



KALEIDO **SCOPE**

STANDING CONFERENCE OF PUBLIC ENTERPRISES

SCOPE and ILO to undertake Joint Study on Women Empowerment



SCOPE and Centre for Creative Leadership (CCL), USA launch Study to develop Future Fluent Leaders in PSEs

Secretary, DST exhorts Corporates to leverage digital disruptions to shape the future





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Contents

Message by Chairman 05

Director General's Desk..... 07

SCOPE News

SCOPE and ILO to undertake a Joint Study on Women Empowerment..... 08

SCOPE and Center for Creative Leadership (CCL), USA launch Study to develop Future Fluent Leaders in PSEs..... 08

Secretary, DST exhorts corporates to leverage digital disruptions to shape the future..... 09

SCOPE Celebrates 74th Independence Day 10

DG, SCOPE delivers Keynote Address at Deloitte & SAP Webinar..... 11

Interface with Stakeholders..... 11

"Digital Transformation in COVID-19" 7th August, 2020 Comments / Feedback Received from CPSEs 12

SCOPE in Media 13

Articles

Role of PSEs in Climate Change Mitigation: Mr. Atul Sobti, DG, SCOPE's Interview..... 15

Emergency Public Procurement - Capacity Enhancement for New Age Governance by Hari Mohan & Vijay Mittal 19

Balancing Skills on the Board of Directors by Inderpal Singh 22

Business Leadership: Learning from the Great..... by Ashutosh Kumar 28

Tapping into the field of Consciousness for Healthy Heart..... by Dr. H. K. Chopra 33

HSCC: Emerging as a Premier Public Sector Undertaking..... by Gyanesh Pandey 37

PSE News

Hon'ble Prime Minister and His Mauritian Counterpart Jointly e-Inaugurate New Supreme Court Building in Port-Louis Built by NBCC 42

GAIL Reports Turnover of Rs. 12,060 Cr.; PAT of Rs. 256 Cr. in Q1 FY21 42

SAIL Maintains Profitability during FY'20; Earns more than Rs. 2000 Cr. Net Profit..... 43

Contents

NRL Records Impressive First Quarter Results Despite Pandemic	43
Raksha Mantri launches Products Indigenously developed by BEL	44
Personalia.....	44
Union Home Minister lays foundation of MCL's Eco-park 'Utkal Upvan' in Jharsuguda....	45
NMDC registers Record Jump in Production and Sales of Iron Ore in July 2020.....	45
NFL Total Fertilizer Sale reaches all-time High at 18.79 LMT in April-July'20	46
REC Commits Financial Assistance of Rs. 23.52 Cr. to Shri Kedarnath Utthan Charitable Trust	46
PSEs Ink MoU	47
NTPC's Total Installed Capacity reaches 62910 MW	51
NRDC Transfers Two COVID-19 Technologies Developed by S. N. Bose National Centre for Basic Sciences	52
Cochin Port helps FACT to look East; First Coastal Shipment of FACT flagged off.....	53
POWERGRID posts Profit After Tax of Rs. 2,048 Cr. for Q1FY21. Total Income rises..... by 5% to Rs. 9,817 Cr.	53
GRSEs Atma Nirbhar Mission – New Modernisation Facility Launched.....	54
Chairman, CIL Flags Off the Trial Run of 190T Dumpers through Video Conferencing	54
PSEs CSR Activities.....	55
PSEs Celebrate Independence Day.....	56
1 MW (AC) Solar Power Plant energized by CEL in a Border Village of Shimla, Himachal Pradesh	59

KALEIDOSCOPE STANDING CONFERENCE OF PUBLIC ENTERPRISES

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Message by CHAIRMAN



As the country recently celebrated the 74th Independence Day, our Hon'ble Prime Minister reinforced the resolve of a self-reliant India and stressed that all countrymen must move ahead with the mantra of 'Make for World' alongside 'Make in India.' Public Sector Enterprises (PSEs) being the backbone of the socio-economic transformation in the country, have been playing a vital role in achieving the mission of self reliance. In line with Government efforts, PSEs have been endeavouring to accentuate and promote local products on the global map. During the ongoing crisis owing to COVID 19 pandemic, they showed grit and determination and created new technologies and products to strengthen government efforts in mitigating the impact of the pandemic. However, as the top companies from around the globe are looking forward to India for investment, PSEs too have to adopt new strategies and innovate to manufacture quality products that meet global standards.

In the new normal situation, the top priorities of companies have changed across the world. The focus now lies upon 'reimagining', than just

'regaining.' With so many disruptions and immediate transformations, organisations are coming to terms with new challenges on a daily basis. Digitalisation, agile approach and creation of new growth strategies have become fundamental for rapid recovery and sustained growth.

The pandemic has also made organisations comprehend the importance of crisis planning. Training and development activities have therefore been continuously conducted from both organisation and employees point of view. Importance of mental wellness and staying connected in this period of 'Social distancing' has also come to the fore.

SCOPE has been organising capacity building programmes on varied subjects to keep them abreast of latest developments in the specific domains. Keeping up with its aim for the holistic development of PSE employees, SCOPE has been conducting programs that cater to the overall wellness of the employees. Programmes with globally acclaimed Medical experts from USA and India have been conducted as part of its continued endeavour.

SCOPE has also taken a unique initiative to come out with a Compendium to pay tribute to the efforts of PSEs in strengthening the economy during COVID 19 pandemic. This endeavour of SCOPE has been received very positively by the Government, policy makers and the public sector fraternity. SCOPE has received words of encouragement in the form of 'Message' from the Hon'ble President, the Hon'ble Vice President, the Hon'ble Prime Minister, the Hon'ble Ministers and Secretaries to the Government of India.

In fact, past few months has seen a new dawn for



SCOPE where the organization has worked tirelessly in practically all spectrums. Undeterred by the challenges posed by the pandemic, it continued its endeavors to emerge as more inspiring innovative and impactful organization. SCOPE has repositioned itself to play even more meaningful role for betterment of PSEs. SCOPE's programs for capacity building, launch of many studies on relevant issues and employee development initiatives validates SCOPE's commitment to play a significant role in promoting excellence in PSEs.

SCOPE is committed to continuously take innovative initiatives through participative management for PSEs to enhance their contribution in the growth momentum of the country. I wish

everyone good health by following the safety protocols and not being complacent during this pandemic. At the same time let us keep on finding newer smart ways to handle this global crisis enabling us to move meticulously towards our aims and goals. Challenges may be harder but what makes us stronger should be our enduring and overcoming responsiveness and trust that difficult roads often lead to beautiful destinations.



Rakesh Kumar
Chairman, SCOPE



Director General's Desk

Self reliance has become a mantra for everyone in the country. As the nation celebrated the 74th Independence Day, our Hon'ble Prime Minister inspired all countrymen to excel and attain self reliance to enhance India's share in the world economy. SCOPE and Public Sector Enterprises (PSEs) are committed to stride ahead with zeal to contribute towards the dream of becoming 'Atma Nirbhar Bharat.'

SCOPE in keeping with the patriotic fervour celebrated Independence Day through the virtual medium and tricolour Balloons have been hoisted over both its buildings at SCOPE Complex and SCOPE Minar, Laxmi Nagar. The ensuing thought to our commitment as citizens and employees, is that we dedicate our lives to every work we do, be it towards the nation or our organisation. SCOPE, over the past few months, has attempted to instil the spirit of ownership among its

employees through various activities and communication exercises including communication groups, activities and monthly virtual employee meetings.

Pursuant to its endeavour of creating an environment of learning and development in PSEs, SCOPE has been interacting with premium national and international institutes and reputed consultants to undertake research and studies so as to provide useful inputs to PSEs in improvising their systems and processes. As part of this, an MoU has been signed with The Center for Creative Leadership (CCL), USA to conduct a study on 'Developing Future Fluent Leaders in PSEs' which will focus on prevailing leadership gaps and curating a learning module on developing effective and efficient leaders.

Similarly from good governance perspective there is an urgent need to encourage women employees

to aspire for challenging roles in their organisations. SCOPE therefore, signed an understanding with International Labour Organization (ILO), a tripartite U. N. agency, for a Joint Study on 'Women Empowerment - Adoption of Work from Home Model' to analyze and train women in PSEs for leadership positions and management.

Acknowledging the new normal at workplaces, SCOPE ventured into its digital journey in April 2020 and with the overwhelming response and support of its members and participants it has now concluded 14 successful webinars on variant topics.

Realising that in the current business environment, adoption of digitalization and technology has become imperative, SCOPE recently conducted a Webinar on 'Digital Transformation in COVID-19' with Prof. Ashutosh Sharma, Secretary, Department of Science & Technology (DST) as Chief Guest, where changes brought in by disruptive technologies in day to day working and the emergence of Industry 4.0 based on control of data, knowledge and wisdom was discussed.

Therefore, looking at these times of crisis as an opportunity, we should all aim to move ahead with great enthusiasm to grow, prosper and become more successful.

Programmes & Initiatives launched (since last issue of KALEIDOSCOPE)

- SCOPE and Center for Creative Leadership (CCL), USA launched study to develop Future Fluent Leaders in PSEs – **4th August, 2020**
- Webinar on Digital Transformation during COVID-19 – **7th August, 2020**
- SCOPE and ILO launched a joint study on 'Empowering Women in Public Sector Enterprises 'Adoption of Work from Home (WfH) Model' – **10th August, 2020**
- Virtual Independence Day Celebrations by SCOPE – **14th August, 2020**
- Webinar on COVID Pandemic and its impact on Mental Health : Fighting a pandemic within pandemic – **27th August, 2020**

Programmes & Initiatives in offing

- Compendium on 'Building Self Reliant, Resurgent, Resilient India – PSEs contribution Amidst COVID-19'
- Webinar on Leadership in association with The Center for Creative Leadership (CCL), USA – **September, 2020**

Atul Sobti
Atul Sobti

Director General, SCOPE

SCOPE and ILO to undertake a Joint Study on Women Empowerment



Mr. Atul Sobti, DG, SCOPE and Ms. Dagmar Walter, Director, ILO during the virtual signing of the Understanding between SCOPE and ILO.

Standing Conference of Public Enterprises (SCOPE), an apex body of Public Sector Enterprises (PSEs) and International Labour Organisation (ILO), a

tripartite U.N. agency signed an understanding for a Joint Study on 'Women Empowerment - Adoption of Work from Home Model' on 10th August, 2020. Mr.

Atul Sobti, Director General, SCOPE and Ms. Dagmar Walter, Director, ILO Decent Work Team for South Asia and Country Office for India signed the understanding virtually. The key objective of the study is to analyse and train women in Public Sector in order to empower them and motivate them to aspire to positions of leadership and management by addressing challenges faced by them at work. The study succeeds an earlier study of SCOPE & ILO whereby a team of Network of Champions was developed to train women in Public Sector on different aspects.

SCOPE and Center for Creative Leadership (CCL), USA launch Study to develop Future Fluent Leaders in PSEs

SCOPE, and The Center for Creative Leadership (CCL), USA, engaged in learning and development with focus on effective leadership development, signed a Memorandum of Understanding (MoU) to conduct a Study on 'Developing Future Fluent Leaders in PSEs on 4th August 2020. The MoU was signed between Mr. Atul Sobti, Director General, SCOPE and Mr. Muniinder Anand, MD-India & South Asia, CCL.

The MoU aims at conducting a study on assessing the prevailing leadership gaps and curating a learning module on developing effective and efficient leaders in the Indian Public Sector. The



Mr. Atul Sobti, DG, SCOPE and Mr. Muniinder Anand, MD, India & South Asia, CCL signing the MoU.

Study shall adopt a qualitative and quantitative research methodology based on responses and experiences of the present leadership

which would be further analyzed to identify relevant skills, mind sets, and experiences for future-fluent PSE leaders in India.

Secretary, DST exhorts corporates to leverage digital disruptions to shape the future

As COVID acts as a key catalyst for acceleration of digital technologies, organisations need to leverage these disruptions as future will be increasingly digital. To offer an insight in the same, SCOPE organised a Webinar on 'Digital Transformation in COVID-19' on 7th August, 2020. The Webinar was addressed by Prof. Ashutosh Sharma, Secretary, Department of Science & Technology (DST), Mr. S. M. Vaidya, Chairman, IOCL, Mr. Atul Sobti, DG, SCOPE, Mr. S. Sakthimani, Director (Finance), CCI, Mr. Sushant Rabra and Mr. Manas Majumdar, both partners in KPMG India. The Webinar was attended by over 2300 participants including senior official from Public Sector Enterprises (PSEs) through SCOPE's various platforms.

Prof. Ashutosh Sharma in his address stated that the present era is of Industry 4.0 based on control of data, knowledge and wisdom and hence whoever is able to generate, control and build on data/ information shall succeed. He stated that it is imperative for organisations to assess their digital maturity and also where they want to reach so as to make most of the available opportunity to leverage digital tools. He also said that PSEs are strong pillars of the Indian economy and hence need to take advantage of latest technology, upskill and integrate business with emerging technologies so as to enlarge scope of organisations. Secretary, DST made



Mr. Atul Sobti, DG, SCOPE, Prof. Ashutosh Sharma, Secretary, Department of Science & Technology (DST), Mr. S. M. Vaidya, Chairman, IOCL, Mr. Manas Majumdar, Mr. Sushant Rabra Partners, KPMG India, Mr. S. Sakthimani, Director (Finance), CCI and Member, SCOPE Executive Board during the Webinar.

a strong urge to the corporate sector to make optimal use of this clear and present opportunity to emerge stronger and skilled digitally.

Mr. Vaidya appreciated SCOPE for organising the webinar on digital transformation. While emphasizing on the need of digital transformation, he also briefed how IOCL leveraged technology for both business and employees.

Mr. Atul Sobti DG, SCOPE speaking about the digital journey stated that digital technology has broadened the horizon of business in the times of crisis. DG, SCOPE said that digital shall be the key even in post COVID times and hence the same needs to be leveraged by PSEs in order to be globally

competitive. He highlighted three focus areas for PSEs in order to make most of the available opportunity – skilling, digital infrastructure and digitally enabled systems.

KPMG team gave a presentation on Digital integration in organisations during COVID and how it has brought new opportunities and innovative technologies at the threshold of all organisations. They also highlighted how digital can be utilised for value realisation for organisations.

While giving closing remarks, Mr. Sakthimani, Director (Finance) CCI and Member, SCOPE Executive Board reiterated the fact that digital transformation is the need of the hour and hence all corporate should join hands to maximise this opportunity. ■

SCOPE celebrates 74th Independence Day



Balloon hoisted at SCOPE Building at Lodhi Road as a mark of celebration of Independence Day.

7⁴th Independence Day was celebrated virtually for the first time in SCOPE. Paying tribute to the sacrifice of those who dedicated their lives to the freedom struggle, DG, SCOPE addressed employees while reiterating the role of Public Sector Enterprises as key drivers of socio economic transformation in the country and assuring that SCOPE will continue to accentuate the work done by PSEs on various platforms. As part of the celebrations Tricolour balloons



Balloon hoisted at SCOPE Minar, Laxmi Nagar.



were hoisted on both buildings of SCOPE Complex and SCOPE Minar, Laxmi Nagar.

As the national anthem was played during the virtual meet, employees were briefed about the various initiatives and accomplishments of SCOPE and were advised to maintain their work momentum. DG, SCOPE stated that it was a proud moment for SCOPE as its latest venture of Compendium on PSEs Initiatives during COVID 19 pandemic has received the Messages from the Hon'ble President, Vice President and Prime Minister and other dignitaries.

The core sentiment of the meeting was instilling a 'Sense of ownership for the organisation' amongst employees. Employees were inspired to work as a team towards rebuilding SCOPE and its image. All employees were motivated to commit themselves to the nation and their organisation whilst being safe and taking care of themselves and their families. ■

DG, SCOPE delivers Keynote address at Deloitte & SAP Webinar



Mr. Atul Sobti, DG, SCOPE delivering the Keynote address during the webinar.

Mr. Atul Sobti, Director General, SCOPE delivered the Keynote Address at SHRM, Deloitte and SAP Webinar titled 'Accelerating The Future of Learning: Virtual Industry' on 18th August 2020. Distinguished panellists from various PSUs and Consulting organizations addressed the Webinar.

The webinar discussed the future of learning in organisations with the sudden spike in digitalization and companies seeking to improve their digital experience.

DG, SCOPE while giving the keynote address in the webinar spoke about 'PSEs Journey to digitalize learning' encapsulating

how PSEs are leveraging technology to deliver world class learning experience and what Future of learning looks like in PSEs. Speaking about the same, he drew attention to three aspects of technology and systems that need to be developed in PSEs, IT infrastructure needed to make PSEs digitally equipped, understanding the prevalent skill gaps and needs of employees to truly integrate digitalization in day to day working.

He added that acknowledging the new normal, SCOPE initiated a series of Webinar which were highly acclaimed. He also enunciated the role of SCOPE in capacity building of PSE fraternity and making them globally competitive. ■

Interface with Stakeholders

Special feature titled 'Corporate Health During COVID-19' featuring DG, SCOPE and Globally acclaimed medical experts from USA and India was telecast on Tatasky Famhealth channel recently. DG, SCOPE spoke about the significance of Public Sector Enterprises and highlighted the role of SCOPE. The program also consisted highlights of SCOPE's Webinar titled 'International Health Webinar on Enhancing Corporate Health during Corona crisis' held with Dr. H. K. Chopra, President World Wellness Foundation & Chief Consultant Cardiologist, Moolchand Medcity Hospital and Ms. Mona Jauhar, Chief Nutritionist & Founder President, Mechanism Wellness, New York.

* Recording of SCOPE & TATASKY Special feature is available on SCOPE's website: www.scopeonline.in



“DIGITAL TRANSFORMATION IN COVID-19”

7th August, 2020

Comments / Feedback Received from CPSEs

Recording of SCOPE Webinars are available on SCOPE's Website www.scopeonline.in

Sir Webinar was very beneficial.
Dear Mr. Sobti, Nice seeing and hearing you after a long time in the webinar on Digital Transformation. The program was very good and informative. Stay safe.
The webinar on the subject matter on Digital Transformation in COVID-19 is excellent. The content and explanations by all the team members were really outstanding.
It was a pleasure and privilege for me to attend the above well-designed, well-conducted, well-attended Webinar. Grateful Thanks.
It was indeed a knowledge sharing platform and I convey my thanks to SCOPE and all the dignitaries who shared their views. I hope more such programmes will be organized in future.
It was 'very' interesting topic and lot of takeaways from the session.
The webinar was excellent and very informative.
It was an excellent learning & very informative. Congratulations to SCOPE for organizing such webinars.
Very informative. Looking forward to the webinar.
Session was really good.

