recipients of awards are Mr. N. N. Massand, Dy. GM(Vig), Mr. Sanjay R. Jagtap, Chief Manager(Vig) and Mr. Nilesh S. Jawale, Sr. Manager (Vig).

## NCL CMD Conferred "CEO with HR Orientation" Award

Mr. Tapas Kumar Nag, CMD, Northern Coalfields Limited has been conferred on "CEO with HR Orientation" Award in the Asia Pacific Human Resource Management (HRM) Congress held in Bangalore recently. Mr. Chandra Shekhar Tiwari, Chief Manager (Mining), NCL received the award on behalf of Mr. Nag.

Since his taking over of the leadership in NCL, Mr. Nag has shown exemplary leadership in turning around the performance of NCL. In his dynamic leadership, in last financial year NCL produced



NCL CMD with the "CEO with HR Orientation" Award.

72.48 Million Tonne (MT) coal and company's coal offtake was 73.68 MT, which is record production and offtake in the history of NCL. He is a firm believer of the fact that if the human capital is motivated, committed and skilled, the outcomes are bound to be favourable.

## Oil India Ltd. wins the 2nd Pt. Madan Mohan Malaviya Silver Award for Best CSR Practices in Education, 2015

Oil India Limited (OIL) was conferred the 2nd Pt. Madan Mohan Malaviya Silver Award for Best CSR Practices in Education, 2015, in the prize distribution ceremony held New Delhi recently.



Mr. Dilip Kumar Das (Head - Public Relations, OIL) along with the OIL team receiving the 2nd Pt. Madan Mohan Malaviya Silver Award for Best CSR Practices in Education, 2015 from Ms. Sheila Dixit, Ex- Chief Minister of Delhi and Mr. Felix Ngoma, Ambassador, The Republic of Congo in India.

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The 2nd Pt. Madan Mohan Malaviya Awards for Best CSR Practices in Education along with Indian Achiever's Awards were presented by Ms. Sheila Dixit, Ex - Chief Minister of Delhi, Mr. P. P. Mohd. Faisal, Member of Parliament and Mr. Felix Ngoma, Ambassador of The Republic of Congo in India.

Oil India Limited was awarded in recognition of its innovative CSR initiative: The Mobile Computer Lab (Bus), under its Project "OIL Dikhya", in which school children from remote villages of OIL operational areas in Upper Assam are provided free of cost computer education through a state-of-art Computer Bus (with two computer teachers on-board), which travels to their school and functions as a Mobile Computer Lab for facilitating computer learning of the students.

## Pawan Hans Honoured for Best General Aviation Company



Dr. B.P Sharma, CMD, Pawan Hans Limited receiving the award from Mr. P Ashok Gajapathi Raju, Minister of Civil Aviation.

Pawan Hans Limited has been awarded with "ASSOCHAM" – Civil Aviation & Tourism Award-2015 in recognition for Promoting Remote & Regional Connectivity as Best General Aviation Company. The award was presented by Minister of Civil Aviation, Mr. P Ashok Gajapathi Raju to Dr. B.P Sharma, CMD, Pawan Hans Limited during 8th International Conference on Indian Civil Aviation & Tourism Awards 2015 in the presence of Minister of State of Tourism, Culture & Civil Aviation, Dr. Mahesh Sharma and other dignitaries.



Mr. Brindawan Pandey, GM(P)-Area Manager (MH-South) and Dr. Sudhir Bartaria, DGM (Environment) receiving the award on behalf of MH Asset from Ms. Gauri Kumar, Cabinet Secretary, Co-ordination Committee, Delhi.

## ONGC MH Asset bags 'Global Environment Award – 2015'

ONGC Mumbai High Asset bagged the 'Energy and Environment Foundation Global Environment Award – 2015' in Platinum Category. The award was bestowed in recognition of Asset's carbon recovery measures through 'Waste Heat Recovery System –PGCs installed at MSP Platform of BHS Process Complex, Mumbai High Asset'. The award was conferred at World Renewable Energy Technology Congress and Expo-2015, at New Delhi held recently.

MSP is the first offshore platform in ONGC having process gas compressor with waste heat recovery unit (WHRU) installed.

## IREDA E-Patrika Wins Award



Officials of IREDA receiving first prize for its e-Magazine 'Akshay Kranti' at 41<sup>st</sup> meeting of Official Language Implementation Committee.

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## SAIL Sweeps Majority Vishwakarma Rashtriya Puraskar



Awardees of Vishwakarma Rashtriya Puraskar from SAIL with Mr. Anil K. Chaudhary, Director (Finance), Mr. S. S. Mohanty, Director (Technical), and Mr. Binod Kumar, Director (Commercial), SAIL.

In a function held at SCOPE, Steel Authority of India Ltd.'s (SAIL) Director (Finance), Mr. Anil K. Chaudhary, Director (Technical), Mr. S.S. Mohanty and Director (Commercial), Mr. Binod Kumar felicitated SAIL employees who have won 15 out of the total 28 prestigious Vishwakarma Rashtriya Puraskar (VRP) for the performance year 2013. Out of the total 132 awardees, 86 awardees are from SAIL, who claimed majority of the awards.

## NRL Engineer conferred Best Young Manager by GMA

Mr. Rupam Goswami, Sr. Manager (Tech. Service), NRL has been conferred the 1st Prize in the North



Mr. Rupam Goswami, Sr. Manager (Tech. Service), NRL receiving the award from Mr. K. V. Eapen, Addl. Chief Secretary, Planning & Development Department, Govt. of Assam & Chairman APDCL

East Young Managers' Competition 2015 organized by Guwahati Management Association. The award comprising of a citation and certificate was handed over to Mr. Goswami by Mr. K V Eapen, Addl. Chief Secretary, Planning & Development Department, Govt. of Assam & Chairman APDCL at a function held in Guwahati recently.

## Head (Business Development), WAPCOS conferred with 'Eminent Women Engineer's Award'



Mr. J. K. Gehlawat, Chairman, Institution of Engineers (India), Delhi State Centre presenting 'Eminent Women Engineer's Award' to Ms. Pooja Kapoor, Head (Business Development) in the presence of Mr. R. K. Gupta, CMD & Senior Officers from WAPCOS and Institution of Engineers (India).

Ms. Pooja Kapoor, Head (Business Development), WAPCOS Limited was conferred with "Eminent Women Engineer's Award" by the Institution of Engineers (India). WAPCOS has been providing consultancy services in all facets of Water Resources, Power and Infrastructure Sectors in India and Abroad.

## Director (Personnel), MCL Wins Rajbhasha Award



Mr. P. C. Panigrahi, Director (Personnel), MCL received Hindi Rajbhasha Samman Ratna.



