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KALEIDO SCOPE

STANDING CONFERENCE OF PUBLIC ENTERPRISES

Chairman, SCOPE Meets CVC & Chairman, PESB

SCOPE APSE Conducts Advanced Management Development Programme

Vol. 38 No. 12 May, 2019

KALEIDOSCOPE
STANDING CONFERENCE OF PUBLIC ENTERPRISES

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CHAIRMAN'S DESK

It has been trying times for the world economy. Markets across the globe are experiencing a bearish effect due to blade tantrum amongst economies, weakening currencies etc. The world is trying has little room to sustain such domino effect so as to prevent another possible recession. India, on the other hand, can look forward to strengthening its macro-economic policies and concentrate on boosting the domestic market. Only through the internal investment and consumption, it can resist and fight the global turmoil. Public Sector Enterprises (PSEs) like in the past have to up their ante and see to it that India's growth story remains intact. Even during the global economic meltdown of 2008, PSEs ensured that India does not get derailed because of the recession.

Understanding the importance of the massive role and responsibility that PSEs have in the Indian Economy, SCOPE will soon conduct a CEOs Conclave to deliberate on the twin agenda of strengthening the PSEs internally and its role in New India. We also want to bring as much of suggestions from member enterprises on the table for the betterment of PSEs through dialogues at different zones of SCOPE viz. Mumbai, Chennai, Bengaluru, Kolkata and Delhi.

Even in the 21st Century where we talk about the fourth industrial revolution, the world is yet to witness gender equality. Even after triumphing the space, the humanity fails to provide equal footing to the women. Even United Nation's Sustainable Development Goal calls for achieving gender equality and empowering all women and girls. Taking forward the vision of providing equal opportunity and footing to the women employees of PSEs, SCOPE in association with its body, Forum of Women in Public Sector (WIPS) and in academic collaboration with Mind Share HR Consultancy is going to organize a two day workshop on “Leadership Development for Women Executives”. It would sensitize women executives to the available opportunities for exercising effective leadership by leveraging the positive climate for gender empowerment, both at institutional and enterprise level. The workshop would also inculcate leadership skills and help them become key influencers in key decision processes of the organization.

Similarly, as important it is to make the women of our organizations stronger, it is equally important to strengthen the foundations of governance, accountability and transparency of an organization. Companies Act 2013 and the SEBI (LODR) regulations have been formulated to facilitate the organization’s ethical practices. In order to understand these compliances in depth, SCOPE in association with the Institute of Company Secretaries of India (ICSI) is going to organize a one day program on “Recent Developments under Companies Act, 2013 & SEBI Regulations”. This program would familiarize them with the new provisions, implementation and operational procedures of these regulations.

SCOPE Academy of Public Sector Enterprises (APSE) in academic collaboration with the SP Jain Institute of Management and Research (SPJIMR), Mumbai recently concluded its custom-designed Advanced Management Program on the theme “The Power of Thinking Big: A Programme for High Potential Leaders” for middle and senior management executives of PSEs. The program helped the participants gain insight into enhancing their managerial effectiveness, leadership competencies and also equipped them with strategic orientation. We are poised to take the SCOPE APSE to the next level and conduct even more immersive management programs for PSEs.

SCOPE is working tirelessly toward enhancing the Public Sector competencies and we are coming up with many new initiatives to equip PSEs with new tools and even newer approach. We also seek your suggestions/advice toward further accelerating the process of transformation when it comes to conducting seminars, workshops, programs, interactive sessions etc. We are open to your ideas and feel free to write to the SCOPE’s office. Understanding the idiosyncrasies of the neo-liberal world where protectionism is at its peak and is resulting into economic meltdown, it is important that we as Public Sector rise up to the occasion. Together we shall make India stronger as we did it in the past, we are doing in the present and we shall continue to do so, in the future!

Rakesh Kumar

Rakesh Kumar
Chairman, SCOPE

Dr. U. D. Choubey
Director General, SCOPE

R&D, Technology Development & Innovation

Science and technology is the bedrock, on which modern economic and vibrant enterprises are required to be built so that they can stay competitive in the face of globalised paradigm. Technology, R&D and Innovation are very important components of growth and performance of corporates. These should form part of activities of any competitive and progressive enterprise.

Science and technology leads to new innovation and product diversification and incremental values. India over the years has attempted to attain impressive scientific and technological capabilities backed by R&D facilities. This is in particular true of India's Central Public Sector Enterprises (CPSEs). The first Industrial Policy Statement was issued in 1948 which envisaged adoption of new technological capability through acquisition, assimilation, adoption and development. In 1983, the government issued the Technology Policy Statement, which provided specifically for in-house R&D units in industrial enterprises to interface with the national laboratories and educational institutions. Following the latter, the in-house units came under the purview of the Department of Scientific and Industrial Research (DSIR), under the Ministry of Science and Technology. As a result of the incentives and the liberalized environment, several industrial units, private and public, -- more public -- established own in-house R&D units.

Science, Technology and Innovation are integral to the long-term growth of any nation. According to Economic Survey 2017-18, investment in Indian science measured in terms of Gross Expenditure on R&D (GERD), have shown a consistently increasing trend over the years. GERD has tripled in the 1st decade in nominal terms – from Rs. 24,117 crore in 2004-05 to Rs. 85,326 crore in 2014-15 and an estimated Rs. 1,04,864 crores in 2016-17. However, as a fraction of GDP, public expenditure on research has been stagnant at 0.6 to 0.7 percent over the past two decades. India's spending on R&D is well below that in major nations such as the US (2.8%), China (2.1%), Israel (4.3%) and Korea (4.2%).

According to one analysis (The 2018 Global Innovation 1000 study), there are 11 Indian companies in the list of the top 1000 global R&D spenders compared to 25 Chinese companies. Eight (of these 11) firms are just in 3 sectors – pharmaceuticals, automobiles and software, according to the survey. Two of them are CPSEs viz. Bharat Heavy Electricals Limited (BHEL) and Bharat Electronics Limited (BEL).

According to the World Intellectual Property Indicators 2017, India ranks 7th in terms of the number of patents filed. R&D investments have helped Indian companies to overcome tight competition with affordable products internationally. It is to be noted that India has improved its rank in the Global Innovation Index (GII) by climbing 9 spots, from 66 in 2017 to 57 in 2018 as well as maintained the top spot in the Central and South Asia regions. However, India's expenditure on R&D is less than one percent of GDP and Government envisages increasing it to 2 percent of GDP by the public as well as the private sector corporates and institutions. To realize this a package of measures is being put in place, that covers Higher allocation to scientific research, Setting up of new institutions for science, education and research, Creation of centres of excellence and facilities in emerging and frontline areas in academic and national institutes, Strengthening infrastructure for R&D in universities, Encouraging public-private R&D partnerships, and Giving grants for industrial R&D projects.

To encourage R&D in the economy, some measures have been taken. These include: enhancement of weighted deduction from income tax on expenditure incurred by in-house R&D facility by the companies, weighted tax reduction for sponsored research programmes in national laboratories, universities and IITs, custom duty exemption on goods imported for R&D and central excise duty waiver for 3 years on specified goods designed and developed by a wholly owned Indian company, national laboratory, public funded research institutions, or university and patented in any two countries from amongst India, USA and Japan and in any one country of the European Union. These measures taken by government would encourage industry to increase expenditure towards R&D including launch of Make in India, Smart Cities, Start up India, and setting up of incubation centres.

In the Union Budget 2018-19, the allocation to the Department of Science and Technology (DST) has been increased by 8.21 percent to Rs. 5,114.78 crore as against the previous budget. The budget for the Ministry of Science and Technology has been increased by 6.11 percent to Rs. 12,322.28 crore.

The Public Sector in the Forefront of Technology Adoption

Under the theme, a vision for the new millennium, a path-breaking study India 2020 produced by Dr. APJ Abdul Kalam recognizes that "PSUs are technologically and managerially strong". It recognizes that "the PSUs have done this country proud on a number of occasions".

Research and Development, innovation and constant upgradation of technology are crucial for economic growth. R&D culture and technology upgradation can raise productivity and also play a crucial role in making 'Make in India" programme a success, boosting manufacturing industries and in creating millions of jobs. In this process, the public sector plays a significant role. It is incumbent in the present liberalized and competitive environment that more attention is paid to external sources of technology, along upgrading existing technology through quantum leaps stimulated by technological inputs.

Exposed to the exigencies of globalization and liberalization released by economic reforms in the wake of 1990s, the Central Public Sector took up the challenge of global competition with great commitment. However, the new scenario demanded higher management and technological skills. It is now gearing itself to the new scenario.

The central public sector is wholly committed to deploy advanced technologies to stay competitive and to achieve a long-term sustainability. It is seen as critical to register faster economic and social transformation of India's emerging economy.

Public Sector Enterprises (PSEs) have been playing an important role in induction, absorption, adaptation and development of appropriate technology which prove to be instrumental in bringing impressive changes in economic, industrial and social landscape of the country. PSEs have served as nurseries of technology and have nurtured a pool of management and technology talent. Department of Public Enterprises (DPE) issued guidelines on R&D prescribing therein that Maharatna and Navratna companies should invest at least 1 percent of their Profit After Tax (PAT) in R&D and that Miniratna and other should similarly earmark 0.5 percent of their PAT for R&D operations. During the year 2017-18, PSEs (65 in number) spent stood at Rs. 5612.3 lakhs on R&D. Some of the major spenders on R&D include BEL (INR 938.51 Lakhs), BHEL (INR 752.64 Lakhs), HAL (INR 1611.86 Lakhs), ONGC (INR 586.23 Lakhs), SAIL (INR 335.5 Lakhs), HPCL (INR 232.78 Lakhs) and IOC (INR 230.86 Lakhs). During the last three years, expenditure on R&D by 87 PSEs stood at INR 14240.74 lakhs. The trend of R&D spending is as follows:

Many CPSEs, besides establishing

Year	R&D Spending (Rs in Lakhs)
1990-91	289.19
2000-01	849.09
2005-06	2095.97
2009-10	2920.22
2016-17	5016.98
2017-18	5612.3

Source: Public Enterprise Surveys

dedicated R&D centres have also set up centres of excellence for technology upgradation as well as achieving technological advances. Predominantly these cover the areas of electric equipment, electricity generation, oil and natural gas, metallurgy, minerals among others.

These centres and institutes not only cater to the need for technology upgradation but also are engaged in achieving technology breakthroughs as well. Moreover, the CPSEs have set up institutes, such as in power generation (NTPC) and petroleum (oil CPSEs) for upgradation of personnel skills for leadership role in their respective industries.

The products manufactured by some of CPSEs are highly technology intensive, the R&D and technology development thus remain very critical to continuous growth. Intensive in-house efforts have enabled such enterprises to cater to the demands of customers, who are usually well aware of the technological strides made worldwide.

PSEs have been putting a lot of emphasis on R&D, Technology Development and Innovation. R&D activities in CPSEs have resulted in operational efficiencies in their major techno-economic parameters. National Research Development Corporation (NRDC) under the Department of Scientific and Industrial Research, Ministry of Science and Technology is actively engaged in promoting, developing and commercializing technologies, know-how patent etc. It has been promoting and licensing technologies in various fields to a number of state and central PSUs. NRDC is playing a critical role by way of providing innovative technical know-how / technologies to the entrepreneurs, start ups and corporate to the country. It has also opened an incubation centre in its campus.

BHEL's R&D strategy, structure and infrastructure are aligned to meet the challenges of present and future business environment. BHEL has the R&D advisory council chaired by Principal Adviser to the Prime Minister. BHEL has the highest number of patents (530 last year) and copyright in the country. The total Intellectual Property of BHEL is 43551.

With four decades of pioneering work in lubricants formulation, refinery processes and pipeline transportation, IOC's R&D Centre offers competitive advantage to the corporation through world-class technology and process solutions and innovative products. It is also focusing on cutting edge research in nanotechnology, petrochemicals and polymers, coal gasification/liquefaction and gas to liquid technology. IOC has selected 11 projects for funding & incubation in Technology & Business Process domain under Indian Oil Start up Fund. Projects are mentored by in-house experts as Process owners along with NRDC.

HPCL set up a Green Research and Development Centre (HPGRDC) at Bengaluru with an objective to develop innovative and path breaking technologies and products in the energy sector. With a dedicated team of about 80 scientists, the Centre is carrying out research in various areas like development of new products, development of new technologies upgradation of existing technologies etc. HPCL filed and granted 14 Indian and 4 US Patents during 2017-18 and received the prestigious Innovation Award for 'Best Indigenously Developed

Technology' from Ministry of Petroleum & Natural Gas, for two HPCL R&D technologies.

ONGC is leveraging competitive advances through technology development in the key areas of hydrcarbon exploration, seismic data processing, drilling, reservoir management, production technology, ocean engineering, safety and environment protection. The initiatives taken have resulted in several petroleum-related technologies for the development of the Indian E&P sector over the half a century.

SAIL has given thrust for its R&D efforts through its well equipped R&D centre located at Ranchi. The centre undertakes research projects encompassing the entire spectrum of iron and steel stating from raw materials to finished products.

Defence sector PSEs have been contributing significantly to R&D and technological development. For example, Hindustan Aeronautics Limited has been significantly providing technological support to Indian Defence Services. The CPSE has its operations in 20 product divisions, 11 R&D centres and one facility management division spread across the country. Major helicopters designed by the R&D centres are- ALH Dhruv, ALH Mk IV Rudra, Light Combat Helicopter (LCH), Light Utility Helicopter (LUH) etc.

BEL is a multi product, multi technology, a multi unit conglomerate boasting of achieving around 80 percent of its turnover from indigenously developed products. BEML's R&D developed products account for more than 50 percent of turnover in last three years.

Seeking New Direction

India needs to build its own capacity, strengthen its technological potency and become self-reliant and it was also emphasized by the Prime Minister during his address to PSEs on New India, Vision 2022. It should reduce its dependence on the technology created by western world, instead gain competitive edge through its own Research & Development, technology upgradation and inovation as well as emerge as a strong nation generating knowledge for growth and development of the country and societal transformation.

To realize excellence on the back of scientific platforms, it is essential to broaden the base of science and technology. This can be realized by attracting talented young people and to enroll and train them to become potential scientific leaders. The R&D effort has to focus on advancement of economic and industrial development. Adequate infrastructure for a new era R&D, although developed, needs to be refurbished especially for basic research. This as well calls for infusion of young manpower, which can stimulate innovation and futuristic thinking. Technology transfer to industry needs to be intensified, while R&D and academic institutions focus on design and product engineering and constantly upgrade the technology desired to be transferred. To that end policies and incentives are needed. Innovation has to be encouraged as a pillar of a national development strategy. By stimulating government-university-industry collaboration, the task of achieving innovativeness could be better realized. Greater cooperation between industry and the R&D academic institutions for taking advantage of the opportunities is on the upward move. Schedule VII of the Companies Act 2013 provides a list of activities that would qualify as Corporate Social Responsibility (CSR). These include "contribution of funds provided to technology incubators located within academic institutions which are approved by the Central Government". Corporate both public and private sector should come together to augment the incubator ecosystem to promote innovation.

Research and Development, innovation and constant upgradation of technology are crucial for economic growth. R&D culture and technology upgradation can raise productivity and also play a crucial role in making 'Make in India" programme a success, boosting manufacturing industries and in creating millions of jobs. In this process, the public sector plays a significant role. It is incumbent in the present liberalized and competitive environment that more attention is paid to external sources of technology, along upgrading existing technology through quantum leaps stimulated by technological inputs.

Turnaround Story of BCPL

P. M. Chandraiah
MD&Director (Finance)
BCPL

Bengal Chemicals & Pharmaceuticals Ltd (BCPL) has become a *"Turnaround Profit Making Organisation"* in 2016-17, which is the Biggest Turnaround in the Corporate World and for the consecutive 3rd year, BCPL not only reported a Net Profit but also doubling its Net Profits every year since 2016-17. From the year 2015, after I joined as Director (Finance), BCPL started improving its overall performance and reported a positive Gross Margin (PBDIT) of Rs. 11.24 crores in 2015-16, Net Profit of Rs. 4.51 Crores in 2016-17, Rs. 10.06 Crores in 2017-18 and a Net Profit of Rs. 25.26 Crores in 2018-19, as against reporting of a Gross Loss (PBDIT) of Rs. 22.90 crores in 2012-13 and a Net Loss of Rs. 36.55 Crores in 2013-14, the year before I joined BCPL. With this achievement, BCPL is now running its operations and also achieving the milestones which were laid down in its "Vision and Strategy Document". Further, BCPL is likely to Become The Highest Profit Making Company Out of All Psus Under The Department of Pharmacuiticals and also PSUs under The Health & Family Welfare Dept, Govt. of India". The financial highlights are given hereunder:

By reporting a Net Profit of Rs.25.26 Crore in 2018-19, Bengal

(Rs. in Crores)

S. N.	Particulars	2018 - 19	2017 - 18	2016 - 17	2015 - 16	2014 - 15	2013 - 14
1	Total Income	119.67	94.80	110.24	112.76	65.54	36.63
2	Net Profit/ (Net Loss)	25.26	10.06	4.51	(9.13)	(17.32)	(36.55)
3	Repayment of Bank Loans, Govt. Loans & Other Liabilities	36.00	30.00	24.00	Nil	Nil	Nil
4	Income per Employee	61.37	38.22	34.45	30.48	16.18	7.62
5	Corporate Governance Rating	Excellent	Excellent	Excellent	Excellent	Fair	Poor
6	Holding of AGM	1st among all PSUs (Scheduled on 22nd May 2019)	1st among all PSUs 5th July 2018	1st among all PSUs 19th June 2017	Timely Completed	Timely Completed	Defaulting Company & Defaulting Directors

Chemicals is likely to be listed in the list of "*Top 100 Profit Making CPSEs*" and I am is confident that Bengal Chemicals will be the *Higher Profit Making PSU* in 2018-19 out of 13 PSUs which are in Pharmaceutical business. Further, Bengal Chemicals is aiming for a Positive Net Worth Organisation by 2022 and thereafter it will apply for a Mini-Ratna Status CPSE by 2023.

The above achievements have become possible due to the stringent actions taken by through by Introduction of Centralized Procurement System, Centralized Accounting System, Centralized Collection System, Centralized Payment System, Centralized Bill Processing System, Centralized Payroll System, Centralized Stores System, Centralized Billing System, Centralized Fund Management System, Centralized HRM Record Maintenance System, etc.

With the above actions, Bengal Chemicals has reduced procurement costs to a large extent and stopped financial leakages, which can be seen from the reduction in Direct Costs to Net Sales ratio which has reduced to 55% in 2018-19 compared to 86% in 2013-14 and 64% in 2015-16. Further, BCPL has taken a number of initiatives to improve the overall performance of the company like-

- Stoppage of Cash Transactions by opening more than 200 Salary Accounts,
- Closure of around 50 Bank accounts,
- Introduction of Biometric Attendance System,
- Introduction of Annual Appraisal System of Employees,
- Finalization of Quarterly Financial Results and closely monitoring operations,
- Installation of CCTVs in Corporate Office, Factories and Depots,
- Disposal of more than 30 Horses which were lying unutilized for 10 years,
- Introduced Gate Control system in the Factories & Offices,
- Motivating employees by organizing Birthday & Retirement Day Celebrations, issuing Appreciation Letters for the extraordinary works done by them,
- Tie-up with e-commerce platform Co. and opening of Retail stores of BCPL
- Installation of around 70 Domestic Electric Meters in Quarters at Maniktala and Panihati by disconnecting Industrial Electric Connection,
- Surrendering/Disconnecting around 20 Telephone Connections,
- Reducing Manpower, Security Personnel, Daily Rated Labours, etc
- Implementation of Sales/ Distribution System by issuing Manual, etc.

Bengal Chemicals & Pharmaceuticals Ltd (BCPL) has become a "Turnaround Profit Making Organisation" in 2016-17, which is the Biggest Turnaround in the Corporate World and for the consecutive 3rd year, BCPL not only reported a Net Profit but also doubling its Net Profits every year since 2016-17. From the year 2015, after I joined as Director (Finance), BCPL started improving its overall performance and reported a positive Gross Margin (PBDIT) of Rs. 11.24 crores in 2015-16, Net Profit of Rs. 4.51 Crores in 2016-17, Rs. 10.06 Crores in 2017-18 and a Net Profit of Rs. 25.26 Crores in 2018-19, as against reporting of a Gross Loss (PBDIT) of Rs. 22.90 crores in 2012-13 and a Net Loss of Rs. 36.55 Crores in 2013-14, the year before I joined BCPL.

Following are the recent achievements of BCPL:

- Company has achieved a Net Profit of Rs .25.26 Crores in 2018-19 which is the highest ever Net Profit reported by the Company in its 120 years history, against a Net Loss of Rs. 36.55 crores in 2013-14,
- Company has repaid the entire Bank Loan of Rs. 28.00 Crores to United Bank of India in 2016-17 & 2017-18 from its cash generation and got released its mortgaged Corporate Office Building at Kolkata, which was mortgaged in 1983.
- Company has repaid/settled the Government Loan and other liabilities of Rs. 62 crores during the last three years
- Company has rated Excellent Corporate Governance rating consecutively for the last four-years against POOR ratings till 2013-14

Bengal Chemicals was established in 1901 by legendry Chemist Acharya Prafullya Chyandra Ray which is the first Pharmaceutical Company established in India. The Government of India has taken over this Private Company in 1977 due to incurring of heavy losses and a number of industrial relation problems. Thereafter, since the company continued to report losses, Bengal Chemicals was referred to BIFR in 1992 and a number of financial packages were given for modernization of its plants but all efforts were became vain and company was continued to suffer losses till 2015. However, after I joined Bengal Chemicals, the things have changed in a positive direction which can be seen from the above financial performance of the Company. My message to the -

Stakeholders: "Keep your company in the hands of Experienced, Dynamic, Honest and Goal Oriented Leader for Progress and Sustainability of your Organisation".

CEOs: "Take all decisions without *Fear or Favour* and think that you are spending from your own Pocket for all expenses of your organization, then no organization will incur losses for a prolonged period".

Employees: "Treat the organization in which you are working as your Own Organisation and follow the concept of काम करो, कमाओ और खाओ". ■

ARTICLE

No Country for Solid Citizens

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The world's emphasis on Mavericks is unprecedented today. And rightly so, it is the "star" that has the potential to land your firm on the moon. However, where we miss the bus in creating a high-performance culture is the neglect on solid citizens or worse ridiculing them with "Sharma Ji's son like an employee".

With technological changes taking place now at a much rapid pace vs. a decade back, companies have realized the dire need of reinventing their performance management system. We come across innovative practices in managing employee performance, being adopted by IT/ITeS organizations, quickly followed by professional services firms and now gradually manufacturing organizations are also joining the list with revamping the process of evaluating and managing performance.

VUCA world is dominating the business scenario, which leads to the requirement that the basic tenets of performance management system need overhauling. Organizations have realized that the traditional system of managing performance is not helping their cause as it is increasing subjectivity, demotivates people and consumes a lot of time. To curb these problems, organizations are innovating their current processes and moving to a more future-looking process of managing employee performance.

But is this sufficient?

Broadly speaking, refining the system and process is only half the job done. Let's look at the holistic picture. Essentially the performance management system at any organization feeds inputs to four critical outgoing processes; Increments, Promotions, Variable payout, and Learning & Development initiatives.