Congratulations to everyone in SCOPE and PSU fraternity.
Very Good and great service SCOPE is doing in this situation. Great.
The mesmerizing address by Secretary, Science & Technology; Mr Sushanth, Mr Manas, with Mr Sobti DG SCOPE, is excellent, and opportunity for us to realise the need of the hour. Thanks.
Excellent Session  Thank you SCOPE 
 Excellent session Sir by Team SCOPE.
Enjoyed the Seminar. Compliments.
One of the best seminars.
Wonderful. Need to thank SCOPE Team led by Mr. Atul Sobti, DG, SCOPE from the core of my heart.
Excellent  
Very insightful webinar. Thanks for organizing.
Excellent session   
Wonderful program.
Excellent Webinar. Thanks a lot.

SCOPE in Media

hindustantimes
15.08.2020 Pg no : 6



Standing Conference of Public Enterprises (SCOPE) and the Center for Creative Leadership (CCL), USA, engaged in learning and development with focus on effective leadership development, have signed an MoU to conduct a study on 'Developing Future Fluent Leaders in PSEs'. The MoU was signed between Atul Sobti, Director General SCOPE and Muniinder Anand, MD India & South Asia, CCL.

NIPIT
नवभारत टाइम्स
11.08.2020 Pg no : 11

ट्रेनिंग देंगे SCOPE-GIZ
वि, नई दिल्ली : सार्वजनिक उपक्रमों की सर्वोच्च संस्था SCOPE और जर्मनी की GIZ ने मिलकर क्लाइमेट चेंज के मुद्दे पर काम करने का फैसला किया है। इसके तहत सार्वजनिक उपक्रमों में मौजूद कैपेसिटी गैप का आकलन शुरू किया गया है ताकि क्लाइमेट परिवर्तन, फाइनेंस और कार्बन प्राइसिंग में उनकी क्षमता बढ़ाई जा सके। इसके लिए दोनों पक्षों ने MoU साइन किए हैं।

the pioneer
6.08.2020 Pg no : 9

SCOPE and Center for Creative Leadership, USA launch study to develop Future Fluent Leaders in PSEs
New Delhi: Standing Conference of Public Enterprises (SCOPE), apex body of Public Sector Enterprises (PSEs). And The Center for Creative Leadership (CCL), USA, engaged in learning and development with focus on effective leadership development. Mr. Muniinder Anand, MD-India & South Asia, CCL. The MoU aims at conducting a study on assessing the prevailing leadership gaps and curating a learning module on developing effective and efficient leaders in the Indian Public Sector. The study shall adopt a

The Tribune
4.08.2020 Pg no : 10

SCOPE, German firm to train PSEs on climate change
The Standing Conference of Public Enterprises (SCOPE) — an apex body of public sector enterprises (PSEs) — and GIZ Germany — a German public-benefit federal enterprise — have announced the launch of capacity gap assessment study for the PSEs in India to build their capacity on issues related to climate change, including climate policy, finance, and carbon pricing. The study shall be followed by a training module which will be developed based on the pre-assessment survey and review of national and international best practices to mitigate carbon emissions.

The Statesman
18.07.2020 Pg no : 8 11.08.2020 Pg no : 8



SCOPE WEBINAR
Standing Conference of Public Enterprises (SCOPE) organised a webinar on 'Digital Transformation in COVID-19'. The Webinar was attended by over 2300 participants including senior officials from Public Sector Enterprises (PSEs) through SCOPE's various platforms.



SCOPE, CCL SIGN MOU
Standing Conference of Public Enterprises (SCOPE), apex body of Public Sector Enterprises (PSEs) and the Centre for Creative Leadership (CCL) USA, engaged in learning and development with focus on effective leadership development, have signed a Memorandum of Understanding (MoU) to conduct a study on Developing Future Fluent Leaders in PSEs. The MoU was signed between Atul Sobti, Director General SCOPE and Muniinder Anand, MD-India & South Asia, CCL.

The Indian EXPRESS
14.08.2020 Pg no : 14

SCOPE organised a webinar on 'Digital Transformation in COVID 19.' The webinar was addressed by Prof. Ashutosh Sharma, Secretary, Department of Science & Technology (DST), S.M. Vaidya, Chairman, IOCL, Atul Sobti, DG, SCOPE, S. Sakthimani, Director (Finance), CCI, Sushant Rabra and Manas Majumdar, both partners in KPMG India addressed the meet. The Webinar was attended by over 2300 participants including senior officials from SCOPE's various platforms at leveraging

mid-day
4.08.2020 Pg no : 18



SCOPE and CCL sign MoU to develop 'Future Leaders'
Standing Conference of Public Enterprises (SCOPE), the apex body of Public Sector Enterprises (PSEs) and The Center for Creative Leadership (CCL) USA, engaged in learning and development with focus on effective leadership development, have signed a Memorandum of Understanding (MoU) to conduct a study on 'Developing Future Fluent Leaders in PSEs'. The MoU aims at conducting a study on assessing the prevailing leadership gaps and curating a learning module on developing effective and efficient leaders in the Indian Public Sector.

millennium
6.08.2020



MoU SIGNING
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daily Excelsior
7.08.2020 Pg no : 11

SCOPE, CCL sign MoU
Excelsior Correspondent
JAMMU, Aug 6: Standing Conference of Public Enterprises (SCOPE)-apex body of Public Sector Enterprises (PSEs) and SCOPE and Muniinder Anand, MD-India & South Asia, CCL. The MoU aims at conducting a study on assessing the prevailing leadership gaps and curating a learning module on developing effective and efficient leaders in the Indian Public Sector.

अमर उजाला

3.08.2020

Pg no : 6

स्कोप व जीआईजेड जर्मनी करेंगे जलवायु पर अध्ययन
 नई दिल्ली। जलवायु परिवर्तन, नीति, वित्त तथा कार्बन प्रोजेक्टिंग के क्षेत्र में क्षमता बढ़ाने के लिए स्टैंडिंग कॉन्फ्रेंस ऑफ पब्लिक इंटरप्राइजेज (स्कोप) तथा जर्मनी की 'लोक हित उपक्रम' जीआईजेड संयुक्त रूप से अध्ययन करेंगे। इस अध्ययन के बाद सार्वजनिक उपक्रमों को प्रशिक्षण दिया जाएगा, जो प्री-एसेसमेंट सर्वे तथा विदेशों में कार्बन एमीशन कम करने के प्रचलित तरीकों पर आधारित होगा। दोनों पक्षों के बीच बनी सहमति के बाद प्रशिक्षण के लिए ट्रेनिंग मॉड्यूल तैयार किया जा रहा है।

FINANCIAL EX

6.08.2020

SCOPE, CCL USA sign MoU to launch study for PSEs
 Standing Conference of Public Enterprises (SCOPE), the apex body of public sector Enterprises (PSEs) and The Center for Creative Leaders (CCL), USA, have signed an MoU to conduct a study on 'Developing Fluent Leaders in PSEs.' It was signed by Atul Sobti, director-general, SCOPE and Muniinder Anand, MD-India South Asia, CCL.

The Statesman

25.08.2020

वीर अर्जुन

19.08.2020

Pg no : 12

महिला सशक्तिकरण पर संयुक्त अध्ययन करेंगे स्कोप - आईएलओ



स्कोप व आईएलओ के अध्यक्ष अतुल सोबती और सीसीएलओ के अध्यक्ष मुनींदर आनंद की अध्यक्षता में हुए बैठक के दौरान स्कोप और आईएलओ के बीच एक समझौते पर हस्ताक्षर किए जा रहे हैं।

THE FREE PRESS JOURNAL

19.08.2020

The

18.07.2020

Pg no : 8

SCOPE and ILO to undertake a joint study on Women Empowerment



Standing Conference of Public Sector Enterprises (SCOPE) and International Labour Organization (ILO), a tripartite for a Joint Study on "Women from Home Model". Atul Sobti Dagamer Walter, Director, ILO Country Office for India signed the objective of the study is to in order to empower them as an of leadership and manager them at work. The study suc

SCOPE WEBINAR



Standing Conference of Public Enterprises (SCOPE) organised a webinar on "Digital Transformation in COVID-19." The Webinar was attended by over 2300 participants including senior official from Public Sector Enterprises (PSEs) through SCOPE's various platforms.

6.08.2020

Pg no : 2

स्कोप व सीसीएल ने एमओयू पर हस्ताक्षर किए

दोनों पक्षों के बीच बनी सहमति के बाद प्रशिक्षण के लिए ट्रेनिंग मॉड्यूल तैयार किया जा रहा है।



वीर अर्जुन

30.07.2020

Pg no : 2

स्कोप - जीआईजेड जर्मनी जलवायु परिवर्तन पर मिलकर करेंगे काम

नई दिल्ली (बीएन)। सार्वजनिक क्षेत्र के उपक्रमों (पीएसई) की शीर्ष संस्था स्टैंडिंग कॉन्फ्रेंस ऑफ पब्लिक इंटरप्राइजेज (स्कोप) ने आज यहां जर्मनी के उपक्रम जीआईजेड जर्मनी के साथ मिलकर भारत में जलवायु परिवर्तन को सार्वभौमिक चुनौती को दूर करने के लिए एक महत्वपूर्ण कदम है। इससे पीएसई के कार्यों को विकसित करने के साथ-साथ जलवायु परिवर्तन को नियंत्रित करने में सहायता मिलेगी। यह अध्ययन चीन हाइड्रो गैस उत्पन्न करने वाले देशों पर जलवायु परिवर्तन पर नीतियों और उपायों के प्रभाव को समझने में सहायता प्रदान करने के लिए है।



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Pg no : 14

SCOPE-GIZ Germany to assess and train PSEs for climate change mitigation action



Standing Conference of Public Enterprises (SCOPE), apex body of Public Sector Enterprises (PSEs) and GIZ Germany, a German public-benefit federal enterprise, announces the launch of capacity gap assessment study for PSEs in India to build their capacity on issues related to climate change including climate policy, finance, and carbon pricing. The study shall be followed by a training module which will be developed based on the pre-assessment survey and review of national and international best practices to mitigate carbon emissions. The study and training module is being developed under a Memorandum of Understanding (MoU) signed between the parties.

स्कोप व जीआईजेड जर्मनी करेंगे जलवायु पर अध्ययन नई दिल्ली। जलवायु परिवर्तन, नीति, वित्त तथा कार्बन प्रोजेक्टिंग के क्षेत्र में क्षमता बढ़ाने के लिए स्टैंडिंग कॉन्फ्रेंस ऑफ पब्लिक इंटरप्राइजेज (स्कोप) तथा जर्मनी की 'लोक हित उपक्रम' जीआईजेड संयुक्त रूप से अध्ययन करेंगे। इस अध्ययन के बाद सार्वजनिक उपक्रमों को प्रशिक्षण दिया जाएगा, जो प्री-एसेसमेंट सर्वे तथा विदेशों में कार्बन एमीशन कम करने के प्रचलित तरीकों पर आधारित होगा। दोनों पक्षों के बीच बनी सहमति के बाद प्रशिक्षण के लिए ट्रेनिंग मॉड्यूल तैयार किया जा रहा है।

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Dagamer Walter, Director, ILO Country Office for India signed the objective of the study is to in order to empower them an

Standing Conference of Public Enterprises (SCOPE) organ used a webinar on "Digital Transformation in COVID-19." The Webinar was attended by over 2300 participants including senior official from Public Sector Enterprises

Role of PSEs in Climate Change Mitigation: Mr. Atul Sobti, DG, SCOPE's Interview



Atul Sobti
DG, SCOPE

Public Sector Enterprises shall continue to play a key role in forwarding the commitments of the Indian Government towards climate change mitigation

Interview with Mr. Atul Sobti, Director General of Standing Conference of Public Enterprises (SCOPE), an apex body of the Public Sector Enterprises (PSEs) of India. Due to the Corona pandemic the interview was conducted in writing by Swati Ganeshan, TERI.

India is one of the few countries that is on track towards fulfilling its commitments. To keep it on track, the role of say PSEs is significant. So, how is SCOPE planning to contribute to this progress? And please give a brief overview of these programmes?

Public Sector Enterprises (PSEs) in India have a significant role in moulding the country's socio-economic landscape. They have been contributing immensely in fulfilling the objectives to take the country on a growth trajectory. Contributing almost 13% to the Indian GDP (in terms of turnover), PSEs have vital presence in strategic sectors including Power generation, Coal, Oil & Gas. Though many PSEs pre-dominantly operate in sectors where carbon emissions are inherent, consistent efforts are being made by them to reduce the emissions by adopting non-conventional sources to replace fossil fuels wherever possible, moving towards automation, firming up voluntary emission targets, developing low carbon emission products etc. Many such steps are being undertaken by Indian PSEs to commit to climate change mitigation.

The Standing Conference of Public Enterprises (SCOPE), an apex body of Indian PSEs, is dedicated to promoting global competitiveness and create a conducive policy environment for PSEs through policy advocacy and capacity building programs that facilitate efficient and effective functioning of PSEs. The apex organization is also committed to climate change mitigation by creating awareness, building capacities and fostering collaborations across the world in order to ensure positive effect on climate change. For this purpose, SCOPE entered into a Memorandum of Understanding (MoU) with GIZ, Germany, for the purpose of utilizing capabilities together on activities for building capacities of PSEs on climate change, SDGs, carbon markets and climate finance. SCOPE and GIZ have successfully completed an awareness program in December 2019 which was participated by strategic players from the power sector, logistics, transportation, oil, gas and steel. Further, we also organized a Webinar on impact of COVID on Climate Change recently so to as give insights into sustainability initiatives during the pandemic. We are in the process of identifying sector specific issues and concerns related to climate change for which SCOPE and GIZ shall undertake more capacity building programs. In addition, SCOPE is

* Interview of DG, SCOPE on "Climate Change " was recently published in an international journal - **IKI India & Climate Policy Newsletter**. This journal is published for BMU and IKI project partners. International Climate Initiative (IKI) is an instrument of the German Federal Ministry responsible for international financing of climate change mitigation and biodiversity. BMU is the Federal Ministry for Environment, Nature Conservation and Nuclear Safety, Germany.

working closely with the PSEs in relation to climate change mitigation and emissions reduction. For this purpose, in the coming months, SCOPE and GIZ shall be undertaking a capacity assessment exercise for the PSEs to identify areas of focus for training.

I can say in the affirmative that PSEs shall continue to play a key role in forwarding the commitments of the Indian Government towards climate change mitigation and SCOPE shall assist the PSEs in whatever way possible to achieve this purpose.

Which are the PSEs that are undertaking major sustainability initiatives and what is their current progress and achievement?

Well, PSEs as a fraternity are working towards achieving carbon emission targets. I would not like to take names but rather to talk about it sectoral. In the power sector, PSEs are actively engaged in adopting non-conventional sources of power generation. Further, SOEs (State owned enterprises in global parlance) are actively expanding capacities of renewable power plants. Recently, power generation through solar has been given renewed impetus, as a result significant capacities have been added by PSEs in Solar Power. Also, PSEs in the field of power generation are focussing on expanding grid storage capacities for renewable sources. Alongside, PSEs have been spearheading schemes of the government to reduce power consumption by adopting efficient technologies like LED bulbs. On the coal front, while power companies are trying to reduce coal dependency, a consortium of PSEs is developing highly efficient Advanced Ultra Super Critical Technology for emission reduction. Since India has large coal deposits, PSEs are working on alternative uses of coal like 'Coal gasification', 'Coal to methanol', 'Coal to fertilizers'.

Besides, the logistics and transportation sector has been actively working on replacing petrol and diesel vehicles with CNG and electrical vehicles. Indian Railways is committed to 100% electrification by the year 2024 and innovative ways are being developed to electrify railways, one being setting of Solar Plants along railway tracks. Further, emission reduction projects are being rampantly used to contribute to climate change mitigation. Regenerative braking systems are replacing the old braking system in mass transportation systems to reduce carbon emissions by over 30%.

In addition, besides setting low emission targets by many oil and gas companies, they are also exploring ways to develop low carbon products. Oil companies are working on promoting bio gas plants while ensuring flare gas recovery systems for reducing flaring and fuel consumption.

In order to reflect intent and commitment, PSEs have adapted an Environmental Policy Statement at a strategy level to address climate change with inclusive growth of the company.

What is SCOPEs' assessment on the need for capacity building and how will it aid Indian PSE to fill this gap?

SCOPE works with a vision to enable PSEs to be globally competitive in a market driven environment by facilitating and strengthening their effective and sustained engagement with stakeholders. Capacity building forms an essential element in this sphere. While SCOPE undertakes an array of subjects to enhance skills and engage in knowledge sharing with PSEs, recently in line with the global benchmarks and India's commitment to climate change mitigation, we have also engaged actively in climate change mitigation efforts of PSEs.

While we believe that PSEs are equipped to develop alternatives and also engage in research and development activities, it is always better if a more structured approach is adopted. Hence, we

feel that a more formal assessment of areas where PSEs can work towards climate mitigation is required. This would help in evaluating areas where carbon emission reduction can be achieved and going a step further develop a platform for exchange and experience sharing amongst PSEs to share and implement best practices. As discussed earlier, SCOPE and GIZ shall also engage in training needs assessment of PSEs basis the capacity gap assessment. Through this we intend to handhold the PSEs in developing processes and aligning the corporate strategies with climate change goal. With time we also hope to foster collaborations amongst PSEs and other stakeholders to achieve climate change mitigation without compromising on commercial prudence.

What are SCOPE's plans to leverage its international linkages for enhancing its sustainability measures?

SCOPE believes in moving beyond boundaries to provide a competitive edge for PSEs. This is all the more true in the present dynamics because the world is a global village and containing oneself within boundaries would not give a fair advantage to anyone. At present, all international organisations are focussed towards saving the planet and working towards this common agenda. The need for global benchmarking is all the more relevant now as PSEs are also expanding their horizons and making a global footprint. SCOPE is certainly open to leveraging its international linkages for ensuring climate change mitigation wherever required and necessary. In line with this, SCOPE has launched a series of sustainable efforts with its knowledge partner GIZ to forward the efforts of PSEs towards climate change mitigation in a concerted way. Early this year, I was invited to a workshop organised by the Center on Global Energy Policy Forum of Columbia University in New York. This gave me an opportunity to share views and the work of Indian PSEs with respect to climate change in a global forum. During the interactions, we agreed on engaging Indian PSEs at global level for benchmarking and capacity building to adopt to new technology for climate change mitigation.