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**पारदर्शिता:** समाधान केन्द्र (परिवाद निष्पादन हेतु एक प्रकोष्ठ), आपका दरबार, ई ई आर एवं स्थानान्तरण नीति में निष्पक्षता, सामूहिक पदोन्नति, स्थायी समितियाँ. **नवीनता:** समर्पित समूह, सुझाव पेट्टी. **स्वास्थ्य** – बी पी एल अस्पताल, सुपर स्पेशियलिटी सेन्टर – योग शिविर – डी एन बी पाठ्यक्रम – सी. एस. आर डिस्पेन्सरि. चलंत चिकित्सालय, चिकित्सा शिविर. **शिक्षा:** सीसीएल के लाल, भुरकुंडा, पिपरवार एवं टण्डवा में आई टी आई, बरकाकाना में **मल्टी टिकल डेवलपमेन्ट सेन्टर**, चलो स्कूल चलें. **पेयजल.** **अनुशासन प्रवर्तन:** असामाजिक तत्व, चाहे कोई भी हो, के विरुद्ध नामदर्ज एफ. आई. आर. एवं हर्जाना शूट, वरीय अधिकारियों द्वारा पाली का प्रारंभ तथा अंत कराना. **सुरक्षा और पर्यावरण.** **आधारभूत संरचना.** **स्वचालित मशीनीकरण.** **आत्मनिर्भरता:** वैकल्पिक रोजगार (बियरफुट मैनेजर्स प्रोग्राम), अलग तरह से सक्षम के लिए प्रशिक्षण, वाहन चालन तथा सिलाई प्रशिक्षण. सीसीएल आपके द्वार, चलो गाँव की ओर, सुनिश्चित सिंचाई, बाल विकास योजनाएँ.

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# PSEs CSR Initiatives

## SECI organises painting competition



Mr. Rajeev Bhardwaj, Director (HR), SECI distributing the awards to children.

An on the spot Painting Competition on the theme of “Solar Energy and Environment” for class VI – VIII school students was organised in various schools under the auspices of 4th Annual Day of Solar Energy Corporation of India (SECI) to create awareness amongst children about the importance of Renewable Energy. More than 500 student from 5 Government schools participated enthusiastically in this colourful event. Mr. Rajeev Bhardwaj, Director (HR), SECI graced the event along with SECI officers.

## NEEPCO organises a Cleaning Drive



Cleaning Drive at NEEPCO.

To commemorate one year of launching of Swachh Bharat Abhiyan, a Cleaning Drive was organised at NEEPCO Corporate Office and two other localities of Shillong.

## REC to Light up 36 Villages in Diyara, Bihar



Mr. Rajiv Pratap Rudy, Minister of State for Skill Development and Entrepreneurship addressing the event organized by REC.

REC Ltd. will be undertaking the task of electrifying 36 un-electrified villages of Diyara area in the Patna, Saran district through extension of two 11 kV Feeders. This is an inaccessible area surrounded by River Ganges and not connected to the mainland, where providing electricity through regular infrastructure is difficult. With this initiative, a total of 11,375 households will be benefited. These households are currently dependent on agriculture for their sustenance and are using DG Sets for irrigation purposes at a rate of Rs. 120 per hour which is very expensive. This unique initiative shall be a part of the overall approved budget of Rs. 5,827.23 cr., sanctioned by Ministry of Power for the state of Bihar. Mr. Piyush Goyal, Minister of state for Power, Coal and New & Renewable Energy and Mr. Rajiv Pratap Rudy, Minister of State for Skill Development and Entrepreneurship were present at the event, lauding the initiative of REC.

An amount of Rs. 67 cr. has been sanctioned for its implementation in the areas of Sasaram, Dehri-on-Sone, Bikramganj and Buxar towns. This initiative shall benefit a total of one Lakh households in these areas.

जब आप उत्कृष्टता में विश्वास रखते हैं तो यह आपके जीवन का अभिन्न अंग बन जाता है। यह वह प्रेरणाशक्ति है जो कॉनकॉर को लॉजिस्टिक ऑपरेशन के प्रत्येक क्षेत्र में उत्कृष्ट कार्य करने की प्रेरणा देती है। हमारा आधार भारत के रेल नेटवर्क के साथ हमारी दीर्घकालीन पार्टनरशिप रही है जो इसको वैल्यू फॉर मनी मल्टीमॉडल लॉजिस्टिक सलूशन की पहुंच एवं विश्वसनीयता को नई उचाईयों पर ले जाती है। रेल द्वारा इनलैंड लॉजिस्टिक तथा डोर-टू-डोर लॉस्ट माइल डिलीवरी के अतिरिक्त हम पोर्ट, एयरकागो परिसरों एवं एक कोल्ड चेन का भी प्रबंधन करते हैं। इन सबके माध्यम से हम ग्राहक केंद्रित, परफार्मेंस प्रेरित और परिणामोंमुख, सतत नवीनता की प्रक्रिया के माध्यम से हम अधिक उत्पादकता लाभ अर्जित करते हैं।

When one believes in excellence, it becomes part of everyday life. It is this driving force that powers CONCOR to excel in every sphere of logistics operations. Our foundations lie in our long partnership with the rail network of India; leveraging in reach and reliability to drive value-for-money multi-modal logistics solutions. In addition to providing inland logistics by rail door-to-door last mile delivery, we also cover the management of Ports, air cargo complexes and a cold-chain. Through it all we continue to be customer focussed performance driven and result oriented. Creating greater productivity and profitability through a process of constant innovation.

## उत्कृष्टता

परिणामों की सीरीज कहीं अधिक है।

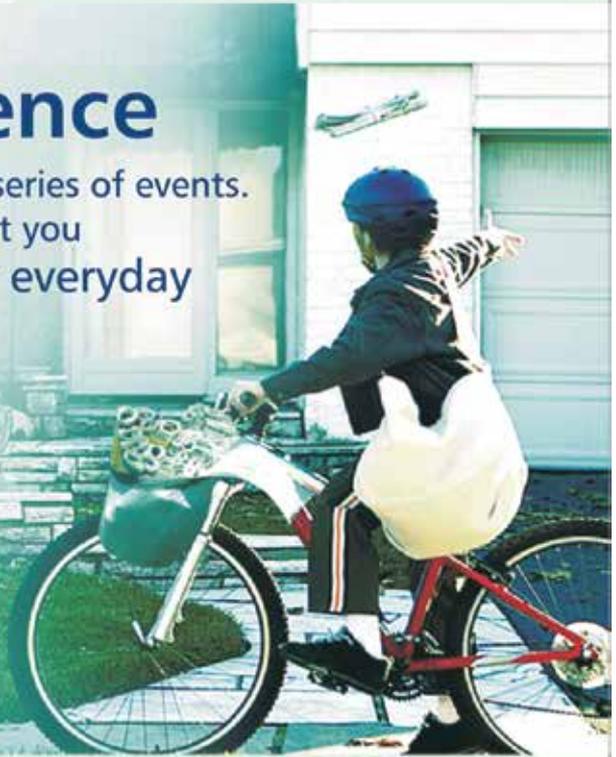
यह आप द्वारा प्रतिदिन किया गया कार्य है।



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एक प्रमुख मल्टीमोडल लॉजिस्टिक सेवाएं देने वाले के रूप में कॉनकॉर देश के आयात-निर्यात एवं आंतरिक व्यवसाय तथा वाणिज्य हेतु प्रभावी एवं विश्वसनीय मल्टीमोडल लॉजिस्टिक सपोर्ट के लिए राष्ट्रव्यापी 63 टर्मिनलों के नेटवर्क के साथ पूरे भारत में 8 क्षेत्रीय कार्यालयों के माध्यम से कार्यरत है। हम कौन हैं और हम क्या करते हैं। इसकी विस्तृत जानकारी के लिए कृपया [www.concorindia.com](http://www.concorindia.com) पर हमसे संपर्क करें।



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(भारत सरकार का नवप्रवृत्त उपक्रम)  
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Container Corporation of India Ltd. CONCOR Bhawan, C-3, Mathura Road, Opposite Apollo Hospital, New Delhi-110076



## SAIL's Kuteshwar Mines reinforces Swachh Bharat Abhiyan in village schools

The Kuteshwar Limestone Mines of Steel Authority of India Limited (SAIL) has taken the Prime Minister's Swachh Bharat Abhiyan further ahead. Understanding the basic requirement of hygiene and sanitation in village schools, Kuteshwar Limestone Mines has spent about Rs. 105 lac to construct a number of toilets blocks in eight identified government schools. Each toilet blocks has separate toilets and urinals for boys and girls. The government schools in Pahari Niwar, Piproudh, Kanhwara, Barhi, Badwara and others non-descriptive villages in Katni district of Madhya Pradesh did not have proper toilets for the students. Unware of the basic hygiene essentials the boys and girls were to use the cluttered infrastructure every day. SAIL has marked the spot that needed immediate attention. Under its Corporate Social Responsibility scheme, the Kuteshwar Limestone mines constructed separate toilets for boys and girls in the schools of eight villages which are located in remote places where sign of development is perceptibly thin. Over 5600 students will benefit from the CSR project of Kuteshwar mines.