With the focus on driving high performance, knowingly or unknowingly, organizations tend to pay more attention towards their high performers and the consistent/solid contributors feel left out. To explain this further, let's look at Illustration 1.

A deeper inspection of the outcomes of performance management system indicates that percentage of employees benefitting from each outcome might be large when each outcome is observed standalone; however, the percentage of employees who are lucky enough to experience all four possible outcomes, is quite small (the highlighted portion in red). This is the only population which is 100% satisfied/ motivated/ happy etc. Rest all others would in most probability would have the "if only" thoughts. Hypergrowth organizations understand that focusing on high potentials is crucial but at the same time, equal attention to consistent/ solid contributors is essential for taking business results to the next level.

Here are some differentiated practices that focus on the larger part of your organization and provide multiple touch points from a people standpoint.

A variable-payout that Boomerangs

It is apt to state that while today, organizations achieve success quickly but they also must face situations which are highly unpredictable and ambiguous. This has led to a shift in focus from expansion, growth, and profitability to engaging with people and stakeholders of the organization to make success more meaningful. In such situations, organizations increasingly aspire to recreate the corporate essence through

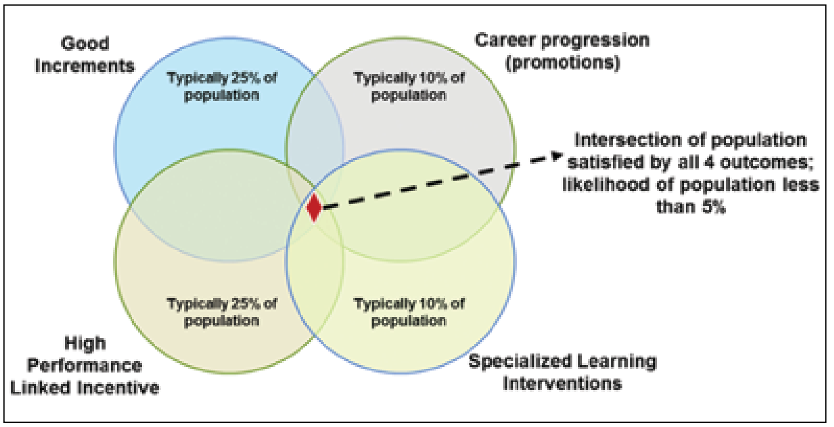

Illustration 1: Our system effectively cause demonstration for a large population in the firm

their people in a way that is not only successful but also responsible and enduring.

Aon's Performance Pulse of India Inc the study throws us interesting insights when it comes to variable payouts. Out of 140 organizations which participated in the study, 96% have variable pay schemes in place as part of their compensation mix. Digging one level deeper, we discover that almost 85% organizations think that the variable pay plan is working well for them, however, there are still around 15% organizations which think that the plan is not yielding results for the organization, what ideally it should.

Going back to the very basics, the preliminary reasons for introducing variable payouts are:

- Driving performance and productivity
- Ensuring (high/ consistent performing) employee retention
- Increasing employee engagement

To reincarnate the relevance of variable payouts, here is a concept of variable pay that Boomerangs. In a nutshell, Boomerang variable pay is a payout given additionally to an individual in any given year, equal to the variable payout received by the incumbent a defined period ago. The defined period is known as the Boomerang frequency. Here is an example:

The management can no longer rely on best practices and survive through replication. The need of the hour is to innovate and align outcomes to the mapped people requirements. Most of the employee population in maximum cases are tagged as a "meets expectation" or consistent performers, and thus cannot be neglected. They would need some special interventions to boost their performance and continue perfoming the way they are, if not improving their performance, to ensure business as usual.

- Employee Name: Sharma Ji's Son (we will call him SJS)
- Boomerang frequency: 3 years
- SJS's 3-year payout history: 5 lakhs, 4 lakhs, 3 lakhs
- In the fourth year, SJS would receive an additional payout equal to his payout three years back. (refer to Illustration 2)

As the purpose is to drive retention of solid contributors, this concept would apply to rate 3 and above; thus, pushing employees to be with the organization for at least 4 years at the same time, deliver high/ consistent performance to achieve maximum rewards in terms of variable payouts. Arguments could be made towards financial profitability of Boomerang variable payout, but peeking into the big picture will clarify such arguments strongly. If we consider the cost of hiring an individual (including onboarding, training, etc.) and add up the significant amount of cost due to unproductivity, which will be a result of the disengagement of the departing employee topped up with the man hours the new employee would take to come up to the desired speed, the total cost is going to rise very high in the charts. At last, hoping that the employee will end up as a consistent performer if not a high performer. Depending on the kind of financial prudence being exercised, employers can choose the Boomerang frequency also making it a differentiated people practice for your organization.

Is it Time to "Bell" the Curve?

"Deloitte, Adobe, Microsoft, Mercedes Benz, General Electric, Schneider Electric, etc." – The

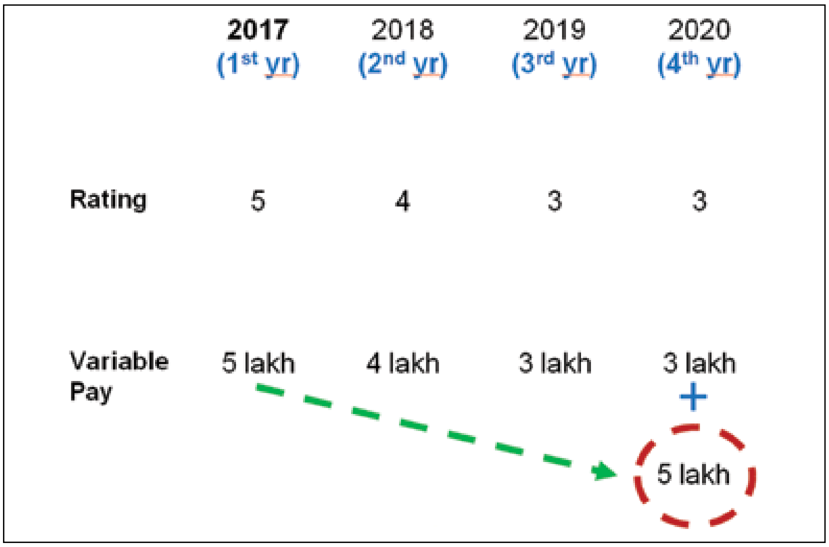

Illustration 2: Boomerang Pay out for SJS.

list is increasing by each passing day. The Tumbling Effect, as we call it, is the talk of the hour which essentially summarizes the trend of organizations moving away from the Bell Curve. We explored the opportunity of identifying the relevance of bell curve in current circumstances and through our Performance Pulse of India Inc the study, we gathered insights from more than 130 CHROs. Asking them questions on Bell Curve revealed that even today when moving away from force fitment is appearing to be a good feather in the HR cap, more than 55% of the CHROs believe that Bell Curve enables them to successfully differentiate performance. Having said that, more than 41% of the CHROs, would agree to remove the bell curve (force fitment) but keep the ratings. So, what is so special to Bell Curve, that organizations feel, it enables them to cater to their talent requirements? The hard truth is, that it does help in segmenting talent as per their performance and allows the organization to treat the talent in the most deserving way possible.

This is evident from the fact that almost 28% of the CHROs stated that they would not want to remove the Bell Curve as there is no tried and tested alternative of Bell Curve available to them.

However, what we gather from most of our industry interactions is: "The problem is force fitment, despite of the fact, force fitment solves most of the other problems, like Budgeting, Differentiating Talent, Potential reviews and the list is endless." Further, we found out that the biggest concern is whether the incumbent is a 3H or 4L (assuming the 5-point rating scale). If he/she is a 4L (just above rating 4), is it alright to force fit him/her in rating 3? When we asked the employees about it, we heard that the fundamental concern was not about being a 3 or a 4 but the outcomes associated with it, viz, increments, promotions, variable payouts. The dissent was with the cliffs of 1,2,3,4,5 ratings. Thought to ponder upon, this is, that if we do have to live with the Bell Curve, then what can we do to reduce its perceived adversities on the talent engagement and motivation? Here is another concept to cause natural emergence of Bell Curve, we call it "Dynamic Bell Curve".

What does a Dynamic Bell Curve do? It eliminates the need to force fit people by objectively ranking them in descending order or scores. The concept of rating migrates to the concept of objective scores. Example: If my goal was to sell 100 oranges (rating 3 equivalent) and I have sold 107 oranges, then my score is 107% which says the rating is higher than 3 but less than 4, so you are somewhere between.

The score will have a corresponding outcome (pay off) relative to what the highest scores in the group get. If the topper (SJS, remember him?) gets 20%

More than 55% of the CHROs believe that Bell Curve enables them to successfully differentiate performance. Having said that, more than 41% of the CHROs, would agree to removing the bell curve but keep the ratings. Moreover, 28% of the CHROs stated that they would not want to remove the Bell Curve as there is no tried and tested alternative of Bell Curve available to them.

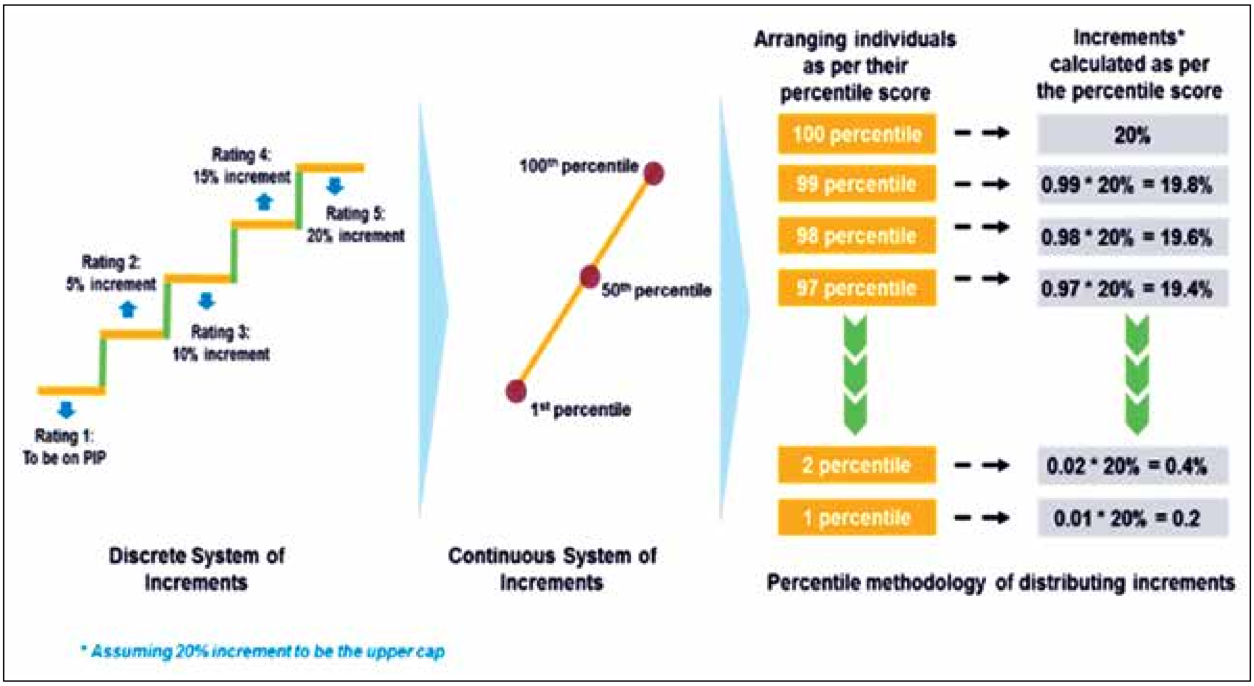

Illustration 3

as increment (100th percentile), then Mr. Rank 5 (96.7%, let's say) shall receive 0.967*20% increment, i.e., 19.34%. Similarly, the calculation would be carried out for others, thus ending the suicidal cliffs. A graphical depiction of the same is illustrated in Illustration 3.

The illustration would essentially mean leveraging percentile scores rather than bucketing a fixed set of employees in a rating. The traditional way of stack ranking employees in buckets would result in 3, 4 or 5 buckets of ratings which are mapped to a fixed range of increments as decided during the performance budgeting exercise. By implementing percentiles in allocating increments, organizations would only have to decide the upper cap of the increment only and rest would be taken care of by the percentile score of the individuals. Thus, the organization would reward relative performance linearly rather than cliffs and would be clearly differentiating performance by even decimal point differences in the increments paid out. This enables a natural emergence of the Bell curve and eliminates the risk of differentiating performance significantly for individuals on the borderline.

Way Ahead....

Performance Management outcomes need to have a broader perspective and a holistic vision. It is a two-way interaction and balance between business, strategy and results, and the people requirements of building capability and providing appropriate rewards.

The management can no longer rely on best practices and survive through replication. The need of the hour is to innovate and align outcomes to the mapped people requirements. Most of the employee population in maximum cases are tagged as a "meets expectation" or consistent performers, and thus cannot be neglected. They would need some special interventions to boost their performance and continue perfoming the way they are, if not improving their performance, to ensure business as usual.

Disclaimer: This article is an output of the author' interactions with HR professionals through their career and their own creativity, any correlation with similar practices is purely coincidental.

ARTICLE

Economic Outlook 2019-20:

Global Economic Weakness and Domestic Structural Challenges Weigh Heavy on Economic Prospects

Sheela Batra
Senior Journalist

India has emerged as the fastest growing major economy in the world and is expected to be one of the top three economic powers of the world over the next 10-15 years.The World Economic Outlook report in April this year has projected Indian economy to grow at 7.3 per cent in 2019 and 7.5 per cent in 2020, supported by the continued recovery of investment and robust consumption, thus remaining the fastest growing major economy of the world. It expects growth in India to stabilise at just under 7 per cent over the medium term. However, this growth rate would not be sufficient for employment generation for a growing labour force, dissipate agrarian distress and aid in poverty alleviation.The World Economic Outlook (WEO) believes that in India, continued implementation of structural and financial sector reforms with efforts to reduce public debt remain essential to secure the economy's growth prospects on a sustained basis.

The World Economic Outlook has projected growth in Indian economy to pick up to 7.3 per cent in 2019 and 7.5 per cent in 2020, from 7.1 per cent in 2018 supported by the continued recovery of investment and robust consumption amid a more expansionary stance of monetary policy and some expected impetus from fiscal policy.

However, reflecting the recent revision to the national account statistics that indicated somewhat softer underlying momentum, growth forecast has been revised downward compared with the October 2018 WEO by 0.1 percentage point for 2019 and 0.2 percentage point for 2020, respectively.

"In the near term, continued fiscal consolidation is needed to bring down India's elevated public debt. This should be supported by strengthening goods and services tax compliance and further reducing subsidies", it said.

Earlier, both ADB and RBI had cut their 2019-20 growth projection for India to 7.2% from 7.4% earlier, blaming rising risks to global economic growth as well as weakening domestic investment activity. The Indian economy grew 6.6% in the December quarter, the slowest in five quarters that prompted the Central Statistics Office (CSO) to cut its 2018-19 forecast to 7% in February from 7.2% estimated in the previous month. With the Indian economy projected to slow down further in the fiscal fourth quarter, the central bank's focus shifted from inflationary concerns to sustaining the growth momentum and it thus effected two back-to-back rate cuts of 25 basis points each to boost growth.

India's GDP is estimated to have increased 7.2 per cent in 2017-18 and 7 per cent in 2018-19. India's revenue receipts are estimated to touch Rs 28-30 trillion ($ 385-412 billion) by 2019, owing to Government's measures to strengthen infrastructure and reforms like demonetisation and Goods and Services Tax (GST). India's foreign exchange reserves were $ 405.64 billion in the week up to March 15, 2019, according to data from the RBI.

India's Index of Industrial Production (IIP) rose 4.4 per cent year-on-year in 2018-19 (up to January 2019). Merchandise exports from India have increased 8.85 per cent year - on - year to $ 298.47 billion during 2018-19 (up to February 2019) while services exports have grown 8.54 per cent year - on - year to $ 185.51 billion.

Net direct tax collection for

2018-19 had crossed Rs 10 trillion ($ 144.57 billion) by March 16, 2019, while goods and services tax (GST) collection stood at Rs 10.70 trillion ($ 154.69 billion) as of February 2019.

India's Foreign Direct Investment (FDI) equity inflows reached $ 409.15 billion between April 2018 and December 2018, with maximum contribution from services, computer software and hardware, telecommunications, construction, trading and automobiles.

India is expected to be the third largest consumer economy as its consumption may triple to $ 4 trillion by 2025, owing to shift in consumer behaviour and expenditure pattern, according to a Boston Consulting Group (BCG) report; and is estimated to surpass USA to become the second largest economy in terms of purchasing power parity (PPP) by the year 2040, according to a report by Price water house Coopers.

Economic momentum is expected to remain steady this fiscal year, which started in April. Robust government spending should support growth, as should expansionarymonetary policy and greater political certainty following the elections. However, weak public finances and global trade protectionism both weigh heavy on prospects.

The World Economic Outlook also said that investment demand in India will see a minor recovery to 31.7 percent from 31.6 percent of GDP in 2018-19. That is nowhere near the 39 percent investment peak rate seen in 2011 and well below the 34 percent investment-to-GDP rate seen in 2014-15. There doesn't seem to be much hope of a rapid turnaround in capital expenditure.

As the country enters a new era of envisioned growth, now is the time for all Indians to come together as one and address the most pressing societal challenges facing the country today: skilling and job creation, the socio-economic inclusion of rural India, and the building of a healthy and sustainable future for every citizen. Collaborative efforts, especially public-private partnerships to address these challenges, can unlock the full potential of a young, progressive and dynamic nation, and establish India as a model for the world's fast-growing consumer markets.

Hong Kong based, The Economist Intelligence Unit (EIU) also projects that Indian economy will grow below its potential in 2019-20. "The government's continued expansionary fiscal stance will remain broadly supportive of growth. The new government will present its budgetary plans for the remainder of 2019 -20 as it seeks to attract and retain coalition partners, fiscal consolidation efforts will be put on the backburner and public spending will remain strong, contributing to overall economic activity," The EIU Report said. However, given a generally weaker global economy and structural challenges such as high unemployment, the economy will continue to grow below potential in 2019-20.

"India's economy has lost some of its momentum in the recent quarters on the back of weakness in the manufacturing sector. Several factors are responsible for this deceleration, including tepid consumer sentiment and persistently weak growth in credit to small businesses. This broad frailty is expected to persist through 2019 as the EIU does not expect a strong turnaround in the economy, although India will remain among the fastest-growing Asian economies, The EIU said.

India's growth prospects, when seen in comparison with other regional economies, still remain relatively positive. Business sentiment is expected to register a recovery in the aftermath of the general election, which will aid growth. But concerted efforts are needed to push the economy to grow at a higher rate of at least 8 per cent per annum if it has to successfully counter challenges of poverty and growing unemployment.

Unless there is a coordinated national effort undertaken in presenting an alternative plan to boost job growth in areas of labor-intensive manufacturing, agri-business segments, which employ most people in India's unorganized segment, and incentives to boost small to medium scale private enterprises, India may witness its worst unemployment crisis since independence in years ahead.

The second concern is regarding

the decline in growth of employment opportunities across sectors in India. The unemployment rate among the youth, which form the bulk of India's workforce, has been steadily rising in the last decade, peaking in 2017-18.

According to the latest news reports, nearly one in five youth in both rural and urban areas remain unemployed. Until just a few years ago, most employment discourse in India highlighted issues of under-employment and jobless growth, but with the rapid rise in youth unemployment levels, it seems that India is facing a structural crisis.

India is at a tipping point, both in terms of economic growth and in the human development of its more than one billion citizens as it continues to be a major engine of global economic growth. It does this while being the world's largest democracy and the world's second most populous nation.

The World Economic Forum's Report, "Future of Consumption in Fast-Growth Consumer Markets: India", in collaboration with Bain & Company, paints a vision anchored in rising incomes and a broad-based pattern of growth and benefit-sharing.

While sharing an overall strong positive outlook for the country's consumption future, the report emphasises how unlocking India's massive implied economic potential in the future depends on accelerating and sustaining its upward trajectory on key human development indicators and aiming for inclusive progress.

India's labour force is expected to touch 160-170 million by 2020, based on rate of population growth, increased labour force participation, and higher education enrolment, among other factors, according to a study by ASSOCHAM and Thought Arbitrage Research Institute.

Looking further ahead to 2030, India will remain a relatively young nation with a median age of 31 years (compared to 42 in China and 40 in the United States) and will have added more working age citizens to the world than any other country. India will gain nearly 10-12 million working age people every year over the next decade, leading to a "working age majority". Therefore, to ensure the country's envisioned income growth, and hence consumption growth, massive efforts will be required to provide the right skills and gainful employment, with leadership needed from all stakeholders, including corporates, academia, not-for-profit organizations and government leaders.

According to the World Economic Forum's report "The Future of Jobs 2018", more than half of Indian workers will require reskilling by 2022 to meet the talent demands of the future. They will each require an extra 100 days of learning, on average.

India has emerged as the fastest growing major economy in the world and is expected to be one of the top three economic powers of the world over the next 10-15 years.The World Economic Outlook report in April this year has projected Indian economy to grow at 7.3 per cent in 2019 and 7.5 per cent in 2020, supported by the continued recovery of investment and robust consumption, thus remaining the fastest growing major economy of the world. It expects growth in India to stabilise at just under 7 per cent over the medium term.

Second most important challenge to sustaining economic growth momentum in India is of socio-economic inclusion of rural India.

By 2030, 40% of Indians will be urban residents. However, there will also be more than 5,000 small urban towns (50,000-100,000 persons each) and more than 50,000 developed rural towns (5,000-10,000 persons each) with similar income profiles, where aspirations are fast converging with those of urban India.

Three critical "access" barriers currently constrain the aspirations of those living in rural areas in India. First, constrained physical connectivity (including lack of access to all-weather roads and electricity); second, lack of digital connectivity (access to the internet); and third, limited financial inclusion (access to banks and non-bank financial intermediaries).

While incomes may have begun to rise in rural India, this may not translate into commensurate growth of productivity and inclusion, unless the urban-rural divides are reduced. Given the approximately 60% share of rural population in 2030, this is a critical imperative not only for the government, but also for industry, both public as well as private, which are looking for new opportunities and new growth markets in India.

A high priority is infrastructure development, both physical and digital, to enable rural dwellers to access the products and services matching their incomes, needs and aspirations. The government already has flagship programmes such as Digital India, which envisions transforming the country into a digitally empowered society and knowledge economy.

With sustained, efficient execution, such innovative programmes in digital and financial areas, along with the proposed improvement of physical infrastructure (road connectivity to nearby urban centres and reliable power supply to all rural households), will be key drivers to ensure inclusive growth in India, truly bridging urban-rural divides across multiple levels.

As India marches forward, it faces new challenges in health and sustainable living, even as it has achieved key health targets such as polio eradication. Cities grappling with alarming rates of congestion and pollution, together with an unhealthy population, could significantly dampen the benefits of India's demographic dividend and urban growth, and lead to a fast deterioration in the quality of life of its citizens.