How is SCOPE going to contribute in the recovery and stimulus packages? How are the recovery measures being aligned to sustainability initiatives?

The pandemic has posed a new challenge to the world economy. PSEs being an integral part of the Indian economy have been supplementing the efforts of the Government and contributing on all fronts be it medical facilities, social well-being or monetary contributions to PM Relief Fund. SCOPE has also been making efforts to contribute to support the needy during such a challenging time. Our employees have contributed a one day salary to the Prime Minister's CARES Fund. Besides, we are continuing with our capacity building initiatives through digital medium which have been well received across the country. We are continuously interfacing with the Government and appropriate departments on policy issues in the economy while focussing on interacting on PSEs and their concerns.

The underlying tone of the recovery measures is 'Self-Reliance' or 'Atmanirbhar Bharat'. This is an opportunity for India in the present adverse situation and will ensure constructive measures with respect to employment generation, entrepreneurship, developing the country into a manufacturing hub and penetrating health facilities. All this will ensure achieving of SDGs, of eradicating poverty, no hunger, good health and well-being, reduced inequalities, growing industry innovation and infrastructure, to name a few. So, the relief measures aim at meeting two objectives with a single mission of a resilient and self-reliant India. As PSEs will continue to work towards making the country self-reliant, SCOPE will continue to focus on sustainable, inclusive and green growth.

Indian Public Enterprises with Billions of Tonnes of CO₂ Emissions Willing to Act on Climate Change



The Climate and Environment Cluster of GIZ India has signed a Memorandum of Understanding (MoU) with the Standing Conference of Public Enterprises (SCOPE). A particular valuable signature is that of SCOPE member Coal India Limited, as this public company alone produced approximately 86 % of India's CO₂ emissions in 2017. Now, SCOPE members are willing to act and agreed with the BMU Global Carbon Markets project to build capacities on Climate Change, Carbon Markets, Carbon Pricing and Climate Finance.

- By Kundan Burnwal

GIZ India Climate and Environment Cluster

India is one amongst the few G-20 countries whose climate actions are in line to achieve its NDC targets. For this, it is crucial that the capacities of Private and Public Enterprises to tackle climate change are enhanced. In particular, Public Sector Enterprises are of strategic importance for the Indian economy as they have contributed to capital formation, employment generation (about 1.7 million people), balanced regional development, promotion of research and they represent a very high proportion of India's CO₂ eq emissions of 2.3 billion tonnes in 2018. A milestone was achieved, when SCOPE and GIZ India entered into a Memorandum of Understanding (MoU) in October 2019 to build capacities of Public Sector Enterprises on climate change, SDG implementation, carbon markets and climate finance. This initiative is part of the BMU funded 'Global Carbon Market' (GCM) Project. To start action, SCOPE and GIZ India jointly organised an event on 'Climate Change Mitigation & Adaptation and Sustainable Development Goals – Emerging Role of Public Sector Enterprises (PSEs)' in December 2019 in New Delhi. The participating Indian PSEs included several which are rated by Thomson Reuters in the list of top 100 global businesses with highest CO₂ emissions, among them Coal India Limited, NTPC Limited and Oil & Natural Gas Corporation. In addition, big players like GAIL (India) Limited, Steel Authority India Limited (SAIL), Nuclear Power Corporation joined the meeting. Concerning CO₂ emissions, the state-owned company Coal India Limited tops the list with 2.076 billion tonnes in 2017.

After China, India is the world's largest coal consumer meaning India could largely determine the global trajectory for coal considering that coal has fuelled rapid growth in Indian electricity sector. One estimate says that coal generated 76% of India's electricity in 2017.

The SCOPE-GIZ event was inaugurated by Additional Secretary, Ministry of Environment Forest and Climate Change (MoEFCC), Mr. Ravi Shankar Prasad, who underlined that engaging with PSEs can galvanise actions for meeting the goals on Climate.

With view to international climate negotiations, Mr. Prasad highlighted that independent analysis shows that it was the developing countries who are taking more action than the developed countries as the latter are not meeting their commitments, including that under the Kyoto Protocol. A closer look at India shows that climate action is indeed being enhanced beyond the national NDC targets – for instance



Photo: GIZ India

the increase in the target for renewables from 175 GW to 450 GW as well as commitments under the Bonn Challenge announced to increase from 21 million hectares to 26 million hectares mha. Additional Secretary, Prasad added that the State Action Plans on Climate Change are currently being aligned with the national NDCs.

The SCOPE and GIZ India event had sessions on Indian Climate Policy and international negotiations; Low carbon growth and decarbonization of key sectors; Climate Resilient Infrastructure and Supply Chains; Carbon Pricing and Carbon Finance in Indian Industry; Role of Indian Public Sector in achieving SDGs; and accelerating mobilisation of climate finance in India. Mr. Atul Sobti, Director General, SCOPE and Mr. Ashish Chaturvedi, Director, Climate Change, GIZ India shared the proposed plan of action as a follow up to the event:

- GIZ and SCOPE will develop an online and offline platform for experience sharing and foster collaboration and partnerships amongst PSEs and other stakeholders.
- Champions among PSEs for Climate Change and SDGs will be identified to develop a network for knowledge sharing. The champions would be involved in a regular basis for the ongoing capacity building efforts of SCOPE and would also be supported to develop master trainers for future programmes on climate change and SDGs.
- SCOPE and GIZ will conduct training needs assessment of the PSEs to develop training manuals on climate change, carbon pricing, carbon markets etc. followed by joint national and regional events on climate change and SDGs.
- The key insights from the training manuals developed for the PSEs will be integrated in ongoing and future executives' capacity building and training programs offered by SCOPE;
- Selected PSUs will be supported in establishing climate change strategies. Discussions on technological insights from national and international experiences will be organized to cater the needs of Indian PSUs.

Emergency Public Procurement - Capacity Enhancement for New Age Governance



Hari Mohan
Former DGOF and
Chairman
Ordnance Factory Board



Vijay Mittal
Dy. Director General
Ordnance Factory Board

“Public procurement under emergency situation is often a big challenge for the implementing agencies in the times of tremendous adversities and is thus a strategic imperative and a challenge which must be overcome. The article analyses the scenario based on first hand field experience of the authors and explores the opportunities and alternatives that can rationalize and transform the existing provisions to a robust procurement system that could be enacted in least possible time and in a manner that it can withstand the public scrutiny once the emergency is over.”

Background - Need for improvement

Public procurement is a fundamental, crucial component of democratic governance for sustainable development. Governments around the world spend an estimated US\$ 9.5 trillion in public contracts every year, which in many developing countries represents approximately 15-22 percent of GDP. India also falls in the same bracket. From building roads and power stations, to purchasing pharmaceuticals and securing solid liquid waste management services, efficient use of public resources contributes to better delivery of services.

An ‘emergency’ is a sudden unforeseen event. It can result in injury, loss of life or critical damage to property or infrastructure. The procurement flexibilities that are exercised by implementing agencies in an emergency situation are

often referred to as emergency public procurement. Emergency situations can include:

- **Natural or manmade disasters:** such as earthquakes, cyclones, tsunamis, volcanic eruptions, flooding, fires or contamination.
- **Failures of critical infrastructure or equipment:** such as failure of a prison security system or critical hospital infrastructure.
- **Critical health or environmental emergencies:** such as a pandemic or food safety incident.
- **Political emergencies:** such as a war, coup, or civil insurrection.
- **Critical security emergencies:** such as a terrorist attack, serious crime or major cyber security emergency.
- **Other unanticipated events that make it impossible for an agency to perform a statutory**

or critical function in the necessary timeframe: for example, the destruction of critical election supplies immediately prior to an election.

Every decade has few special events that define the decade. This decade is indeed the one that belongs to COVID- 19 and would find place in history by the spread of this pandemic severely distressing the whole world with more than 26 million people already suffering and the count is still on. The pandemic as of now is showing no signs of relief. The whole world is fighting the pandemic to emerge out of it. India is also fighting the battle against COVID- 19 in a prolific manner for saving the humanity needing a lot of procurement measures through emergency route especially the lifesaving medicines and equipments. Defence expenditure obviously is also one

important and most talked about component of emergency procurement in war time. Defence often need Emergency procurement depending upon geo political situation and peace accords with neighbour countries like the present scenario on 'LAC'.

Countries are exposed to multiple risks during emergencies, and it is of vital importance that the authorities make appropriate use of the available public resources to mitigate, contain and recover from the adverse effects of such events. Emergency situations do provide opportunities for the manipulation of information and can generate conditions that embolden the improper use of emergency funds and extraordinary budgets. Situations may also be fashioned theatrically wherein emergency procurements are resorted to as a result of indecorous planning over the previous years and the concerned authorities get benefitted rather than reprimanded for their botch to plan.

Precautions for Regulatory framework

While making provisions for emergency powers specifically required to be exercised due to any emergency situations like the present one of pandemic COVID, basic deterrents need to be ensured while utilizing the public fund in the best interest of the State. Organizations like Transparency International have also stressed upon this aspect. Some of the issues requiring attention based on dealing with such issues are:

- **Transparency and open data:** To ensure that everyone can obtain data without being

The country is already on the right path through the most powerful procurement tool developed by the nation for public procurement i.e Government –e- Market (GeM).

discriminated against for any reason.

- **Administration of resources:** Efficient and Effective management of resources when they are needed. Such resources may include the financial resources, inventory, human skills, production resources, or information technology (IT) and natural resources.
- **Reporting:** Information which are useful to find the facts or to assist in decision making or resolving the problems.
- **Ensure economic competition:** So that the Government get the best possible prices, quantity, and quality of goods and services through boost to innovation.
- **MSME Participation:** Appropriate measures to ensure that micro, small and medium-sized enterprises participate.
- **Monitoring of public expenditure:** Real-time monitoring and audit of the application and destination of resources.
- **Balanced approach:** Balance between processes and regulations.
- **Timelines and Instructions:** Defined timelines of applicability & Clarity of instructions.

The list certainly is not exhaustive

and can be expanded with time and experience.

Key steps for public procurement in emergency

Some of the steps which shall prove as the key steps in any Standard Operating Procedure (SOP) dealing with emergency public procurement are :

- **Procurement planning:** Must include the minimum requirements of identified goods/works/services, cost estimate, and possible procurement methods.
- **Relaxed thresholds and streamlined procedures:** is an essential tool for providing streamlining and flexibility in emergency procurement.
- **Accelerated bid:** minimum and well defined time periods for submission of bids for early decision making.
- **Solicitation:** through advertisement, notices, multi & social media, including targeting identified suppliers.
- **Eased guarantee requirements:** Taking into consideration the immediate need of the goods and services.
- **Waiving bid and performance security requirements:** for better participation and competitive rates.
- **Advance payments:** for avoiding financing cost on the bids.
- **Facilitating participation of MSEs and MSMEs:** Appropriate measures to ensure that micro, small and medium-sized enterprises participate.
- **Simplification of Pre and Post Qualification criteria:** for better participation.



- **Use of Positive Lists of identified suppliers:** for best competition.
- **Division of quantities based on capacity and delivery schedules:** for early deliveries through multiple resources.
- **Incentives for early deliveries:** An incentive for better performance as well as better provision of goods and services to the affected masses.

OFB has first-hand experience of many such situations be it a case of Chennai Floods in the Dec 2015 or the recent example of COVID handled closely by authors wherein OFB played a pivotal role in not only developing self-sufficiency for production and testing of PPE kits but also did hand holding of Textile industry through knowledge sharing acquired by OFB through SIDM and CII. Thus, there is a need to document learnings from the past experiences and implementation. Self-reliance obviously is the key to handle disaster situations and preparedness. Another key step for minimizing procurement under emergency is to have an indigenization plan for

all perennial import items along with timely formulation of relevant standards and implementation. 'The priority should not be to invest in the hardware but invest and create software so as to effectively handle the situation in the time of need'.

OFB & Emergency Procurement

OFB being an attached organisation of Department of Defence Production, Ministry of Defence has been working to deal with the issues connected to emergency procurement. OFB Procurement Manual 2018 has been aligned with GFR-2017, MPG-2017, DPM-2009, DPP-2016, CVC Guidelines, CAG observations, other relevant Govt. Notifications & Guidelines. It also contains provisions that in a case of emergency, any required goods may be purchased from a particular source (STE), subject to the reason for such decision being recorded and approval of the competent authority.

To deal with COVID -19 and support the nation, OFB enhanced the financial powers at least four times for General Managers of the various units to procure

inputs for manufacturing of stores required during COVID-19 pandemic on ab-initio single tender. OFB also delegated Financial Powers for Procurement of medicines & health care related goods against ab-initio single tender to its field units for Covid-19 pandemic. Ministry of Defence also resorted to specific emergency procurement powers for Pandemic COVID applicable to Services in addition to emergency powers for services based on threat perception and deficiency of critical arms and ammunition.

Capacity Enhancement for New Age Governance

The country is already on the right path through the most powerful procurement tool developed by the nation for public procurement i.e Government –e- Market (GeM). All ministries and field offices have started incrementally resorting to e-proc systems which ensure best of transparency and integrity of the process followed with auditing provisions as per international standards. What needs to be done is preparation of National Directory of Vendors for various category items and strengthening of GeM for COTS items. Tool kit of emergency procurement for various product and services required during classified emergencies like Natural Disasters, Pandemic situations and War emergency etc. covering disaster, relief and post disaster requirements need to be made readily available enabled by a trigger mechanism for invoking the emergency procedures. Such measures shall go a long way in capacity enhancement and preparedness of the nation to withstand emergency situations efficiently. ■

Balancing Skills on the Board of Directors



Inderpal Singh
Former Company Secretary
BHEL

Albert Einstein had said that “the significant problems we face today cannot be solved with the same level of thinking we were at when we created them.” Last few years have witnessed significant developments in the business and economic environment in India viz., rapid pace of globalization, increase in scale and complexity of business operations, rise in foreign investments, more enlightened investment community and frequent regulatory changes to cope up with the demands of enhancing the standards of corporate governance due to these developments. These changes also demand higher quality of governance from the Board of Directors of Indian Companies to promote rights of shareholders, ensure long term value creation and to fulfil statutory duties.

Balanced Board skills: Pivotal to success of companies

The Board is the highest decision-making body in the company management and consists of a set of leaders (directors) which sets the vision of the company, designs a strategy to deliver it and guide & directs executive management to achieve the desired performance goals. To this end, the Board must ensure that it possesses necessary mix of skills, experience and expertise to function effectively and efficiently.

Protection of Investors funds and Value creation: In January, 2020, India ranked tenth largest World Stock Market with a market capitalization of over \$ 2 trillion. Considering the objective of value creation for shareholders, protection of funds of banks, financial institutions & other creditors and the complex & dynamic

business environment, the board of directors should have a balanced mix of skill-sets, competence and expertise to steer the company towards success.

Relevance of Skill assessment for Performance Evaluation and Succession Planning: Performance evaluation of board and its directors and proper succession planning for appointment of Board members are critical for promoting good governance and long-term success of the organization. Listing Regulations as well as Companies Act mandates performance evaluation of board & directors and formation of a Nomination and Remuneration Committee (NRC) in this regard. Further, Regulation 17 (4) requires the board of directors to satisfy itself that plans are in place for orderly succession for appointment to the board of directors. However, while carrying

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Disclaimer

The Views expressed in the article are those of the author and do not necessarily reflect the opinion of the company or any other Govt. agency.

out performance evaluation of directors, a well-established system of identification and assessment of skill-sets of board/ directors is of utmost importance, as it reveals the individual & collective skill gaps and paves way for maximizing board performance by enhancement of required skills. Such skill assessment exercise is also pre-requisite for succession planning to identify and develop/source suitable potential board members so that continuity in the board can be maintained and board should have optimum set of skills, competencies and expertise at all times. It also helps to ensure a transparent and robust process of appointment of directors.

Statutory requirements to disclose Board Skills: As per SEBI (LODR) Regulations, 2015, all listed companies are required to disclose in the Corporate Governance Section of their Annual Report the list of core skills, expertise or competencies as required by the board of directors to function effectively, in the context of its business/sector, and those actually available with the board including the names of directors who have such skills or expertise.

It is expected that this disclosure would help the shareholders to analyse and understand diverse skill-sets required by the board to provide comprehensive guidance and direction to the company, critical for its success vis-a-vis the actual skills/competencies possessed by individual directors and by board as a whole. This would also make a director specifically responsible in the area of his/her expertise.

Desired Skills for Board of Directors

The Board of Directors as a collective body should have complementary skills/ competencies appropriate to the type of business/industry so that it can make timely and informed decisions. Broadly the skill-sets or competencies required by the board can be categorized as under:

- **Industry Knowledge/ Experience:** Industry knowledge and Experience/Understanding of applicable laws, regulations, policies/Research & Development and Innovation/Global business practices/Governance structure.
- **Strategic expertise/ Governance:** Decision Making & Leadership skills/Future prospective - vision/ Strategic Orientation/ Value creation/ Corporate Governance - Board procedures/ Sustainability.
- **Technical/Professional skills:** Accounting & Financial Management/ Operational experience and expertise/ Human Resource/ Marketing/ IT skills and understanding IT requirements of company.
- **Personal skills/ behavioral competencies:** Independent judgement/ Integrity and Ethics/ Team spirit/ Inter-personal relationship/Curiosity and courage/ Instinct/ Mentor and active contributor.
- **Other Skills:** Risk Management and oversight skills/ Crisis response/Communication skills/ culture building/ Merger and Acquisition/Stakeholder relationship.

However, there is no universal list of skills applicable for all boards

or companies. Skills required on the board of a company is affected by a number of factors as given below and each board has to identify and assess its own skill/ competency requirements.

- **Nature and scale of operations of company:** Manufacturing or service, whether Government company, Sec 8 company; complexity of business etc.
- Nature of industry and business environmental challenges.
- Size & composition of board, number/type of Committees.
- Extant of delegation to executive management and their capabilities.
- Current financial/market position of the company with future prospects, key issues being faced by the company currently.
- International Operations spread and complexity.
- Major stakeholders in the company.

Skill requirements of Directors under SEBI LODR Regulations (Listing Regulations), 2015 and Companies Act, 2013

Regulation 36(3) of Listing Regulations provides that in case of the appointment/re-appointment of a director, the shareholders must be provided with a brief resume of the director and nature of his expertise in specific functional area. Rule 5 of the Companies (Appointment and Qualification of Directors) Rules states that an independent director shall possess appropriate skills, experience and knowledge in one or more fields of finance, law, management, sales, marketing, administration, research,

corporate governance, technical operations or other disciplines related to the company's business. Regulation 18 of the Listing Regulations mandates that all members of audit committee shall be financially literate and at least one member shall have accounting or related financial management expertise.