## Educational Assistance from RCF Jyoti Ladies Club

Ms. Kowsalya Rajan, President, Mrs. Anita Ghasghase, Vice-President, RCF Jyoti ladies club donated long books to special students in presence of Mrs. Neeraja Agrawal, Secretary, JLC, Mrs. Snehal More and other members of RCF Jyoti Ladies



Ms. Kowsalya Rajan, President, Mrs. Anita Ghasghase, Vice-President, RCF Jyoti ladies club with children.

Club. These students are being supported by Vidya Vardhini Foundation Trust, Chembur, Mumbai.

## NRL Contributes Rs. 20 Lakhs to Chief Minister's Relief Fund, Assam

Numaligarh Refinery Limited has contributed an amount of Rs. 20 lakhs to the Chief Minister's Relief Fund, Assam towards carrying out relief operations by the State Govt. for people affected by the ongoing spate of floods in the State. The cheque was formally handed over to Chief Minister of Assam, Mr. Tarun Gogoi by MD, NRL Mr. P. Padmanabhan in presence of Director (Technical) NRL-Mr. S.R. Medhi; Director (Finance) NRL Mr. S. K. Barua and senior officials of NRL in Guwahati recently.

## Cleanliness Drive by Shipping Corporation of India



Mr. Arun Kumar Gupta, CMD SCI, during the cleanliness drive organized by SCI in collaboration with Municipal Corporation of Brihanmumbai

The Shipping Corporation of India Ltd. (SCI), in collaboration with Municipal Corporation of Brihanmumbai 'A' ward, organized a cleanliness drive under the Swachh Bharat Mission of Prime Minister of India, near their Registered Office "Shipping House", Vidhan Sabha lane recently. Large number of Employees participated in this event. Before starting the cleanliness drive, CMD SCI, Mr. Arun Kumar Gupta urged the employees to be more sensitive towards cleanliness of their respective work places and the surroundings. He stated that the campaign was to give boost to the initiatives of the Prime Minister. He wanted 'Swachh' to become a habit with all employees.

# PSEs Ink MoU

## IREDA & KfW sign Euro 100 million Loan Agreement



Mr. Kuldip Singh Popli, CMD, IREDA exchanging Loan Agreement Documents with Mr. Roland Siller, Member of the Management Committee, Europe and Asia, KfW in the presence of Mr. Upendra Tripathy, Secretary, Ministry of New and Renewable Energy, in New Delhi.

KfW Development Bank (KfW) and Indian Renewable Energy Development Agency Ltd. (IREDA) have signed the 5th Line of Credit (LoC) of Euro 100 million to be utilized for "Promotion of Green Power" by financing Renewable Energy projects in India. The Loan Agreement for availing the LoC of Euro 100 million from KfW, was signed by Mr. K S Popli, CMD, IREDA and Mr. Roland Siller, Member of the Management Committee, Europe and Asia, KfW and Mr. Peter Hilliges, Country Director, KfW, New Delhi Office in New Delhi in the presence of Mr. Upendra Tripathy, Secretary, MNRE, and senior officials of MNRE, KfW and IREDA.

## BDL and ECIL sign MoU



Mr. V. Udaya Bhaskar, CMD, BDL and Mr. P. Sudhakar, Chairman and MD, ECIL, exchanging the MoU.

Bharat Dynamics Ltd (BDL), signed a Memorandum of Understanding (MoU) with Electronics Corporation of India Ltd (ECIL) to work together for providing Missile Electronics and Weapon Support systems for the ongoing and upcoming major defence programs.

At a function held at BDL recently, Mr. V Udaya Bhaskar, CMD, BDL and Mr. P Sudhakar, CMD, ECIL, signed the MoU. Senior officials from both the organizations were also present on the occasion.

## REC signs MoUs for Rs. 9000 cr. with APGENCO and APTRANSCO



Mr. Rajeev Sharma, CMD, REC and Mr. K. Vijayanand, MD, APGENCO & CMD, APTRANSCO exchanging MoU Documents in the presence of Mr. N. Chandra Babu Naidu, CM, Andhra Pradesh.

REC signed two MoUs for Rs. 9000 crs. with APGENCO and APTRANSCO. The MoUs were signed in the presence of Chief Minister of Andhra Pradesh, Mr. N. Chandra Babu Naidu, by Mr. Rajeev Sharma, CMD, REC and Mr. K. Vijayanand, MD, APGENCO & CMD, APTRANSCO at New Delhi. Secretary, MNRE, Principal Secretary (Energy) to Government of Andhra Pradesh and other dignitaries of APTRANSCO, APGENCO and REC were also present on the occasion ■■■



## Solar Energy Corporation of India organises Blood Donation Camp



Blood donation camp organized by SECI.

Solar Energy Corporation of India (SECI) took an initiative for contributing towards society by organising a 'Blood Donation Camp' at SECI office in association with Institute of Liver and Biliary Sciences (ILBS) recently. The camp was inaugurated by Dr. Ashwini Kumar, MD, SECI. Mr. Rakesh Kumar, Director (PS) and Mr. Rajeev Bhardwaj, Director (HR), SECI were also present and blessed donors, ILBS Doctors, Para-medics and Volunteers for their contribution in the noble and social cause. The camp received overwhelming support and about 50 volunteers donated blood within three hours of the camp.

## NTPC Contributes for Skill Development

Mr. K. Biswal, Director (Finance), NTPC presented a cheque of Rs.6 Cr. towards skill development to Ms. Jyotsana Sitling Joint Secretary, MSDE in Patna recently. NTPC has signed MOU with National Skill Development fund (NSDF), under Ministry of Skill Development and Entrepreneurship (MSDE) and NSDC on 26th June for skilling of 25,000 youths.



Mr. K. Biswal, Director (Finance), NTPC presenting the cheque to Ms. Jyotsana Sitling Joint Secretary, MSDE.