Besides improving healthcare services across regions, the impending crises in air and water pollution, waste management and urban congestion must be urgently solved. India has traditionally been a "sustainable and conscious consumption" economy. Working together, business, government and civil society will have to reconnect Indians with their sustainable and healthy roots. Policy efforts will be needed at the highest levels to harmonize India's growing need for housing, roads, transport services and packaged goods with the resulting impact on the environment. Sustaining economic growth and managing air quality, groundwater reserves and reducing waste will determine the fundamental quality of life of India's citizens.

As the country enters a new era of envisioned growth, now is the time for all Indians to come together as one and address the most pressing societal challenges facing the country today: skilling and job creation, the socioeconomic inclusion of rural India, and the building of a healthy and sustainable future for every citizen. Collaborative efforts, especially public-private partnerships to address these challenges, can unlock the full potential of a young, progressive and dynamic nation, and establish India as a model for the world's fast-growing consumer markets. ■

ARTICLE

Shareholders' Activism: An Indian Perspective

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Corporate Governance encompasses tenets of transparency, accountability, integrity and responsibility for creating, developing and sustaining goodwill and trust of stakeholders. It presupposes a well designed communication system whereby shareholders are continuously awakened, educated and engaged about their rights and obligations. Literally, communication refers to connect, convey, command, concede, contradict or even conceal. A constructive and pro- active communication channel instills a sense of belongingness of shareholders and better perspective of their views by promoters thereby increasing shareholders' value and company's credibility and branding.

Once a section of shareholders notice that company's management is not performing in accordance with given mandate/ doing poor job/ indulging in nefarious activities for self interest in violation of regulatory framework, they raise such concerns under umbrella of shareholders' activism to vouchsafe small shareholders' interests. That is why; shareholders' activism world over has become a dynamic institutional force in realm of effective Corporate Governance.

The term 'activism' derived from Latin 'actus' refers to "a doing, a driving force or an impulse". Simply stated, an activist aims at bringing about political or social change for improvement in socio-politico fabric of society. Once activism is prefixed by shareholders it conveys far reaching and meaningful response. Colliers' Dictionary defines it as a person trying to use his rights as a shareholder of public traded corporation to bring out change within or for the corporation. Research firm Activist enjoins that shareholders' activism uses an equity stake in corporation to put pressure on management. In sum and substance, shareholders' activism influences company's behavior by exercising rights as partial owners.

The activism approach irrespective of types of shareholders endeavors to develop and sustain trust of every stakeholder for improved corporate performance. In Indian setting, we proceed ahead to discuss means adopted for protecting and safeguarding their interests which are fully supported both by Companies Act & Regulator's LODRs.

Indian Legislative Framework

Companies Act 2013 has tremendously widened scope of shareholders' activism by providing vast opportunities to intervene and lodge protests against acts of omission of controlling shareholders. Following tools are available to small shareholders:

Annual General Meetings

Shareholders' activism has been substantially backed up by Companies Act. Section 96(1) envisages every company (other than one person company) to hold AGM annually within six months from close of financial year. The meeting is to be held on any day (save national holiday) at registered office or at some other place within city, town, village in which registered office is located. Not more than 15 months can elapse between two AGMs. However, ROC can extend holding AGM for a period not exceeding three months. Failure to do is punishable so that promoters dare not delay in holding of such an important meet for shareholders' engagement. If a company does not hold AGM, shareholders can approach NCLT. Since minority shareholders were finding difficult to participate at far off places and that too sometimes in remotest areas, E- voting as part of activism outreach has mitigated this hardship.

Extraordinary General Meetings
Activism efforts are supplemented under Section 100 which requires requisition from 1/10th of shareholders along with agenda setting for dialogue. If Board fails to convene EGM within 21 days and not later than 45 days from date of requisition, they can call meeting within three months from date of requisition. In such an eventuality, expenses incurred for holding EGM are reimbursable by company.

Special Shareholders Meeting
Shareholder activists have another opportunity to call for General Meeting if Board of a company does not take cognizance thereof. It requires requisition from shareholders collectively holding at least 10% paid up capital or voting power. However, they do not have any right to call meeting merely by written consent.

E-Voting
I.C.T. wave has revolutionized activism. Section 108 prescribes any class(s) of shareholders and manner in which a member exercises his right to vote by electronic media including remote E-voting. Further, Rule 20(2) envisages that every company having shares listed on a recognized Stock Exchange and not less than 1000 members shall extend electronic voting facility on resolutions proposed to be considered at General Meeting. It is not only cheaper compared to postal ballot, but has an added advantage of active participation involving lesser time and effort. In another landmark initiative, all Listed Companies have to provide video conferencing connectivity to shareholders at least in five locations in the country.

Once a section of shareholders notice that company's management is not performing in accordance with given mandate/ doing poor job/ indulging in nefarious activities for self interest in violation of regulatory framework, they raise such concerns under umbrella of shareholders' activism to vouchsafe small shareholders' interests. That is why; shareholders' activism world over has become a dynamic institutional force in realm of effective Corporate Governance.

Appointment of Small Shareholders' Director
Shareholders' activism is also reflected in Section 151. A Listed Company may upon notice of not less than 1000 small shareholders or 1/10th of total shareholders whichever lower, can elect a small shareholder Director. This term connotes that a shareholder holding any number of shares up to Rs. 20,000 can participate in election irrespective of its market value. The person so elected may not necessarily be a shareholder. Besides, a company can elect such a Director on its own (Rule 7).

Removal of Director
Activism has abundant support under Section 169(1). Shareholders can remove a Director by passing an ordinary resolution in AGM even before expiry period of his office by giving him an opportunity of being heard. It is a legal right and cannot be taken away by memorandum or articles of association. But, a Director appointed by Central Government or Financial Institution cannot be removed unless otherwise stipulated in terms of loan agreement. A Director once removed cannot be reappointed by Board.

Mismanagement and Oppression
Constructive and positive activism finds prominent place in routine functioning of company. Section 241 (effective from 1.6.2016) acts as a bulldozer as and when cases of mismanagement and oppression are brought to notice by shareholders. According to Section 241(1)(a) (b), if any member of a company (including minority shareholder) complains that its affairs are being conducted in a manner prejudicial or oppressive to him or any other member(s) or any material change has taken place in management or control of the company whether by an alteration in Board of Directors or in any other manner and such a change is prejudicial to interests of its members or any class thereof, then doors of NCLT can be knocked. The act of mismanagement and oppression has to be fully substantiated before NCLT. Besides, Central Government under Section 241(2) can suo motu

move an application to NCLT for appropriate orders. The latter can waive off all or any of the requirements (Section 244) to enable members to seek relief.

Related Party Transactions

Companies Act exhaustively deals with rampant evil of RPTs for siphoning of funds by promoters. Such transactions are opposed tooth and nail by shareholder activists. Section 188 mandates consent of Board for entering into any contract or arrangement with a related party on seven grounds: sale, purchase, supply of goods/materials; selling or disposing of or buying property; leasing property; availing or rendering of any services; appointment to any office a place of profit in company/ subsidiary/associate company; underwriting subscription or any securities/derivatives etc. These transactions have to be incorporated in Board of Director's report to shareholders along with justification. The term 'related party' extends to Director and KMP and their relatives; a firm in which a Director, Manager or his relative is a partner; a public company in which a Director or Manager along with his relative holds more than 2% paid up capital etc. Companies Amendment Bill 2017 also requires mandatory prior approval of Audit Committee for RPTs. Where any contract entered by a Director or any other employee without consent of Board or approved by special resolution in General Meeting and is not ratified by shareholders within three months, it is construed as void. Accordingly, company can proceed against concerned Director for recovery of losses.

Class Action Suits

To ensure that Satyam like situations are not repeated, Section 245 effective from 1.6.2016 has tightened the legislation. This provision being first of its kind pin pointing accountability and responsibility of corporate entity and audit firms is hailed as another feather for increased shareholders' activism. This section covers members and depositors as well. A petition supported by 100 shareholders or 10% of total shareholders whichever lower is pre-requisite to approach NCLT if it is felt that management or conduct of affairs are being conducted prejudicial to interests of company or them. NCLT's orders can be sought on eight grounds: restraining company from committing an act which is ultra virus of Act; declaring a resolution void if passed by suppression of material facts or obtained by misstatement to members or depositors etc. Similarly, where members or depositors seek damages or compensation or any other suitable action from or against an audit firm, liability is that of firm and each partner. Once NCLT issues public notice, even others having no qualifying shares can become party to the suit.

Stakeholders' Relationship Committee

A company having more than 1000 shareholders/security holders has to constitute SRC under Section 178(5) for redressing stakeholders' grievances like transfer of shares, non receipt of annual report, dividend etc. for increased transparency and accountability.

Regulatory Landscape

In addition to Companies Act, SEBI as Capital watchdog & Market Regulator have been supporting shareholders' activism both by stringent Listing Regulations and affording ample opportunities to minority shareholders to face onslaught of majority-holders.

SEBI's Directions

SEBI has been amending Listing Regulations to instill investor's activism. A Director having attained 75 year's age can only be reappointed by Special Resolution beyond 1st April 2019. It is mandatory to induct one independent Woman Director to promote gender diversity. Independent Directors cannot have pecuniary relations with company (restricted to 10% or more of gross turn over). Listed concern must provide minimum 25% holding for small shareholders. Besides with tightening of disclosures and scrutiny by Regulator on audit firms and rating agencies, companies can ill afford to pass certain resolutions without inadequate data and dialogue. That is why, Credit Rating firms have recently drawn RBI flak for failing to identify financial risks and taking timely rating action in respect of IL&FS fiasco. SEBI's electronic platform "SCORES" (Sebi Complaints Redressal System) also facilitates investors to lodge complaints against Listed Companies having exhausted opportunity to approach concerned company with no tangible result.

Kotak Report

SEBI's appointed Committee deliberated on various issues including safeguards and disclosures relating to RPTs, issues faced by investors on voting and participation in General Meetings, enhanced role for statutory Board

Committees, setting eligibility criteria and number of minimum Directors, compulsory secretarial audit, auditor's credential disclosures, protecting whistleblowers, shareholders approval for royalty/brand payment to related parties up to threshold of 2% of turn over etc., has brought cheers to shareholder's activism (2018). Besides, AGMs for top 100 listed companies shall now be held within 5 (against 6) months from August 2019. Similarly, one way live webcast of proceedings of top 100 listed companies is effective from April 2019.

Investor Associations & Activism

Besides Legislative & Regulatory framework, Mutual Funds, Institutional Investors, Proxy Advisory firms, Hedge Funds, Pension Funds, Socially Responsible Investment Funds etc., are key players in enhancing stakeholders' pro active role for improving governance standards. Hedge Funds charge high fee for services while Pension Funds have yet to make headway on shareholder's value. Socially Responsible Investment Funds do echo for upgradation of environmental and social governance issues. Although after Satyam scam, retail and institutional investors have started instilling greater participation, lack of adequate, relevant, timely and quality information acts as hurdle to exercise voting rights. Fortunately, Proxy firms have bridged this void to give way for informational disparity. Besides, Fund Houses remain engaged in 'relationship investing' to forge relationship between company and investors. Role of these agencies to awaken activism is briefly highlighted.

Shareholders' activism is undergoing an evolutionary process. Although it has not made spectacular inroads, the slim triumphs must not derail, dissuade and dampen activists' enthusiasm. A slight ray of pessimism must not obstruct activism wave to improve corporate performance and shareholders' value. It requires multi prolonged strategy. Companies ought to formulate and execute robust, consistent and continuing dialogue policy to overcome collective action inhibitions and shareholders' apathy. Shareholder' interest as top agenda should vividly reflect in its policies, plans and programs.

Mutual Funds

Funds having sizeable shares in companies are a force to reckon with to keep promoters on guard. These list out resolutions in public domain by specifying rationale for voting in a particular manner. Mutual Fund AMCs as per SEBI's 'comply or explain' approach have also to disclose in annual reports/Website its policies & processes to exercise votes in listed companies. So, AMCs can no longer refrain from voting in favor of controlling shareholders without following a reasoned strategy. SEBI has even called upon Mutual Funds and Insurers that since they have fiduciary duty to safeguard investors' interests, they must be vigilant and vocal in improving corporate performance. Examples galore that Reliance & Quantum Mutual Funds have boldly opposed proposals like high salary or unwarranted payment to group companies being highly skewed to promoters. With a view that Insurers fall in line with Mutual Funds being biggest stakeholders, IRDAI has released guideline on their stewardship code namely formulating and executing policies on matters like strategy, performance, risk, capital structure.

Institutional Investors

Wherever controlling shareholders have big sway, Institutional Investors hold the key in lending support to promote small shareholders' activism. Focusing solely on shareholder's rights, these perform in a transparent and responsible manner and that too, without any coercion from management. SEBI too came forward on their role and responsibilities in 2013. These must have a robust policy on voting and disclosures thereof; inculcate habit of attending General Meetings of companies where they have substantial holdings and raise questions on vital issues; extend helping hand to companies in times of duress or when risks involved threaten sustainability; rely upon Proxy firms only after due diligence on matters concerning conflict of interest; and above all, evolve best practices. Undoubtedly, Institutional Investors have turned active as and when corporate start dwindling in stock market or fail in performance.

Proxy Advisory Firms

Proxy Firms act as 3rd eye outside the Board in encouraging shareholders' activism by strongly opposing resolutions inimical to effective governance. These supplement efforts of Institutional Investors who are saved from exerting in term of money and effort to carry out research on crucial issues. It rescues small investors lacking wherewithal's to examine issues threadbare before exercising votes. Even large investors bank upon them to doubly ensure before taking final call. Further Proxy firms facilitate in setting new best practices for heralding an era of good governance.

Despite advantages, Proxy firms are criticized by adversaries. These lack transparency, accountability and responsiveness in its processes and procedures while suggesting recommendations on company's resolutions. Being run on profit consideration, these sometimes align with companies that engage them and end up with conflict of interest. Proxy firms with scanty staff and inadequate expertise and relying on one size fits all approach defeat the purpose of providing value addition in services. Due to lack of oversight, these fail to visualize in identification, assessment and diagnosis of important issues and offer corrective measures to avoid reoccurrence. These assume role of quasi regulators without statutory backing and influence company decisions. In other words, these indirectly act as neutral arbiter which is not a healthy trend in realm of shareholders' activism. Besides, these are not subjected to any legal framework delineating specific rights and responsibilities. However, limitations apart, Proxy firms have been doing a yeoman service to strengthen activism.

Shareholders' Activism in Action

After Global financial crisis (2008), countries like US, UK, Canada, Australia have been immensely benefitted from shareholders' activism in terms of transparency, disclosures, participation and putting a brake on alleged favors, frauds and mismanagement. True to Global legacy, India made a modest beginning in 2010. Since then, it has witnessed comparatively lesser number of success stories. The movement in face of concentrated shareholdings and mainly restricted to blue chip entities is slowly and steadily making a headway especially in cases of blatant violation and gross mismanagement of standard corporate policies.

Shareholders' activism is aggressively campaigned by host of agencies including promoters themselves in matters pertaining to Board appointments/reappointments, KMP, appointment of auditors, remuneration of Directors and others, restructuring business (transfer and sale of assets), RPTs like royalty payments, capital restructuring including delisting, accounts, dividend etc. Interestingly, CPSEs and Government Companies are out of bounds of activism as Government continues to be major shareholder. Moreover, these are constantly monitored and reviewed by numerous Governmental agencies and Regulators.

Appraisal

Shareholders' activism is undergoing an evolutionary process. Although it has not made spectacular in-roads, the slim triumphs must not derail, dissuade and dampen activists' enthusiasm. A slight ray of pessimism must not obstruct activism wave to improve corporate performance and shareholders' value. It requires multi prolonged strategy. Companies ought to formulate and execute robust, consistent and continuing dialogue policy to overcome collective action inhibitions and shareholders' apathy. Shareholders' interest as top agenda should vividly reflect in its policies, plans and programs. The existing legal and regulatory framework should absorb and support optimum activism lest shareholders prey to dictates of controlling shareholders. The investor associations as conscious keepers should inculcate and strengthen activism culture for improved governance. In fact, constructive activism can go a long way only if large institutional investors, big shareholders like LIC and lenders (financial institutions and banks) evince interest especially in midsized companies and act as catalyst rather than mute spectators in governance process. Besides, India INC. should adopt/adapt globally established Best Practices to maintain its credibility. Given the mandate, days are not far off when India shall attain top glory from existing 4th world rank in terms of protection of small shareholders in 'Ease of Doing Business'. ■

Trust - USP of PSUs

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Chief of Bureau (Delhi)
Sangbad Pratidin

At a recent meeting with senior officials of state-run NBCC, dejected homebuyers of the insolvent Jaypee Infratech (JIL) echoed the general perception about government-owned companies. Reinforcing the collective faith, the packed Tagore auditorium of the SCOPE Complex unanimously took a call that they would rather prefer a state-run resolution applicant to steer the beleaguered company over a private firm. It's because, they said, trust and confidence are the common traits always associated with a public sector firm which often found missing in a private sector enterprise.

The large number of homebuyers who assembled there to get a first-hand account of NBCC's resolution plan was not seemed to be bothered about the finer details of the plan, they just wanted NBCC to take over the company and complete the project before the promised deadline. NBCC officials assured delivery of the flats would be ahead of the schedule.

Witnessed to the said meeting between NBCC and the homebuyers of JIL, my inquisitive mind started digging out the reasons behind such spontaneous affection, faith, affinity and trust of the common people towards a public sector unit! What does it make general people believe and trust in state-run units? Is it just because these units are backed by the government? Or is it because these units provide better quality of products and services than their private sector counterparts? The answer lies in the fact which might prove to be stranger than fiction in the end!

There is a general feeling, among the younger generation and people living in the metro cities, that banking with a private sector lender is less cumbersome than a public sector bank. Though adoption of technology to ensure better customer experience is almost at par across the banking sector, both public and private; it is indeed a fact that public sector banks have lost a huge market share in the overall deposit market in 2017-18.

As per Reserve Bank of India (RBI) data, private sector took away 60% of the incremental deposits into the banking system between April, 2017 and March, 2018 from 38.5% in the corresponding period of the previous fiscal, mostly gaining from the loss of the public sector banks. PSBs share fell during the year to 29.6% from 55.4% a year earlier. Incremental deposits comprise mainly corporate and household savings. While corporate deposits shrunk for PSBs by 17% during the period, private sector saw an 18% increase in deposits from this segment. This is mainly due to PSBs procrastination in raising rates in the post-demonetization period.

However, bulk of the household deposits, the hard-earned savings of those with limited income, still made their way into the public sector banks. According to the RBI data, 63% of incremental household deposits were parked in public sector banks in 2017-18, while private banks garnered 31.7%. The proportion was roughly the same in 2016-17. Apart from far wider branch network, particularly in the Tier-II and Tier-III cities and in rural areas; the trust, more than some basis points more, attracted the Indian households to the PSBs.

Incremental share of household deposits (in %):

Financial Year	PSU Banks	Private Banks
FY'17	65	31.7
FY'18	63	28

Source: RBI

It is already known that in areas of essential public services where profits are thinner or not at all, public sector units are always a step ahead of their private sector counterparts in sync with their nation-first culture. From distribution of rations to providing cheaper LPG connections and mobile connectivity to the remotest parts of the country, PSUs are always there to respond to the government's call. During the demonetization period, fuel outlets owned by state-run oil marketing companies supplemented the role of the banks' in more ways than one.

However, burdens do not come in the way of providing quality services. It is mainly because of service quality, state-owned Bharat Sanchar Nigam Limited (BSNL) has, in the mobile services space, increased market share to 10.63%, as on February, 2019 from 10.22% in March, 2018. BSNL's gaining of the market share is a significant development at a time when most of the incumbent operators are losing their share mainly after Reliance Jio's entry into the field.

In fact, apart from the big-pocket Jio, BSNL is the only other mobile services operator to have gained market share. BSNL operates in 20 of the 22 telecom circles in the country and its service quality is, often said, the best among peers in the remotest part of the country.

With the changing dynamics of the market, the role of the business is also changing. Today, a company is legally bound to spend a certain portion of its profit towards upliftment of the overall socio-economic conditions in areas where it operates. They are to follow a well-defined rule for spending on Corporate Social Responsibility (CSR). PSUs never lag behind here also. As per ministry of corporate affairs' 2015-16 report, of the top five companies' in terms of their CSR spend; three belong to the public sector.

CSR Expenditure of companies for 2015-16:

Name	CSR spend (in Rs cr.)
Reliance Industries	652
NTPC	491.8
ONGC	421
TCS	294.2
SECL	270.9

Source: MCA

These PSUs are also driving asset creation in the country by spending lakhs of crores on capital expenditure. An analysis of the interim Budget documents would reveal that PSUs spent in 2016-17 was Rs 3.38 lakh crore, higher by 27% than Rs 2.66 lakh crore spent by the government in the budget route. PSUs spent Rs 4.76 lakh crore next year which is more than 74% of the government's total spending of Rs 2.73 lakh crore on capital expenditure. The trend of higher spending also continued in 2018-19. Yet they have done well on all parameters in 2017-18. Overall net profit of all 257 CPSEs stood at Rs 1,28,374 crore in 2017-18 compared to Rs 1,25,498 crore in the previous fiscal, as per the latest Public Enterprises Survey. Net worth of all CPSEs went up from Rs 10,83,942 crore to Rs 11,26,782 crore, showing an increase of 3.95%. Total Gross Revenue from operation of all CPSEs during 2017-18 stood at Rs 21,55,948 crore compared to Rs 19,55,675 crore in the last financial year showing a growth of 10.24%.

Unfortunately, even in an open economy like ours where competition is cut-throat, a state-run unit still needs a host of permissions for mere day-to-day operations. Government always looks up to these units for dividend and creation of asset and jobs. In most of these units, employees are more in number than actually needed. They are to respond in any eventuality. Still far from being cowed down, these units are continuously proving their mettle in every possible ways.

India set for Transport Revolution 2.0 with high speed Rail

Sushma Gaur
AGM (Corp. Comm.)
NHSRCL

The High Speed Rail will be a game changer for this country and we will witness transport revolution 2.0 when this project will be implemented

The National High Speed Rail Corporation Limited (NHSRCL) has been set up as a special purpose vehicle (SPV) with the partnership of Government of India through Ministry of Railways, Government of Gujarat and the Government of Maharashtra. The prime objective of setting up this SPV is to immediately take up the Mumbai- Ahmedabad high speed rail project. The hallmark of this particular project is that we are setting up standards at the same time as high speed rail has never existed in India before. We have to develop all kinds of high speed rail standards in collaboration with our Japanese partners.

With the construction of this high-speed rail corridor, India will join elite club of 15 nations having this sophisticated technology within our reach. This project will bring a world-class cutting-edge technology to the service of the nation along with the transfer of technology.

The Shinkansen Technology

Shinkansen literally means 'New Trunk Line'. Japan introduced first Shinkansen train (commonly known as bullet trains) between Tokyo and Shin-Osaka in 1964. Operating speed of these trains at that time was 210 kmph. Japan made continuous improvements in this technology and current shinkansen trains run at a speed upto 320 kmph. Shinkansen technology is the most reliable and with proven safety record of zero passenger related fatality records in last fifty-four years.

India will have similar Shinkansen trains (E5 series) between Mumbai & Ahmedabad in near future. These trains will have an operating speed of 320 kmph and cover a distance of 508 kms in 2 hrs 7 minutes on a limited stop service.