Under Schedule IV of Companies Act, 2013, it is the duty of independent directors to undertake appropriate induction and regularly update and refresh their skills, knowledge and familiarity with the company. As per recent amendments to Companies (Appointment and Qualification of Directors) Rules, 2014 and Companies (Accounts) Rules, 2014, Board's report shall contain a statement regarding opinion of the Board with regard to integrity, expertise and experience (including the proficiency) of the independent directors appointed during the year and independent directors are required to pass an online proficiency self-assessment test conducted by IICA.

The Kotak Committee on Corporate Governance (constituted by SEBI) acknowledged that given the collective responsibility and the need for the board to make informed business judgement, a balanced wholesome board with complementary skill-sets amongst the directors is imperative. A group of individuals with varied skill-sets and experience is critical for providing comprehensive guidance and direction to a company. SEBI, based on recommendations of the Committee, amended the Listing Regulation (w.e.f. 1.4.2019) to provide that corporate governance section of the annual report of listed entities shall contain a chart or a matrix

setting out the skills/expertise/competence of the board of directors specifying:

- the list of core skills/expertise/competencies identified by the board of directors as required in the context of its business(es) and sector(s) for it to function effectively and those actually available with the board (w.e.f. FY ending 31.3.2019); and
- the names of directors who have such skills/ expertise/competence (w.e.f. FY ending 31.3.2020).

Disclosures by companies with regard to skill/competencies/expertise

The concept of Directors Skill/Competency assessment and its disclosure to shareholders is at a nascent stage in India. Consequent upon SEBI requirement of disclosing a matrix setting out the core skills/expertise/competence of the board of directors w.e.f. FY ending 31.3.2019, there are broadly general disclosure by the companies with regard to Board Skills in the first year. Many companies listed few general skills/competencies and stated that these skills/competencies are available with directors. Some companies simply disclosed the skills which should be available with the board without specifically commenting on which skills are currently available with directors whereas some only commented about the skills currently available with the board for effective functioning of the company.

Many listed Central Public Sector Enterprises (CPSEs) have disclosed that being Government Companies, all directors on their board are selected and appointed by Government as per a well

laid-down process and as such the board of the company by itself does not identify any such core skills, expertise or competence.

It appears that being the first year of disclosure, the focus of most companies was to somehow satisfy the disclosure requirements rather than making a full-fledged system of skill/expertise/competency assessment of board and directors.

Suggestive measures with illustrations

Considering the absolute importance of Board Skills in guiding the company towards value creation for shareholders in today's complex and dynamic business environment, and statutory requirements to disclose list of core skills of board of directors, following suggestions are made with regard to creating a system of skill assessment for effective functioning of board:

Establishment of Director's Skill/competency/expertise Assessment Framework

The following steps may be taken to establish a robust framework of director's skill/ competency assessment:

- The first step is to identify overall skills/ competencies/ expertise needed by board in context of concerned organization by NRC/ Board taking into account the nature & size of company/ industry, complexity & scale of operations, Board & Committees structure, specific financial & technical issues the company is facing, capabilities of executive management, current business & economic environment and future projections & requirements.

- The next step is defining each skill/competency in simple and unambiguous terms, describing in key phrases as to what essentially constitute the skill/competency. One such illustration is given below:

Strategic Orientation/Expertise

- Ability to be future oriented, have long term view to have assessment of strategic choices available while keeping focus on objectives of the company
- Ability to devise and evaluate business strategies taking into account strengths and weakness to have competitive advantage
- Ability/experience of directing management in uncertain times and to take timely decisions in complex situations

- **Competency levels** or assessment scales can then be assigned for each skill/competency as illustrated below, so as to arrive at what is the desired level of a particular skill/competency to be possessed by Board:

Level of Competency	Requirements/Attributes
Basic (1)	<ul style="list-style-type: none"> • Basic knowledge & understanding of skill/competency • Some experience/training or exposure
Good (2)	<ul style="list-style-type: none"> • Sufficient knowledge & understanding of skill/competency • Relevant experience/formal training and exposure (No. of years) • Contribution in Board discussion on concerned complex issues
Expert (3)	<ul style="list-style-type: none"> • Extensive knowledge & expert understanding of skill/competency • Relevant experience/formal training and exposure (No. of years) • Provide superior idea, leading the discussion or significant contribution in Board discussions

- The company should also maintain database of each director qualification, attributes, experience (both professional as well as on board of other companies), skill/competencies & trainings undertaken and keep on updating the same regularly. Besides skills and expertise, this database will also help to understand age, gender, cultural and geographical diversity on the board.

Assessment of directors' skills and preparing a matrix of required versus actual skills/competencies/expertise

- On the basis of above information, director-wise attributes/details may be plotted against each skills/competencies/expertise identified by the NRC/board indicating whether a

director possess a particular skill/competency and at what level.

- The directors may also be asked to carry out a self-evaluation with respect to identified skill/competencies rating themselves on competency levels. A questionnaire may be used for this purpose which contains questions with regard to understanding/proficiency of director with regard to key aspects of each skill/competency.
- On the basis of information on director's attributes against each identified skill and self-evaluation by directors, Board/NRC will make its own judgement and a Matrix of required versus actual board skills (with individual directors on one side and identified skills/

competencies on other) will be prepared. This will help the Board/NRC to make an objective assessment of overall level of skill/competency actually available with the company and arrive at a conclusion whether a particular skill/competency is possessed by the board/directors at the desired level or not. For example, the board (8 members) may identify that in order to achieve desired level of skill/expertise in Financial Management/Accounting, 50% (4 members) of the directors should have basic financial understanding and 25% (2 members) should have advanced financial/accounts/audit expertise. This will also help in identifying gaps with regard to specific skill/competencies and the desired level to be achieved by the board.

- Similar exercise needs to be carried out for Board Level Committees to ensure that skill/competency requirements as per terms of reference of a specific Committee are fulfilled. As, it will be difficult to conceive that Audit Committee (most important Board Level Committee) can work effectively as per its scope if it does not have required skills/competencies/expertise in the field of finance, accounts and understanding of relevant regulatory requirements. Along with skill requirements, time commitment, especially of non-executive directors is an important factor to be considered while constituting committees.

Disclosure of Skill Matrix as per statutory requirements in letter and spirit

The disclosure requirements of

Listing Regulations with regard to matrix of core skills, expertise or competencies as required by the board of directors to function effectively are very important for investors as it helps them to analyze, understand and satisfy themselves about the diversity of skills/expertise on the board adequate enough to guide and supervise the company towards success. As such:

- Disclosure/matrix should be based on a well-established system of skill/competency assessment exercise rather than a half-hearted effort to somehow fulfill the disclosure requirements.
- Some companies may be tempted to disclose that all their directors possess all the skills/expertise/competencies identified by the board. It must be appreciated that board as a whole must possess all the skill/expertise to function effectively in

the context of its business/sector and not all directors should possess each of necessary skill/competency, which is also highly unlikely. It is expected that all directors should possess some basic general board skills to steer the company and specialized specific skills are distributed among directors depending upon their qualification, experience and expertise as illustrated below:

General Board Skills which may be possessed by all Directors	Specific Board Skills based on competency/experience
Industry knowledge/experience	Technical/Operational Excellence
Strategic thinking/orientation	International Operations
Basic finance/accounts understanding	Financial/Regulatory Expertise
Risk Management/oversight	Advanced IT skills
Independent judgement/Ethics/ Team work	Merger & Acquisition skills

- Most of the companies, in the first year of disclosure have shown that all the skills identified by the board are available with directors and there is no gap in skill requirements. One has to be careful, as it is akin to saying that there is no scope for improvement in the

area of core board skills. It is very likely that a genuine exercise in skill assessment will reveal skills/competencies need to be strengthened to improve performance.

- A disclosure format is given below for reference and better understanding:

BOARD SKILL MATRIX SUMMARY (An Illustration)

Skill/Expertise/Competency*	Name of the Director					Whether Board Skill is at desired level or Improvement Needed
	A	B	C	D	E	
Industry knowledge/ experience	✓	✓	✓	✓	✓	Required Board Skill is available
Strategic thinking/ Orientation/Governance	✓	✓	✓	✓	✓	
Financial Management/ Accounts /Audit Expertise	✓				✓	
Human Resources Management		✓	✓			
Technical/Operational/Commercial Excellence	✓	✓	✓	✓		
Risk Management/ Oversight/Compliances	✓		✓	✓	✓	
International Operations/ Practices				✓	✓	
Independent judgement/Ethics/ Team work	✓	✓	✓	✓	✓	
R&D & Innovation				✓		Improvement Needed**
Advanced IT skills/ Cyber Security		✓				Improvement Needed**

*The definition of each skill/competency can be given in next column

**The above format discloses that the company need to strengthen a) R&D and Innovation skills and b) Advanced IT/Cyber Security skills.

Maintaining optimum level of Board Skills by filling the gaps through training, skill updation and induction of directors

Specific gaps in skill/competencies on board and those of directors identified through skill assessment framework need to be filled through appropriate actions in the form of training, skill updation and appointment of new directors with desired skill attributes. This will ensure the board/directors possess the desired skill-set and these skills are being properly utilized towards short and long-term objectives of the organization.

Periodic review of Skill/ competency assessment framework

Not only the skill assessment exercise should be carried out regularly but there should also be periodic review of Skill/ competency assessment framework so as to promptly address future skill-sets requirements due to fast changing business and economic conditions. For example, a company focusing on expanding business by exploring new export markets may decide that it needs a new director with global exposure having understanding of foreign markets and specialized skills in global business practices, cultures & regulatory frameworks.

succession planning and performance evaluation.

It is suggested that for existing CPSEs, PESB/DPE or other government agency in association with Board of directors of the listed CPSE and concerned Administrative Ministry can carry out an exercise as to what skill/expertise/competencies are required by the board in the context of its business of concerned CPSE. For new CPSEs, such exercise can be carried out at the time of initial categorization or listing of CPSE. This will also help to understand the composition/structure of board required by the concerned CPSEs representing required board skills vis-a-vis actual composition of board. Besides ensuring a skilled board and good governance, this will also ensure appointment of directors with required suitable skills on the board of CPSEs.

To conclude, it would be proper to quote Gyan Nagpal, talent strategist, that, 'We are entering a world, where the only legitimate borders for work are skill boundaries'. Current complex and dynamic business environment, substantial involvement of public money, objective of value creation for shareholders and role of supervising the management in implementation of long-term strategy, demand that the board of companies should have an appropriate skill-sets, competence and expertise to fulfill their fiduciary and statutory duties. As such, companies should establish a framework of Director's Skill/ competency/ expertise Assessment to ensure that issues in board's skill-set should be appropriately addressed. Such exercise of skill assessment is equally important for succession

Board's Skills Assessment Exercise - Flowchart



Government Companies and skill assessment exercise

Though, it is right that the directors in CPSEs are selected by Government of India following a well laid-down process by Public Enterprise Selection Board (PESB)/ Department of

Public Enterprises (DPE), but the importance of a diverse and skilled Board of Directors for Government Companies can hardly be over-emphasized. Further, Listed CPSEs are required to comply with the provisions of disclosure of matrix of core skills of board/directors,

Contd to ...# 32

Business Leadership: Learning from the Great



Ashutosh Kumar
Senior Manager (Law)
MMTC

Leadership and Learning are indispensable to each other

..... John F. Kennedy

Leaders are movers of people, mobilizers of opinion. Emperors rule, but leaders motivate. As Disraeli said, 'with words we govern men'. When one does not have strength within, one cannot earn respect and respect is absolutely essential for lasting leadership. Hence, leaders never stop learning. Henry Ford once said, 'Anyone who stops learning is old, whether at twenty or eighty'....Leadership is a journey of discovery. There are strategies to be gleaned; Mantras to be internalized and inspiration to be borrowed.

Business leaders are pillars of economy of any country. Their journey towards top is always challenging and inspiring. It is rightly stated that one learns from the experiences of others. Years ago, David Rockefeller, reflecting on the challenges confronted by any business leader, in a speech to the American Bar in 1972, had said: 'A typical executive may be picked on Monday by a group

denouncing big business for trying to run the country. On Tuesday he may be urged by minority group leaders to take over and operate the public school system. On Wednesday a delegation of environmentalists may seek to close one of his major plants. On Thursday community representatives may arrive to press for the creation of more jobs and training in the plant's area. By Friday he may speak in understandable desperation to his company's lawyers for help in dealing with Monday, Tuesday, Wednesday and Thursday.'

In history, there are several business leaders who approach towards success is always learning for others. Beyond question among them, Jamsetji Tata was the most important pioneer entrepreneur of India. Jamsetji Tata, also known as 'One-Man Planning Commission', as Pandit Jawaharlal Nehru called him, laid the foundation for India's industrial growth, not only by

establishing enterprises which needed long periods of gestation and involved considerable risk but by establishing scholarships and technological institutions which would educate scientists, engineers and other technocrats for generations to come. Talking about his leadership, JRD once explained: 'Jamsetji was a man of great intelligence, a man of extraordinary vision. There are some very intelligent people but they have no sense at all of the future. Jamsetji had that sense. His vision of the future gave him a sense of what needed to be done for the country. And then he had integrity. Not only money-related integrity. Jamsetji had integrity of thought and mind. The final attribute was his great humanity-the way he thought about workers nobody in India or abroad thought at that time.'

JRD Tata himself was one of the great business leaders which India has ever seen. Alfred Sloan once said, 'What is good

for General Motors is good for America.' JRD thinks the other way round. 'What is good for India is good for Tatas'. As a result of lack of university education, JRD had to rely on self-education. He said, 'If I have any merit, it is getting on with individuals according to their ways and characteristics. In fifty years I have dealt with a hundred top directors and I got on with all of them. At times it involves suppressing yourself. It is painful but necessary. To be a leader you have to lead human being with affection.' Once while responding to a Calcutta educationist, JRD Tata summarized guiding principles which have kindled his path and career as follows:-

- That nothing worthwhile is ever achieved without deep thought and hard work;
- That one must think for oneself and never accept at their face value slogans and catch phrases to which, unfortunately, our people are too easily susceptible;
- That one must forever strive for excellence, or even perfection, in any task however small, and never be satisfied with the second best;
- That no success or achievement in material terms is worthwhile unless it serves the needs or interests of the country and its people and is achieved by fair and honest means;
- That good human relations not only bring great personal rewards but are essential to the success of any enterprise.

Dr. J J Irani, former Director, Tata Sons Ltd. & former Managing Director of Tata Iron & Steel Co. Ltd. once outline five basic tenets

Leaders are movers of people, mobilizers of opinion. Emperors rule, but leaders motivate. As Disraeli said, 'We govern men by words.' When one does not have strength within, one cannot earn respect and respect is absolutely essential for lasting leadership. Hence, leaders never stop learning. Henry Ford once said, 'Anyone who stops learning is old, whether at twenty or eighty'. Leadership is a journey of discovery. There are strategies to be gleaned; Mantras to be internalized and inspiration to be borrowed.

of business leadership that he has believed in and tried to live by: Firstly, the primary aim of industry should not be to make money. The aim should be to serve customers and other stakeholders the result would be make money. And pursuing excellence would enable it to create even more wealth. Secondly, the wealth thus created should be made available for the benefit of the community and the Nation. Thirdly, in the creation of wealth, care must be taken to not only protect the environment but enhance it so that this world, which, as they say, we have borrowed from our children,

is left in better shape for them. Fourthly, Leadership in business is living by these ideals and leading by example. Fifthly, in today's world the only constant is Change. Leaders must, therefore, anticipate Change, drive it, make it acceptable to all stakeholders, and turn threats into opportunities through their Vision and their Action.

The man who made Telco was Sumant Moolgaokar. In the country where the attitude of many is to tolerate slipshod work saying chalta hai (it passes), he expected and obtained standards of excellence and precision and passed it down the line to managers, supervisors and workers. To Sumant Moolgaokar perfection was a goal, never quite reached but always sought after. He had an eye for the scarcest resource of all talent; and he could bring out the best in his team. No one worked under him: everyone worked with him. He could motivate the workforce to the pitch where they became emotionally involved in the company they served. He could galvanize them into action and make the job exciting for each one of them. This was the secret of his spectacular success in Telco. With him as the head of the organization, every worker was made to feel that he was not merely a cog in a big machine; he was not attending to a forge or a furnace but was helping to build and advance a great industrial enterprise, to erect a national monument. There is a belief in our country, he said, 'that our culture and our character cannot allow our people to attain consistently high standards and shoddiness and carelessness is our God-given ways of life. But if with faith in them, you ask our



men for their best, they rise to a belief in their work and create a momentum towards improvement. Often I have seen men who were considered ordinary, rise to extraordinary heights. Do not accept second rate work; accept the best and ask for it; pursue it relentlessly and you will get it.'

Narayan Murthy, the co-founder of Infosys came from lower middle class family of teachers where tremendous focus was given on education. He candidly admits that back in 1960's, the odds of his being in front of world would have been zero. Yet here he stands before the world! With every successive step, the odds kept changing in his favor, and it is these life lessons that made all the difference to become successful business leader: Firstly, it is less important, I believe, where you start. It is more important how and what you learn. If the quality of the learning is high, the development gradient is steep, and, given time, you can find yourself in a previously unattainable place...Secondly, learning from the experiences, however, can be complicated. It can be much more difficult to learn from success than from failure. If we fail, we think carefully about the precise

cause. Success can indiscriminately reinforce all our prior actions. Thirdly, as I think across a wide variety of settings in my life, I am struck by the incredible role played by the interplay of chance events with intentional choices. While the turning points themselves are indeed often fortuitous, how we respond to them is anything but so. It is this very quality of how we respond systematically to chance events that is crucial. Fourthly, the mindset one works with is also quite crucial. A fixed mindset creates a tendency to avoid challenges, to ignore useful negative feedback and leads such people to plateau early and not achieve their full potential. The latter view, a growth mindset, leads to a tendency to embrace challenges, to learn from criticism and such people reach ever higher levels of achievement. Fifthly, I believe highest form of knowledge is self knowledge. Hence, this greater awareness and knowledge of oneself is what ultimately helps develop a more grounded belief in oneself, courage, determination, and above all, humility, all qualities which enable one to wear one's success with dignity and grace. Sixthly, when, one day, you have made

your mark on the world, remember that, in the ultimate analysis, we are all mere temporary custodians of the wealth we generate, whether it be financial, intellectual, or emotional. The best use of all your wealth is to share it with those less fortunate.