The presentation was done in the presence of Mr. Piyush Goyal, Minister of State with Independent Charge for Power, Coal and New & Renewable Energy, Mr. Rajiv Pratap Rudy, Minister of State for Skill Development & Entrepreneurship (Independent Charge) and Parliamentary Affairs and Mr. Ram Kripal Yadav, Union Minister of State for Drinking Water and Sanitation. ■■■

## Vietnam Defence Delegation Visit to GRSE

A Delegation of officials from Ministry of Defence, Vietnam and Vietnam Border Guards headed by Major General Nguyen Canh Hien, Deputy Commander of Vietnam Border Guards visited Garden Reach Shipbuilders & Engineers Ltd. recently for discussions on the proposed contract for construction of Fast Patrol Boats for export to Vietnam. The delegation had detailed discussions with Rear Admiral AK Verma, C&MD, GRSE, Cmde R Ghosh, Director (Shipbuilding), Mr. RC Nautiyal, Director (Personnel) and Mr. S S Dogra, Director (Finance) of the



company. Other senior officials of the Company also participated. The delegation visited various

Units of GRSE to see the modern shipbuilding infrastructure available with GRSE. ■■■

# PSEs Pays Handsome Dividend to Central Exchequer

## WAPCOS Pays Highest Ever Dividend



Ms. Uma Bharti, Union Minister for Water Resources, River Development and Ganga Rejuvenation being presented Dividend Cheque by Mr. R. K. Gupta, CMD, WAPCOS in the presence of Mr. Shashi Shekhar, Secretary and Dr. Amarjit Singh, Special Secretary, Senior Officers from Ministry of Water Resources, River Development and Ganga Rejuvenation and WAPCOS.

Ms. Uma Bharti, Union Minister for Water Resources, River Development and Ganga Rejuvenation was presented Dividend Cheque of Rs. 16.50 cr. for the year 2014-2015 by Mr. R.K. Gupta, CMD, WAPCOS Limited, in the presence of Mr. Shashi Shekhar, Secretary; Dr. Amarjit Singh, Special Secretary and Senior Officers from the Ministry and WAPCOS. During the year 2014-15, the Company has achieved the highest ever Gross Income of Rs. 928.30 Cr.; Profitability of Rs. 111.05 Cr. and secured New Business of Rs. 1375.92 Cr.. The Net worth of WAPCOS has reached Rs.309.31 Cr..

The dividend of Rs.16.50 Cr. is the highest ever since inception of the Company. WAPCOS is eligible for "Excellent" Rating on the basis of its performance in all Financial & Dynamic parameters under MoU such as Turnover; Profitability; New Business; Projects Implementation; Customer Satisfaction; Human Resource Management etc.

## Steel Minister Narendra Singh Tomar Receives Dividend Cheque from MSTC

The Union Minister of Steel & Mines Mr. Narendra Singh Tomar was handed over the dividend cheque for the financial year 2014-15 for an amount of Rs.16.37 Cr. by Mr. S. K. Tripathi, CMD MSTC in New Delhi recently. MSTC's dividend was declared at 207 percent of the paid up equity capital for the financial year 2014-15 in the Annual General Meeting held recently in Kolkata. MSTC has also declared issue of Bonus Share at 1:1 ratio.



Steel Minister Mr. Narendra Singh Tomar receiving Dividend Cheque from MSTC

MSTC closed the financial year 2014-15 with a Profit before Tax (PBT) of Rs.131.47 Cr. Total volume of business during the year was Rs. 29923 Cr., a growth of about 19 percent. There has been an increase in company's reserve by around 11 percent. In the year 2014-15 MSTC created history and successfully auctioned 29 coal blocks and allotted 41 coal mining blocks to steel, cement & power sector and State owned entities in a transparent and fair manner as a follow up of Supreme Court directive. MSTC also conducted Global e-Tender-cum-e-Auction in multi-currency of Red Sander Wood for Andhra Pradesh valuing Rs. 850 cr.



## Payment of Interim Dividend by AAI for The Year 2014-15



Mr. R.K Srivastava, IAS, Chairman, AAI presenting cheque of Rs. 294.00 Crs. as Interim Dividend cheque to Mr. P. Ashok Gajapathi Raju, Union Minister of Civil Aviation, Dr. Mahesh Sharma, Union Minister of State for Civil Aviation in the presence of Mr. RN Choubey, Secretary (CA), AAI Board Members and other senior officers of AAI & MoCA.

Airports Authority of India [AAI] declared a dividend of Rs.391.85 cr. for the year 2014-15. AAI earned a revenue of Rs.9285.00 cr. [previous year – Rs.8170 Crs.], Profit Before Tax of Rs.2791 Crs. [previous year Rs.2520 cr.] and the Profit After Tax of Rs.1959 cr. [previous year Rs.1441 cr.] for the year 2014-15. AAI has spent an amount Rs.4358 cr. during the last three years [2012-13 to 2014-15] on modernization of Airport terminals, passenger facilities and Air Traffic and Navigational Aids at its airports and has planned to spend this year Rs.1973 cr. AAI has paid Rs.918.70 cr. as Dividend in the last five years [2009-10 – 2013-14] and has also contributed to the Central Exchequer Rs.4995 cr. in different forms during the last three years [2012-13 to 2014-15] apart from paying Dividend.

## NSIC Pays Record Dividend



Mr. Kalraj Mishra, Minister, MSME receiving the Dividend Cheque from NSIC.

Mr. Kalraj Mishra, Minister, Ministry of Micro, Small and Medium Enterprises received a dividend cheque of Rs.17.02 cr. for the year 2014-15 from Mr. Ravindra Nath, CMD, NSIC in the presence of Dr. Anup K. Pujari Secretary, Ministry of MSME and Mr. S. N. Tripathi, Additional Secretary, MSME, Mr. B.H.Anil Kumar, Joint Secretary, MSME and other officials of Ministry of MSME. Mr. Ravindra Nath, CMD, NSIC informed that the Corporation has done an overall business of Rs.20,004 cr. in 2014-15 posting a 15 percent growth from its previous year, its Profit before Tax for the year was Rs 149.13 cr., posting an increase of 32 percent from the previous year.

## Cochin Shipyard Pays Dividend for the Seventh Consecutive Year



Mr. Nitin Gadkari, Union Minister for Shipping receiving the Dividend Cheque from CSL.

Cochin Shipyard Limited (CSL) paid a dividend of Rs 16.99 cr. to Government of India recently. The Company is paying dividend for the seventh consecutive year. The dividend cheque was handed over to Mr. Nitin Gadkari, Union Minister for Shipping, Govt of India by Cmde K Subramaniam CMD, CSL. Mr. Rajive Kumar, IAS, Secretary (Shipping) and other senior officials of the Ministry were also present on the occasion. A dividend of Rs 1.5 per Equity Share was paid on the 11,32,80,000 fully paid equity shares of Rs 10 each. In addition, the yard has also contributed Rs 190 cr. to the exchequer by way of Value Added Tax, Income Tax, Fringe Benefit Tax, Excise Duty, Customs Duty and Service Tax during the year 2014-15.

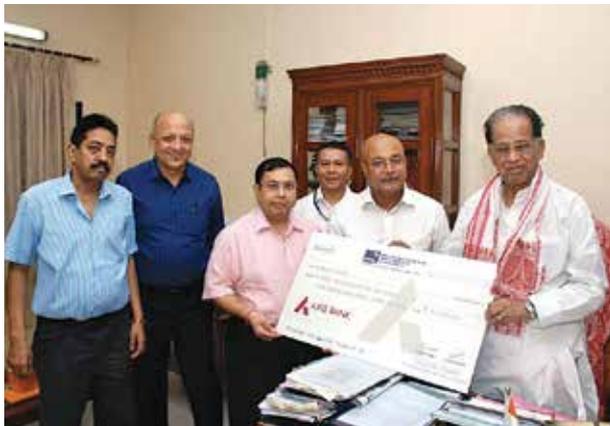
## REC Transmission Projects Company Hands Over Dividend Cheque of Rs. 9.51 cr. to REC Limited



Mr. Subodh Garg, CEO handing over the Dividend Cheque to Mr. Rajeev Sharma, CMD, REC Ltd.