The surveys

For a project of this magnitude with tight deadlines, survey and design play a critical role as the

construction cannot start till the survey and design are completed. This is a Greenfield project spread over 508 km and passing over 200 streams. The terrain is a mix of densely populated urban areas and green-field areas along with challenging ghat and creek sections. It is not an easy task to survey such a long greenfield route using traditional methods of total station and DGPS survey.

For the first time in India's railway project we have done aerial LIDAR (Light Detection and ranging) survey, a technology using Lasers mounted on Helicopter was chosen due to its multiple benefits and not just a ground survey. Use of LiDAR technology has allowed survey of the 508-km corridor to be completed with draft reports ready in 15 weeks against the normal 10-12 months for traditional survey.

Static Refraction Technique (SRT) survey was carried out for India's first undersea tunnel to be constructed in Thane Creek area. This was part of geo-technical investigations in order to assess ground situations in areas where Mumbai-Ahmedabad High Speed Rail will pass.

The alignment

Mumbai-Ahmedabad high-speed rail (MAHSR) will consist of 12 stations between Mumbai (BKC) and Sabarmati. All stations of MAHSR will be elevated (except Mumbai) with more than 90% of its track on the viaduct. MAHSR will also include India's first undersea tunnel in Thane creek. There will be three depots at Sabarmati, Surat and Thane for maintenance purpose.

Distance

- Mumbai to Sabarmati via Ahmedabad – about 508 Kms Maharashtra - 155.76 Kms (7.04 Kms in Mumbai sub-urban 39.66 kms in Thane district & 109.06 kms in Palgarh district)
- Union territory of Dadra and Nagar Haveli – 4.3 Kms
- Gujarat – 348.04 Kms

Travel

- Operating Speed- 320 Km/hr.
- Travel time from Mumbai to Ahmedabad - 1 hr 58 min. (Limited stops at Surat and Vadodara) -2 hr 57 min. (All stops)
- No. of stations - 12 Stations in Maharashtra - Mumbai, Thane, Virar, Boisar (4 Nos.) Stations in Gujarat-Vapi, Bilmora, Surat, Bharuch, Vadodara, Anand, Ahmedabad, Sabarmati (8 Nos.)

Features

- From BandraKurla Complex (BKC) longest tunnel about 21 Kms long, about 40 m below the ground level.
- The section in Thane creek area (Under Sea) will also be underground in tunnel about 40 m below.
- 460 Kms (Both in Maharashtra and Gujarat) will be elevated [approx. 10-15 m above the ground on Viaduct)
- Vadodara, Ahmedabad & Sabarmati stations will be over existing Indian Railway Platform.
- Longest Bridge 1950 m over river Vaitarna.

Community engagement

NHSRCL will be a true enabler of high-speed growth while taking along affected communities together. NHSRCL is ensuring minimum acquisition of land and strives to ensure that landowners are adequately compensated and are resettled if required and with minimum possible disturbance. NHSRCL is working with communities along Mumbai-Ahmedabad corridor fulfilling their basic needs like hospitals, schools and other basic infrastructure.

Mumbai Ahmedabad High Speed Rail Vapi Station.

Aesthetically Designed Stations

All 12 stations and Sabarmati Hub are being designed on a local theme. For example, Vadodara station will have 'Vad' (Banyan tree) theme, while Surat station will be based on diamonds. The stations will be based on environment friendly techniques so as to maximise use of natural resources like solar energy and natural ventilation. This will not only minimise cost but promote environment-friendly techniques in operation stage.

Building the workforce for the project

Apart from designing, planning and managing all construction activities at a number of sites, NHSRCL is also building a workforce for the future. NHSRCL aims to bring not only Shinkansen technology to India but also the Japanese culture of safety, punctuality and passenger comfort to Mumbai – Ahmedabad High Speed Rail (MAHSR) project.

Regular batches of NHSRCL employee visits to Japan are planned for the right amount of exposure required for skill development and bringing in the right mindset of safety and punctuality at all levels in the organisation.

The work of the training institute in Vadodara has already kicked off and would be completed by December 2020.

Eco-friendly mode of transport

High Speed Rail is among the best means of transport (in terms of negative externalities) compared with Air and car travel. HSR is more efficient, eco-friendly, creates less noise and air pollution and use less land for building similar passenger capacity infrastructure.

NHSRCL is making sure that maximum number of trees at the construction sites are transplanted to a nearby location. It is expected that 80% of these trees will survive this exercise.

Challenges

Construction of a 7 km undersea tunnel, which would pass under the mangrove areas and a flamingo sanctuary in Mumbai region, is one of the biggest technical challenges. It would have disturbed the mangroves and ecological balance if we had chosen the elevated corridor.

MD NHSRCL Mr. Achal Khare inspecting a High Speed Rail construction site at Vadodara, Gujarat.

Another challenge is the construction of high-speed rail stations at locations where Indian Railway stations – Vadodara, Ahmedabad and Sabarmati – already exist. There is a plan to connect bullet train stations with these three Indian Railway stations. It is a big challenge to carry out construction work of the high-speed

stations and platforms at the height of 14-15 metres at these crowded railway stations, having a huge number of trains and passenger footfall.

Usually, the high-speed alignments are at 11-12 metre height from the ground. The height of the high-speed station would be further increased, if there is a metro or road over bridge. In Sabarmati, there is a road over bridge close to the proposed station and the metro is also coming up. So, the height of the Sabarmati high-speed station will be 20-21 metres.

In Vadodara, both sides are densely inhabited due to which limited working space is available. The same is the case with Ahmedabad and Sabarmati where the Indian Railways has got expansion plans and we will have to plan high-speed alignment keeping in view that the said stations' plan is not disturbed.

Mumbai would have one underground station at BandraKurla Complex (BKC) close to the Mithi river and we have to cross the river for doing excavation for the tunnel. Similarly, the undersea tunnel will have a large diameter of around 12.5 metres, having two tracks in a single tube while the metros have tunnels of a 6.5-metre diameter and one track in a single tube.

Since, Ahmedabad-Mumbai high speed train is a mega project, it requires huge manpower and training them is certainly a challenge. The high-speed Shinkansen system is completely a new technology and we are yet to fully understand it. Acquiring technological knowledge and imparting training to staff are extremely crucial.

The National High Speed Rail Corporation Limited (NHSRCL) has been set up as a special purpose vehicle (SPV) with the partnership of Government of India through Ministry of Railways, Government of Gujarat and the Government of Maharashtra. The prime objective of setting up this SPV is to immediately take up the Mumbai-Ahmedabad high speed rail project. The hallmark of this particular project is that we are setting up standards at the same time as high speed rail has never existed in India before. We have to develop all kinds of high speed rail standards in collaboration with our Japanese partners.

We need to have well-trained human resource. A total of 300 officials are planned to be trained in Japan.

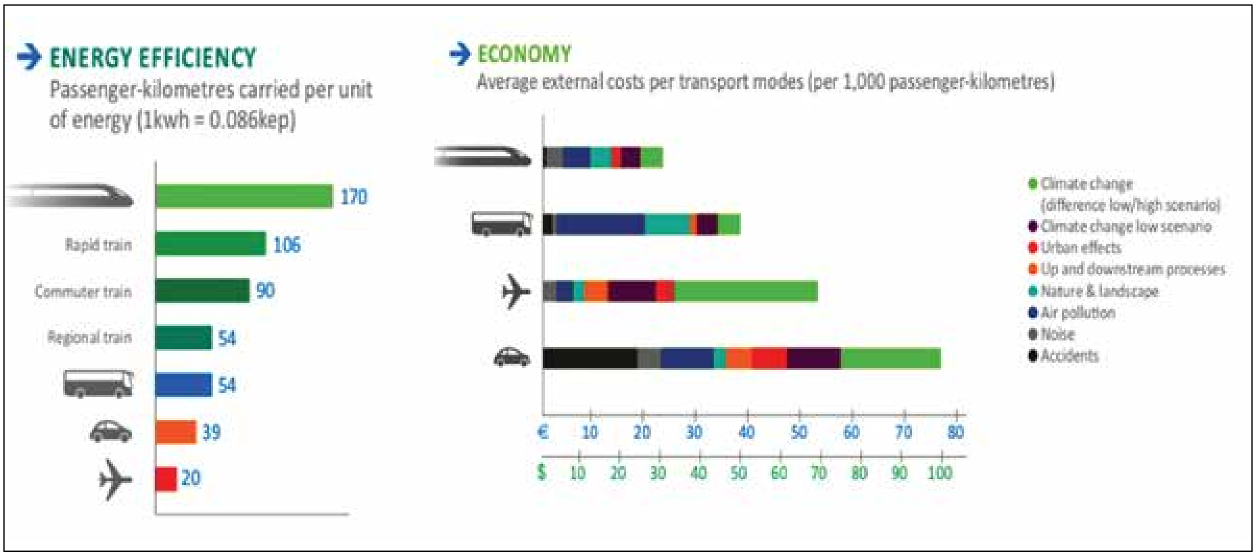
As per the estimation by the Japanese, the project requires around 4,000 personnel under several categories such as locomotive drivers, guards, station staff, operation control centre staff, maintenance personnel, signal maintainers and electrical staff. There will be a big depot at Sabarmati for periodic overhaul of the trains, while a small depot at Thane will be built for weekly and monthly maintenance. Around 20,000-25,000 persons would be required for construction of the project.

Technology transfer and 'Make in India'initiative

'Technology Transfer' and 'Make in India' are integral objectives of MAHSR project. Guidance from Department of Industrial Policy & Promotion (DIPP) and Japanese External Trade Organisation (JETRO) is being obtained for taking actions to fulfill these objectives of the project. For instance, four sub-groups viz. Track; Civil; Electrical and S&T; and Rolling Stock have been constituted with representatives from Indian industry, Japanese industry, DIPP, NHSRCL and JETRO to discuss and identify potential items and sub-systems required for the project which can be covered under "Make in India" program.

After extensive discussions between representatives of both Indian and Japanese Industries in several sector specific meetings, video conferencing, workshops, etc. (held in Delhi as well as Tokyo), various items have been identified to be covered under 'Make in India', and steps are being taken to incorporate such items suitably in the bid documents. Out of the 508-km length of the project, a 450-km stretch is open to Indian contractors without any condition on them to form a joint venture with the Japanese firms for civil construction.

The estimated cost of civil construction of the project is around



Source: www.uic.org/environment.

50-60 percent of the total project cost. Whenever expertise is available within India, the work will be done by Indian companies only. In Vadodara, Ahmedabad and Sabarmati, where high-speed stations are built over the existing stations, we are trying to rope in a prime contractor from Japan to prepare design and planning of the sub packages and award them to Indian companies. Again, the technical skills come from Japan initially and then the Indian companies will gradually learn.

Benefits of the project

According to a study conducted by London School of Economics and Political Science and the University of Hamburg researchers, towns connected to a new high-speed line saw their GDP rise by at least 2.7% compared to the neighbours not on the route. Their study also found that increased market access through high-speed rail has a direct correlation with a rise in GDP-for each 1% increase in market access, there is a 0.25% rise in GDP.

High Speed Rail is among the best means of transport (in terms of negative externalities) compared with air and car travel. HSR is more efficient, eco-friendly, creates less noise and air pollution and use less land for building similar passenger capacity infrastructure. It will also help in creating more jobs for a young nation like India. It is expected that High Speed rail will provide affordable housing solutions to those commuting or working in high population density areas like Mumbai. Commuters will also save considerable time every day. (Image source: International union of railways www.uic.org).

Studies have shown that with the introduction of High Speed rail, Tourism, medical and education sectors in the region gets a boost because of minimal travel time while visiting tourist places and accessing quality education and medical services. HSR is considered to be a true growth enabler for the region.

A study titled 'Dedicated High Speed Rail Network in India: issues in development' by Prof. G. Raghuram and Mr. Prashanth D. Udaya Kumar published by IIM Ahmedabad highlights the need of a High-Speed Rail Corridor as follows:

There are many positive benefits and externalities of the HSR which would be useful in India's overall aspirational development. These externalities include technology percolation into other domains, economic development, game-changing sense of connectivity, and national pride due to cutting-edge infrastructure. In such a context, it is a good idea to begin and learn.

The Mumbai-Ahmedabad route is a good choice for the first route, since it connects India's first and seventh most populous cities, with significant economic development in the 500 km corridor between them.

Need to connect Rural India:

CSR an Extended Tool

P. K. Sinha
SCOPE

Prof. (Dr.) Kanhaiya Singh
GLA University

Corporate Social Responsibility (CSR) & Sustainability Policy has been framed within the ambit of broad policy guidelines of Government of India to address social, economic and environmental concerns of the society in a sustainable manner. This has been guiding force and milestones enabling us to achieve our CSR mission of clean, green, educated and capable India.

Indian history has witnessed CSR as Philanthropy. During the period of pre-independence, independence movement and post independence, we could witness the wave of change in CSR practices. It travelled from a token of help as food and money during famine and epidemics pre-industrialization to economic & social development by industrial families, like, Tata, Godrej, Bajaj, Modi, Birla, Singhania during colonial rule to socio-economic benefits to common man and notion of "trusteeship" during independence movement; to mixed economy and emergence of Public Sectors post independence. The journey of socio-economic development witnessed the era of command & control, efforts of Indian academicians, politicians and businessmen to reconcile and emphasize upon transparency, social accountability and regular dialogues amongst stakeholders which can bring CSR into main stream. Over the decades, apart from Culture, religion, family values, tradition, industrialization as key influencers, political objectives also step in[1].

With pace of development and rapid industrialization, both private and public sectors started integrating CSR into a sustainable business strategy. Sustainable Business Strategy illustrates how businesses can thrive and grow while simultaneously solving challenges.

Guidelines of Department of Public Enterprises (DPE) also aim to provide an over arching framework of Sustainability within which CSR is firmly embedded. Visualizing the need and to make this mandatory, the Government of India enacted the Companies Act 2013 in August 2013 and inserted Section 135 that deals with the subject of Corporate Social Responsibility (CSR). The activities which may be included by companies in their CSR policies are listed in Schedule VII of the Act. The Ministry of Corporate Affairs has formulated CSR Rules under the provisions of the Act and issued notifications for applicability of CSR Rules w.e.f. 1st April, 2014.

Traditionally, PSEs have been champions in standing for the cause of socio – economic growth of the Country for seven decades now. Big Corporate like, Tatas, Birlas, etc, have also been contributing significantly towards CSR. However, looking at the plight & resource gaps of Rural India, gaps of Have's & Have Not's, gaps in Opportunities for basic amenities of livelihoods, perhaps process of socio-economic development and accessibility of resources might draw attention and we may have to keep redefining CSR strategy that fulfills the dream of independence movement and Gandhian Theory of Trusteeship.

In line with DPE Guidelines

1 India's CSR journey and scenario today, https://www.indiainfoline.com/article/news/indias-csr-journey-and-scenario-today-5804581706_1.html

selecting CSR activities/projects from the activities listed in Schedule VII of the Act, CPSEs draw priority to the issues which are of foremost concern in the national development agenda, like safe drinking water for all, provision of toilets especially for girls, health and sanitation, education, etc. The main focus of CSR and Sustainability policy of CPSEs has been sustainable development, inclusive growth and to address the basic needs of the deprived, under privileged, neglected and weaker sections of the society which comprise of SC, ST, OBCs, minorities, BPL families, old and aged, women/girl child, physically challenged, etc. For CPSEs to fully exploit their core competence and mobilize their resource capabilities in the implementation of CSR activities/projects, they have aligned their CSR and Sustainability policy with their business policies and strategies to the extent possible, and select such CSR activities/projects which can be better monitored through in-house expertise. PSE Boards are also empowered to bring necessary changes in the CSR activities during the course of a year which are in addition to the CSR activities already incorporated in the CSR and Sustainability Policy of the company and are carried out in line with the Act, Schedule VII, CSR Rules and Guidelines on CSR and Sustainability for CPSEs issued by the Government from time to time.

India has been an agrarian country. With majority of population still living in villages or sub-urban areas and has been roots of all those living in Metros, Rural India remains heart of India. Of these, women constitute about 66% of the agricultural work force. Around 48% self-employed farmers are women and 64% of the informal sector work force dependent on agriculture is women. The plight of most rural women has been pathetic.[2] Ironically, village studies highlight features of society or majority and these are often overlooked and overshadowed by macro-studies of the economy. We may have to go for micro level understanding and studies that can help to bridge the gap.

"We are living in an era of immense possibilities which in turn creates opportunities. We need to identify existing aspirations in the districts and channelise them to create a ripple effect for transforming Aspirational Districts. The development of every village of these 115 districts is vital to our commitment to social justice." - Prime Minister Narendra Modi

With presence of CPSEs in the most parts of the country, North, South, East, West, Central and North East, CPSEs, as lead Change Agent, shall continue to augment resources systematically and channelize the same for development of rural India.

When strong networks and platforms for partners and stakeholders are built through synergy and convergence, success beckons.[3]

India's National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business (NVGs) also speaks for participation of key Stakeholders. Principle 4, inter-alia, enunciates that Businesses should respect the interests of and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.

The relationship between inclusive and sustainable industrial development (ISID) on the one hand and long-term economic, social and environmental goals on the other, remains undeniable. Recognizing this relationship allow us to capitalize on synergies with other partners including their knowledge, innovation and capital. PSEs have been contributing significantly on socio economic development of Country and CSR can be another means to support the sustainability of Rural India in particular.

Efforts are now being made to address these challenges through social innovation. Historically, some parts of the country that is lagging behind on development indicators. New thought seems to be given and the identified districts are termed as 'aspirational' as of earlier 'backward'. This change in nomenclature seems to be positive as it positions these

2 India's Rural Women And Their Miserable Plight Remains Heavily Ignored: Here's What's Needed To Be Done, https://www.youthkiawaaz.com/2014/03/indias-rural-women-miserable-plight-remains-heavily-ignored-heres-whats-needed-done/

3. https://www.trif.in/

regions as islands of hope, instead of areas of despair.

Given India's size and diversity, it is crucial that states and districts have a greater say in their own development. Moreover, local challenges differ significantly across the country. State and local governments are therefore best positioned to recognize their development challenges, and design customized policy interventions. It also inspires citizens to participate actively in the process of transforming their districts. The emphasis seems to be on engaging people from various walks of life who have been successful in effecting change in their districts, in the face of persistent challenges.

Such a concept may help in focusing in one direction and one dimension and consequently, a District could be seen as a target place where needs of villagers, farmers and inhabitants are identified and systematically addressed. Instead of working for small activities at different places, where visibility of growth was less, in the given situation, Public sector units (PSUs) will now identify central themes for corporate social responsibility activities every year, with 60 per cent of their CSR expenditure dedicated to the thematic programmes, as per new guidelines issued by Department of Public Enterprises.[4] Initiatives of State Governments, District Administration, Local Administration as well as Central Government Departments Agencies, Self-Help Groups, etc., would be dovetailed and synergized with the initiatives taken by the CPSEs. If administered with better participation of all stakeholders and such noble theme, be it education, health care, nutrition, livelihoods, employability, skilling for local business, agriculture, farming, non-farming engagements, entrepreneurship, start-ups promotion etc are adopted in most of the districts, the chances of socio-economic growth of these districts should be high and there would be transformation of inclusive growth in time to come. It will certainly help to improve the growth rate as well. The challenges would be on some of the programs already mapped on long term basis for some years or on the ongoing programs and meticulous planning may help in striking a balance of existing field activities and new dimensions envisaged.

In the above backdrop, CSR policy and implementation framework of PSEs would also get modified suitably to meet these national expectations. Corporate engagement is in the offing. Several partnerships have already been established to complement the government's efforts in transforming these districts, including with the Bill & Melinda Gates Foundation, Tata Trusts and the Piramal Foundation alongwith PSEs. These partnerships will help to infuse the programme with new ideas, and could act as a force multiplier on outcomes.

Academia and industry share a symbiotic relationship. The need for innovation in today's business environment and the ambition of policymakers to commercialize academic knowledge intensify this trend.

Silicon Valley, with its proximity to Stanford and University of California, Berkeley, has long been the paradigm for innovative ecosystems. Similar practices are adopted to create Industry – Academy Collaborations globally. Recent collaboration of Institute of Business Management, GLA University, Mathura with Standing Conference of Public Sector Enterprises (SCOPE), New Delhi and professional association with NPC Ltd by and also support of PSEs, Private Industries, Voluntary Social Organizations, Group of Women Entrepreneurs, Village Pradhans, Academicians and Management Students by organizing a "CSR Conclave connecting Rural India" on January 11-12, 2019 was an effort to go for insights of rural connectivity. The galaxy of dignitaries and speakers, from Prof. (Dr) D.S.Chauhan, Vice Chancellor, Prof (Dr), A M Agrawal, Pro Vice Chancellor, Prof. (Dr) Kanhaiya Singh of GLA University, Mr P.K.Sinha of SCOPE, Dr. Bindeshwar Pathak of Sulabh Sauchalay, Dr. Hrishikesh Sharan, Former DG, Custom & Excise, Mr. Manohar Lal, CMD, & Dr. Richa Misra, GM of NPCC, Mr Sunil Kapoor, GM, Mathura Refinery, IOC, Prof. C V Baxi, Prof. Ranjan Mahopatra, Ms. Meetu Jain of AAI, Mr. Neeraj Mehta of Vatsalya Gram, Mr. Gaurav Agrawal of "Kalyanam Karoti", Dr. Praveen Aggarwal, Former COO, Swadesh Foundation, Ms. Tripti Singhal, CEO, KGS and team of Women Entrepreneurs, Mr. Kamal Garg, CA, Mr. P V Narayanan, Former Vice

4. PSUs to identify annual themes for CSR; focus on aspirational districts, https://www.business-standard.com/article/pti-stories/psus-to-identify-annual-themes-for-csr-focus-on-aspirational-districts-118121201024_1.html

President, GE, Mr. K K Bishnoi, IPS, Dr. Ajit Pathak, Former GM, IOC, besides others had common views on need to understand the economies and social challenges of people of rural and sub-urban areas and to connect CSR judiciously to rural India.

It was viewed that national bodies like SCOPE can be a good platform in coordinating with PSEs and enabling catalytic role on issues of social importance be it, Primary Education, Health Care System, "SWACHH BHARAT" initiatives, Drinking Water Resources, Skill development with focus on multi-skilling to improve employability and so on. As could be experienced, perhaps society need an innovative family based model of rehabilitation and mainstreaming of abandoned children, destitute women, widows and elderly women, as practiced Vatsalya Gram or 'Customized disabled leg' practiced by "Kalyanam Karoti" for helping person with disability. It was felt to create permanent irreversible change in the lives of people in rural segment, may be by close engagement with rural communities, empowering the communities creating community based institutions and execute the programs through the communities so that sustainability is possible. Leveraging technologies and infrastructure for harvesting, irrigation and to develop solar energy system for Rural Development was felt as some other sustainable options. CSR reaching to people of border areas where Police Force has prominent role to play. Support to Police Team, say, by providing Electrical Vehicles to make them available 24x7 were other areas where CSR can rope in significantly. Rural Women has been experiencing differently, a kind of struggle between commercial job, home job and entrepreneurship, yet they are proving mettle, be it Training on Bikes & Scooty, a new area, coming up with variety of Tea, handmade items for local markets. These collaborations and initiatives highlights challenges and possible solution.