Defining her mantra for success in business, Sudha Murthy, Chairperson of the Infosys Foundation once stated: 'Compassion plays a bigger role than position. It is the compassion that a person shows towards others that makes him different. One upmanship helps a person to grow fast, but not necessarily successful. It is the compassion that makes you successful.' She accepted that there is nothing wrong to be ambitious and make money. 'It is important to be ambitious and creation of wealth- legally or ethically- is important too. But a part of the wealth should go back to society.'

Tarla Dalal rise to 'recipe queen' began in 1974 with a book- not hers. At the time, she was conducting cooking classes in Pune. One fine day, one of her students published a book that sold like hotcakes. 'I was just a housewife and I could barely speak English. But I was a good cook,' recalls Dalal, who started with teachings six women. 'I did not know what dhana jeru (coriander and cumin seed powder) was called in English. And when I saw a book by someone else with my recipes, my husband convinced me to write my own. He took dictation from me and we constantly debated over the English names to the ingredients.' She released her first cookbook, *The Pleasures of Vegetarian Cooking*, in 1975- it took her 18 months to compile- and her classes became

increasingly popular. Narrating her secret behind success, she once stated, 'Ironically, I found the strength not in work but in taking time off.' She further stated, 'Cooking is a science. A good dish is about right proportions and not who has made it.'

Stating his lessons as business leader, Azim Premji once stated: The First thing I have learnt is that we must always begin with our strengths.... that can give us the energy to correct our weaknesses;.... The second lesson I have learnt is that a rupee earned is of far more value than five are found.... In my own life, I have found that nothing gives as much satisfaction as earning, our rewards.... The third lesson I have learnt is no one bats a hundred every time. Life has many challenges. You win some and lose some. You must enjoy winning.... And if you do encounter failure along the way, treat it as an equally natural phenomenon.... The fourth lesson I have learnt is the importance of humility. This brings me to the value of gratitude.... It is important to first acknowledge what we have received.... Nothing in life is permanent.... The fifth lesson I have learnt is that we must always strive for excellence. One way of achieving excellence is by looking at those better than ourselves.... The sixth lesson I have learnt is never give up in the face of adversity. It comes on you suddenly without warning.... Always keep in mind that it only the test of fire that makes fine steel.... The seventh lesson I have learnt is while you must be open to change, do not compromise on your values. 'Remember, those who win are those who believe they can'.

P.R.S Oberoi inherited the hotel

business from his father M. S. Oberoi and expanded the group in strategic locations across globe. Talking about his lessons, he once stated: 'During the course of my life I learnt many valuable lessons from my father, but the one lesson that helped me channelize my career and the way I work was his saying, 'Do not always think about wealth. Wealth will come, do the right things.' And I have tried to follow that 'I do not think of personal wealth, and if you do the right things then everything will turn out alright, expressed Oberoi. 'People have often asked me 'what is your real strength in the company?' and I say 'people-they are our real asset'. 'The one

As leadership is all about Anticipation, Communication, Motivation and Action, hence more than ever before, business leaders have to be ahead of the curve in anticipating threats and opportunities. Winston Churchill once stated 'There is nothing wrong with change, it is in the right direction'. Dr. J. J. Irani rightly observed that we have to go global in every respect: in your ambitions, in our commitment to business ethics, in our corporate governance, in our benchmarks for value creation, in our communication practices in everything.

motto that every hotelier, aspiring student or hospitality professional should work and live by is 'Be the best in whatever you do' success will soon follow.'

When Jack Welch, assumed leadership of GE in 1981, it had a ninety-year history, the company stock traded at \$4 per share, and the company was worth about \$12 billion, eleventh best on the stock market. It was a huge, diverse, company that included 350 strategic businesses. But Welch believed the company could become better. Within a few months of taking over the company, he began what he called the hardware revolution. It changed the entire profile and focus of the company. Welch said, 'To the hundreds of businesses and product lines that made up the company we applied a single criterion: can they be number 1 or number 2 at whatever they do in the world marketplace? Of the 348 businesses or product lines that could not, we closed some and divested others. Their sale brought in almost \$10 billion. We invested \$18 billion in the ones that remained and further strengthened them with \$17 billion worth of acquisitions. What remained (in 1989), aside from a few relatively small supporting operations, are 14 world-class businesses...all well positioned for the 90's....each one either first or second in the world market in which it participates. In his book called 'Winning', he also emphasized 'Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.' Welch's strong leadership and ability to focus have paid incredible dividends making GE as one of the world's most valuable and admired company.

Roberto Goizueta, the Chairman and Chief Executive of the Coca-Cola Company is always regarded as one of the finest business leaders in the world. Making Coca-Cola the best company in the world was his lifelong quest. In a speech delivered a few months before he died, he said: 'A billion hours ago, human life appeared on Earth. A billion minutes ago, Christianity emerged. A billion seconds ago, the Beatles performed on 'The Ed Sullivan Show'. A billion Coca-Colas ago was yesterday morning. And the question we are asking ourselves now is, 'What must we do to make a billion Coca-Colas ago this morning?' With this leadership motto, the legacy left by is incredible. When he took over Coca-Cola in 1981, the company's value was \$4 billion. Under his leadership, it rose to \$150 billion. That's an increase in value of more than 3,500 percent! Coca-Cola became the second most valuable corporation in America, ahead of the car makers, the oil companies, Microsoft, Wal-Mart, and all the rest. Upon his death, former President Jimmy Carter observed 'Perhaps no other corporate leader in modern times has so beautifully exemplified

the American dream. He believed that in America, all things are possible. He lived that dream. And because of his extraordinary leadership skills, he helped thousands of others realize their dreams as well.'

In the book 'Developing the Leader Within You', John C. Maxwell states that a leader's history of successes and failures makes a big difference in his credibility. Steve Jobs once stated: 'Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work.' The old-fashioned business virtues like hard work still continue to be the sine qua non of business leadership. As a wit said, luck is infatuated with effort. In Autobiography of Charles Forte- the Italian immigrant who set up his first milk bar in Regent Street, London, in May 1930, and then went on to create one of the biggest catering companies in the world advice to his son, Rocco, who accused him of being too old-fashioned is worth recalling: 'Remember this' he told his son angrily 'five thousand years ago, what I am saying was right. In five thousand years' time, what I am saying now will still be

right- cleanliness, honesty, decency, respect for other people, politeness, good manners, integrity- they will never be old-fashioned.' As leadership is all about Anticipation, Communication, Motivation and Action, hence more than ever before, business leaders have to be ahead of the curve in anticipating threats and opportunities. Winston Churchill once stated 'There is nothing wrong with change, it is in the right direction'. Dr. J. J. Irani rightly observed that we have to go global in every respect: in your ambitions, in our commitment to business ethics, in our corporate governance, in our benchmarks for value creation, in our communication practices- in everything. The unforgettable lessons from business leaders who made their imprints on the sand of time will always inspire future leaders to achieve glorious heights. Longfellow once stated: ■

*"Lives of great men all remind us,
We can make our lives sublime,
And departing, leave behind us,
Footprints on the sands of time."*

Contd from ...# 27

planning and performance evaluation of directors which are cornerstone of good governance, and will also ensure true compliance with SEBI requirement of disclosing core skills, expertise or competencies as required by the Board of directors to function

effectively. Specific gaps in skill/competencies on board and those of directors identified through skill assessment exercise need to be filled through proper training, skill updation and appointment of new directors. A periodic review of skill/competency assessment

framework is also necessary to ensure that the board should continually have required skills & expertise and all directors make quality contribution towards success of organisation. ■

Tapping into the field of Consciousness for Healthy Heart:



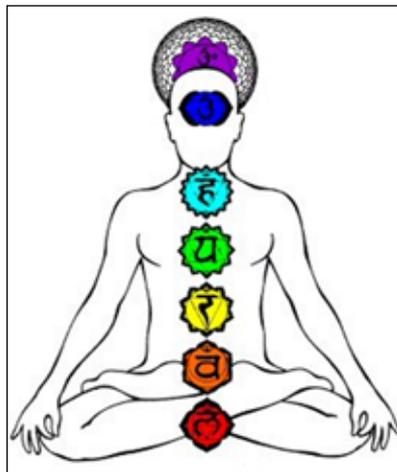
Dr. H. K. Chopra *

A New Paradigm and A New Mantra

While the mortality rate from cardiovascular disease (CVD) has decreased by 60% in Japan and Finland, 50% in USA, Canada and Australia and 25% in Europe, according to WHO projections, there will be a significant rise in mortality from CVD by 2020 in Indians. The female population is under greater risk because metabolic syndrome (a combination of medical disorders like obesity, high blood pressure, etc) is more alarming amongst Indian women, according to the recent data published, the prevalence of metabolic syndrome is highest in India.

I believe that prevention of coronary artery disease must begin at a young age before enormous excess in faulty eating and drinking coupled with a sedentary life style harden the arteries of the heart by enhancing propensity of obesity, elevate blood pressure; all of which establish the bedrock of heart disease.

'World Heart Day' coined by World Heart Federation is being celebrated on September 29th every year all over the world to enhance awareness about healthy heart and practice preventive



strategies at primordial, primary, secondary and tertiary level to reduce the rising menace of heart disease in our country especially in young during COVID pandemic.

The theme of World Heart Day, this year is

- 'Use Your Heart' to 'Beat CVD' (Cardiovascular Disease) including Heart attack and Brain attack.
- 'Use your Heart' to 'Make Perfect Choices' for a Healthy Heart for ourselves, our family, our community, our society, our nation and the world'.

I firmly believe that "four sutras

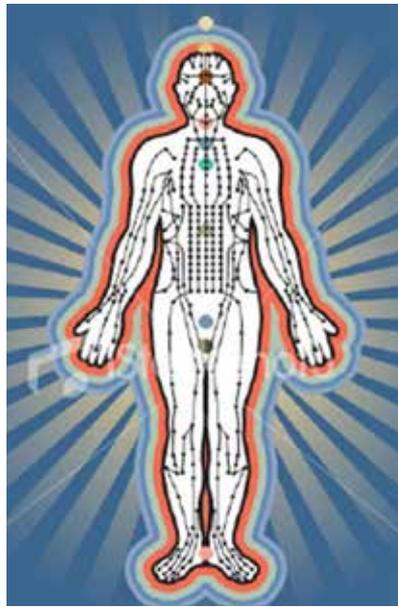
for optimal Healthy Heart are love, compassion, peace and harmony" to make perfect choices for healthy heart and beat CVD. These sutras (Suture or stitch) are possible by regular practice of yoga, meditation and perfect lifestyle optimization, they connect heart with the consciousness by network of nerves fibers of autonomic nervous system (Heart Plexuses) which are chemically mediated, nurtured with human values release natural opiates: endorphins and serotonin which preserve the endothelial functions, thereby maintaining the patency of coronary arteries and the harmonious friendly biochemical environment within the blood vessel the heart thus remains healthy. If kindness, compassion, love, peace and harmony are missing with cynical behavior and hostility, then the heart is undernourished, stressed and the physiology changes to pathology. Fear, jealousy, hatredness, anger, greed, lurking grief, vengeance, vindictiveness, bigotry, arrogance, greed, lust, ego and other negative emotions release jittery molecules (Chemicals) which comprise of epinephrine, nor-epinephrine and cortisol which

produce coronary artery diseases, alter the endothelial functions, agitate the platelets, oxidized Low Density Lipoproteins (LDL). They may enhance the tendency of a vulnerable plaque in the coronary artery to rupture, erode and ulcerate, thereby enhancing aggregation of platelets and thrombus formation thus leading to angina, acute Coronary Syndrome, Heart Attack, even sudden Cardiac Death and Brain Attack. Just one fit of anger or negative stress can produce a massive heart attack.

I am of the firm opinion that the emotion of love, compassion, peace and harmony are the most powerful sutras to have healthy heart and may help in prevention regression and reversal of coronary artery diseases. This is possible by practicing perfect choices, meditation and yoga. Thus, the health of the heart is a "Matter of your own choice, and not a Matter of chance".

I firmly believe that Lifestyle optimization is an expression how to perfect mind set and perfect mind set is an expression of perfect choices and perfect choices tap from the level of consciousness.

Energized healthy heart, happiness, prosperity and success are expressions of this field of consciousness. (Silence and infinite love) Experience of this field on daily basis by optimization of lifestyle through all the eight limbs of yoga including Yama, (do's and don'ts), Niyama (Self discipline), Asana (Postures), Pranayam (Breathing Exercise), Pratihara (Contemplation), Dharna (Concentration) Dhyana (Meditation), Samadhi (Transcendence). Healthy heart, healthy mind and healthy body are expressions of our consciousness.



Energized healthy heart, happiness, prosperity and success are expressions of this field of consciousness. (Silence and infinite love) Experience of this field on daily basis by optimization of lifestyle through all the eight limbs of yoga including Yama, (do's and don'ts), Niyama (Self discipline), Asana (Postures), Pranayam (Breathing Exercise), Pratihara (Contemplation), Dharna (Concentration) Dhyana (Meditation), Samadhi (Transcendence). Healthy heart, healthy mind and healthy body are expressions of our consciousness.

It is our consciousness which perceives, conceives, constructs and governs us at individual and universal level to have healthy heart. We are all the expressions and projections of consciousness. Experience it on regular basis by meditation if you want to have a healthy heart.

Most of us are "Busy, Busy & Busy in earning money by faulty lifestyle and losing health of the heart and then, we are busy, busy & busy in losing that money and trying to earn the Health of the heart" It is gone.

'We can block our coronary arteries and we can unblock them too by optimizing our lifestyle'.

Mahatma Gandhi said that "Health is Wealth, but Wealth is not Health".

He also said that "Health of the heart is not in the pieces of gold, silver or piles of notes, it is in our own choices.

We should be 'an epitome and apostle of a perfect mind set and perfect choices' to have a healthy heart.

Consciousness (field of infinity) means awareness of ones own existence, sensations, thoughts and feelings and surrounding at an individual level or collective level. Infact whole existence in this universe including human beings, animals, plants, flowers, vegetables, minerals, water, sun, moon, galaxy of star are all the expressions of existence of consciousness. Thus, Consciousness beyond energy and matter. The scientific module operates on the reductionist principle conveying thereby that we are all the hologram of the universe, and the universe is our hologram (every bit of universe is in us and every bit of

us is in universe), we are the hologram of our heart, and our heart is a hologram of our mind and body. A drop of blood give information of the biochemistry or the cell count of the whole body, similarly a bit of any particle gives information of the whole matter. If the parts of a whole are obtained and examined they will give the required analysis to explain how the whole operates, its reason for being, how it interacts with its environment. In other words, the total environment consists of parts, which come together to form a holistic phenomenon. Part of the rationale for this approach may relate to Darwin's theory of evolution which postulates that all life has evolved from simple living entities, which gradually developed complex systems as they interacted with one another, the weak growths giving way to those which were stronger and more competitive.

There is a vedic expression, which says

'As is the Atom, so is the universe'

'As is the microcosm, so is the macrocosm'

'As is the Universal body, So is the cosmic body'

'As is the universal mind, So is the cosmic mind'

Albert Einstein a great physicist said that 'We are not the packages of flesh and bone with wisps of memory and desire, but we are a web of information and energy interwoven with emotions and intelligence from the eye of the consciousness and not from the eye of the body or eye of the mind'.

The time to reflect and reassess is now, to the scientific mode of research and to pay more attention to what science has discovered

about the constitution of the universe. Scientific theories do not usually last the course as further research reveals new evidence that either overturns, or remodels, previous fixed beliefs.

The reason to look at the universe as a whole is now, which is then broken down into parts. The 'big bang' hypothesis states that the universe began as a single entity which exploded and sent its energy spreading throughout space, much like the result of exploding the atom. Quantum physics then goes on to state that everything in the universe is actually 'energy and information', in many different forms and configurations. In other words, there is no solidity in fact, merely a slowing down of vibrations that we can see and feel with our senses by integrating science and spirituality.

Healthy Heart can be achieved by tapping into the field of infinity (Consciousness)

If, indeed, all particles including atomic or subatomic such as Higgs Boson are conscious and aware of their consciousness that it can be stated that everything in this universe is connected and can be explained by many otherwise imponderable occurrences simultaneously. The 'Big Bang' was wholeness and as it unfolds the parts, of necessity, must be related, if not subsidiary creations must have occurred by insertion, from where? And there is no evidence for the latter occurrence. We can assume that the universe is, in essence, of one mind and one consciousness. The human consciousness is a trapped universal consciousness and the heart consciousness is a trapped a human

consciousness which are all interwoven and interconnected.

I firmly believe that healthy heart is an integration of Science, Spirituality, Quantum Physics, Humanity and Art from the level of consciousness which is expressed by me as follows:

'As is the quantum soup, So is the Quark,

As is the Quark, So is the Boson,

As is the Boson, So is the Primordial



Sound,

As is the PS, So is the Vibration energy (Sattvic/Rajasic/Tamsic) (SRT & PVK),

As are the Vibration energy, So are the Proton, Neutron & Electron,

As are the Proton, Neutron and Electron, So is the DNA,

As is the DNA, So is the Intelligence,

As is the Intelligence, So are the Emotions, Perceptions, thoughts, Interpretations, & choices,

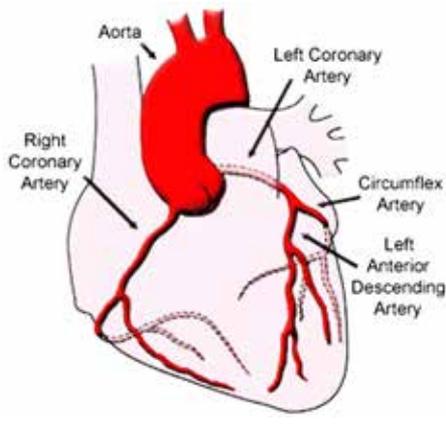
As are the Choices,

As is the Choice, So is the Mind,

As is the Mind, So is the Body,

As are the Mind and the Body, So is the Lifestyle,

As is the Lifestyle, So is the health of the heart,



As is the Health of the heart, So is the World Around You.'

31 Point Programme for Healthy Heart

We must take pledge for the following on the occasion of World Heart Day Say 'No' to 6'S

- Stress
- Sugar
- Salt
- Saturated and transfat
- Smoking
- Sedentary Lifestyle

Have Perfect Choices

- Exercise daily for 30 minutes (Heart Friendly Exercise wogging, jogging, cycling, swimming, dancing, treadmilling skiing.
- Meditate for 20 minutes in the morning and evening.