Mr. Subodh Garg, Chief Executive Officer of REC Transmission Projects Company Limited, which is a wholly owned subsidiary of REC Ltd, handed over a dividend cheque of Rs. 9.51 cr. recently to Mr. Rajeev Sharma, CMD, REC Ltd.

## NRL Pays Highest Ever Dividend of Rs.36.32 cr. to Government of Assam



Dividend cheque being formally handed over to Mr. Tarun Gogoi, Chief Minister of Assam by MD, NRL, Mr. P. Padmanabhan in presence of Mr. R. T. Jindal, Director and Mr. S. K. Barua, Director (Finance) and senior officials of the company at the Chief Minister's official residence in Guwahati recently.

Numaligarh Refinery Limited has paid highest ever dividend of Rs. 36.32 cr. to the Govt. of Assam for the Financial Year 2014-15. Govt. of Assam is one of promoters and shareholders of NRL with 12.35 percent shareholding. The dividend cheque was formally handed over to Mr. Tarun Gogoi, Chief Minister of Assam by MD, NRL, Mr. P. Padmanabhan recently in Guwahati in the presence of Mr. R. T. Jindal, Addl, Chief Secretary, Industries & Commerce Deptt. and Director, NRL, Mr. S. K. Barua, Director (Finance) and senior officials of the Company.

## NTPC Pays Total Dividend of Rs. 2061.37 cr. for FY 2014-15



Mr. A. K. Jha, CMD, NTPC handing over the Dividend Cheque to Mr. Piyush Goyal, Minister of State (Independent Charge) for Power, Coal and New & Renewable Energy.

NTPC Limited paid a total dividend at 25 percent of its paid-up capital for the financial year 2014-15, amounting to Rs. 2061.37 crore. The dividend payment is 5<sup>th</sup> highest among Public Sector Undertakings. The Company had paid interim dividend at 7.5 percent amounting to Rs. 618.41 cr. on February 13, 2015. The Company paid the final dividend at 17.5 percent amounting to Rs. 1442.96 cr. recently. The RTGS advice for the transfer of Rs. 1081.61 cr. to Government of India, being the share of Government of India in the final dividend, was presented by Mr. A. K. Jha, CMD, NTPC to Mr. Piyush Goyal, Minister of State (Independent Charge) for Power, Coal and New & Renewable Energy in the presence of Dr. Pradeep Kumar, Joint Secretary & Financial Advisor, MoP, Mr. K. Biswal, Director (Finance), NTPC, Mr. U. P. Pani, Director (Human Resources), NTPC, Mr. S.C. Pandey, Director (Projects), NTPC and Mr. K.K. Sharma, Director (Operations), NTPC. NTPC Ltd. has paid a total dividend of Rs. 1545.15 cr. to the Government of India for the financial year 2014-15. This is the 22<sup>nd</sup> consecutive year that NTPC Ltd. has paid dividend. ■■■



# Reduction in Rate of Interest of Individual Housing Loans under HUDCO Niwas at 9.75 percent

**H**ousing & Urban Development Corporation Ltd. (HUDCO) have substantially reduced the rate of interest for its Individual Housing Loan Scheme-HUDCO Niwas to 9.75 percent (floating) for loans upto Rs. 50 Lakh and to 9.80 percent (floating) for loans between Rs. 50-100 Lakh which is the lowest Rate of Interest among all Banks/HFIs. With the above reduction borrower will be able to save around Rs. 1.70 Lakh per 20 Lakh loan over a period of 25 years. Additionally, HUDCO is not charging any processing fee and also providing free accidental insurance to its housing loan

borrowers. Further, the interest rate for bulk loan to Housing Finance Companies (HFCs), of Govt. Banks/ Public Agencies/ Govt. Financial Institutions have also been reduced to 9.80 percent (floating) p.a. HUDCO has also been identified as one of the Central Nodal Agency (CNA) to channelize the Credit Linked Subsidy to Banks/HFIs etc. for Govt. of India's ambitious and prestigious programme 'Pradhan Mantri Awas Yojana (PMAY)', a Mission to provide 'Housing for All by 2022' in the country.

The Mission will be implemented through four verticals, which

inter alia includes Affordable Housing through Credit Linked Subsidy Scheme (CLSS). Under which, interest subsidy of 6.5 percent is available on the housing loans, which may be availed by the beneficiaries having an annual income upto Rs. 6 Lakh. This subsidy would be provided on the loan component to the maximum extent of Rs. 6 lacs. Accordingly, the borrower will get a subsidy of Rs. 2.20 Lakh for loan tenure of 15 years, which will be adjusted against their outstanding loan. The programme is aimed to provide shelter to the masses, specifically to the Weaker / Vulnerable sections of the society. ■■■

## NLC Celebrates 146<sup>th</sup> Birth Anniversary of Mahatma Gandhi

**M**ahatma Gandhiji's 146<sup>th</sup> birth anniversary was celebrated at NLC recently. The daylong celebrations began with the garlanding of Mahatma Gandhi's bust at Township Administration Office premises, by Mr. Sarat Kumar Acharya, CMD, NLC Ltd. followed by devotional song "Ramdhun", by the members of Neyveli Ladies Club. The celebrations at the Lignite Hall, started with the singing of Gandhiji's favorite song "Vaishnava Janatho" by the members of Ladies Club. Later, scriptures from the Bhagavad Gita, Holy Bible, Holy Quran, Thirukkural and Naladiyar were read by representatives from NLC schools, Indian Christian Cultural Association, Neyveli Muslim Jamaath, Neyveli United Tamil Association. Then, Members of Ladies Club, Telugu Samithi, Kerala Kala Samithi, Kannada Sangha, Bharathiya Kala



Mr. Sarat Kumar Acharya, CMD, NLC garlanding the bust of Mahatma Gandhi at the Township Administration Office Premises, Neyveli during the Gandhi Jayanti Celebrations.

Samithi, Neyveli Chapter of Forum of Women in Public Sector of Neyveli rendered cultural events to pay tribute to Gandhiji. In his address, Mr. Sarat Kumar Acharya emphasized on the various projects initiated by

our Govt. of India with a ambitious vision like "Swachh Bharath" and "Make in India" are based on the principles of Gandhiji, which are relevant and most important to the present perspective of the society and it is the responsibility of every one to be part of it. Directors, Mr. Rakesh Kumar, Mr. S. Boopathy participated in the function. The school kits were distributed to needy children of NLC Schools by Smt. Premalatha Acharya mother of Mr. S.K Acharya, Smt Basanti Mishra Mother of Smt. Yoagamaya Acharya, Smt. Yogamaya Acharya, President, Neyveli Ladies Club and Sneha Oppurtunity Services, Ms. Kanchan Rakesh Kumar, Ms. Manonmai Boopathy, and Ms. Devaki Thangapandian, Patrons of Neyveli Ladies Club. The senior officials and employees of NLC, Neyveli public and school children participated in the function. ■■■

# Raksha Mantri Lays Foundation Stone for **BEL's Defence Systems Integration Complex**



Mr. N Chandrababu Naidu, Chief Minister, Andhra Pradesh, speaking after the foundation stone laying for BEL's Defence Systems Integration Complex. (Left-Right) Mr S K Sharma, CMD, BEL; Mr. Manohar Parrikar; Mr. M Venkaiah Naidu, Union Minister for Urban Development & Parliamentary Affairs; and Mr. P Ashok Gajapathi Raju, Union Minister for Civil Aviation.