With concerted efforts, rural people can become a viable

market for the corporate with a developmental approach of social marketing. Organizations can launch social responsibility initiatives to build their brands in the rural areas. The social responsibility initiatives are far more effective in building brands in rural market than the commercial advertisements.[5]

Our journey would be on and will reach to the destination, when we will be able to reduce the gaps and buzzwords from Artificial Intelligence and Blockchain in metros and major Indian cities to loan waivers, subsidies, and political power struggles in villages and towns.

We should reach to a day when the growth and expectations of citizen of urban and rural India are in identical lines, gap of rich and poor are not so high. These are possible when benefits reach to common man, opportunities of livelihoods are available to all, women are empowered, startups are strongly present in small cities, entrepreneurship is encouraged and rural development becomes great success story of India. Thus, connecting Rural India was and shall remain at the core of the heart of Indians, be it during colonial days or in pre-independent India or in the current era of globalization. ■

Chief Guest Bindeshwari Dubey, with (Dr) D. S. Chauhan, Vice Chancellor, Prof (Dr), A. M. Agrawal, Pro. Vice Chancellor, Prof. (Dr) Kanhaiya Singh of GLA University, Mr. P. K. Sinha of SCOPE, Dr. Hrishikesh Sharan, Former DG, Custom & Excise, Dr. Richa Misra, GM of NPCC, Mr. Sunil Kapoor, GM, Mathura Refinery, IOC, Dr. Balbir Talwar, GM, BHEL, Prof. C. V. Baxi, Prof. Ranjan Mahopatra, Chairman, VISION Group, other Key Speakers and delegates of the Conclave.

5. CSR Campaign of Corporate Sectors: A Study on Rural India, http://www.indianmba.com/Faculty_Column/FC986/fc986.html

SCOPE - Academy of Public Sector Enterprises (APSE) collaborates with SP Jain Institute of Management and Research (SPJIMR), Mumbai

Middle to senior level managers occupy a very pivotal position in the hierarchal structure of any organization and the success of any organization largely depends on this core group of employees. They are the key professionals who give shape to an organization's vision and strategic outlook, through high performance. Middle level managers also constitute the valuable internal talent pool from which leaders would emerge in the near future. Being a vital link between the top and bottom layers of management, they are key professionals for an organization's success. Middle level managers need a range of skills that signal a somewhat partial departure from a limited focus on the 'functional', towards a more holistic and balanced emphasis on integration of multiple management processes that create value.

Mr. Rakesh Kumar, Chairman, SCOPE addressing the Valedictory Session of Adavnced Mangement Program.

SCOPE-Academy of Public Sector Enterprises, (APSE) in academic collaboration with the SP Jain Institute of Management and Research (SPJIMR), Mumbai had custom-designed an Advan-ced Management Program on the theme "The Power of Thinking Big: A Programme for High Potential Leaders" for executives holding middle and senior management positions in CPSEs. The program was designed with the objective of enhancing the managerial effectiveness and leadership competencies and help participants, to transcend seamlessly to taking over leadership roles, to a strategic orientation such as deeper understanding of the key management precepts, building strategic focus and abilities to think big and unconventional.

The six day program began on 22nd April 2019, at the SPJIMR Institute in Mumbai. Dr. U. D. Choubey, Director General, SCOPE and the Chief Guest at the Inaugural Session in his address said the most significant and common trait found in a leader is the capacity and capability to face criticism. Dr. Choubey also referred to contributions of such legendary figures like Mahatma Gandhi, Chanakya and Lee Kuan Yew for their leadership qualities.

Later Dr. Choubey took a session on 'Emerging Trends in Governance of CPSEs' and acquainted the participants with the journey of the Public Sector in India from the days of the Industrial Policy Resolution of 1956, and the emerging trends in its governance till date. He also said CPSEs have and are playing greater role in the Indian economy.

Prof Preobroto Ganguly,

officiating Dean and Head (Human Resources), SPJIMR addressed the participants in the inaugural session. He appreciated SCOPE for choosing SPJIMR as academic partners in delivering this high value, power-packed Advanced Management Program, and that this was a great opportunity for SCOPE and SPJIMR to work together.

Prof Vanita Bhoola, Program Director from SPJIMR and Head (Project Management and MDP) SPJIMR gave program perspective in the inaugural session.

Ms Hema Koul, Program Director from SCOPE APSE delivered the vote of thanks at the conclusion of the inaugural session.

Prof Prem Chandrani, Faculty SPJIMR took sessions on Strategic Thinking & Visions and Global Practices in Procurements & Contracting, Project Management, Financial Budgeting for Management & Decision Making, Financial Tools For Managerial Decisions, Risk Management & Risk Assurance Risk Advisory Roles in PSE, Global Political Economy & Corporate Governance.

Dr. Anil Vaidya spoke on E-Commerce & Digital Disruption

Dr. U. D. Choubey, DG, SCOPE addressing the Inaugural Session of Adavnced Management Program.

and Harnessing Technology for Higher Productivity, Digitization is playing a key role, as not just a backbone to an organization but a front runner.

Dr. Tulsi Jaya Kumar provided insights into Design Thinking (DT) and Observation Methods, and elaborated on what is DT, Innovation & Creativity, Framework to Assess DT. In another session, she covered subjects such Ideation (Divergent Techniques, Re-Expression, Reversal/Revolution, Convergent Techniques, Mental Fixedness, Thinking Tools.

Dr. Ashita Aggarwal, dealt with Introduction to Insighting, Observation and Problem Framing like What is a problem frame, What-Why-How Process and also spoke about What is an Insight, How is it different from inference, How to gather insights by an E. Map and find insights using E-Map and refine problem frame.

Prof. Jagdish dealt with driving values through sustainable change and Regulators and their roles how to build a sustainable change in a VUCA world. How to use data to gain insights and make better decisions, Different way of thinking about available

Contd.. to # 41

Group Photograph of the participants with Mr. Rakesh Kumar, Chairman, SCOPE and CMD, NLCIL.

Chairman, SCOPE meets CVC

Mr. Rakesh Kumar, CMD, NLC India Ltd and new Chairman of SCOPE along with Dr. U.D. Choubey, Director General, SCOPE made a courtesy call to CVC of India, Mr. K.V. Chowdary.

Chairman, SCOPE also took this opportunity to discuss wide ranging issues related to preventive vigilance in public sector enterprises. Mr. T. Venkatasubramanian, CVO, NLC India Ltd was also present on the occasion.

Chairman, SCOPE meets PESB Chairman

Mr. Rakesh Kumar, CMD, NLC India Ltd and new Chairman, SCOPE made a courtesy call to Mr. K.D. Tripathi, Chairman, Public Enterprises Selection Board (PESB). Dr. U.D. Choubey, Director General, SCOPE was also present.

Chairman, SCOPE took this opportunity to discuss succession planning in public sector enterprises and also sought his views on improvement of PSUs as such.

Green Initiative by SCOPE

SCOPE Complex, New Delhi.

Little effort can bring large saving of electricity as power saved is power produced. This has been reflected by SCOPE who has brought down energy consumption substantially in two of its towers at Lodhi Road and Laxmi Nagar, New Delhi. These two towers accommodate corporate and regional offices of 65 public sector enterprises. Dr. U. D. Choubey, Director General, SCOPE informed that during 2018-19 savings in power consumption was around 0.93 million units equivalent to saving worth Rs. 1.02 crore. In the last seven years, such efforts by SCOPE and its Constituents have resulted into a saving of 9.10 million units equivalent to Rs. 9.36 crore. This has been possible by i) effective monitoring of power consumption, ii) replacement of conventional lights by LED lights and Occupancy sensors, iii) overall energy consciousness, and iv) energy efficient equipments.

SCOPE Minar, New Delhi.

SCOPE is determined to save further by way of lower consumption of electricity in the year 2019-20.

Contd.. from # 39

data and how it can be used to impact managerial decision making and use business analytics to formulate and solve business problems were covered in session taken by Dr. R. Sesha Iyer.

Prof M. Hariharan took session on Execution Leadership

The Paradox of leading through analysis and intuition, the challenge of securing employee engagement & leading amidst multiple perspectives and the dilemma of brain damage through power sessions were taken by Prof R. Gopalakrishnan, who was formerly a corporate leader with the house of Tatas.

Prof Ratika Gore took the session on 'Leveraging Social Media as marketing tools'

On the Concluding day of the program, Chief Guest Chairman SCOPE and CMD NLC India Ltd, Mr Rakesh Kumar gave away the "Certificates on successful completion of the Program" to participants.

In his address. Mr. Rakesh Kumar highlighted the vision and mission of SCOPE which essentially focuses on capacity building and providing cutting edge skills and how synergies can be developed between the Industry & Academia. Among other great qualities of a leader Chairman SCOPE emphasized, it is the leader's attitude and passion that are driving forces behind successful leaders. He exhorted the participants to start by creating a mindset in which they feel hundred percent capable of achieving whatever they set out to do, once you start believing in yourself enough, your brain will spark the creativity required to achieve your goal. He said there have been some great leaders and iconic figures in the Public Sector who have transformed the companies to attain greater heights with their leadership qualities. Mr Rakesh Kumar later interacted with the participants. Professor Prof Vanita Bhoola summed up the proceedings of the entire program and presented the vote of thanks at the conclusion of the six day program.

The topics covered in the program and the pedagogy were very innovative and triggered a lot of interaction between the faculty and the participants during the entire course of the program. They were trained in many team building exercises. The participants found the program not only very enriching but very lively and highly appreciated the one to one interaction with the faculty.

First Steering Committee Meeting of SCOPE Corporate Communication Summit 2019 held

Standing Conference of Public Enterprises is going to organize its Corporate Communication Summit 2019 in coming months which aims to bring forth the Corporate Communication (CC)/ Public Relations (PR) professionals of Public Sector Enterprises (PSEs) on a common platform to discuss the future of Corp. Comm./PR in the context of PSEs. Regarding the same a meeting was held at ONGC headquaters, Delhi and a steering committee was formed to take forward the summit modalities. Subsequently, the first Steering Committee meeting was held recently at SAIL Headquaters, Delhi to deliberate on Summit's theme, structure and venue. Ms. Sumita Dutta, ED (CAD), SAIL is the Chairperson of the committee and Mr. Pallab Bhattacharya, ED (Corp. Comm.), ONGC is the Co-Chairperson of the committee. Mr. P. K. Sinha from SCOPE is the Summit Director. The committee deliberated on possible sessions to be held during the summit and also proposed some venues for the summit. The committee in the upcoming week shall finalize the modalities of the summit.

Members of the Steering Committee at the first Steering Committee Meeting of the SCOPE CC Summit 2019 at SAIL Headquaters, New Delhi.

Goa Shipyard Ltd distributes Medical Insurance Card to Serving/Retired Employees

Goa Shipyard Limited distributed Medical insurance cards to its employees, for availing cashless health treatment at various hospitals. The distribution of medical cards is one amongst the multifarious welfare measure; GSL now extends to its employees. Cmde B B Nagpal, CMD, GSL distributed token Medical Insurance Cards to its employees (including retired employees) for availing cashless treatment at over 5000 Hospitals across India.

Speaking on the occasion, Cmde. Nagpal highlighted the pivotal role played by a healthy worker in the overall productivity of the organization. The function witnessed presence of a large number of Executives, Supervisors, Workmen including Retired Employees of GSL, besides attendance of senior officials and Executives from New India Assurance Company and MD India. This welfare measure taken by GSL has been widely lauded by the employees

Cmde B B Nagpal, CMD, GSL distributing Medical Insurance Cards to the employees of GSL.

Conference Facilities at SCOPE Convention Centre

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

Auditorium

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

Mirza Ghalib Chamber

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

Tagore Chamber

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

Bhabha Chamber

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

Fazal Chamber

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

Business Centre

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

Banquet Hall

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

Annexe I

The Annexe-I having capacity of 25 Persons.

Annexe II

The Annexe-II having capacity of 25 Persons.

Tansen Chamber at UB

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

Amir Khusro Chamber at UB

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

For Booking & Tariff details please contact

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STANDING CONFERENCE OF PUBLIC ENTERPRISES
1st Floor, Core No. 8, SCOPE Complex, Lodhi Road, New Delhi - 110003 Phone: 011-24311747, 011-24360101 • Fax: 011-24361371

New and Improved Conference Facilities at SCOPE Minar Convention Centre

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

Convention Hall

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

VIP Lounge

VIP Lounge having sitting capacity of 40 delegates. The executives and higher level officers, Directors, CMDs can use it as waiting lounge also.

Board Room

Board room having "U" shaped table, with a sitting capacity of 55 delegates with modern facilities - projector, screen, 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, 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, with a sitting capacity of 60 delegates. Most widely used for small size meetings and training programmes, group discussion, power point presentations etc.

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 .

For Booking & Tariff details please contact

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

SCOPE Forum of Conciliation and Arbitration (SFCA)

SCOPE had set up an Arbitration Cell known as SCOPE Fourm of Conciliation and Arbitration a(SFCA) mainly to settle disputes between PSUs and its associates . This was inaugurated on 9th January, 2004 by Shri Santosh Gangwar, the then Hon'ble Minister of State for Heavy Industries, Public Enterprises and Parliamentary Affairs, which was attended by the then Secretary, Ministry of Heavy Industries and Public Enterprises, Joint Secretary, DPE, CMDs and other senior officers of Govt. of India and PSUs.

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.

PSUs are requested to advise the concerned officials to avail facilities of the Forum and refer cases to SCOPE Forum of Conciliation and Arbitration(SFCA).

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'Public Sector Day' week celebrated at ECIL

Public Sector Day celebrations at ECIL.

Public Sector week was celebrated in ECIL with great enthusiasm and fervour. The participation was great among all employees right from day one to the last day. The week long celebrations were inaugurated by Rear Admiral Sanjay Chaubey (Retd.) in presence of Mr. Deepak V Shastry, Director (Personnel).

On this occasion, a special guest lecture was conducted by Prof. R K Mishra, Director, Institute of Public Enterprise (IPE). He enlightened the audience with excellent inputs about PSUs, their role in the economic growth of the nation, their contribution towards GDP, their involvement in crafting good culture and evolving best systems in functioning. He narrated how PSUs have shaped the country in the early years of independence and how CPSE's are steering in all spheres of national economy.

The week was dotted with events on Debate, Quiz and Essay writing competitions. The Debate in three languages, English, Hindi and Telugu on the theme, "Indian PSUs are relevant in the current global economy" was well acknowledged by all the participants. The Quiz competition went lively covering all aspects on public sector scenario coupled with good topics on general knowledge and current affairs. The essay competition was no less in its vehemence among all the events and with participation in good numbers among all the sections of employees. The topic of the essay "Role of ECIL in fulfilling New India Vision 2022" brought out the brilliant ideas on the company's task in gratifying the needs of the nation and the dreams of the founder visionaries.

The week concluded with a cultural program with nicely orchestrated events and prizes distributed to the winners of various events. The cultural program highlights include Kuchipudi dance along with Solo, duet and group songs. The entire program was organized with in-house participants and it helped in bringing out the latent talent of the employees who participated with great enthusiasm. The PSU week not only brought together all employees in ECIL from different functional areas of work to a common platform but also enabled everyone to get enriched with knowledge and an opportunity to ponder over the significant contribution of PSUs in nation building as well as to introspect and gear up for future challenges emerging out of highly competitive, complex and dynamic business environment.

10th Public Sector Day Week observed at NSIC

Observing the 10th 'Public Sector Week' from 10th April- 16th April- 2019 the NSIC employees across Zonal Offices, Branch Offices, NSIC offices in the country actively participated in essay writing and painting competitions to inculcate better awareness amongst employees about brand public sector & significant contribution and achievements and their efforts towards fulfilling New India Vision 2022.

Group of NSIC officials during Public Sector Day Celebrations.

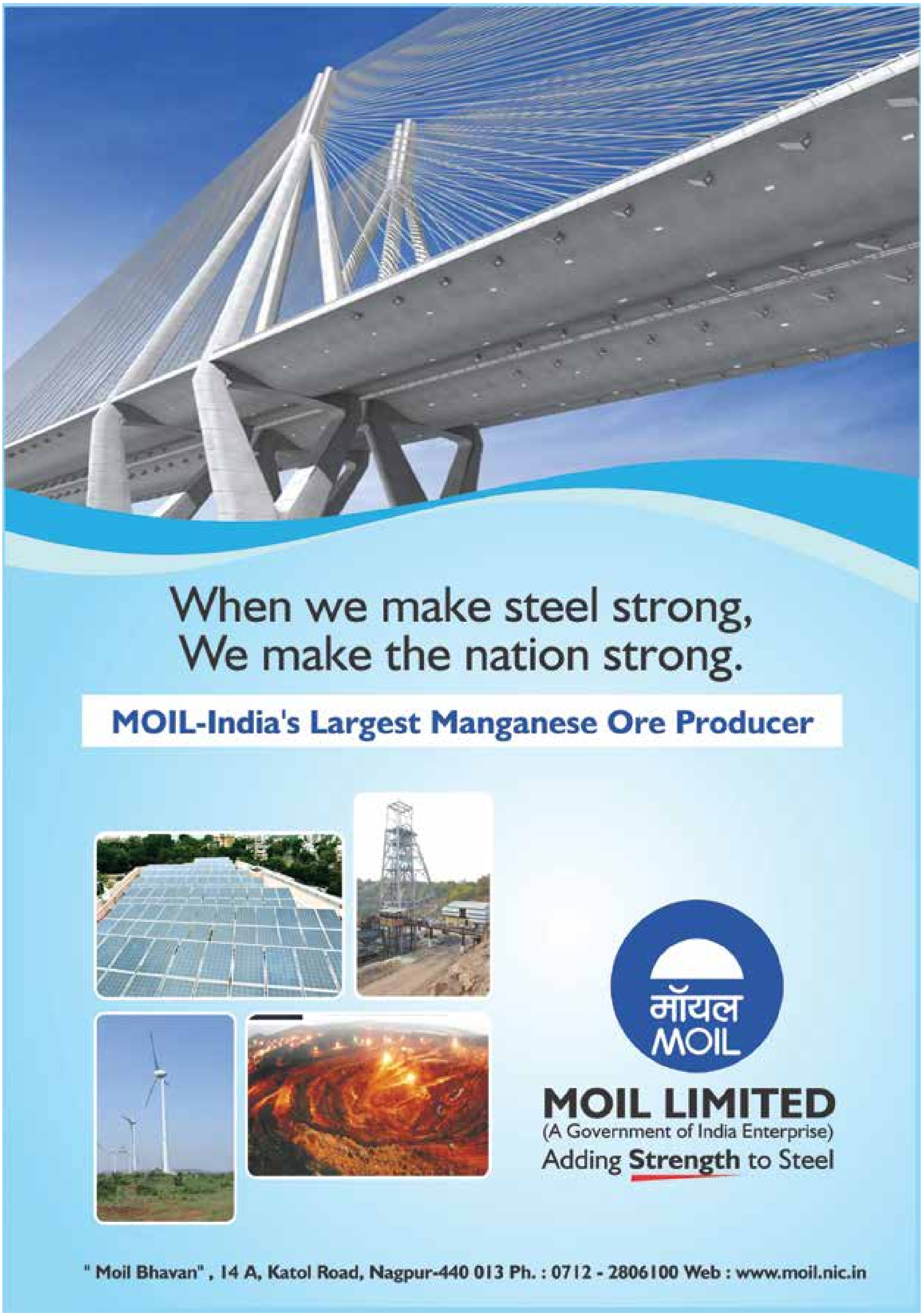
HAL re-commences Flight Testing of Modified Intermediate Jet Trainer (HJT 36)

HAL recommenced flight testing of modified Intermediate Jet Trainer (IJT) recently from its Bengaluru facilities. The flight was flawless and its success is an important step towards the IJT programme.

The flight testing of IJT (HJT36), designed and developed by HAL for the stage-II training of IAF pilots was put on hold after the aircraft had encountered problem in the spin test flights in the year 2016.

Modified Intermediate Jet Trainer of HAL, HJT 36.

"HAL continued its R&D efforts and undertook modification of IJT LSP4 aircraft based on extensive and comprehensive wind tunnel studies", said Mr. R. Madhavan, CMD, HAL. HAL's research, design and technical teams carried out the modifications required with more challenges ahead.



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PSEs CSR Activities

NLC India Ltd. shares Odisha's grief – Contributes Rs 2 cr. to Odisha for unprecedented Cyclone "Fani" relief works

Mr. Rakesh Kumar, CMD, Mr. R. Vikraman, Director (HR) and Mr. Prabhakar Chowki, Director (Mines) of NLC India Ltd. handing over the cheque to Mr. Naveen Patnaik, Chief Minister of Odisha.

Responding to the distress of the people of Odisha, facing one of the worst unprecedented Cyclone "Fani" relief works, NLC India Limited contributed Rs. 2 Cr. towards the Government of Odisha Chief Minister's Distress Relief Fund. Mr. Rakesh Kumar, CMD, Mr. R. Vikraman, Director (HR) and Mr. Prabhakar Chowki, Director (Mines) of NLCIL, handed over the cheque to Mr. Naveen Patnaik, Chief Minister of Odisha along with senior officials of NLCIL at Chief Minister's Office in Bhubaneshwar, Secretariat. Acknowledging the gesture, the Chief Minister Mr. Naveen Patnaik expressed his gratitude to NLCIL for standing by with the people of Odisha in this hour of crisis.

NALCO's helping hand to cyclone-hit people in Odisha

NALCO immediately started the restoration relief work for the cyclone-hit people in different colonies and slum areas of Bhubaneswar, Khurda and Puri. Nalco's township 1 & 2 in Chandrasekharpur and

Mr. T. K. Chand, CMD, NALCO distributing relief materials to the Cyclone affected persons.

head quarter in Nayapalli and Research Centre at Gothapatana were badly hit and extensively damaged. But in shortest possible time, Nalco restored the facilities including 24 hr water supply, power supply through high capacity diesel generators and free movement in colony roads. In addition, Nalco took up relief and restoration work immediately after the cyclone by deploying 7 teams, consisting of electricians, plumbers, wood cutters with electric saw, generators and relief materials. Each team consisted of 17-20 personnel. Two teams each from Nalco's Angul and Damanjodi unit arrived in Bhubaneswar to augment the relief operations being undertaken. Nalco provided relief materials consisting of sarees, towel, rice, dal, salt, sugar, jaggery, biscuit, milk and fruits.

MCL provides 11 DG Sets for 'Fani'

Mahanadi Coalfields Limited (MCL) pressed in service 11 diesel-powered generator (DG) sets to mitigate the drinking water problem in the twin cities of Cuttack and Bhubaneswar, which were severely affected by the cyclone 'Fani' in Odisha. The company had despatched 11 DG sets of 50KVA to 140 KVA from its project areas in Talcher coalfields to empower the relief measures being undertaken by civil authorities in the twin cities where entire infrastructure got wiped out by raging winds of 'Fani'. While three 125 KVA DG sets were despatched to Cuttack from Jagannath Area, a 140 KVA DG along with a 125 KVA and an 83 KVA DG set have been sent to

DG Set.

the IDCO from Lingaraj Mines, Hingula Mines and Lakhanpur Mines of MCL respectively. Besides, a 15 KVA DG set was despached to Bhubaneswar by Basundhara Mines on a request received from the Collector of Sundergarh district whereas on the request of the Collector, Sambalpur, MCL had agreed to bear the rental cost of four DG sets capacity less than 10 KVA deployed in relief operations.