- Maintain optimum body weight.
- Practice Self-Massage – 'Abhyanga' on daily basis.
- Eat the right food, at the right time, at the right place, in the right manner, in the right dose, in the right environment. Eat only when you are hungry, eat freshly cooked food in a quiet relaxed atmosphere and eat slowly and don't eat when you are upset and avoid overeating.
- Have sattvic vegetarian food and not tamsic or rajasic food. All 6 tastes including sweat, sour, salty, bitter, pungent and astringent should be included in every meal. As most of the coronary artery disease are pitta or kapha imbalances.
- Eat more natural foods such as vegetables, fruits, salads
- Take nuts on daily basis such as American Pistachio and California Walnut etc.
- Take US Cranberry Juice on daily basis.
- Drink adequate water (1.5-2 L per day in consultation with your doctor).
- Do not eat junk food such as fried food or sweets, etc.
- Avoid a "pot-belly" abdomen.
- Avoid unaccustomed exercise.
- Remain cholesterol-fit.
- Remain balanced in life.
- Have adequate rest for 6-8 hrs everyday.
- Don't burn both the ends of the candle at the same time.
- Avoid lust, anger, greed, ego and attachment.
- Be honest, truthful and dedicated for work.
- Have good social support system.
- Work with self-referral and not with object referral.
- Have perfect choices to achieve any goal in a very peaceful manner.
- Develop intimate relationship.
- Become an embodiment of positive emotions such as love, compassion, humility, faith, confidence, peace, harmony, bless and happiness.
- Have planned daily routine and set weekly, monthly and yearly plans. ■



* Dr. H.K. Chopra: President, World Wellness Foundation, Chief Cardiologist Moolchand Medcity, New Delhi.

HSCC: Emerging as a Premier Public Sector Undertaking



Gyanesh Pandey
Managing Director
HSCC

Set up in 1983, HSCC (India) Ltd., a Mini Ratna company, is a subsidiary Public Sector Enterprise of NBCC India Limited under the Ministry of Urban Development, Government of India duly constituted under the companies Act 1956 offering professional services in the healthcare sector. It is one of the few organizations in Asia, rendering comprehensive range of professional consultancy services in healthcare and other allied sectors.

Over the last 37 years, HSCC has designed-engineered & project managed various prestigious projects not only in India but abroad. HSCC is a pluri-disciplinary organization with experienced professionals (i.e. facility planners and economists, doctors, engineers, computer experts, pharmacists, architects, public health engineers etc., beside expert pool of civil, mechanical & electrical engineers) on rolls and a network of consultants specialized in various activities associated with health systems.

Main activities of the company encompass conceptual studies, facilities design, project management, procurement and supply, logistics and installation & commissioning, skill enhancement through training & re-training.

Having made substantial investment in state-of-the art technology and computerisation, HSCC has positioned the corporation as a leader in design and implementation of institutional buildings, new hospitals, medical colleges & research campuses, teaching institutions and rehabilitation/upgradation of existing institutions.

HSCC is an ISO: 9001:2015 accredited company, which adopts an integrated approach to projects, drawing on its pool of resources/expertise to provide the best combination to evolve client-specific, cost-effective innovative solutions. Over the years, HSCC has designed & engineered a number of institutional & healthcare infrastructure projects and other infrastructure including Residential townships/ housing complex, hostels, Guest houses facilities, Sports facilities, Convention centres, Auditoriums, shopping complex etc. for staff as per client requirement. The healthcare consultancy is being provided for hospitals of bed strength ranging from 30 to 1000 beds, both general / multi-speciality and super-speciality & medical education infrastructure – Medical colleges, Nursing Schools/ College other training institutions etc across the country & overseas in diverse terrain conditions. HSCC also

provides consultancy services for setting up of laboratories corresponding to with clean room facilities norms and Bio Safety Levels ranging from BSL-2 to BSL-4 standards. It is a repository of knowledge for creating infrastructure meeting client-specific needs.

HSCC has thus emerged as a premier Public Sector undertaking, providing a wide range of professional healthcare consultancy services which is in tune with the Cabinet note initiate to set up the organization. With a view to catering to the maintenance needs of the clients, the company is gearing itself for providing Building Engineering Maintenance Services for the buildings designed & engineered by it. With manpower as its greatest asset, emphasis is placed on recruiting, training and retaining of the employees. The employees are encouraged to expand their skill-sets by securing admissions to professional courses at their own initiatives. The company also conducts in-house learning programmes on regular basis where necessary; employees are deputed to institutions for acquiring specialized skills/knowledge. Employees thus keep themselves current for providing client-specific innovative solutions. ■

New and Improved Convention Centre at SCOPE Complex and SCOPE Minar
(As per Govt. Guidelines with regular sanitisation and observance of Hygiene measures)

**Conference Facilities at
SCOPE Convention Centre
Lodhi Road, New Delhi**

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 projector, screen and mikes on dais and podium on stage.

Mirza Ghalib Chamber



The chamber having capacity of 108 persons (102 Nos. Chairs + 6 Nos. Chairs on Dais) equipped with 2 Nos. projector & screen and mikes on table, dais and podium.

Tagore Chamber



The chamber having capacity of 92 persons (86 Nos. Chairs + 6 Nos. Chairs on Dais) equipped with 2Nos. projector & screen and mikes on dais, tables & podium.

Bhabha Chamber (Board Room)



The chamber having capacity of 44 persons (24 Nos. Chairs on round table and 20 Nos. Chairs on sides) equipped with projector, screen and mikes on dais, 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 projector, screen and 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.

Annexe II



The Annexe-II has capacity of 15 Persons and is equipped with projector and screen.

Banquet Hall



The banquet hall having capacity of 500 Persons for the purpose of lunch & dinner. Sitting arrangement could be done for 40 persons.

Tansen Chamber at UB



The Tansen Chamber has capacity of 30 persons and also has stage & podium equipped with projector and screen.

Annexe I



The Annexe-I has capacity of 20 Persons and is equipped with projector and screen.

Amir Khusro Chamber at UB



The Amir Khusro Chamber has capacity of 35 persons with facility of stage & podium equipped with projector and screen.

For Booking & Tariff details please contact

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Mr. Shubh Ratna
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Conference Facilities at SCOPE Minar Convention Centre, Laxmi Nagar, New Delhi

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 iconic buildings of East Delhi. It has a huge foyer which gives an ambience look inside the building. There is a green environment all around the SCOPE Minar building with large size planters. The building also has state-of-the-art Convention Centre comprising of five conference halls i.e.

Auditorium



The auditorium has capacity of 350 delegates. Various seminars, training programmes, presentations, get together etc. can be conducted in auditorium which is equipped with projector and screen. It provides ambient and peaceful environment for the programmes.

VIP Lounge



VIP Lounge has sitting capacity of 30 delegates. The executives and higher level officers, Directors, CMDs can use it as waiting lounge also.

Board Room



Board room having "U" shaped table, has a sitting capacity of 50 delegates with modern facilities - projector, screen, sound system, table mic etc.

SCOPE Academy of Public Sector Enterprises



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

Meeting Hall



Meeting hall having "U" shaped table, has a sitting capacity of 62 delegates. Most widely used for small size meetings and training programmes, group discussion, power point presentations etc. and is equipped with projector and screen.

There is a wide space for vehicle parking that cater for a capacity of 550 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 .

SCOPE Forum of Conciliation and Arbitration (SFCA)



SCOPE had set up an Arbitration Cell known as SCOPE Forum of Conciliation and Arbitration (SFCA) mainly to settle disputes between PSUs and its associates. SFCA has framed its own rules prescribing consolidated fee structure and expenses with the assurance that arbitration proceedings shall be completed in the shortest possible time and shall be more economical in comparison to other institutions. A panel of expert Conciliators and Arbitrators has also been drawn which consists of retired Judges of Supreme Court, High Court, retired Secretaries, Joint Secretaries of Govt. of India,

Chief Executives, Directors and senior officials of Govt. of India and PSEs, besides Advocates and C.As and other professionals.

The Forum has its own infrastructure with a spacious Arbitration Hall having sitting capacity of 15 persons with all the modern facilities such as projector for live projection of record of proceedings on a large screen with free service of mineral water, tea/coffee and biscuits. High tea and lunch can also be arranged by the Forum on request in advance at the cost of the parties by authorised caterer of SCOPE.

For Booking & Tariff details for Convention Center, SCOPE Minar, Laxmi Nagar please contact

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STANDING CONFERENCE OF PUBLIC ENTERPRISES

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Hon'ble Prime Minister and His Mauritian Counterpart Jointly e-Inaugurate New Supreme Court Building in Port-Louis Built by NBCC



Mr. Narendra Modi, Prime Minister of India and Mr. P. K. Jugnauth, Prime Minister of Mauritius jointly e-inaugurating New Supreme Court Building in Port-Louis (Mauritius) executed by NBCC (India) Ltd.

Hon'ble Prime Minister, Mr. Narendra Modi and Mr. P. K. Jugnauth, Hon'ble Prime Minister of Mauritius, jointly e-inaugurated the New Supreme Court Building in Port-Louis (Mauritius) executed by NBCC (India) Ltd. The 3-storey *state-of-the-art* building, implemented under Govt. of India Grant Assistance, flaunts a modern design and green features with a focus on thermal and sound insulation and high energy efficiency. Built at a cost of 30 million USD, NBCC completed the project within scheduled time of 24 months.

GAIL Reports Turnover of Rs. 12,060 Cr.; PAT of Rs. 256 Cr. in Q1 FY21

GAIL (India) Limited recorded a turnover of Rs. 12,060 crore, profit before tax (PBT) of Rs. 356 crore and profit after tax (PAT) of Rs. 256 crore for the Q1 FY21 as against Rs. 18,276 crore, Rs. 1,981 crore and Rs. 1,288 crore respectively in Q1 FY20. The sharp decline in financial performance is mainly attributable to significant impact in physical performance due to nation-wide lockdown during the earlier part of the quarter coupled with lower price realization in Petrochemicals, Liquid

Hydrocarbons and Natural Gas. During the quarter, Natural Gas transmission and marketing volume stood at 90.22 MMSCMD and 81.16 MMSCMD as against 105.41 MMSCMD and 96.55 MMSCMD respectively in Q1 FY20, petrochemical sales and liquid hydrocarbon sales stood at 183 TMT and 265 TMT as against 136 TMT and 296 TMT respectively during Q1 FY20. During the quarter, the consolidated group turnover stood at Rs. 12,152 crore as against Rs. 18,445 crore in Q1 FY20 while the groups PAT

stood at Rs. 654 crore as against Rs. 1,502 crore in Q1 FY20.

Mr. Manoj Jain, CMD, GAIL said that with gradual relaxation of lockdown and increase in economic activities, the physical performance of the company has picked up significantly in all segments and the company is presently operating at near pre-lockdown levels. He further added that though the Capex during the 1st quarter was affected due to lockdown, GAIL expects to significantly improve Capex during remaining quarters.



SAIL Maintains Profitability during FY'20; Earns more than Rs. 2000 Cr. Net Profit

Steel Authority of India Limited (SAIL) announced its financial results for the FY 2019-20 (FY'20). SAIL has earned a profit before tax (PBT) of Rs 3170.66 crore leading to profit after tax (PAT) of Rs 2021.54 crore in FY'20. This profit has been earned in spite of the challenging market conditions including the onset of Corona virus pandemic.

In FY'20, the company made a turnover of Rs 61024.88 crore and its EBITDA per tonne of saleable steel improved from Rs 7284 in FY'19 to Rs 7869 in FY'20. The company's EBITDA/turnover figure stood at 18.35 percent in FY'20 in comparison to a figure of 15.52 percent CPLY. Along with this, SAIL also achieved the best ever 14.23 million tonnes (MT) annual sales during FY'20. The



Mr. Anil Kumar Chaudhary
Chairman, SAIL

Company's strategies to increase market reach led SAIL to export 1.18 MT in FY'20, making it the highest ever exports with 54 percent growth over CPLY.

Mr. Anil Kumar Chaudhary,

Chairman, SAIL said "SAIL has continued to earn profit consecutively for two years despite the challenging times. The Government's supportive policies have played a pivotal role in maintaining the profitability of the company. The company is continually striving to improve its performance by increasing sales, share of value-added and special steels and new products and aggressive cost optimization on a continual basis. The Government's focus on 'Atma Nirbhar Bharat' and 'Vocal for Local' will aid in boosting domestic steel consumption. SAIL is already scaling up its production in tandem with the improving market demand and is committed to continuously enhance its performance".

NRL Records Impressive First Quarter Results Despite Pandemic

Operation in Numaligarh Refinery is now almost back to normal. During the first quarter, crude throughput was 627 TMT which was around 8 percent lower than the corresponding period in the previous year. The fall in sale of Petrol and Diesel was only marginal to the extent of 9 percent despite constraints of lockdown in the face of COVID-19 pandemic. The refinery could

also process around 8.1 TMT of crude oil imported from Petronas, Malaysia during the quarter. The LPG bottling plant has been working on 16 hours basis in 2 shifts to meet the growing demand of this clean cooking fuel in NE. NRL has been able to successfully implement its policy of "Work from Home" by leveraging its network infrastructure.

Commenting on the 1st quarter operation, NRL MD,

Mr. S. K. Barua said, "We are making all out efforts to sustain our normal refinery operation ensuring safety of all our employees and contractual staff despite bottlenecks encountered due to COVID-19 pandemic. We are trying to front load some of our Capex in the next couple of months as our project activities at all sites have started so that we are able to catch up our annual targets".

Raksha Mantri launches Products Indigenously developed by BEL

The Hon'ble Raksha Mantri, Mr. Rajnath Singh launched through video conference two products Linear Variable Differential Transducer (LVDT) and 1kW Transmitter Aerial Switching Rack, indigenously developed for use in various strategic applications, as part of the Government of India's Atma Nirbhar Bharat initiative.

Mr. Gowtama M. V., CMD, Bharat Electronics Limited (BEL), on the occasion gave a presentation to the Hon'ble Raksha Mantri on these products, which have been indigenously developed by BEL.

Raksha Mantri announces issue of BEL EoI for indigenisation of strategic products

The Hon'ble Raksha Mantri, announced through video conference the Expression of Interest (EoI)/Request for Proposal (RFP) being issued by BEL under Inter Governmental Agreement (IGA) and Make-II category for the indigenisation of five products, as part of the Atma Nirbhar Bharat initiative. Equipment, presently being imported from USA, having considerable requirement by Army/ MHA.



Raksha Mantri, Mr. Rajnath Singh launching BEL products through video conference.

The Lens worth Rs. 0.1 crores is proposed to be procured for current and future requirements.

PERSONALIA



Brigadier Amar Singh Rathore assumes charge as CMD, FCI Aravali Gypsum and Minerals India Limited.



Mr. Partha Pratim Sengupta assumes charge as MD & CEO of Indian Overseas Bank.



Mr. Ashwani Bhatia assumes charge as MD, State Bank of India.



Mr. Chandan Kumar Mondol assumes charge as Director (Commercial), NTPC Limited.



Mr. Ujjwal Kanti Bhattacharya assumes charge as Director (Projects), NTPC Limited.



Mr. Dinesh Kumar Batra assumes charge as Director (Finance), Bharat Electronics Limited



Ms. Vartika Shukla assumes charge as Director (Technical), Engineers India Limited.



Mr. Sushil Kumar Sharma assumes charge as Director (Electrical) of SJVN Limited.



Mr. P. V. V. Patnaik assumes charge as Director (Commercial), MOIL Limited.



Union Home Minister lays foundation of MCL's Eco-park 'Utkal Upvan' in Jharsuguda

Mr. Amit Shah, Hon'ble Home Minister laid the foundation stone of Utkal Upvan, being developed by Mahanadi Coalfields Limited (MCL) as a site of tourist attraction in Jharsuguda district of Odisha. The foundation stone of Utkal Upvan was laid remotely through video conferencing (VC) from New Delhi by the Hon'ble Union Home Minister in the presence of Mr. Prahlad Joshi, Union Minister of Parliamentary Affairs, Coal and Mines and Mr. Anil Kumar Jain, IAS, Secretary to Government of India, Ministry

of Coal. Besides Utkal Upvan, being developed with a vision to transform an excavated coal mine into eco-park, MCL celebrated Vanmohotsav - 2020, conducting a special plantation drive at all its Project areas and offices spread over in Angul, Sambalpur, Jharsuguda and Sundergarh districts.

Mr. B. N. Shukla, CMD, also participated over VC in the launch of Vriksharopan Abhiyan by the Home Minister and foundation stone laying ceremony along with Mr. K. R. Vasudevan, Director (Finance), Mr. Keshav Rao, Director



Mr. B. N. Shukla, CMD, MCL and other senior officials attending the foundation stone laying by Mr. Amit Shah, Home Minister through video conferencing.

(Personnel) and Mr. Baban Singh, Director (Technical /P&P).

NMDC registers Record Jump in Production and Sales of Iron Ore in July 2020

Production improves by 35% & Sales by 20% in Chhattisgarh

The mining major, NMDC recorded a sharp rise in overall production and sales in July 2020 as compared to the corresponding period in July 2019. During this period, despite the current uncertain situation due to COVID-19, NMDC has been able to achieve excellent physical performance through its continual push towards higher volumes which saw production of 2.19 MT and sales 2.57 MT that grew by 13 percent and 7 percent over the corresponding period last year, respectively.

In July 2020, the Chhattisgarh Projects registered a production of 1.56 million tonnes as



Mr. Sumit Deb
CMD, NMDC

compared to the total production of 1.16 million tonnes in the corresponding month of July last year, an increase of 35 percent in production. NMDC also achieved record sales in July 2020 by selling 1.90 million tonnes of

Iron ore in July 2020 against 1.60 million tonnes in July 2019, which is 20 percent higher than the previous year.

Mr. Sumit Deb, CMD, NMDC, commented that, "The last few months has been quite challenging for the entire industry due to the pandemic situation impacting the performance of all major producers. However this challenge was treated as an opportunity by us to accelerate our efforts towards stabilizing the production and continuously improving our production processes. Going forward NMDC will strive to maximize cost efficiencies to improve its bottom-line."

NFL Total Fertilizer Sale reaches all-time High at **18.79 LMT** in April-July'20

Registering growth in sale with every passing month, NFL's total fertilizer sale has touched a new high of 18.79 lakh MT in April-July'20 showing a growth of more than 20 percent than the previous best of 15.64 LMT recorded during the same period last year. This includes the sale of Urea, DAP, MoP, NPK, SSP, and Bentonite Sulphur during the said period.

Out of this, the sale of company's core product, Urea has registered a sale of 15.87 Lakh MT, higher by 17 percent than the CPLY.