The Raksha Mantri, Mr. Manohar Parrikar, laid the foundation stone for Defence Systems Integration Complex at Palasamudram, Gorantala Mandal, in Ananta-puramu district of Andhra Pradesh. It will be the largest such facility in the country once it is commissioned, covering an area of over 900 acres. The Raksha Mantri, Mr. Manohar Parrikar, laid the foundation stone for this facility recently in the presence of Mr. N Chandrababu Naidu, Chief Minister of Andhra Pradesh, Mr. M Venkaiah Naidu, Union

Minister for Urban Development & Parliamentary Affairs, Mr. P Ashok Gajapathi Raju, Union Minister for Civil Aviation, Ms. Nirmla Sitharaman, Minister of State for Commerce & Industry and Mr. Y S Chowdary, Minister of State for Science & Technology.

Mr S K Sharma, CMD, BEL, said: "We at BEL have been continuously investing in modernization and creation of special infrastructure to cater for emerging defence business opportunities. The upcoming facility at Palasamudram is one such initiative. ■■■■

## MDL delivers 'KOCHI' the "Second Stealth Destroyer"



RAdm R K Shrawat, CMD, MDL (right) and RAdm S Naithani, CSO (Tech), WNC (left) on the occasion of signing of the Acceptance Document for KOCHI, the second stealth destroyer of P15A Class, at Mazagon Dock recently. Also seen in the picture is Cdr P R Raghunath, Director (Shipbuilding), MDL.

Mazagon Dock Shipbuilders Ltd. delivered Kochi the second stealth destroyer of the P15A Class to the Indian Navy recently. The Acceptance Document was signed by RAdm R. K. Shrawat, CMD, MDL and RAdm S Naithani, Chief Staff Officer (Tech), Western Naval Command at MDL in the presence of MDL Directors and Navy personnel. The 163 metre long vessel with a displacement of around 7500 tonnes will be, like its predecessor, one of the largest destroyers ever operated by the Indian Navy. MDL is constructing three destroyers in this class namely Kolkata, Kochi and Chennai. INS Kolkata was commissioned on 16 August 2014 by the Prime Minister, Mr. Narendra Modi. On completion of this series, the three destroyers are expected to form the mainstay of the Indian Navy. ■■■■



## Mr. Anant G. Geete, Minister of Heavy Industries & Public Enterprises, Govt. of India Visits REIL

**M**r. Anant G. Geete, Minister of Heavy Industries & Public Enterprises inaugurated new Automatic SPV Module Manufacturing Line and 100 Kw Rooftop SPV Power Plant in the presence of Mr. Gajendra Singh, Minister of Industries Government of Rajasthan, Mr. Vishvajit Sahay, Joint Secretary, Department of Heavy Industries, Ms. Veenu Gupta, MD RIICO & Chairman REIL, Mr. A.K. Jain, MD and other eminent personalities.

On this occasion Chairman of Company Ms. Veenu Gupta and the MD Mr. A.K. Jain welcomed the Ministers along with other dignitaries and apprised of the products of the Company; Manufacturing, Quality Assurance, Research & Development and Information Technology activities; and operations of the Company in the areas of Electronics, Renewable Energy and Information Technology Sector. The Minister appreciated the efforts made by REIL.

Mr. Geete said that REIL is moving ahead in all directions towards making the, Make In India movement of Prime Minister, Mr. Narendra Modi, a success.

Mr. Anant G. Geete showed interest in various products manufactured by Company, for the dairy sector such as EMT, Automatic Milk Collection Station, Ultra Sonic Milk Analyzer, Data Processor Unit, Milk Adulteration Tester, Auto Electronic Milk



Mr. Anant G. Geete, Minister of Heavy Industries & Public Enterprises inaugurating new Automatic SPV Module Manufacturing Line and 100 Kw Rooftop SPV Power Plant

Tester, Solar DPMCU, Solar Street Lights, Solar Domestic Lights, Solar Water Pumps, Solar Auto Tracker, Roof-Top Solar System, and Information Technology.

Mr. Geete considering the growth of REIL, expressed trust that REIL shall soon achieve 100 MW production capacities with its efforts. Mr. Geete also expressed happiness in developing EMAT by REIL to counter the grave problem of adulteration in milk and appreciated the work done by the Company in the field of dairy sector for the development of rural areas, women empowerment and employment. He assured REIL for full support from the government.

He appreciated the new technique using the direct sun light (Sun Light Pipe), used for lighting approximately 9000 sq. ft

area of Automatic SPV Module Manufacturing Line and suggested about its extensive use in the government buildings in order to save electricity and add in the progress of the nation.

On this occasion, MD, Mr. A.K. Jain iterated that the Company is on the path of professional management and profitability since last three decades and established new records by registering 127 percent growth in the last five years. In this period Company turnover increased from 99 cr. to 225 cr. and profits from 2 crore to 21 cr.. He also added that the company is committed to fulfill, with dedication and teamwork, various activities running in different areas and various orders with the support of Government of India, Government of Rajasthan and other institutions and hard work by employees. ■■■

# Petroleum Secretary's maiden visit to ONGC Offshore



Mr. Sarraf explaining a point to Mr. Tripathi at the rig floor.

**M**r. Kapil Dev Tripathi, Secretary, Ministry of Petroleum and Natural Gas, and Mr. Anant Kumar Singh, Additional Secretary & Financial Advisor, MoPNG made their maiden visit to Offshore to get first-hand information about various aspect of complex offshore operations recently. They were accompanied by CMD, ONGC. Mr. D. K. Sarraf, Director (Offshore), Mr. T. K. Sengupta, ED-Asset Manager, MH Asset, Mr. Rajesh Kakkar, ED-COF, Mr. C. Satish, and other senior executives from Western Offshore. Mr. Tripathi and Mr. Singh made a visit to Rig Aban-III and MHN Platform.

The dignitaries first landed at the deck of Rig Aban-III to have an overall understanding about the complex nature of offshore drilling operations. The chartered-hire Rig has been deployed in the Mumbai High South field. A detailed presentation on the

drilling operations was made by Mr. P. K. Mishra, GM-Drilling Services, Mumbai. Mr. Tripathi evinced keen interest in each and every aspect of the drilling operations and continuously enquired about the complexities involved. The dignitaries later visited the rig floor and got the hands-on-feel of the drilling operations. They were shown the drilling operations being carried out on the rig. Mr. Tripathi and Mr. Singh interacted freely with the ONGCians and the rig crew getting first-hand information on various aspects of drilling.

'In ONGC's case, the technology depth, the core knowledge of oil and gas business and the cumulative experience of the last sixty years is the strength of the Company, rather than the physical and financial strengths', said Mr. Tripathi, at MHN Complex, while interacting with senior Executives and Offshore personnel. ■■■

Airports Authority of India  
Engineers Guild (AAIEG)

## Celebrated Engineers Day



Mr. R. K. Srivastava, IAS, Chairman, Airports Authority of India releasing the Airports Authority of India Engineers' Guild Souvenir on the occasion of Engineers' Day in the presence of Board Members and Senior officers of AAI.