18 Girls under NTPC's 'Super 30 Girls' Program qualify for IITJEE Mains

Enrolled under NTPC's 'Super 30 girls' Program, a Corporate Social Responsibility (CSR) initiative introduced by India's largest power generating company, 18 girls, out of 25, have successfully qualified for the IIT JEE mains. The year-long residential program, implemented with an objective to coach students belonging to economically weaker families, brought these aspirants a step closer to fulfilling their dream of studying in some of India's premier institutes. As part of this noble initiative, rolled out in association with the Centre for Social Responsibility and Leadership (CSRL), NTPC bears the entire cost of boarding, lodging and coaching for the girl students belonging to underprivileged families. After an MoU was signed between NTPC Northern Region Head Quarter in Lucknow and CSRL, New Delhi, NTPC and CSRL jointly initiated the 77.03 lakh-program for 30 girls selected from families living in the vicinity of NTPC plants in the northern region. During the tenure of the project, the students were provided with free stay and food and were imparted coaching and training to sit for entrance examinations (IIT/JEE/NIT) that would help them gain admission to eminent institutes in the country. Started on 1st July 2018, the program, at present, has 25 girls studying at the "NTPC Super 30 Girl" center in Varanasi. These students were selected from various Government schools in Varanasi and Lucknow.

HPCL honoured for its Corporate Social Responsibility efforts

HPCL honoured with various awards for CSR efforts.

HPCL undertakes multiple CSR endeavours to positively impact numerous lives across the length and breadth of the country. In appreciation of HPCL's innovative interventions in the sphere of CSR, HPCL has been conferred with Economic Times 2-GOOD 4-GOOD CSR ratings, Global CSR Awards (Platinum category), Apex India CSR Excellence and Swachh Bharat Award.

The highest recognition by The Economic Times in the CSR domain, "The ET 2-GOOD 4-GOOD" rating, was presented to HPCL for its all-round excellence in Corporate Social Responsibility for the year 2016-17 and 2017-18. Swachh Bharat Award was conferred upon HPCL in the category of 'Sanitation – infrastructure Building'. The Global CSR Awards which were presented on the side-line of 9th World PetroCoal Congress and Apex India CSR Excellence recognise HPCL's exceptional contribution in the area of CSR.

Hon'ble Vice President of India inaugurates GRIDTECH-2019

Hon'ble Vice President Shri Venkaiah Naidu being felicitated by POWERGRID, CMD Mr. Ravi P. Singh.

Hon'ble Vice President of India, Mr. M. Venkaiah Naidu, inaugurated GRIDTECH - 2019, 6th International Exhibition and Conference on recently. This international event was organized by Power Grid Corporation of India Limited (POWERGRID), with the support of Ministry of Power, Government of India and in association with CBIP and IEEMA.

Addressing the gathering Mr. M. Venkaiah Naidu said, "Events such as GRIDTECH 2019 provide an opportunity for Power System professionals in Industry and Academia to exchange ideas and deliberate on environment friendly solutions to overcome the challenges faced by the sector. It is an excellent platform for evolution of new ideas in the energy sector through brainstorming by seasoned professionals. I am glad that it also has a Student Pavillion and I hope this will give the young students an opportunity to showcase their own innovative ideas."

On this occasion, Mr. A. K. Bhalla, Secretary (Power) Ministry of Power, Government of India, along with CMD (POWERGRID) welcomed Hon'ble Vice President of India. Also present on this occasion were senior officials from Ministry of Power, MNRE, CEA, CERC, SERC, Central & State Government officials and other Power PSUs, private sector companies, experts from academic institutions, consultants etc.

CEL gets highest green certification (Platinum)

Central Electronics Limited received Platinum certification under Indian Green Building Council (IGBC) Green Existing Buildings, Operation & Maintenance rating system. IGBC is the authority for certification of green buildings in the country. CEL is pioneer in the country in the area of Solar Photovoltaics, with the distinction of having manufactured India's First Solar Cell in 1977, India's First Solar Panel in 1978 and installed India's first solar power plant in 1992 as well as a number of other "firsts" to its credit.

Dr. Nalin Shinghal, CMD said that CEL has made numerous efforts for achieving highest level of energy efficiency on the campus and presently has 1.3 MW Solar PV generating capacity on campus, meeting more than 50 percent of total its energy requirement from renewable energy.

CEL took up the project for Green Certification of its Administrative Area under which number of initiatives were taken including making the Administrative complex energy positive as well adoption of a range of Green practices. Platinum Certificate is the highest level of achievement under the Green Certification Scheme.

New Logo Launching Ceremony
of IREL(India) Limited

Mr. K. N. Vyas, Chairman, Atomic Energy Commission presiding over the launching ceremony of New Logo of IREL (India) Ltd. in the presence of Mr. D. Singh, CMD and other senior officials.

As a part of brand enhancement, showcase environment friendliness of the Company's operations and with a view to obtain better visibility in the market, a new Logo was adopted by IREL (India) Limited w.e.f 8th April, 2019. The new Logo was adapted by the CPSE in a launching ceremony presided by Mr. K N Vyas, Chairman, Atomic Energy Commission and Secretary, Department of Atomic Energy in the presence of Mr. D. Singh, CMD, IREL (India) Limited, Joint Secretary (I&M), Senior Officers of DAE, Functional Directors and key executives of the company.

Prior to the release of the new Logo, CMD, IREL (India) Limited made a brief insight on the operations of the company in the states of Odisha, Kerala and Tamil Nadu, growth saga of company in the strategic as well as commercial front and the operational CPSE contributing towards pollution free and environment – friendly atmosphere. Contribution of IREL (India) Limited as a responsible corporate in upliftment of the locals in and around the operating Units by way of contributions in areas like literacy, skill development, health, sanitation, environment and rural development under the CSR was also highlighted.

CMD, IREL Inaugurates Western Region HR Conference

Mr. D. Singh, CMD, IREL (India) Limited addressing the inaugural session of Western Regional HR Conference.

Mr. D. Singh, CMD, IREL (India) Limited, inaugurated the Western Regional HR Conference conducted by National Institute of Personnel Management (NIPM), Mumbai Chapter, on 15th–16th March 2019 at Sofitel, BKC. The Western Regional HR conference was attended by more than 200 participants from diverse backgrounds; including academics, entrepreneurs, independent professionals, and distinguished personnel and leaders from the corporate world. As part of his inaugural address, Mr. D. Singh touched upon various challenges faced by the HR fraternity, and offered potential incisive solutions to deal with them in the current era which is marked by rapid change and increasing complexity.

Mr. D. Singh linked critical real world problems to management theories, and methodically distilled his thoughts to proffer analytic solutions. Mr. D. Singh elaborated on the need to manage diversity in teams, especially with the advent of globalization. He also laid emphasis on crucial aspects of the HR function such as health and safety, and the integration of mindfulness and emotional intelligence into the current kit of solutions for improving well being at the workplace. These thoughts attracted a lot of appreciation from the audience for being progressive, humane, and offering practical solutions to new age problems.

PSEs Financial Performance during FY 2018-19

ITI Limited records a Turnover of Rs. 2051 Cr. for the Year 2018-19

ITI Limited announced the turnover of Rs. 2051 Cr. (unaudited) for the financial year ended on March 31, 2019 (corresponding figure for the financial year 2017-18 was Rs. 1703 Cr.).

The Company has posted 20 percent growth in revenue during 2018-19 as compared to 5.7 percent during 2017-18.

Highlighting the company's achievement for the year 2018-19, Mr. K Alagesan, CMD, ITI Limited said, "It is yet another year of accomplishment for ITI and this signifies ITI's commitment for sustained growth. Company's performance for current financial year has invigorated us to further strengthen our business verticals like Smart Energy Meters, ICT-IOT, Mini PC manufacturing, Data Center hosting services, manufacturing of Rupay and Master cards with a focus on design and development of indigenous products and technologies. This is in addition to manufacturing of wide range of communication products, secured communication products for defence and manufacturing and component screening services for Indian space programs."

With interalia, the Revival Package support from Government of India, execution of BharatNet phase 2 projects and rejuvenated manpower, the turnover of the company has improved.

MOIL registers the best ever performance in FY 2018-19

MOIL Limited has achieved the highest-ever turnover of Rs. 1440 cr. (unaudited and provisional) during financial year 2018-19, registering a growth of 9 percent over previous year.

Core production (non-fines, i.e., production excluding fines) jumped 15 percent during the year. Total production crossed 13 lakh MT in FY'19 (up by ~ 9 percent y-o-y), which is the highest achievement in last ten years. The company has also achieved highest-ever production of non-fines manganese ore. Non- fines sales are also at a record-high of 11 lakh MT (up by 13 percent y-o-y). The total production growth in last three years is around 30 percent. Currently, MOIL holds 34 percent of manganese ore reserves of the country and is contributing 50 percent of the domestic production.

MOIL is also giving utmost thrust on expansion and modernization of its mines to sustain production levels and attain capacity enhancement. Projects of sinking of second vertical shaft at Chikla mine and shaft deepening at Kandri and Balaghat mines have been completed during the year. These will enable the Company sustain enhanced level of production from these mines. Its projects of shaft sinking at Ukwa and Munsar mines and high speed shafts at Balaghat and Gumgaon mines are progressing as per schedule.

In addition to the above, development and production activities have been started during the year at Parsoda (in Nagpur district) – 11th mine of MOIL. Annual production at this mine will gradually increase to 40000 MT. The Company is also actively pursuing cases of prospecting and mining leases in Maharashtra and Madhya Pradesh, mostly in areas adjacent to its existing mines.

The above projects/new leases will enable MOIL move ahead towards its ambitious vision of almost doubling production to 25 lakh MT by FY 2024-25.

Hind Copper posts robust Physical Performance in 2018-19; Record ore production

The physical performance of Hindustan Copper Limited (HCL) has been robust in the just-concluded financial year 2018-19. The Company's Copper ore production of 41.22 lakh tonnes is the best in the last twenty years (12 percent higher than that of the last fiscal year). The Metal-in-concentrate (MIC) production of the only vertically integrated Copper miner of India is 32,439 tonnes in 2018-19, which is the best in last sixteen years.

The ore production of the flagship Unit of HCL, Malanjkhand Copper Project, has been at an all-time high of 25.42 lakh tonnes during the fiscal year. Total Copper sales volume during FY 18-19 has been 38,321 tonnes which is the highest in last nine years. All the afore-mentioned figures are provisional.

Mr. Santosh Sharma, CMD, HCL, congratulated all the employees including contractors engaged in the mines for their commitment and team work and thanked the Ministry of Mines, Govt of India, State Government of Jharkhand, Madhya Pradesh and Rajasthan and all the stakeholders for their valued support.

NCL on new Pinnacle of Coal Production and Despatch; Performs Best in its 33 Years Journey

Coal production at NCL mine.

Northern Coalfields Limited has achieved new pinnacle in terms of coal production and dispatch in F.Y. 2018-19 by producing 101.50 million tonnes of coal. NCL has not only completed but produced in excess of the assigned annual target of 100 million tonnes. The y-o-y growth of NCL in coal production is 9 percent. On dispatch front too, the company has dispatched 101.59 million tonnes of coal leaving behind its assigned target of 100.50 million tonne thereby registering a growth of 5 percent over last fiscal.

NCL has also become 3rd company of the country to produce and dispatch 100 million tonnes of coal. In order to meet country's energy requirements, the company supplied 85.42 million tonnes of coal to power houses in the financial year 2018-19 which is 7 percent higher than the coal supplied in previous financial year. On this fantastic achievement of the company, the CMD, NCL, Mr. P.K. Sinha, Director (Technical/Operations) Mr. Gunadhar Pandey, Director (Technical / Project and Planning), Mr. P.M. Prasad, Director (Finance and Personnel), Mr. N. N. Thakur warmly congratulated Team NCL and all the stakeholders of the company.

Notably, NCL has achieved its fiscal targets ahead of the schedule. The company achieved its coal production target 5 days before fiscal completion whereas the dispatch targets were achieved 2 days in advance. The Miniratna company of Government of India, NCL was founded in 1985 and the company produces 15 percent of total coal production of the nation and contributes 10 percent of the total electricity generated in the country.

HAL Registers 7.8% Rise in Turnover, 14.8% in PAT

HAL (standalone) achieved an all-time high turnover of Rs. 19,705 crores, registering a growth of 7.8% for FY 2018-19 over the turnover of Rs 18,284 crores in the corresponding previous year. The audited results of the Company were approved by HAL's Board of Directors at its meeting held recently.

HAL's Profit After Tax (PAT) for the FY 2018-19 stood at Rs. 2,282 crores, an increase of 14.8% over Rs. 1,987 crores in the corresponding previous year. An interim dividend of Rs. 662 crores has already been paid by HAL for the year 2018-19.

The Order Book Position of the Company as on March 31, 2019 was at Rs. 58,000 crores. HAL expects fresh orders for Light Combat Aircraft and Light Combat Helicopters in the current financial year.

PSEs Ink MoU

MoU signed between NHPC and Indian Army for 'Construction of underground caverns and semi-underground bunkers'

A Memorandum of Understanding (MoU) has been signed between NHPC and the Indian Army for 'Construction of underground caverns and semi-underground bunkers' at various locations in India on turnkey basis recently. Mr. Balraj Joshi, Chairman and Managing Director, NHPC, Mr. Ratish Kumar, Director (Projects), Mr. N.K. Jain, Director (Personnel), Mr. Janardan Choudhary, Director (Technical) and Mr. Ved Prakash, CVO from NHPC were present on the occasion along with other senior officers from NHPC and the Indian Army.

Mr. Balraj Joshi, CMD, NHPC and Lieutenant General Nav K. Khanduri VSM alongwith Mr. Ratish Kumar, Director (Projects), Mr. N.K. Jain, Director (Personnel), Mr. Janardan Choudhary, Director (Technical) and Mr. Ved Prakash, CVO from NHPC during the Signing of MoU.

As per the MoU, NHPC shall be responsible for Design and Engineering, Civil Construction, Project Management and Execution of the Projects. The Memorandum of Understanding (MoU) was signed by Lieutenant General Nav K. Khanduri, VSM on behalf of Indian Army and Mr. Cherian Mathew, Executive Director, Renewable Energy and Consultancy on behalf of NHPC.

GRSE Signs Contract for 08 Anti-Submarine Warfare Shallow Water Crafts (ASWSWCs) for Indian Navy

In the emerging competitive scenario, it was a huge boost for team GRSE when the Shipyard was declared successful in the competitive bid for design, construction and supply of eight Anti-Submarine Warfare Shallow Water Crafts (ASWSWCs) for Indian Navy.

MoU documents being exchanged between the senior officials of the Indian Navy and GRSE.

RFP was issued by Indian Navy to DPSU Shipyards and Indian Private Shipyards in April 2014, with GRSE emerging as the successful bidder. The Contract was signed on 29 April 2019 between Garden Reach Shipbuilders & Engineers Limited (GRSE) and Government of India, Ministry of Defence. The order value for these eight vessels is Rs. 6311.32 cr. The 1st ship is to be delivered within 42 months from contract signing date and subsequent balance ships delivery schedule will be two ships/year. The project completion time is 84 months from date of signing the contract. GRSE is currently handling major projects to make three Stealth Frigates for Indian Navy under P17A Project, ASW Corvettes for Indian Navy, LCUs for Indian Navy, four Survey Vessels (Large) for Indian Navy, FPVs for Indian Coast Guard etc.

BHEL signs MoU with ARAI for e-mobility projects

Bharat Heavy Electricals Limited (BHEL) and Automotive Research Association of India (ARAI), an autonomous body affiliated to the Ministry of Heavy Industries and Public Enterprises have signed an MoU for cooperation on various projects related to e-mobility. In the presence of Dr. A.R. Sihag, Secretary, Department of Heavy Industry (DHI), the MoU was signed by Ms. Rashmi Urdhwareshe, Director, ARAI and Ms. Renuka Gera, GM-I/c (ESSG), BHEL. Mr. Atul Sobti, CMD, BHEL and other senior officials of DHI, ARAI and BHEL were present on this occasion.

Ms. Rashmi Urdhwareshe, Director, ARAI and Ms. Renuka Gera, GM-I/c (ESSG), BHEL exchanging the MoU documents in the presence of Dr. A.R. Sihag, Secretary, DHI.

BHEL's unique strength as technology developer and implementer and ARAI's advanced facilities and expertise in design, testing and certification of mobility products, will generate synergies in implementing solutions for Electric and Trolley Bus, EV Chargers, Battery and Charger testing, etc.

NRL signs MoU with AEGCL for development of infrastructure to import power

Numaligarh Refinery Limited (NRL) signed an MOU with Assam Electricity Grid Corporation Limited (AEGCL) for construction of facilities for importing of 120 MW Power from 220 KV Grid owned by AEGCL. The MoU was signed between CGM (Project) NRL, Mr. A. P. Chakraborty and CGM, AEGCL, Mr. P. K. Medhi in Guwahati on 29-04-19 in the presence of CGM(Tech), NRL, Mr. N Borthakur and other senior officials from both the organisations.

CGM (Project) NRL, Mr. A. P. Chakraborty, CGM, AEGCL, Mr. P. K. Medhi, CGM(Tech), NRL, Mr. N Borthakur and other senior officials from NRL and AEGCL at the MoU signing ceremony.

The project includes drawing of 220 kV Overhead power transmission lines of approx. 15 KM length and setting up of 220 KV Sub-Station (S/S) near Numaligarh Refinery.

The MoU will facilitate un-interrupted power supply for seamless refinery operations. It will also help meet the additional power requirement of almost 74 MW for NRL's upcoming mega Refinery expansion project from existing 3 MMTPA to 9 MMTPA. With the development of transmission infrastructure, NRL will be able to purchase stable power instead of setting up captive plants which is more capital cost intensive.

CSL signs Contract for the Construction of Anti -Submarine Warfare Shallow Water Crafts (ASWSWCS) for Indian Navy

Cochin Shipyard Limited (CSL), Kochi, signed a contract for construction and supply of eight (08) Anti-Submarine Warfare Shallow Water Crafts (ASWSWCs) for Indian Navy. CSL was the successful bidder (L1) in the tender floated by the Ministry of Defence for this project.

The order value for these eight vessels is pegged at Rs. 6,311.32 Cr. The first ship is to be delivered within 42 months from contract signing date and subsequent balance ships delivery schedule will be two ships per year. The project will have to be

MoU documents being exchanged between the senior officials of the Indian Navy and CSL.

completed within 84 months from date of signing the contract. These Anti-Submarine Warfare Shallow Water Crafts (ASWSWCs) are designed for a deep displacement of about 750 tonne, speed of 25 knots and complement of 57 and capable of full scale sub surface surveillance of coastal waters and co-ordinated ASW operations with aircraft.

KIOCL Signs MoU for Sale of Pellets to Emirates Steel

Mr. M. V. Subba Rao, CMD, KIOCL and other dignitaries during the MoU signing ceremony.

KIOCL Limited is engaged in the business of manufacturing of high grade Iron Oxide Pellets. KIOCL has made use of its expertise in handling different types of ores to produce pellets and due to advantage in its geographic location has entered into back to back contracts. This has helped KIOCL to expand its exports to overseas like Iran, Japan, South Korea and Oman in addition to its regular domestic and international markets.

Mr. M. V. Subba Rao, CMD, KIOCL during his visit to Dubai, signed a tripartite MoU with Emirates Steel, Abu Dhabi and Star Global Dubai for sale of high grade Pellets to Emirates Steel.

NRDC signs MoA with IOCL for Implementation of IOCL Startup Scheme

Dr. H. Purushotham, CMD, National Research Development Corporation (NRDC) informed that NRDC signed MoA with Indian Oil Corporation Limited, Faridabad.

Dr. H. Purushotham, CMD, NRDC and Dr. S. S. V. Ramakumar, Director, IOCL and others during the MoU signing ceremony.

IOCL created a revolving fund of Rs. 30 Cr. for each round of investment. In the first round 11 startups were funded and implemented by NRDC. IOCL signed the MoA with NRDC again for the second found of investments in the IOCL startup scheme wherein about 17 startups were identified. Under this MoA, NRDC provides incubation support.

The MoA signed by Dr. H. Purushotham, CMD, NRDC and Dr. S. S. V. Ramakumar, Director, IOCL during the inaugural function of NRDC Innovate India – 2019 on 30th March, 2019 at EDII, Ahmedabad in presence of Chief Guest, Dr. V. K. Saraswat, Member, NITI Aayog; Dr. Anju Sharma, IAS, Principal Secretary, Higher Technical Education, Govt. of Gujarat, Ms. Avantika Singh Aulakh, IAS, Commissioner, Technical Education & CEO, Gujarat Knoweldge Society, Govt. of Gujarat, Dr. Yatin Karpe, Cabinet Chair, AUTM, Pennsylvania, USA, Mr. B.N.Sarkar, Scientist `G', DSIR, Ministry of Science & Technology, Govt. of India and many more.

POWERGRID signs MoU with Ministry of Power

Mr. Ajay Kumar Bhalla, Secretary (Power), Government of India and Mr. Ravi P. Singh, CMD, POWERGRID during the MoU signing ceromony.

POWERGRID has signed a Memorandum of Understanding (MoU) with Ministry of Power, Government of India for Financial Year 2019-20.

The MoU was signed recently by Mr. Ajay Kumar Bhalla, Secretary (Power), Government of India and Mr. Ravi P. Singh, CMD, POWERGRID in the presence of Mr. S. N. Sahai, Addl. Secretary, Mr. S. K. G. Rahate, Addl. Secretary, Mr. Ghanshyam Prasad, Chief Engineer and Mr. Dhiraj Kumar Srivastava, Director, Ministry of Power, Government of India; and Mr. K. Sreekant, Director (Finance), Mr. R. K. Chauhan, Director (Projects) and Mr. Sanjeev Singh, ED (CMG) POWERGRID.

The MoU includes targets related to various parameters such as Financial, Physical, Human Resource Management, Project Execution, Technology Upgradation, Innovation etc.

NTPC signs Term Loan of Rs. 2000 crore with Canara Bank

Mr. A.K Gautam, ED (Finance), NTPC Ltd and Mr. Amit Garg, Chief Manager, Canara Bank exchanging the MoU documents in the presence of Mr. Sudhir Arya, CFO, NTPC Ltd. and Mr. S Ramasubramanian , DGM, Canara Bank.

A term loan agreement for Rs. 2000 cr was signed with Canara Bank recently. The loan facility is extended at an interest rate linked to 3 month MCLR of the Bank. This loan has a door to door tenure of 15 years and will be utilised to part finance the capital expenditure of NTPC. The loan agreement was signed by Mr. A.K Gautam, Executive Director (Finance), NTPC Ltd and Mr. Amit Garg, Chief Manager, Canara Bank in the presence of Mr. Sudhir Arya, CFO, NTPC Ltd. and Mr. S Ramasubramanian, DGM, Canara Bank.