Elated at the encouraging sale figures, Mr. V. N. Datt, CMD congratulated the marketing team for successfully distributing the record quantity of 'Kisan' fertilizers even under the constraints of COVID-19.

NFL operates five urea manufacturing plants, one each at Nangal and Bathinda in Punjab, Panipat in Haryana and two plants at Vijaipur in M.P. The company has a urea production capacity of 35.68 lakh MT annually. Other than its own products like urea, bio fertilizers and bentonite



sulphur, the company trades in various complex fertilizers with the objective of providing all types of Fertilizers to farmers under one roof.

REC commits Financial Assistance of **Rs. 23.52 Cr.** to Shri Kedarnath Utthan Charitable Trust (SKUCT)



Mr. S. N. Srinivas, CEO, REC Foundation, on behalf of REC Foundation and Ms. Ila Giri, Additional Resident Commissioner, Govt. of Uttarakhand, on behalf of SKUCT after signing the MoA in the presence of Mr. S.K. Gupta, CMD & Director Technical, REC Ltd., Mr. Ajoy Choudhary, Director Finance, REC Ltd. and other officials of REC Foundation.

REC Ltd. (Formerly Rural Electrification Corporation Ltd.), committed financial assistance of Rs. 23.52 cr. through its CSR arm, REC foundation to SKUCT for the Construction of admin offices and hospital (27000 sqft) approx. below the Saraswati Plaza, near current GMVN building. Infrastructural development like water supply network, storm water network, solid waste network, public address system, CCTV network system, 11KV HT cable, HT RMU, transformer, etc. in between Saraswati edge and Temple Street; and conservation related civil works of Retas kund, Udak kund, Hans kund and developmental

works like providing lighting systems, plumbing works, PA system, CCTV, infrastructure services etc. in/around kund. The Memorandum of Agreement (MoA) in this regard was executed between REC Foundation and SKUCT in New Delhi. Mr. S. N. Srinivas, CEO, REC Foundation, on behalf of REC Foundation and Ms. Ila Giri, Additional Resident Commissioner, Govt. of Uttarakhand, on behalf of SKUCT signed the Memorandum of Agreement in the presence of Mr. S. K. Gupta, CMD & Director Technical, REC Ltd., Mr. Ajoy Choudhary, Director Finance, REC Ltd. and other officials of REC Foundation.



PSEs Ink MoU

BEML signs MoUs with IIT, Kanpur & NASSCOM-CoE

BEML to leverage technology for Atma Nirbhar Bharat



Dr. Deepak Kumar Hota, CMD BEML exchanging the signed copies of MoU with Mr. Sanjeev Malhotra, CEO, NASSCOM.

BEML teamed up with IIT – Kanpur in the field of UAV and NASSCOM – CoE (Centre of Excellence) for AI and IoT related areas in the virtual presence of Mr. Rajnath Singh, Hon'ble Raksha Mantri. Chief of Defence Staff, Gen. Bipin Rawat, PVSM, Secretary (Defence Production) and other senior officials were present on the occasion. Dr. Deepak Kumar Hota, CMD, BEML exchanged the signed copies with Mr. Sanjeev Malhotra, CEO, NASSCOM and Professor A. R. Harish, Dean, IIT Kanpur after signing the MoUs.

BEML will collaborate with IIT Kanpur for joint indigenous development of pilotless target aircraft (PTA) and tactical unmanned aerial vehicles (UAV). Both the organizations will synergize respective capabilities and undertake feasibility study, design and development, testing and validations of UAV and PTA. The jointly developed products would substitute the currently imported UAVs and PTAs and aims to achieve self-reliance at a reduced cost.

This will also help to foster innovation and technology development in Defence and Aerospace by engaging various industries including MSMEs, start-ups, individual innovators, R&D institutes and academia. This will enable BEML to achieve a quantum jump in defence and aerospace business and provide a big thrust in 'Atma Nirbharta' in the defence sector. The potential customers will

constitute of armed forces, paramilitary and civilian. BEML – NASSCOM tie-up aims at technical support for implementation of artificial intelligence (AI) and internet of things (IoT) in BEML products and to set up incubation centre for start-ups with a view to achieve self-reliance and foster innovation and technological development in defence and aerospace by engaging various Industries including MSMEs, start-ups, individual innovators, R&D institutes and academia. The MoU between BEML and NASSCOM will enable BEML to achieve its vision to remain abreast with cutting edge technology and to be a market leader.

ITI Limited signs MoU with ILANTUS Technologies to offer Identity and Access Management (IAM) Solution

To address the concerns of cyber threats in India, ITI Limited signed an MoU with ILANTUS Technologies to deliver Make-in-India, world-class identity and access management (IAM) solution to government agencies, defence and PSUs.

Under the MoU, ITI and ILANTUS will address the challenges of today's fragmented identity landscape through identity and access management solution, which is the only solution in the world with all features inside one single product. ITI will harness ILANTUS's 20-years of global experience



Mr. R. M. Agarwal, CMD, ITI exchanging the MoU with Mr. Binod Singh, President & CEO, ILANTUS Technologies.

in IAM segment and jointly market the solution to government organisations in the country.

Commenting on the MoU with ILANTUS, Mr. R. M. Agarwal, CMD, ITI said, "With our market reach and resources, combined with ILANTUS' product vision, we are certain this will open up several new avenues".

With ITI's captive Tier-3 data center in Bengaluru, ITI is in a unique position to offer fully secure, India based hosting for SaaS and managed services across India.

HUDCO signs MoU with YEIDA



Mr. M. Nagaraj, CMD, HUDCO and Dr. Arunvir Singh, CEO, YEIDA after signing of MoU.

Mr. M. Nagaraj, CMD Housing & Urban Development Corporation (HUDCO) and Dr. Arunvir Singh, CEO, Yamuna Expressway Industrial Development Authority (YEIDA) signed an MoU for providing financial assistance to the tune of over Rs 4000 crore for various projects adjoining the up-coming international airport at Jewar, Uttar Pradesh. These would include land acquisition, development of industrial estates, electronic city, housing projects and associated infrastructure development on both sides of Yamuna Expressway over the next 3 years.

PFC signs Agreement with IIT-Kanpur for Training, Research, and Entrepreneurship Development in Smart Grid Technology

Power Finance Corporation (PFC) signed a MoA

with Indian Institute of Technology- Kanpur (IIT-K) for training, research, and entrepreneurship development in Smart Grid Technology. Under the MoA, PFC will provide financial assistance of Rs. 2,38,97,000/- (rupees two crore thirty eight lakhs and ninety seven thousand only) to IIT-K under its CSR initiative.

Mr. R. Murahari, ED (CSR&SD), PFC informed that the objective of the pact is to provide support to IIT-K in developing infrastructure for research and development on smart grid technology.

Mr. M. Prabhakar Das, CGM (CSR&SD), PFC and Prof. Jayant Kumar Singh, Dean Resource and Alumni, IIT-K signed the agreement on behalf of respective organizations on a virtual platform.

NHPC signs MoU with GEDCOL for Development of 500 MW Floating Solar Projects in Odisha under UMREPP



Mr. A.K. Singh (centre), CMD, NHPC, alongwith Mr. Y.K. Chaubey (right), Director (Technical), NHPC and Mr. R.K. Jaiswal (left), ED (Renewable Energy) during the signing of MoU via video conferencing between NHPC and GEDCOL.

NHPC Limited, has signed a memorandum of understanding (MoU) with Green Energy Development Corporation of Odisha Ltd. (GEDCOL), for "Development of 500 MW floating solar projects in Odisha under UMREPP" through video conferencing. Mr. Dibya Shankar Mishra, Minister of State (Independent Charge), Energy, Industry & MSME, Government of Odisha graced the occasion as Chief Guest. Mr. A.K. Singh, CMD, NHPC, Mr. Bishnupada Sethi, CMD, GEDCOL, Dr. Saurabh Garg, CMD, GRIDCO and Mr. Nikunja Bihari Dhal, Principal Secretary, Energy Department,



Government of Odisha were present on the occasion. The MoU was signed by Mr. R. K. Jaiswal, ED (Renewable Energy) on behalf of NHPC and Mr. G. R. Das, CEO on behalf of GEDCOL. Mr. Ratish Kumar, Director (Projects), Mr. N.K. Jain, Director (Personnel), Mr. M. K. Mittal, Director (Finance), Mr. Y. K. Chaubey, Director (Technical), Mr. J. K. Mohapatra, Independent Director from NHPC and Mr. Vivek Patnaik, IAS (Retd.) participated in the MoU Signing ceremony through video conferencing.

The MoU provides a framework under which GEDCOL and NHPC shall collaborate and cooperate to form a Joint Venture Company (JVC) to explore, identify, plan and develop techno-commercially feasible floating solar power projects of aggregate 500 MW capacity (in a phased manner) in various reservoirs in the state of Odisha in joint venture mode under Ultra Mega Renewable Energy Power Parks (UMREPPs) Scheme of Ministry of New & Renewable Energy, Government of India. The total estimated investment shall be to the tune of Rs. 2500 crore. The first phase work of the project is likely to be commenced by March, 2022.

HAL establishes COVID-19 Care Centre in 16 Days, hands it over to State Administration

Sensing the urgency to control rapidly spreading pandemic, HAL has converted its Ghatage Convention Centre located on Old Airport Road into a COVID-19 Care Center (CCC) and handed it over to Bruhat Bengaluru Mahanagara Palike (BBMP). The facility having 160 beds with other



Mr. Ch. Venkateswara Rao, GM(CSR) and BBMP and Mr. R. Venkatachalapathy, Joint Commissioner, Mahadevapura Zone exchanging MoU documents in presence of senior Government and HAL officials.

supporting infrastructure like toilets, bathrooms etc. was created in 16 days, said Mr. R. Madhavan, CMD, HAL. Initially, the facility would be utilized for treatment of asymptomatic COVID-19 positive patients, said Mr. Alok Verma, Director (HR).

An MoU was signed between HAL, represented by Mr. Ch. Venkateswara Rao, GM (CSR) and BBMP, represented by Mr. R. Venkatachalapathy, Joint Commissioner, Mahadevapura Zone in the presence of senior government and HAL officials. Arrangements for doctors and paramedical staff and running of the facility would be taken care by BBMP.

As part of its fight against COVID-19 pandemic, HAL has already contributed Rs 26.25 crores to the PM CARES Fund (Rs. 20 crores under CSR head with employees contributing another 6.25 crores).

Cochin Shipyard signs Contract for Construction of Autonomous Electric Vessels for ASKO Maritime AS, Norway

Cochin Shipyard Limited (CSL), Kochi signed contracts for construction and supply of two nos autonomous electric ferry for ASKO maritime AS, Norway with an option to build two more identical vessels. The company clinched this export order from ASKO Maritime AS, the subsidiary group of Norges Gruppen ASA, one of the largest players in the Norwegian retail segment.

This autonomous electrical vessel project is an ambitious project in Norway partially funded by the Norwegian Government aimed at emission-free transport of goods across the Oslo fjord. These vessels will be managed by M/s. Massterly AS, the first company setup to take technical management and operate autonomous vessels, a joint venture between M/s. Kongsberg, the world leader in autonomous technology and M/s. Wilhelmsen, one of the largest Maritime shipping companies. Once in operation, this vessel will create a new bench mark for the merchant shipping world in the field of Autonomous Vessels with Zero Carbon Emission.

CSL won this export order after detailed evaluation of various global shipyards and based on its value proposition to the customer. CSL's proven capability and track record to deliver world quality high-end vessels to prestigious clients in Western Europe



ASKO AutoBarge.

also found favour with the client. CSL holds this contract, obtained within the current constraints posed by the pandemic, in high significance. CSL is already constructing 23 Hybrid Electric boats for the Kochi Water Metro.

This project is expected to catapult CSL into the league of premier shipbuilding yards in the world capable of handling high tech vessel construction.

AAI and BEL sign MoU for co-operation in Civil Aviation industry

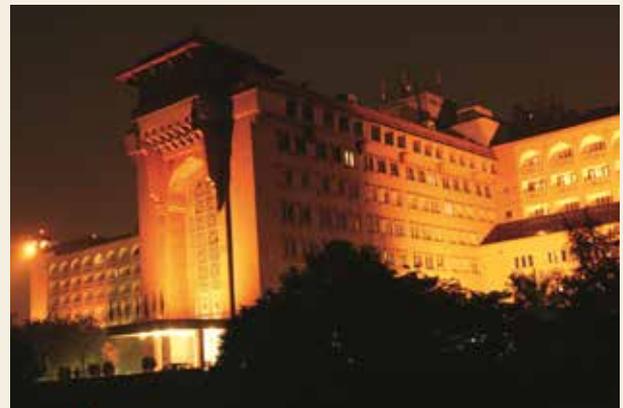
In a move that could provide a major boost to the civil aviation industry, the Airports Authority of India (AAI) has entered into an Memorandum of Understanding (MoU) with Bharat Electronics Limited (BEL), providing a platform for both the companies to collaborate and support each



Mr. Sanjai Kumar Singhal, GM (Business Development), AAI, and Mr. Manoj Kumar, ED (National Marketing), Regional Office, Delhi, display the MoU signed between BEL and AAI, in the presence of Mr. Arvind Singh, Chairman, AAI, Mr. M. V. Gowtama, CMD, BEL, and Ms. Anandi Ramalingam, Director (Marketing), BEL.

other to address the emerging global opportunities in the airport business, including those in the Asia Pacific region. In furtherance of such cooperation, AAI, playing the role of a development partner, will render assistance to BEL in its domain of expertise to enable execution of the MEA projects outside India by BEL. Both the organisations will work in close co-operation with each other in the field of civil aviation, in both present and future projects handled by BEL. The MoU was signed by Mr. Sanjai Kumar Singhal, GM (Business Development), AAI, and Mr. Manoj Kumar, ED (National Marketing), regional office-Delhi, BEL, at the AAI Corporate headquarters, in the presence of Mr. Arvind Singh, Chairman, AAI, Mr. M. V. Gowtama, CMD, BEL, and senior management of both the organisations through video conferencing.

ITDC signs MoU with AIIMS New Delhi to strengthen health Protocol



The Ashok Hotel, New Delhi.

India Tourism Development Corporation Ltd. (ITDC) has signed an MoU with AIIMS, New Delhi to come together and monitor the situation to prevent COVID-19 infection and implement preventive measures that can be taken up by ITDC across its hotels and offices to provide a safe, hygienic and healthy environment to guests and staff.

Talking about the MoU Mr. Prahlad Singh Patel, Hon'ble Union Minister of State for Tourism and Culture said, "The MoU between ITDC and AIIMS to fight the COVID-19 battle is a commendable and appreciable step taken by ITDC. We need to win over our fear and do everything possible



in order to revive the tourism industry, which is one of the key contributors to the country's GDP. This move by ITDC would be helpful in rebuilding trust and confidence of international as well as domestic tourists."

To take this forward, an advisory board will be formed consisting of representatives from AIIMS, ITDC and/or representative from any other organisation to provide inputs on designing and developing the safety Protocols with respect to COVID-19

infection, based on existing and ongoing situation as well as on real time basis. This would help in instilling trust and confidence in domestic tourism and also help in image building of the nation for international tourists and travellers.

These measures are in addition to following guidelines issued by Govt. of India as well as extensive training provided to more than 1000 employees of hotel in areas of Front Office, Guest Relation, House Keeping, F&B etc. to effectively handle the situation.

NTPC's Total Installed Capacity reaches 62910 MW

Total installed capacity of NTPC Ltd has increased to 62910 MW. 800 MW, Unit-2 of Lara super thermal power project, has been added to installed capacity of NTPC on successful completion of trial operation. With this, the total installed capacity of NTPC and NTPC group has become 51155 MW and 62910 MW respectively. With a total installed capacity of 62910 MW, NTPC Group has 70 power stations comprising of 24 coal, 7 combined cycle gas/liquid fuel, 1 hydro, 13 renewables along with 25 subsidiary and JV power stations.

NTPC Singrauli Exhibits Exceptional Operational Efficiency

NTPC Singrauli Unit 1, the oldest Unit of NTPC emerged as the top-performing Unit in the country in the first quarter of the financial year, as per the data released by Central Electricity Authority (CEA).

The first unit of the station started generating on February 13, 1982, and continues to serve the country with exceptional performance.

NTPC Singrauli has an installed capacity of 2000 MW with five



units of 200 MW each and two units of 500 MW each. Three units (1,4 & 5) of 200 MW have achieved PLF of 101.96 percent, 101.85 percent & 100.35 percent respectively in Q1 FY 20-21 among the Coal-fired Units, in the country.

NTPC Singrauli is the flagship power station of NTPC Ltd., India's largest power generation company.



NRDC Transfers Two COVID-19 Technologies Developed by S. N. Bose National Centre for Basic Sciences



Dr. H. Purushotham, CMD, NRDC signed the agreement with Mr. Shanti Ranjan Paul, Director of Paulmech Infrastructure Pvt. Ltd. in the digital presence of Prof. Ashutosh Sharma, Secretary DST, Dr. Samit Kumar Ray, Director, S. N. Bose National Centre for Basic Sciences and other dignitaries.

National Research Development Corporation (NRDC) has entered into an agreement with M/s Paulmech Infrastructure Pvt Ltd Kolkata, to transfer two COVID-19 control technologies developed by S.N. Bose National Centre For Basic Sciences (SNBNCBS), Kolkata, an Autonomous Research Institute under the Department of Science and Technology, Government of India.

The two technologies developed by SNBNCBS and transferred by NRDC are:

- An Active Respirator with Attached Exhalation Valve and Suspended Particulate Matter Filter for Comfortable and Hygienic Breathing
- Long - Lasting Nano - sanitiser with a Dispensing Antimicrobial Layer.

The Active Respirator mask is an innovative solution to the re-breathing of carbon dioxide, exhaled moisture, and sweaty and hot environment inside the mask. It also improved the clarity of speech of a person with a face mask and assures comfortable, hygienic breathing to protect the wearer from exposure to airborne contaminants.

The Long-Lasting Nano-sanitiser innovation is a solution to the problems caused by the use of the general sanitisers like dehydration of skin due to frequent use, and nature of instantaneous antimicrobial action of common sanitisers without protective role. This innovative sanitiser technology assures comfortable and hygienic hand sanitisation for a longer duration.