**A**irports Authority of India Engineers Guild (AAIEG) celebrated 'Engineers Day' on 15<sup>th</sup> September, 2015 with great enthusiasm and a Souvenir on this occasion was released by Mr. R.K.Srivastava, IAS, Chairman, AAI in presence of Board Members of AAI. The event was followed by an excellent Musical Program by In-house Amateur Singers of AAI Artist's Forum (AAIAF). The heart touching songs performed by Mr. Rajender Grover, Ravi Dobhal, Gulshan Suman, Anurag Nandan, Asim Kumar, Sachin Lamba, Sanjiv Jha Ms. Neelam Mansharamani, Shubha, Sangeeta Adhikari, Shobha Bharadwaj & Master Ayushman Jha. ■■■



## GAIL's Jagdishpur-Haldia Pipeline Project Connects Barauni in Bihar

**P**ipeline welding of 12 inch pipeline connecting HFCL Barauni to IOCL Barauni commenced recently marking the first phase implementation of GAIL (India) Limited's Jagdishpur- Haldia Pipeline, the green project of Government of India. The phase -I of pipeline project consists of laying of trunk pipeline from Phulpur (Allahabad) to Dobhi (Gaya) for a length of 341km and spur pipeline connectivity to Barauni and Patna from Dobhi for a length of 228 km. This gas network will supply fuel to major industries such as the Barauni Refinery and the Barauni fertilizer plant, which will be revived to its full glory, besides power and steel plants. The pipeline will also help in setting up of City Gas Networks in major cities of Bihar including capital Patna. Thus, residents can enjoy the convenience of environment friendly piped natural gas (PNG) that directly reaches kitchens through pipelines and the economical compressed natural gas (CNG) for vehicles. An investment of over Rs. 2300 cr. is expected to be made in Bihar on this project



## Coal India's First Belt Pipe Conveyor System becomes operational in NCL

**N**orthern Coalfields Ltd (NCL) has become first subsidiary of Coal India Ltd (CIL) starting coal transportation through Belt Pipe Conveyor System. This is a major step of the company to achieve environmental excellence as 700 trucks were engaged in the transportation of coal by road before starting this state of the art technology, which is completely pollution free. Mr. Tapas Kumar Nag, CMD, NCL, inaugurated this system recently and said that this move will not only help to achieve environmental conservation, but this will also check the road accidents as approximately 700 trucks engaged in the work are off-road now.

Northern Coalfields Limited, in association with Renuagar Power Division of Hindalco Industries Ltd, has started this Belt Pipe Conveyor System for transportation of coal from NCL's Krishnashila Project to Renuagar Power Division. NCL provided 30.86 acres of land for the construction of Belt Pipe Conveyor System and the construction work was done by Renuagar Power Division.

NCL's Director (Technical) Mr. Gunadhar Pandey, General Manager of Krishnashila Project Mr. R. B. Prasad and General



Belt Pipe Conveyor System at NCL's Krishnashila Project.

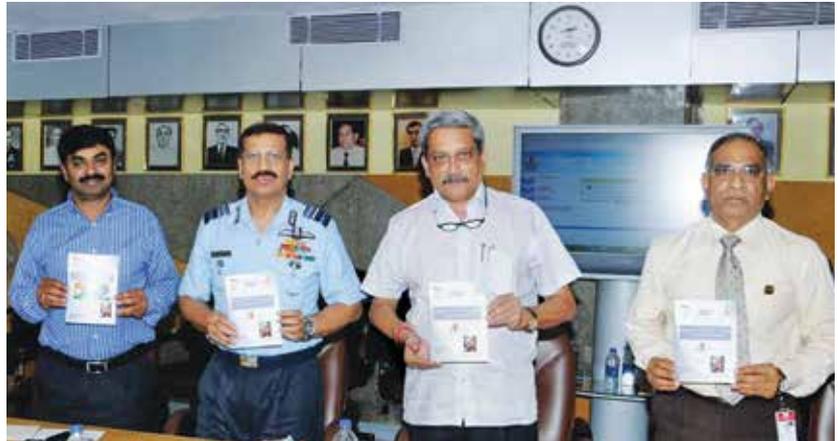
Manager (Sales and Marketing) Mr. A. K. Verma were also present in the inaugural function.

NCL is the only company in CIL where about 94 per cent of coal is dispatched either by merry-go-around (MGR) system or by rakes/rail thereby reducing air pollution due to road transport. In future, the total transport by MGR and rail is going to be 98 per cent with new Coal Handling Plants (CHPs.) It is one of the best environmentally managed Coal Producing Companies in India and is also an Integrated Management System certified company complying with ISO 9001, ISO 14001 and OSHAS 18001. ■■■■

## Defence Minister Launches **IAF-HAL ePortal; First IOIS Under Digital India Initiative** Between Defence Service Organization in Defence PSU

The Defence Minister Mr. Manohar Parrikar launched the IAF-HAL ePortal at HAL Corporate Office recently. This is the first inter organization information sharing system (IOIS) under Digital India initiative between a Defence service organization and a Defence PSU. Air Marshal, S. B. P. Sinha, Deputy Chief of Air Staff; Dr. G. Satheesh Reddy, SA to RM, Mr. T. Suvarna Raju, CMD, HAL and other senior officials were present on the occasion.

Welcoming the initiative, Mr. Parrikar hoped that the e-portal will synergize the competencies of Indian Air Force and HAL. He exhorted to take utmost care while managing the portal which provides authentic information to the stake holders involved besides saving considerable time



The Defence Minister, Mr. Manohar Parrikar launching HAL-IAF ePortal at HAL's Corporate Office, Bengaluru. Mr. T. Suvarna Raju, CMD, HAL (right), Air Marshal S. B. P. Sinha, Deputy Chief of Air Staff and Dr. G. Satheesh Reddy SA to RM are also seen.

and eliminating the need for frequent joint meetings at various levels.

Speaking on the occasion, Mr. Raju said the customer centric portal would go a long way in leveraging the benefits of

information sharing in real time. It will also enable the visibility of HAL rotatable repair milestones and provide information on status of supply against Aircraft on Ground (AoG), tasks involved etc., he added. ■■■

## IAS Probationers visit NSIC



Mr. Ravindra Nath CMD, NSIC highlighting the benefits of NSIC Incubation Centre in self-employment creation to the delegation led by Ms. Bharathi S. Sihag, (AS &FA) Ministry of MSME. Also present on the occasion were Mr. P. Udayakumar, Director (P&M), NSIC, Mr. B.N Nanda, Economic Advisor, Dr.P.G.S.Rao, Joint Director and Mr. Gaurav Burman, Ministry of MSME alongwith Ms. Tapasya Raghav, Ms. Debasweta Banik and Mr. Shanmugarajan.S, the IAS probationers posted as Assistant Secretary in the Ministry of MSME, New Delhi. ■■■



# Swachh Bharat Abhiyaan

by MCL at Medical College Burla



**M**ahanadi Coalfields Limited (MCL) organised a cleanliness drive at VSS Institute of Medical Sciences and Research (VIMSAR), Burla, to commemorate the birth anniversary of Father of Nation Mahatma Gandhi recently. Led by Chief Vigilance Officer Mr Deepak Srivastava, IFS, officers and staff of MCL Vigilance Secretariat cleaned the medical college premises, as an initiative to spread a message of clean and healthy lifestyle.

The cleanliness drive, which continued for over two hours, ended with Team Vigilance of MCL taking out a quite awareness rally for Swachh Bharat around the premier medical institute of western Odisha. ■■■

## Bank of Maharashtra Launches Soil & Water Health Card

**M**r. R. K. Gupta, Executive Director, Bank of Maharashtra recently launched Soil and Water Health Card for farmers through Mahabank Agriculture Research & Rural Development Foundation (MARDEF). This is to supplement the efforts of Prime Minister of India for focusing attention on the health of soil in agricultural areas to boost productivity and bring increased prosperity. Mr. Gupta, also distributed the cards to farmers at Bhigwan, Pune.