NRDC and National Sugar Institute, Kanpur Signs Agreement for Transfer of Technologies

MoU documents being exchanged between Dr. H. Purushotham, CMD, NRDC and Prof. Narendra Mohan, Director, National Sugar Institute, Kanpur in the presence of Mr. Ravikant, Secretary and Mr. Suresh Kumar Vashishth, Joint Secretary (Sugar & Admin.), Department of Food and Public Distribution.

National Research Development Corporation (NRDC) signed an Agreement with National Sugar Institute (NSI), Kanpur for transfer and commercialization of the technologies developed at NSI.

The Agreement was signed by Chairman and Managing Director, NRDC, Dr. H. Purushotham and Prof. Narendra Mohan, Director, National Sugar Institute, Kanpur in the presence of Mr. Ravikant, Secretary and Mr. Suresh Kumar Vashishth, Joint Secretary (Sugar & Admin.), Department of Food and Public Distribution, Ministry of Consumer Affairs, Food and Public Distribution and other senior officials of Ministry and NRDC. The scope of the Agreement includes providing Intellectual Property (IP) protection services to the scientific and technological developments of the National Sugar Institute, Kanpur and transferring of technologies developed by NSI to Start-ups and Industry.

CMD, NHPC addresses Inter-Ministerial Conference on 'Future Strategies for NIRM'

Mr. Balraj Joshi, Chairman and Managing Director, NHPC addressed the Technical session of the Inter-Ministerial Conference on 'Future Strategies for NIRM' in New Delhi recently. Mr. Joshi gave a special presentation titled 'Rock Mechanics in Hydroelectric Projects' wherein he gave an overview of NHPC's achievements in the field of hydropower and highlighted the importance of understanding rock and rock mass properties in design of civil structures. Mr. Joshi also cited case studies in conducting of rock mechanics testing by NHPC in various Projects as 2880 MW Dibang Multipurpose Project, 720 MW Mangdechhu Project, 2000 MW Subansiri Lower Project, 510 MW Teesta – V Power Station, 150 MW Goriganga - III A Project etc. The event was organized by National Institute of Rock Mechanics (NIRM), an autonomous Research Institute under Ministry of Mines, Gover-nment of India.

Mr. Balraj Joshi, CMD, NHPC addressing the Technical session of the Inter-Ministerial Conference on Future Strategies for NIRM.

IndianOil makes Bulk Propylene Export from Paradip Refinery for the First Time on National Maritime Day of India


Propylene cargo loaded vessel MT Hong YU.

As the bulk propylene cargo loaded vessel MT Hong YU set on its voyage on the historical maritime day of India, Paradip Refinery added another feather to its impressive list of milestone. With this cargo, IndianOil exported Bulk Propylene for the first time. Mr. TDVS Gopalakrishna, Executive Director, Paradip Refinery flagged off the maiden batch of Propylene cargo (2.55 TMT) in MT Hong Yu, from South Oil Jetty , in presence of senior officials from Refinery, Marketing Terminal & M/s IOTL. The consignee of the cargo is M/s Mitsui & Co Ltd, Gresik Indonesia. This being the first time in IOCL that bulk Propylene is exported through ship, all system checks were carried out in advance and all audit points were liquidated in time to keep the system ready for maiden dispatch. SOP was prepared for the total operation much in advance and the personnel involved were familiarized with the requirements by way of mock drill. Accounting procedure was finalized with participation from Marketing and Surveyors.

NMDC's 2nd Sustainability Report Released

NMDC's 2nd Sustainability Report titled 'Expanding Horizons – from Ore to Steel' was released recently by Mr. N. Baijendra Kumar, IAS, CMD, NMDC in presence of functional Directors of NMDC, Dr. T.R.K. Rao, Director (Commercial); Mr. P. K. Satpathy, Director (Production) and Mr. Amitava Mukherjee, Director (Finance) and senior officials of NMDC and Thinkstep Sustainability Solutions Private Limited. The Sustainability Report has focused in the areas of scientific mining, social responsibility, climate protection, biodiversity conservation and economic development.

Mr. N. Baijendra Kumar, IAS, CMD, NMDC in presence of functional Directors of NMDC, Dr. T.R.K. Rao, Director (Commercial); Mr. P. K. Satpathy, Director (Production) and Mr. Amitava Mukherjee, Director (Finance) and senior officials of NMDC and Thinkstep Sustainability Solutions Private Limited releasing the Sustainability Report.

NMDC has made pioneering contributions in the areas of Iron Ore exploration and mining, transforming societies around its locations, environment protection and acting as a responsible Corporate Citizen as a whole. NMDC has published its 2nd Annual Sustainability Report for the reporting period of the financial year 2017-18 as per the Global Reporting Initiative (GRI) Standards 'in accordance with comprehensive option to accelerate its journey of Sustainable Development.

AAI hosts Domestic Airport Lab at Tiruchirappalli International Airport

A two–day Domestic Airport Lab on "Re-Engineering the Key Approaches within Airport Commercial Planning and Implementation to Maximize Non-Aeronautical Revenue" inaugurated recently by Mr. Anuj Aggarwal, Member (Human Resources), Airports Authority of India (AAI) at Tiruchirappalli International Airport. On this occasion, Mr. EP Hareendranathan, Executive Director (Training-IAA) & Head of Airport Lab Committee, AAI; Mr. Sanjay Jain, Executive Director (Human Resources); Mr. S. Sreekumar, Regional Executive Director, Southern Region and Mr. K. Gunasekaran, APD Trichy airport were also present. Mr. Anuj Aggarwal, Member (HR) AAI in his keynote address emphasized the need to focus on maximizing non - aeronautical revenues while making air travel more affordable to common man. He said "This problem solving lab is an initiative to utilize the expertise of International Airport Professionals of AAI and will be able to come out with innovative solutions to further Device, Accomplish and Boost Non-Aeronautical Revenues at par with best global practices".

Mr. Anuj Aggarwal, Member (HR), AAI during the inauguration of a two–day Domestic Airport Lab.

HSL delivers Three 10T Tugs 'Abhishek', 'Aja' & 'Bahadur' to Indian Navy

2 Nos 10 T Bollard Pull tugs Abhishek and Aja constructed for Indian Navy sailed to Port Blair from HSL jetty on March 01, 2019 and delivered to Andaman & Nicobar Command on March 11, 2019. The third tug Bahadur sailed to Naval Ship Repair Yard Kochi from HSL jetty on March 20, 2019.

These Tug are capable of developing a 10 Ton Bollard Pull and can achieve speed of greater than 12 Knots. They are equipped with state of the art external firefighting equipment. During trials the tugs have proved their good sea keeping qualities.

Rear Admiral LV Sarat Babu. NM, IN (retd.), C&MD, HSL stated that these tugs were built in a record time of 17 months from the date of Keel laying to handed over to the Navy. He also expressed deep gratitude to the Navy, IRS and PEW for closely partnering towards successful completion of the project. The Chairman specially appreciated the commitment of the employees of HSL on this notable achievement.

HSL inks contract with DGNP, Visakhapatnam

Hindustan Shipyard Ltd has signed a Contract worth Rs 20.72 Cr with Director General Naval Projects, Visakhapatnam for construction of 03 Flap Gates to Naval Dockyard (Visakhapatnam) on 14 March 2019.

Plate Cutting Ceremony of 50 T BP tugs for Indian Navy

Plate Cutting Ceremony for the project construction of 4 Nos. 50T Bollard Pull Tugs for Indian Navy has been performed at HSL on 16 March 2019.

Delivery of 2 Nos Pontoons to Indian Navy

Hindustan Shipyard Limited has delivered 2 nos. Pontoons built

for Naval Dockyard (Visakhapatnam) on 03 April 2019.

Plate Cutting Ceremony of Diving Support Vessel project of Indian Navy

HSL has also commenced first activity of production i.e plate cutting of 2 nos Diving Support Vessel, the first of its kind being constructed in India for the Indian Navy on 03 April 2019 in presence of Rear Admiral LV Sarat Babu, IN (Retd), Chairman & Managing Director (HSL), officials of Navy, IRS and HSL.

SAIL Registeris Best Ever Crude Steel Production in FY'19

Highest ever production & supply of rails and Best ever steel despatch

Steel Authority of India Limited (SAIL) has shown much improved performance in the last financial year 2018-19 in terms of production, techno-economics, sales etc.

SAIL produced 16.3 Million Tonnes (MT) crude steel in FY'19, registering a growth of 8 percent over CPLY and clocking the best ever saleable steel production during the year. The production from new mills of SAIL plants has recorded marked improvement in FY'19, giving an enriched product basket. Total steel despatch from SAIL was the highest ever at 14.86 MT during FY'19 due to a dedicated logistics set-up created by SAIL recently.

Mr. Anil Kumar Chaudhary
Chairman, SAIL

The FY'19 ended with a robust performance during Q-4 with a growth of 10 percent, 8 percent, 14 percent and 13 percent in respect of production of Hot Metal, Crude Steel, Saleable Steel and Sales respectively. In FY'19, SAIL had the highest ever production of 9.85 lakh tonnes of UTS 90 Rail. The production of Rails got momentum in the second half of FY'19 with around 5.66 lakh tonnes of production and 35 percent higher than H1 figure. In line with this improved performance, Company has managed to improve its turnover by 16 percent which now stands at Rs. 66,100 cr. Mr. Anil Kumar Chaudhary, Chairman, SAIL appreciated the efforts of SAIL employees and said, "The FY'19 was a remarkable year for SAIL with marked turnaround in various parameter like production, techno-economics, cost of production, higher production of value added products apart from ramping up of production from new mills and sales."

NRL launches PRISTENE - its brand of Food Grade Paraffin Wax

Numaligarh Refinery Ltd. (NRL) recently launched its premium quality Food Grade Wax in the market. Named Pristene, this niche product was launched by actor Ms. Barsha Rani Bishaya, who would be the Brand Ambassador for the product, at a launch function held in the city as part of the 4th NRL Customers' Meet 2018-19 in presence of MD NRL Mr. S K Barua, Director (Technical) NRL Mr. B J Phukan, Director (Finance) NRL Mr. Indranil Mittra.

Food Grade Wax or Type-I Wax as classified by the Bureau of Indian Standards (BIS), is a top of the line, purest form of Paraffin Wax which passes through very stringent quality tests so as to make it safe for use in food packaging, pharmaceutical and cosmetic industries. With the launch of 'Pristene,' NRL will now be targeting major cosmetic manufacturers, pharmaceutical industries, food based product packaging industries and FMCG industries both in the domestic as well as foreign markets, thereby enhancing its value chain and brand equity.

11th Car Set for Kolkata Metro Flagged Off By Mr. D. S. Mishra, Secy. Housing & Urban, GoI

BEML Limited delivered 11th Metro Car set to Kolkata Metro Rail Corporation (KMRCL) recently. At a function held at BEML Bangalore Complex, Mr. D S Mishra, IAS, Secretary, Housing & Urban Affairs, Govt. of India flagged off the Metro car set in the presence of Mr. Deepak Kumar Hota, CMD, BEML. "BEML is always at the forefront by providing world class metro cars that helps to decongest urban roads," said Mr. Deepak Kumar Hota, CMD, BEML.

Earlier, Mr. D S Mishra had detailed discussion with BEML Officials and was taken round the production facilities. He was accompanied by Mr. Ajay Seth, MD, BMRCL. Mr. Mishra appreciated the efforts being made by BEML in contributing to core sectors of the economy.

Mr. D S Mishra, IAS, Secretary, Housing & Urban Affairs flagging off the Metro car set in the presence of Mr. Deepak Kumar Hota, CMD, BEML.

It may be noted that BEML has bagged supply of 14 car sets to KMRCL and out of which 10 metro car sets were already delivered.

The company has so far produced more than 1500 metro cars for Delhi, Jaipur, Bangalore & Calcutta Metro Corporations.

MCL celebrates 28th Foundation Day

Mr. R. R. Mishra, CMD, MCL flagging off the Run for Excellence.

Mahanadi Coalfields Ltd (MCL), a subsidiary of Coal India Limited, recently celebrated its 28th Foundation Day with traditional knowledge - sharing and gaiety.

The celebrations began with flagging off "Run for Excellence" by Mr. R. R. Mishra, Chairman & Managing Director in the presence of Mr OP Singh, Director (Technical-Ops & P&P) and Mr L N. Mishra, Senior Advisor.

A 28th Foundation Day cake was cut by children in the presence of the CMD, Directors and Vice Presidents of Jagruti Mahila Mandal, Ms Padamja Singh, Ms Padmini Vasudevan and Ms Madhoo Mishra among large number of officers, staff and their family members. The dignitaries also gave away prizes to the winners of the run in different categories.

Bright future for Long Steel segment: Experts

Mr. PK Rath, CMD,RINL said that Steel Industry plays a vital role in the economic development of the country and the industry has been growing significantly during the last few years. He said that the per capita consumption presently in India is around 75kg against the world average of more than 220 kg and added that Steel Industry should focus on research and development of new products for new applications and technologically advanced products in same applications.

Mr. P. K. Rath, CMD, RINL lighting the lamp to mark the inauguration of the seminar in VSP recently. Mr. S. S. Mohanty, Vice Chairman & MD, Neelachal Ispat Nigam Ltd (NINL), Mr. K. K. Ghosh, ED (Mills) are seen.

This observation was made by Mr. Rath while delivering his inaugural address at a national seminar on "Technological Advancements and Development of new grades in Long products" organized by IIM, Vizag Chapter in association with Vizag Steel Plant at Technical Training Institute in Ukkunagaram today. Long steel products segment play a major role in increasing the consumption of steel, which is very low in the country, as the Govt's spending on Infra, Construction, Automobile, Railway and Road sector, Defense etc, are growing significantly in the country, he said.

Mr. SS Mohanty, Vice Chairman & MD, Neelachal Ispat Nigam Ltd (NINL) while delivering his key note address said that being a 100% Long Steel Quality producer, RINL-VSP has many advantages to become a leader in Long Steel market by producing value added steel products and he commended RINL for achieving a sales turn over of over Rs 20,000 crores in FY 2018-19. He highlighted the need for setting up of customized mills for Long products like Rail Mills, Heavy and Medium section mills, High strength Low Alloy steel, Corrosion Resistant Steel mills etc to face the competition and capture the market in the country. He said that increase of steel consumption largely depends on four drivers of industry i.e Urbanization, Motorization, Globalization and Industrialization and this would spur the demand for long steel products and steel consumption in the country. Mr. P Raychaudhury, Director (Commercial), Mr. V. V. Venugopal Rao, Director (Finance), EDs, GMs, were present on the occasion. Mr. K. K. Ghosh, ED (Mills & Logistics) RINL & Chairman of IIM Vizag Chapter said that the seminar aims to bring together the experts to disseminate the recent trends and advances in Long Steel product segments.

Mr. S. Mandal, GM (TR) and Convener of the seminar proposed vote of thanks. Later, the dignitaries released a souvenir brought out on the occasion.

Large number of delegates from RINL, Tata steel, JKSW, MN Dastur, Daniel, PrimeSteel, Metalist, Signode India, Mecon etc, participated. The two day seminar will dwell upon various aspects on long Steel segment and the technological developments in the industry.

BHEL Commissions two units of Kaleshwaram Lift Irrigation Scheme Package-6 (7x116 MW) in Telangana

Bharat Heavy Electricals Limited (BHEL) has successfully commissioned the first two pumping units (116 MW each) of the 7x116 MW Kaleshwaram Lift Irrigation Scheme (LIS) Package-6 in Telangana. Significantly, the pump for each unit is designed to lift 89.16 cumecs (cubic metres per second) of water by 105.5 metres. Being developed by the Irrigation & CAD (I&CAD) department of the Government of Telangana, the greenfield lift irrigation project (formerly known as Pranhita Chevella) is located in Peddapalli district of Telangana. In the project, water shall be lifted from Sripada Yellampalli reservoir to Medaram reservoir and will be used for irrigation and water supply in nearby areas, thereby contributing to the overall development of the area and the state of Telangana.

BHEL's scope in the project comprises complete Electrical & Mechanical (E&M) works including design, manufacture, supply and supervision of erection and commissioning of 7 sets of Vertical Pump-Motor sets along with associated auxiliaries. The equipment has been supplied from BHEL's manufacturing units at Bhopal, Rudrapur and Bengaluru, while the supervision of erection and commissioning at the site was carried out by the company's Power Sector Southern Region divison, Chennai.

In Telangana, BHEL has so far commissioned 27 Pump-Motor sets of various ratings cumulatively aggregating to 753 MW. In addition, BHEL is presently executing another 38 Pump-Motor sets totalling to 5,125 MW for various Lift Irrigation Schemes in Telangana, viz. Kaleshwaram (Pranhita Chevella) LIS Packages and Palamuru Rangareddy LIS Packages. In addition to Lift Irrigation projects, BHEL has made significant contribution to the hydro sector of Telangana and has commissioned 1,073 MW of hydro power projects in the state so far.

NFL Sets New Record of Urea Production in 2018-19

Repeating past performance, NFL has set a new production record of 38.59 lakh MT of urea in 2018-19 with a capacity utilisation of 119.4 percent. This is the 4th successive year when NFL has broken its own production records.

All the plants of company have achieved more than 100 percent capacity. Of all NFL Units, Vijaipur Unit achieved highest capacity utilization at 125 percent and produced 21.6 lakh MT urea. While Bathinda Unit set new record of 5.84 lakh MT (114.2 percent), Panipat Unit also broke all previous records with a production of 5.74 lakh MT at 112.2 percent capacity.

The Company's vintage plant at Nangal also produced 5.41 lakh MT urea with a capacity utilisation of 113 percent. Among the Industrial products category, Nangal also produced 81053 MT Nitric Acid, best ever in the history of unit.

Launch of REMINERO in Bengaluru & Mysuru markets

HPCL Retail SBU forayed into a new product – REMINERO, Packaged Drinking Water in Technological Partnership with the CSIR- IICT in Hyderabad in the month of September, 2018. In the efforts to reach out to new markets, REMINERO has now been launched in Bengaluru and Mysuru Markets on 30th March, 2019.

''REMINERO" Packaged drinking water is a first of its kindinitiative amongst any Oil PSUs in the Country. Besides being a value added service to the customers visiting HPCLs Retail outlets, this offering would mark a complete new shift by providing the most basic necessity of pure, safe and healthy packaged drinking water fortified with minerals to the public at large.

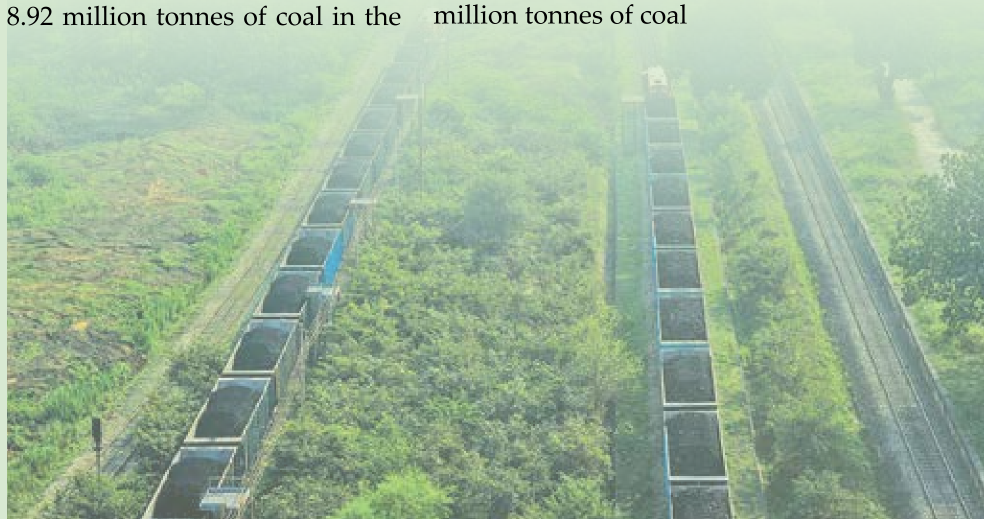
HPCL launches REMINERO, packaged drinking Award in Bengaluru and Mysuru markets

NCL and Coal India to augment Coal Supplies to Power Houses by 8%

Northern Coalfields Ltd (NCL) and its holding company Coal India Ltd (CIL) have planned to supply more coal to power houses in the financial year 2019-20. NCL and CIL will supply about 8 percent more coal to its coal consumer power houses in the current fiscal against the supply made in the previous fiscal. In the year 2019-20, NCL will supply 92.80 million tonnes of coal to the power houses against the supply of 88.50 million tonnes in FY. 2018-19. Similarly, CIL plans to supply 530 million tonnes of coal to all its coal power plants in the financial year 2019-20. In the last financial year, CIL had supplied 488 million tonnes of coal to power houses. Initiating the implementation of this goal, NCL has already started to increase the supplies to power houses. In the first month of the financial year 2019-20, the company supplied 6.73 million tonnes of coal to power houses in April 2019 which is about 5 percent more than the supply made in April 2018.

10 percent Increase in Coal Production

In view of the plan to supply more coal to power houses, NCL has also increased its coal production. The company started the financial year 2019-20 with an increase of about 10 per cent by producing 8.92 million tonnes of coal in the first month of the current financial year, i.e. in April 2019 against the company's production of 7.96 million tonnes during the same period in last fiscal. NCL has been assigned the coal production and dispatch target of 106.50 million tonnes each for the financial year 2019-20. By producing and dispatching 101.50 million tonne and 101.60 million tonne of coal respectively the company became the third company of the country producing and dispatching 100 million tonnes of coal



TCIL in Cambodia

Signing of MoU between Ministry of Posts and Telecom, Kingdom of Cambodia, and the Ministry of Communications, The Republic of India, The Phnom Penh.

Telecommunications Consultants India Ltd, (TCIL) was set up in 1978 under the aegis of the Ministry of Telecommunications as the country's premier telecommunication consultancy and engineering company providing consultancy and turnkey project execution services in Telecommunications, IT, Civil and Architecture.

Today TCIL partners with country governments and a wide range of ministries in more than 65 countries across the globe, sharing India's astounding telecom prowess with the world. Most of the projects are large turnkey projects for country governments, ministries, public sector undertakings and private organizations. TCIL's global presence spans India, South Asia, Far East, Middle East, Africa, Europe and USA.

TCIL's most recent venture is in Cambodia with The Digital Village Project, a pilot project that shall provide digital connectivity to un-serviced rural areas and ICT services such as Internet, e-Health (tele-medicine), e-Education, e-Commerce, e-Governance.

The Government of India signed an MoU recently, with Government of Cambodia to initiate Digital Village Pilot Project in Takeo Province. The MoU covers areas of telecommunication networks e.g. broadband, WiFi, radio, satellite communications along with areas such as skill development, capacity building and higher education through the use of ICT.

TCIL undertook a feasibility study in Cambodia in 2018 and submitted its report to Ministry of External Affairs, Government of India and identified Traing Village in Takeo Province as the site for setting up the Digital Village Project.

Business opportunities for TCIL in Cambodia are: Building infrastructure and developing e-payment systems, setting up of data centre, developing short term customized courses in technology integration and cyber security for Government employees of Cambodia, skill development for youth with Industry integration for entry level jobs and entrepreneurship development courses with the possibility to integrate with e-commerce portals worldwide, training of all Cambodian teachers in schools, colleges and universities on scholarship basis or exchange student basis, developing online courses in local language Khmer for remote areas, interactive classes with Indian universities and training institutes, and e-learning for degree courses, disaster management courses with common alert protocol.