The Agreement was signed by Dr. H Purushotham, CMD,

NRDC and Mr. Shanti Ranjan Paul, Director, M/s Paulmech Infrastructure Pvt Ltd online in the digital presence of Professor Ashutosh Sharma, Secretary, DST, Government of India and Dr. Samit Kumar Ray, Director, S.N. Bose National Centre for Basic Sciences, Scientist Professor Samir Kumar Pal, Registrar Ms. Shohini Majumder, Nodal officer, Technical Research Centre (TRC) Dr. Soumen Mondal of S. N. Bose National Centre for Basic Sciences, Priyanka S. Sharma, Somavo Gupta of Paulmech Company and senior officials of NRDC. Use of these innovative products will help the users in overcoming the existing problems with masks and sanitisers available in the market. Prof. Ashutosh Sharma, Secretary, DST congratulated all the stakeholders for bringing the fruits of Science and Technology to benefit society.



Cochin Port helps FACT to look East; First Coastal Shipment of FACT flagged off

In a move that redefines the partnership between Governments owned corporates, Cochin Port Trust (CPT) and Fertilizers and Chemicals Travancore Ltd. (FACT), two of the leading PSUs in Kerala, flagged off the first containerized consignment of fertilizers meant for coastal shipping from Cochin to Haldia, West Bengal.

Since 2019, FACT was planning to look beyond South and to enter the eastern markets as part of their plan to build up a pan-India presence. They were gearing up to market ammonium sulphate in West Bengal and was looking for a viable mode of transport. At this point, the Business Development Team of Cochin Port stepped in and offered them a solution by way of 'door to door' movement using coastal shipping which has lot of advantages like avoidance of multiple handling, elimination



Flagging off the first containerized consignment of fertilizers by FACT and Cochin Port Trust.

of any chance of contamination and pilferage, less damage to the cargo etc. Finally, the efforts put in by all the stakeholders resulted in shipment of first lot of 20 TEUs containing 560 Tonnes through M. V. SSL Vishakhaptnam operated by M/s. Shreyas Shipping and Logistics Ltd., a Transworld Group Company. The containers after stuffing at FACT, Udyogmandal were jointly flagged off by Dr. M. Beena, IAS,

Chairman, Cochin Port and Mr. Kishor Rungta, CMD, FACT.

Incidentally, promotion of coastal shipping is one of the focus areas of the 'Sagarmala', the flagship program of Ministry of Shipping, Government of India and this initiative of CPT and FACT will bolster cost effective coastal shipping of fertilizers from 'Factory to Farmer'. The event also marked another milestone of CPT-FACT partnership in signing of a MoU for the reconstruction of SCB for handling liquid ammonia at a cost of Rs.20.90 crore with Rs.9.59 crore to be funded under 'Sagarmala' program and the balance to be shared by Port and FACT. Mr. Amal Kumar Mehera, Deputy Chairman, Cochin Port Trust and Mr. A.S. Kesavan Nampoothiri, ED, (PC), FACT executed the document in presence of Chairman, Cochin Port Trust and CMD, FACT and other senior officials.

POWERGRID posts Profit After Tax of Rs. 2,048 Cr. for Q1FY21; Total Income rises by 5% to Rs. 9,817 Cr.

Power Grid Corporation of India Limited (POWERGRID) has posted a profit after tax of Rs. 2,048 cr. and total income of Rs. 9,817 cr. on consolidated basis for Q1FY21. On standalone basis, the Company posted profit after tax and total income of Rs. 1,979 cr. and Rs. 9,620 cr. respectively for Q1FY21. During the quarter, the company recognized

as an exceptional item, the one-time consolidated rebate of Rs. 1,075 cr. to DISCOMs / Power Departments of the States and Union Territories for passing on to the end-consumers on account of COVID-19 pandemic against the billing of April, 20 and May 20. Excluding the impact of this one-time rebate, the Company's profit increased by 18 percent

over the corresponding period of FY 2019-20 on standalone basis. For the quarter, the company incurred a capital expenditure of about Rs. 1,906 cr. and capitalized assets worth Rs. 1,184 cr. (excluding FERV) on consolidated basis. POWERGRID's gross fixed assets on a consolidated basis stood at about Rs. 2,28,856 cr. as on June 30, 2020.

GRSEs Atma Nirbhar Mission – New Modernisation Facility Launched



Mr. Rajnath Singh, Defence Minister inaugurating a state-of-the-art indigenous underwater CNC Plasma Cutting Machine and a Modern Hull Block Fabrication Complex in the presence of Rear Admiral V. K. Saxena, IN (Retd.), CMD, GRSE, Cmde. Sanjeev Nayyar, IN (Retd), Director (Shipbuilding), Cmde. P. R. Hari, Director (Personnel) and Mr. R. K. Dash, Director (Finance), and senior officials of GRSE

Taking the Self Reliant India Mission forward, Garden Reach Shipbuilders and Engineers Ltd. (GRSE), launched two new facilities. As part of the Atma Nirbhar Bharat Week Celebration, a state-of-the-art

indigenous underwater CNC Plasma Cutting Machine and a Modern Hull Block Fabrication Complex, were virtually inaugurated by Raksha Mantri, Mr. Rajnath Singh at GRSE's Rajabagan Dockyard Unit,

Kolkata. This marks the achievement of a major milestone by the Shipyard in their ongoing modernisation plan.

Rear Admiral V. K. Saxena, IN (Retd.), CMD, GRSE, Cmde. Sanjeev Nayyar, IN (Retd), Director (Shipbuilding), Cmde. P. R. Hari, Director (Personnel) and Mr. R. K. Dash, Director (Finance), and senior officials of GRSE were present on the occasion. The Industrial Shed, Area-1 (85M x 27M), also inaugurated recently will enhance GRSE's capability for construction of higher capacity block to meet the production requirement for the P17A Project at Main Works Unit of GRSE.

Chairman, CIL Flags Off the Trial Run of 190T Dumpers through Video Conferencing



Mr. Pramod Agarwal, Chairman, CIL during the online flag off ceremony with Functional Directors of CIL.

Chairman, Coal India Limited Mr. Pramod Agrawal flagged off the trial run of two 190 tonne dumpers and a front-end loader in Nigahi OCP of Northern Coalfields Limited, Singrauli through video conferencing. In the online flag-off ceremony Chairman Mr. Pramod Agrawal congratulated NCL for

the successful trial run of these dumpers and applauded for production performance of NCL amid COVID-19 triggered lockdown. Functional Directors of Coal India, CVOCIL from Kolkata HQ, CMD NCL, and Functional Director from NCL HQ, CVO NCL, and other dignitaries were connected in the online trial run.

On the occasion, CMD NCL Mr. Prabhat Kumar Sinha assured Chairman CIL that NCL will meet its target along with battling against COVID-19. A high stripping ratio in NCL open-cast coal mines requires it to handle and remove the large volume of material for the extraction of coal. Heavy equipment such as Dragline, Shovel, and Dumpers has been deployed in NCL mines for such operations. To accomplish the above mega task the company has introduced these high capacity dumpers which are loaded with advanced safety features like auto fire suppression system, Audiovisual reversing alarm, anti-collision device, auto dipping system.



PSEs CSR Activities

BEL equips Govt. schools in Yadgir District with Smart Class facility

Bharat Electronics Limited (BEL), as part of its CSR initiatives, empowered around 13,000 children studying in 122 Government High Schools of Yadgir district, Karnataka, by equipping these schools with solar-powered Smart Class facilities. The total cost of the project is Rs.3.84 crores.



Mr. Prabhu B. Chauhan, Minister for Animal Husbandry, Hajj & Waqf Board, Government of Karnataka, and Minister-in-charge for Yadgir & Bidar districts, is seen inaugurating the solar-powered Smart Class facility provided by BEL at the Govt Girls High School, Yadgir.

Mr. Prabhu B. Chauhan, Hon'ble Minister for Animal Husbandry, Hajj & Waqf Board, Government of Karnataka, and Minister-in-charge for Yadgir and Bidar districts, Karnataka, inaugurated the new facilities, at the Govt Girls High School Yadgir, in the presence of Dr Umesh G Jadhav, MP (LS), Kalburgi; Mr. Raja Amareshwara Nayaka, MP (LS), Raichur; Mr. Venkata Reddy Gowda Mudnal, MLA, Yadgir; Mr. Kurma Rao, IAS, District Collector and District Magistrate, Yadgir; Mr. Basavaraj Yadiyapura, President, Zilla Panchayat, Ms. Shilpa Sharma, IAS, CEO, Zilla Parishad; and Mr. Hrishikesh Bhagawan Sonawane, IPS, Superintendent of Police, Yadgir.

The Smart Class facilities provided by BEL to the Government schools include a 50" LED TV, CPU with accessories, Green Board and LED Lights,

all of which is powered by a standalone Solar PV Power System with battery. A cabinet has also been provided to store all the equipment. The digital educational content covers the subjects of English, Mathematics, Science and Social Science for students of 8th, 9th and 10th class customised as per the state syllabus.

Apart from the Smart Class facility, BEL is also installing hand-wash facility in 100 Government Primary Schools in Yadgir at a cost of Rs.1.02 Crores.

MCL sanctions Rs. 89.7 Lakh for Students Hostel at Tiklipara



Students Hostel at Basundhara High School, Tiklipara.

With an objective of enhancing infrastructure amenities in rural schools, MCL will be constructing a hostel at Basundhara High School, Tiklipara for 50 students studying from SC-ST dominated areas of Sundergarh district. This school is located at rehabilitation settlement in Tiklipara near Basundhara Area of company. The initiative will create favourable and enabling atmosphere in the school leading to improvement in standard of education.

This CSR intervention for education project becomes all the more significant in view of the fact that the beneficiaries belong to SC-ST category mostly from farmers' community.

PSEs Celebrate Independence Day

REIL celebrates 'Independence Day'



Mr. Rakesh Chopra, MD, REIL during the celebration of Independence Day at REIL premises.

In accordance with the guidelines issued under COVID-19 in respect of social distancing, Independence Day celebration was organized at the premises of Rajasthan Electronics and Instruments Limited, (REIL) at Kanakpura. On this occasion, the National Flag was hoisted by the MD of the company, Mr. Rakesh Chopra, along with all employees and their families' by singing the National Anthem, on the occasion of the 74th Independence Day of the country and respect for the nation and feelings of patriotism were expressed.

On this occasion, Mr. Rakesh Chopra, in his address, extended heartfelt greetings and best wishes to employees and their families and citizens of India. The winners of various competitions organized during the various activities like National Productivity Week and International Yoga Day in the Company, and the best performing employees in Hindi language were honored by giving them a reward and appreciation by the MD.

BHEL celebrates 74th Independence Day with fervor

India's 74th Independence Day was celebrated with fervour and gaiety by BHEL at all its offices across the length and breadth of the country. Mr. Anil

Independence Day Celebration at BHEL office.



Kapoor, Director (HR), BHEL, unfurled the Indian tricolour and addressed employees at a function at BHEL's township in Noida. BHEL's corona warriors from Delhi and NCR based offices were also honoured on the occasion.

Independence Day celebrated with great zeal at NSIC



Mr. Vijayendra, IAS, CMD, NSIC addressing the NSIC's Independence Day Celebration.

Mr. Vijayendra, IAS, CMD, NSIC unfurled the National Flag on India's 74th Independence Day. Mr. P. Udayakumar, Director (P&M), NSIC along with senior officials attended the flag hoisting ceremony at the corporate office, New Delhi. The program was organised keeping in view the necessary guidelines issued by MHA for safety on COVID-19 epidemic. Mr. Vijayendra, IAS, CMD, NSIC in his speech on the occasion paid tribute and remembered all the freedom fighters as also the frontline warriors who relentlessly worked during the COVID-19 Pandemic. Further, to give more impetus to MSMEs growth, he added that NSIC will shortly form a SPV which will anchor funds for MSMEs with a corpus 'Mother Fund' of Rs. 10,000 crores to provide equity funding through Daughter funds (around Rs. 40,000 crores) to MSMEs having growth potential.

SAIL, always committed to fulfil its duty in Nation building

Steel Authority of India Limited (SAIL) celebrated the 74th Independence Day while maintaining social



Mr. Anil Kumar Chaudhary, Chairman, SAIL hoisting tri-color at SAIL's Headquarter.

distancing and other with safety and precautionary measures across all its plants and units. Mr. Anil Kumar Chaudhary, Chairman, SAIL hoisted the tri-color at SAIL's headquarters, Lodhi Road and subsequently addressed the SAIL collective through online platform. 'SAIL has always stood committed to the cause of nation building and despite the challenging conditions, SAIL will always fulfil its duty towards the Nation. We are not just the steelmaker to the Nation but also a builder of the Nation.'

74th Independence Day celebrated in NCL in a simplistic manner due to COVID-19

Northern Coalfields Limited (NCL), celebrated 74th Independence Day with great enthusiasm and with due care of COVID guidelines.

Mr. P. K. Sinha, CMD, NCL hoisted the National flag at NCL Headquarters, Singrauli as Chief Guest while Director (Personnel), Mr. Bimlendu Kumar, Director (Technical/ Operations) Dr. Anindya Sinha, Director (Finance) Mr. Ram Narayan Dubey and Director (Technical/Project & Planning) Mr. S. S. Sinha, Trade Union Leaders and JCC Member Mr. Munni Lal Yadav, Mr. Ashok Kumar Dubey, and CMOAI Secretary Mr. Sarvesh Singh were present

as the special guest. On this occasion, President of Kriti Mahila Mandal, Ms. Sangeeta Sinha, Vice President Dr. Sunita Kumari, Ms. Suchandra Sinha, and Ms. Lakshmi Dubey were also present as special guests.

In the event, CMD, NCL inaugurated 10 Anganwadis benefiting more than 4000 people, two village roads benefiting to 14500 people and a school building to benefit 150 children through virtual mode. All the projects were developed under various CSR programs of NCL in Singrauli and Sonbhadra district of M. P. and U. P. respectively.



Mr. P.K. Sinha, CMD, NCL at Independence Day Celebrations at company's headquarter.

Along with this, NCL also launched the 'Kisan Ganga' project which aims to connect local farmers directly to consumers thereby providing livelihood to the local tribals and farmers and fresh products to consumers.

NHPC celebrates Independence Day

NHPC Limited, celebrated India's 74th Independence Day with great patriotic fervour and enthusiasm. The celebration began with the unfurling of National flag by Mr. A. K. Singh, CMD, NHPC and singing of National Anthem at NHPC Office Complex, Faridabad. Mr. Ratish Kumar, Director (Projects), Mr. Nikhil Kumar Jain, Director (Personnel), Mr. M. K. Mittal, Director (Finance), Mr. Y. K. Chaubey, Director (Technical) and Mr. A. K. Srivasatava, CVO were also present on the occasion along with other senior NHPC officers and employees. The celebrations were held following norms of



Mr. A.K. Singh, CMD, NHPC and others at Independence Day Celebrations.

social distancing in view of ongoing COVID-19 pandemic. Speaking on the occasion, Mr. A. K. Singh said that apart from power generation, NHPC is also ushering growth in the remotest part of the country through its CSR activities. He further appealed to everyone to jointly work as a team for the benefit of NHPC and the nation.

On this occasion, CMD, NHPC also presented a Certificate of Appreciation to the NHPC Medical Services Division and felicitated the 'Corona Warriors' sanitizing team for their outstanding contribution in fighting the current COVID-19 crisis at NHPC Corporate Office.

NALCO joins the Nation in celebrating 74th Independence Day

National Aluminium Company Limited (NALCO) joined the nation in celebrating the 74th Independence Day. At NALCO Corporate office, Mr. Sridhar



Independence Day Celebrations at NALCO Corporate office.

Patra, CMD, hoisted the tri-colour in the presence of Directors of the company. In view of the COVID-19 pandemic, employees and their family members joined the celebration through live streaming of the event on digital/social media. NALCO operating units at Angul and Damanjodi along with other offices spread across the country also joined the nation in celebrating the 74th Independence Day.

GRSE observes Independence Day

Garden Reach Shipbuilders and Engineers Limited (GRSE) observed the 74th Independence Day at their Main Unit with patriotic zeal. Rear Admiral



CMD, GRSE Rear Adml V. K. Saxena, IN (Retd.) hoisting the National Flag on the occasion of Independence Day.

V. K. Saxena, IN(Retd), CMD, GRSE, the Chief Guest for the occasion hoisted the National Flag in the presence of Cmde Sanjeev Nayyar, IN (Retd), Director (Shipbuilding), Cmde P. R. Hari, IN (Retd), Director (Personnel), Mr. R. K. Dash, Director (Finance), Mr. Dipankar Mahto, IP&T AFS, Chief Vigilance Officer and other senior officials and employees of GRSE.

Rear Admiral V. K. Saxena, IN(Retd), CMD, GRSE, addressed the gathering and reiterated the importance of Independence Day for every Indian and spoke about the sacrifices made by freedom fighters. On the current pandemic which has hit the world, CMD GRSE expressed hope on the development of a vaccine and mentioned that it is just a matter of time before we overcome the challenging situation at hand. We however need to continue to take all precautionary measures to stop the spread of the disease. Rear Admiral Saxena applauded all officers, workers and CISF personnel for working together to see the company sail through this difficult time.

1 MW (AC) Solar Power Plant energized by CEL in a Border Village of Shimla, Himachal Pradesh

Central Electronics Limited, has achieved a milestone by energizing 1MW (AC) Solar Power Plant at remote Wadhral village in Shimla District of Himachal Pradesh. The company has received an order for design, engineering, supply, installation, commissioning and O&M for 5 years for 1MW (AC) solar power plant from SJVN Limited. It is a joint venture between the Govt. of India and Govt. of Himachal Pradesh. Mr. Bholanath Sarkar, CMD of Central Electronics Limited appreciated the dedication and the efforts of CEL's engineers and officers in achieving the energization of the 1 MW (AC)

solar power plant during the COVID-19 pandemic situation.

Mr. Manoj Sharma, PRO, CEL informed that the work at this location has been a challenge right from the beginning of the project. The plant site is located 3km down from Naini on the NH-5 on tabular land in a valley just above the river Satluj. Transportation of manpower and material was quite challenging due to serpentine rough road, harsh weather conditions and frequent road blockages on NH-5 and nearby roads due to landslides, road expansion works and other reasons. This evacuation of solar PV power to the high voltage 22kV grid is a daunting task, a first in CEL's



installation history and a feather in the cap of CEL.

CEL has done solar power plant installation works in many treacherous Himalayan regions including Leh and Ladakh in the past and its engineers are highly qualified and experienced in the solar PV installations.

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15
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Kochi & Nagpur

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- ❖ Visakhapatnam Port Trust

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Chandigarh

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Yamuna Expressway
Ahmed-Vadodara Expressway
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