He said that Bank of Maharashtra is the only bank in the country providing this facility and every farmer should take benefit of this scheme and obtain Soil & Water Health Card. This will help to know level of nutrients



Mr. R.K. Gupta, Executive Director, Bank of Maharashtra distributing Soil & Water health cards to farmers at Bhigwan, Pune. Mr. Ramachandra Sabale, Trustee, MARDEF(1st from left), Mr. Philip D'Silva ,GM, BoM(3rd from left), Mr. Parag Jadhav,Sarpanch, Bhigwan village(4th from left) are also seen in the picture.

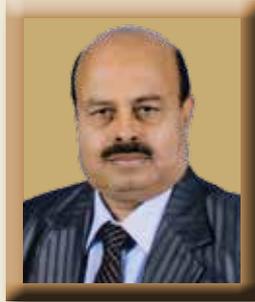
available in the soil of their farms & accordingly corrective dosage of fertilizers can be given. This will help to improve soil fertility & the crop yield. Further he added that, facility of analyzing Micro Nutrients will also

be made available shortly at this center. On this occasion sanctions under MUDRA were issued to the beneficiaries at the hands of Mr. R. K. Gupta, Executive Director of the Bank. ■■■

# Personalia



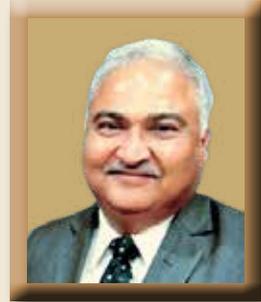
**Dr. A. K. Pujari, IAS**  
Secretary, MSME takes additional  
charge as CMD, SAIL



**Mr. S. K. Acharya**  
takes charge as CMD  
NLC



**Mr. K. M. Singh**  
takes over as CMD  
NHPC



**Dr. D. K. Likhi**  
takes over as CMD  
MIDHANI



**Mr. Raghav Chandra**  
takes over as Chairman  
NHAI



**Mr. Ashvini Kumar**  
takes over as MD,  
SECI



**Mr. A. K. Srinivasan**  
takes over as Director  
(Finance), ONGC



**Mr. Amitabh Mathur**  
assumes charge as Director  
(IS&P), BHEL



**Mr. V. Thangapandian**  
takes charge as  
Director (Power), NLC



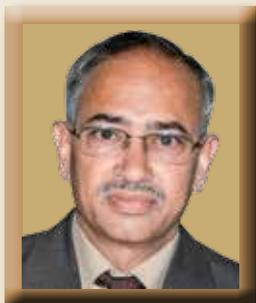
**Mr. Subrata Biswas**  
assumes charge as Director  
(E, R&D), BHEL



**Mr. S. P. Mohanty**  
takes charge as Director  
(Marketing), HIL



**Mr. Piyush Tiwari**  
takes charge as Director  
(Commercial & Marketing), ITDC



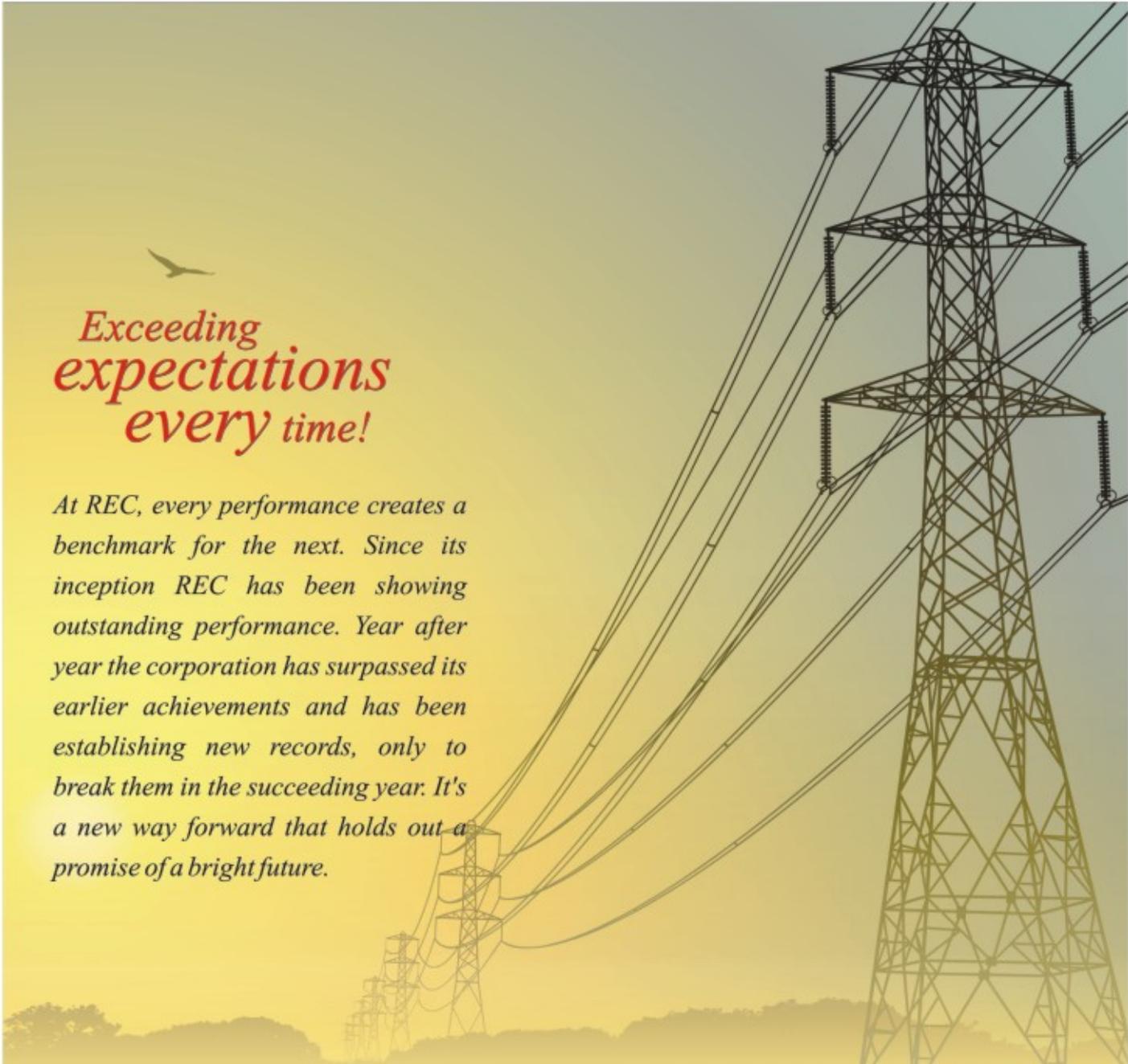
**Mr. V. Gurudatta Prasad**  
assumes charge as Director  
(Production), BDL



**Mr. Girish Kumar**  
takes over as ED (Radar),  
BEL



**Mr. M. V. Gowtama**  
takes over as ED (Milcom),  
BEL



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**Financial Performance for the year ended 31.03.2014**

Particulars	Amount	Increase
Total Income	Rs. 17,121 Cr.	up 26%
Net Interest Income	Rs. 6,767 Cr.	up 30%
Loan Book	Rs. 1,48,641 Cr.	up 17%
PAT	Rs. 4,684 Cr.	up 23%
EPS	Rs. 47.43	up 23%



**Rural Electrification Corporation Limited**

(A Government of India Enterprise)

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