The Digital Village Project will provide access to digital life and related opportunities in education and livelihood along with healthcare facilities to the 924,758 strong population of Takeo Province. Once successful, the pilot project will be scaled to other parts of Cambodia.

HIL's LLIN Project launched

HIL (India) Limited is a CPSE under the administrative control of Department of Chemicals and Petrochemicals, Ministry of Chemicals & Fertilizers. HIL (India) Limited, formerly known as Hindustan Insecticides Limited was incorporated in the year 1954 to manufacture and supply DDT to Ministry of Health's National Malaria Control Programme and it has been supporting the Programme till date by supplying its public health range of products.

HIL's LLIN project being displayed by Dr. S.P. Mohanty, Director(Marketing), CMD (Addl.Charge), HIL.

Mosquito borne diseases namely Malaria, Dengue, Chikungunya, Zika, Japanese Enchephalitis and Filaria continues be major public health problem in the country.

Amongst all the vector borne diseases, malaria contributes maximum disease burden. As per WHO World Malaria Report, half of the World's population lives in malaria transmission areas. It continues to be major public health concern in developing nations mainly in Africa and South East Asia region. India contributes 70 percent of malaria cases and 69 percent malaria deaths in the South-East Asia Region. People residing in tribal areas accounts for 30 percent of malaria cases and 50 percent of malaria deaths in the country. Worldwide young children (<5 years) and pregnant women are mostly affected by this disease.

WHO has recommended two primary vector control interventions namely Indoor Residual Spraying i.e. spraying the human habitat with insecticides and use of Long Lasting Insecticidal Nets (LLIN). The Company with its strong commitment to support the Government of India's Ministry of Health & Family Welfare's goal to eliminate Malaria from the country by 2030, is setting up manufacturing facility of LLIN with the co-funding of United Nations Industrial Development Organization (UNIDO) under their project "Development and promotion of Non-POP Alternatives to DDT".

LLINs were introduced in the country in the year 2009 and the current demand of National Programme is 60 million nets per annum. There exists a huge gap between demand and supply in the country and the supply is mainly import dependent.

LLIN is a mosquito net impregnated with insecticide. The insecticide is cleverly bound within the fibres that make up the netting and is 'slow released' over a period of 3-4 year, hence called 'long lasting'. LLIN provides two levels of protection, first as a mechanical barrier against the bites of malaria-carrying mosquitoes and second as a means of killing mosquitoes on contact with the insecticide. With setting up of LLIN plant by HIL at its Rasayani Unit, the company will become first CPSE to manufacture this product indigenously under the Government of India's flagship programme "Make In India". Moreover it will reduce the import dependency of Ministry of Health for LLIN.

PSEs Celebrate Ambedkar Jayanti

NLCIL pays rich tributes to Dr. Babasaheb Ambedkar on his 128th Birth Anniversary

NLCIL celebrated 128th Birth Anniversary of Dr. Bhimrao Ramji Ambedkar on 14th April 2019 at Neyveli. Mr. Rakesh Kumar, CMD, NLCIL garlanded Dr. Ambedkar's bronze statue at Pudukuppam Junction, Neyveli, in the presence of Mr. R. Vikraman, Director (HR), Mr. Prabhakar Chowki, Director (Mines), Mr. Shaji John, Director (Power-Designate) of NLCIL and Senior officials of the company. Subsequently, CMD, Directors and Senior Officials paid floral tributes to Dr. Ambedkar's portrait.

Mr. Rakesh Kumar, CMD, NLCIL garlanding the bronze statue of Dr. B. R. Ambedkar at Neyveli on the 128th Birth Anniversary of Dr. B. R. Ambedkar. Also seen are Mr. R. Vikraman, Director (HR), Mr. Prabhakar Chowki, Director (Mines), Mr. Shaji John, Director (Power-Designate) of NLCIL and Office bearers of NLC SC/ST Employees' Welfare Federation.

In his address, Mr. Rakesh Kumar praised Dr. Ambedkar that he played many diverse roles like eminent Lawyer, Economist, Politician, Revolutionist, Administrator, Reformer, Parliamentarian and Educationist. Mr. Rakesh Kumar also stated that Dr. Ambedkar is a liberator of about 65 million downtrodden people at the time of Independence and he realized that deprived people could attain their rights only by making proper provisions in the Constitution of India. Mr. R. Vikraman, Director (HR), Mr. Prabhakar Chowki, Director/ Mines, Mr. Shaji John, Director (Power-Designate) of NLCIL spoke on the occasion. In his address Mr. R.Vikraman, Director (HR) highlighted about the foundation laid by Dr Baba Saheb on our country's strong economic base, which could keep our country without getting affected during the economic recession faced even by the developed countries in the World. He advised all concerned to preserve water to help the society during the ongoing summer.

Mr. Asaithambi, President, Mr. K. Manoharan and Mr. K. Manokaran, office bearers of the NLC SC/ST Employees' Federation conducted the proceedings of the function.

NMDC Celebrates 128th Birth day of Architect of Indian Constitution Dr. B. R. Ambedkar

NMDC celebrated 128th Birthday Celebrations of architect of Indian Constitution Bharat Ratna Dr. B. R. Ambedkar on 14th April, 2019 at NMDC Head Office premises in a befitting manner with patriotic fervor. The function was organized by NMDC and NMDC HO SC/ST Association and Dr.T.R.K. Rao, Director(Commercial) was the chief guest. Mr. B. Sahoo, Executive Director (P&C), Mr. Sumit Deb, Executive Director (P&A), Mr. S. P. Himanshu, General Manager (Pers) were the Guests of Honour on the occasion. Mr. B. Hanumantha Rao, President, Mr. B. Jagadeeshwar, Working President and Mr. G. Shiva Kumar, Secretary of the NMDC SC/ST Employees Welfare Association along with executive members were also present on the occasion.

At the outset Chief Guest, Guests of Honour and other dignitaries garlanded portrait of Dr. B. R. Ambedkar and light the lamp along with a prayer song on Bharat Ratna Dr. B. R. Ambedkar.

Dr. T.R.K. Rao addressing the gathering remembered the contribution of Dr. B. R. Ambedkar in multi facets as a great leader, teacher, lawyer, politician and social reformer. He said that Dr. Ambedkar was a visionary man and always expressed sense of humanity. He fought for the country's social upliftment apart from fighting for rights of Dalits and Women. He appealed the gathering to follow atleast a few of his ideals and principles to make this world a better place. His teachings also will help in economic and social development of the country. Mr. B. Sahoo, Mr. Sumit Deb, and Mr. S. P. Himanshu also spoke on this occasion and highlighted major contributions of Bharat Ratna Dr. B. R. Ambedkar such as drafting our great Indian Constitution and fighting for democratic values such as freedom, equality and fraternity.

NMDC Director (Commcl), Dr. T.R.K. Rao and other officials of NMDC during 128th birth anniversary Celebrations of Bharat Ratna Dr. B. R. Ambedkar.

The function was attended by employees along with their family members making it a grand success. All children present at the function were given school bags.

The cultural programme and orchestra was performed by Citizen Orchestra, Hyderabad.

NHPC Celebrates 128th Birth Anniversary of Bharat Ratna Dr. B. R. Ambedkar

Mr. Balraj Joshi, CMD, NHPC, Mr. N.K. Jain, Director (Personnel), NHPC and Mr. Janardan Choudhary, Director (Technical), NHPC along with Bodhisattva Bhante Dr. Karunashil Rahulji and senior NHPC officers on occasion of 128th birth anniversary celebrations of Bharat Ratna Dr. B.R. Ambedkar at NHPC Corporate Office, Faridabad.

NHPC celebrated the 128th birth anniversary of Bharat Ratna Dr. B. R. Ambedkar, the principal architect of the Indian Constitution and social reformer with great enthusiasm on 16th April 2019. Mr. Balraj Joshi, Chairman and Managing Director, NHPC alongwith Mr. N. K. Jain, Director (Personnel), NHPC and Mr. Janardan Choudhary, Director (Technical), NHPC were present on the occasion. Speaking on the occasion Mr. Joshi described the life of Dr. Ambedkar as a shining example for others to follow. He highlighted the role played by Dr. Ambedkar in the country's development and in laying down one of the most descriptive Constitutions in the world.

A special highlight of celebrations was a talk on 'Manavta ka Utthan' by Bodhisattva Bhante Dr. Karunashil Rahulji. A documentary highlighting the life and contributions of Dr. B. R. Ambedkar was also screened during the programme. The programme was also attended by office-bearers of NHPC SC/ST Employee Welfare Association and OBC Association and a large number of NHPC officers and employees.

Award and Accolades to PSEs

SCI awarded 'Most Compassionate Employer of Indian seafarers'

Senior Executives of SCI receiving the award from Mr. Sanjay Bhatia, Chairman, Mumbai Port Trust and Mr. P. A. Jennings, Chairman, International Group of P&I Clubs.

The Shipping Corporation of India Ltd (SCI) has been awarded with the 'Most Compassionate Employer of India seafarers' by the NMDC Central Committee for being the pioneer and for continuing to make special efforts for the welfare and development of the Indian seafarers. The Award and Citation was conferred at the 'Grand Finale' of the 56th National Maritime Day Celebrations 2019 held recently at Y. B. Chavan Auditorium, Mumbai. Mr. Sanjay Bhatia, Chairman, Mumbai Port Trust was the Chief Guest and Mr. P. A. Jennings, Chairman, International Group of P&I Clubs was the Guest of Honour of the event.

On 5th April 1919, 'S. S. Loyalty' of the The Scindia Steam Navigation Company Ltd. sailed from Bombay with about 250 passengers and 1952 tonnes of cargo for London through Marseilles. The ship reached Marseilles on 23rd April 1919 and then reached London on 14th May 1919. The date, 5th April 1919, remains a memorable day in India's maritime history and the year 1964 saw the celebration of the first Maritime Day in India.The theme for this year's National Maritime Day Celebrations i.e., '100 years since S.S.Loyalty' is in commemoration of the historic event.

BEL wins Jamnalal Bajaj Fair Business Practices Award

Bharat Electronics Ltd (BEL) won the Jamnalal Bajaj Award for Fair Business Practices, instituted by the Council for Fair Business Practices, in the Manufacturing Enterprises – Large category.

Cdr (Retd) Sanjiv Bhende, AGM (Regional Office-Mumbai), BEL, receiving the Award from Mr. Uday Kotak, MD, Kotak Mahindra Bank, at the award ceremony held at Mumbai. Justice A P Shah, former Chief Justice of the Delhi High Court, and Mr. Shekhar Bajaj, CMD, Bajaj Electricals Ltd, are also present.

Cdr (Retd) Sanjiv Bhende, AGM (Regional Office-Mumbai), BEL, received the award on behalf of BEL from Mr. Uday Kotak, Managing Director of Kotak Mahindra Bank, at the award ceremony held at Mumbai. Justice A. P. Shah, former Chief Justice of the Delhi High Court, and Mr. Shekhar Bajaj, CMD, Bajaj Electricals Ltd, were present.

CMD, BEL wins Distinguished Engineer Award

Mr. Gowtama M. V., CMD, Bharat Electronics Ltd. (BEL) received the Distinguished Engineer Award instituted by the Engineering Council of India. Mr.

Mr. Gowtama M V, CMD, BEL receiving the Award from Mr Anil Baijal, IAS (Retd.), Lieutenant Governor of Delhi.

Gowtama received the award from Mr. Anil Baijal, retired IAS officer and the 21st Lieutenant Governor of Delhi, at a ceremony held in New Delhi.

IndianOil receives Outstanding PSU of the Year -2019 Award

Mr. Pranab Mukherjee, Former President presenting the outstanding PSU of the year 2019 award to Mr. Sanjiv Singh, Chairman, IndianOil.

Mr. Sanjiv Singh, Chairman, IndianOil received the Award for Outstanding PSU of the Year -2019 from Mr. Pranab Mukherjee, former President at the All India Management Association (AIMA) Awards.

The AIMA awards 2019 honoured a galaxy of leaders who are contributing nation building through their vision and a commitment to a larger purpose going beyond business.

CMD, BHEL honoured with Manav Rachna Excellence Award 2019 for Nation Building

Mr. Atul Sobti, CMD, BHEL receiving the Excellence Award from Prof. D. P. Singh, Chairman, UGC.

For being a changemaker with a track record of innovation and achievement, Mr. Atul Sobti, CMD, Bharat Heavy Electricals Limited (BHEL) has been bestowed with the 'Manav Rachna Excellence Award 2019 for Nation Building'. The award, recognising Mr. Sobti for his visionary leadership, was presented by Prof. D.P. Singh, Chairman, University Grants Commission at a ceremony.

HIL conferred with Greentech CSR Award

HIL (India) Limited was conferred with Greentech CSR 2018 Silver Award. The award was received by Dr. S. P. Mohanty, CMD, HIL (India) Limited

Dr. S. P. Mohanty, CMD, HIL receiving Greentech CSR Award.

in a function organized by Greentech Foundation at Panaji, Goa. There were about 250 contesting organizations from Public/Private Sector. HIL (India) Limited got the award in the Farmer's Welfare Sector.

CMD SCI awarded 'NMD Award of Excellence'

Capt. Anoop Kumar Sharma, CMD, The Shipping Corporation of India Ltd (SCI) was awarded with the 'NMD Award of Excellence' for his contribution to Indian shipping and to the maritime industry for close to four decades. Informatively, the 'NMD Award of Excellence' is the second highest national level award in Indian Shipping, conferred by the NMDC Central Committee. The Award & Citation was conferred at the 'Grand Finale' of the 56th National Maritime Day Celebrations 2019 held on 5th April 2019 at Y. B. Chavan Auditorium, Mumbai. Mr. Sanjay Bhatia, Chairman, Mumbai Port Trust was the Chief Guest and Mr. P. A. Jennings, Chairman, International Group of P&I Clubs was the Guest of Honour of the prestigious event.

Capt. Anoop Kumar Sharma, CMD, SCI receiving the NMD Award of Excellence.

In his near four decades service, Capt. Sharma has served the industry at various responsible levels starting from Training Ship Rajendra as a Cadet in 1979 and rising to become the CMD of The Shipping Corporation of India Ltd, India's largest Shipping Company and a 'Navratna' public sector enterprise.

Secretary, Steel visits VSP

Mr. Binoy Kumar, IAS, Secretary, to GoI, Ministry of Steel visited to RINL-Visakhapatnam Steel Plant recently. He was accompa-nied by Ms Ruchika Chaudhry Govil, Joint Secretary, MoS, Mr. Neeraj Agrawal, Director, MoS and Mr. S. K. Singh, Under Secretary, MoS.

The high level team visited major production units including expansion & modernization like Coke Ovens, Blast Furnace, Steel Melt Shop and Rolling Mills etc. They were apprised of the latest technological know-how incorporated in the plant during expansion and modernization. The Steel Secretary witnessed a Corporate Presentation of RINL in which Mr. P. K. Rath, CMD highlighted the achievements, targets and the focus areas of current financial year. Later they reviewed the performance of the Company. The Steel Secretary commended RINL for registering an all-round performance and growth in all areas of its operations and highest sales turnover of Rs 20,844 cr. during 2018-19. The Steel Secretary and his team also interacted with the representatives of Steel Executive Association, trade unions, SC&ST, OBC Associations and WIPS.

Mr. Binoy Kumar, IAS, Secretary, to GOI, Ministry of Steel is having a word with Mr. PK Rath, CMD, RINL during his visit to Coke Oven. Ms. Ruchika Chaudhry Govil, Joint Secretary (Centre) is also seen alongwith other officials.

Personalia

Mr. Sanjeev Dua
is appointed as MD, NHDC.

Mr. Sanjiv Soni
takes charge as Director (Finance), CIL.

Mr. N. N. Thakur
Director (Finance), NCL assumes additional charge of Director (Finance), CCL.

Mr. P. M. Prasad
Director (Technical- Project & Planning), NCL takes additional charge as Director (Technical), BCCL.

Mr Shrikant Walgad, IAS
takes charge as CVO BEL.

Mr. S. K. Sadangi
is appointed as CVO, CIL.

Mr. Deepak Kashyap
is appointed as CVO, PowerGrid.

FPV 'ICGS Priyadarshini' Commissioned

The First of the Class of five Fast Patrol Vessels (FPVs), named "ICGS-Priyadarshini" built by Garden Reach Shipbuilders and Engineers Limited (GRSE), Kolkata was commissioned at Kakinada, Andhra Pradesh recently by Additional Director General Kripa Ram Nautiyal, PTM,TM, CGC (ES), in the presence of Inspector General Sivamani Paramesh, PTM, TM, COMCG (East), Commandant (JG) Mahavir Singh, Commanding Officer, ICGS Priyadarshini. The ceremony was attended by Rear Admiral VK Saxena, IN (Retd), Chairman & Managing Director, GRSE and other senior officials of the Indian Coast Guard and GRSE. The ship ICGS Priyadarshini is the first in the series. The remaining four ships are in advanced stages of construction. The FPV is a medium range surface vessel capable of operations in the maritime zones of India.

Senior officials of the Indian Coast Guard and GRSE during the commissioning of FPV 'ICGS Priyadarshini'.

GRSE celebrates 60th Raising Day

Garden Reach Shipbuilders and Engineers Ltd., (GRSE) celebrated its 60th Raising Day of becoming a Defence PSU on April 19, 2019. The event was an in-house affair which saw wholehearted and enthusiastic participation from all sections of GRSE employees including Rear Admiral V. K. Saxena, IN (Retd), CMD, GRSE. Employees were awarded in recognition of their contribution and retired workers who had served the Company for 40 years were felicitated. The event culminated in a colourful cultural program.

Governer of West Bengal Mr. Keshari Nath Tripathi unveiling the book titled 'Voyage to the Centennial Warship' during the 60th Raising Day Celebrations.

Governor of West Bengal, Mr. Keshari Nath Tripathi, graced the occasion as the Chief Guest. The Governor inaugurated the event by cutting a ceremonial cake and marking a formal beginning of the celebrations. He also unveiled a book titled, '"Voyage to the Centennial Warship" – a memorabilia celebrating and chronicling GRSE's commendable journey spanning from its delivery of the first indigenous warship of Independent India to Indian Navy in 1961 till the recent landmark of delivering the 100th warship, Landing Craft Utility, IN LCU – L-56 to Indian Navy. He also released a copy of 'GRSE Varta 2019', an Annual In-House Journal during this event.

Rear Admiral V. K. Saxena, IN (Retd.) felicitated and applauded all the former CMDs of GRSE in presence of Governor of West Bengal, Director (Finance), Mr. S. S. Dogra, Director (Personnel), Mr. A. K. Nanda, Director (Shipbuilding), Cmde S. Nayyar, Chief Vigilance Officer, Mr. D. Mahto, (on the dais) and senior officials of GRSE and distinguished guests.

HUDCO Celebrates 49th Foundation Day

Special publication being released at the 49th Foundation Day celebrations of HUDCO.

On the occasion of HUDCO's 49th Foundation Day, Dr. M. Ravi Kanth, CMD HUDCO shared the highlights of HUDCO's performance over the last financial year. Mr. G.Parthasarthy, IFS, & President of India Habitat Centre, the Guest of Honor, congratulated HUDCO on being a consistently profitable company and successfully delivering the Company's mandate.

Special publications were released on this occasion. Awards for outstanding performances were given to stakeholder, agencies, as well as HUDCO employees. The HUDCO Design Awards for innovative design solutions for disaster resistant housing, conservation of heritage, green buildings and landscape planning and design were also presented on the occasion.

Contractor's Labour Information Management System:

An in-house initiative of NTPC Ltd.

Contractor's Labour Information Management Sys-tem (CLIMS) is a multi-layered Enterprise system that provides organization-wide co-ordination and integration of tasks related to labour management.

CLIMS is designed to ensure medical, safety and statutory compliances during execution of a labour intensive contract and it supports labourer's attendance, systemic workflows, information flows and management dashboards for monitoring. It is not only a labour information and management system but also a system spanning bigger objectives of economic development, social justice, safety & welfare of labourers.

The CLIMS system covers documentation of information of contractors and their work contracts, labour licenses, and details of labour force. Complete details of contractor's labour are captured and stored in the system including their permanent address, emergency contacts, education level, designation & skill level, insurance details, EPF, UAN, bank account details and Aadhar details etc. While the contractor retains ownership of labour data and enjoys full control over labour employment, attendance, work timing etc., the system provides role based authorizations and augmented control to Engineer-in-charge, HR , Medical and safety departments for ensuring compliance of safety norms, labour laws and labour welfare. Other authorized users get access to summary reports and dashboards containing charts of statistical analysis.

Authentication of labourers at plant gates and attendance of contractor's labour make an important part of CLIMS. CLIMS is designed to iron out all weaknesses of paper based gate pass systems by employing modern biometric authentication system at all entry and exit points. CLIMS enabled stations have multiple flap gates or boom barriers at all entry and exit points. Biometric authentication machines control these gates. Biometric authentication employing face detection or finger print identification ensures that there will be no unlawful entry. The entry and exit timing of all registered labourers are recorded at a central server in real time. This automates the tasks of keeping labourers attendance and maintaining timesheets. The system generates wage sheets with PF and ESIC details at the end of month. Regular inspection of Wage sheets, PF and ESIC deposits etc. helps in statutory compliances of contracts.

Strict workflows have been incorporated in CLIMS wherein contractor's workers can enter the plant only after the requisite medical clearance and safety training. Since NTPC is concerned about the health, safety and welfare of contract labours, Safety and medical checks of labourers are mandatory and supervised by safety coordinator, Engineer-In-Charge and HR department.

The system is now implemented in all projects and stations of NTPC. With the introduction of CLIMS, data management of contractors and their labour force has become digitally streamlined and simplified.All statutory reports and forms can be generated by CLIMS and stored in electronic form as archive. Contractor's regular upkeep of data in CLIMS, strict adherence to labour welfare laws and timely checks by NTPC ensures smooth work execution and also helps in faster clearances even at the time of contract closing.

CLIMS, with its rich set of features and functions, is a comprehensive solution, which caters to the needs of all stakeholders of a contract, be it Contractors, their Labourers & Principal Organization as well.


MAKE IN INDIA
भारतीय विमानपत्तन प्राधिकरण
AIRPORTS AUTHORITY OF INDIA
(मिनिरत्न श्रेणी–1 सार्वजनिक क्षेत्र का उपक्रम)
(A Miniratna Category -1 Public Sector Enterprise)
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In Academic Collaboration with

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WORKSHOP OBJECTIVES

The objectives of the workshop will be to:

- Sensitize the women executives to the opportunities they have for exercising effective leadership by leveraging the positive climate for gender empowerment both at the institutional and the enterprise level.
- Inculcate amongst women executives, skills for exercising personal leadership in effectively leveraging their unique emotional resilience and managing the complexities stemming from work-life space integration.
- Develop amongst women executives leadership skills, in the organization context, that will expand their contribution in organization roles, enhance the repertoire of their social and networking skills and help them exercise influence in key decision processes.
- Gain understanding of the methods and evaluation models for assessing the impact of investments in leadership development on the status, careers and roles of women in organizations.

LEAD RESOURCE PERSONS:

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Management Consultant

Ashok Bhat
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