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STANDING CONFERENCE OF PUBLIC ENTERPRISES



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completes the first programme**

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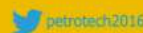
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# Chairman Desk



The year 2016 would be remembered as a special year in history of Standing Conference of Public Enterprises (SCOPE) as it marks the beginning of Academy of Public Sector Enterprises (APSE). A pioneer step in the field of developing future leaders in Public Sector, APSE transcends the orthodox training programs by imparting a comprehensive overview of the Public Sector and Self. The first batch of the Academy is already out and the feedback from the young executives is quite exhilarating for SCOPE. In coming future, we would witness other batches arrive and APSE shall further propel its idea of imparting an integrated training.

SCOPE in continuance of its effort of bringing excellence in Public Sector, conducted various programs in the last one month. Two-days Corporate Communication Summit on the theme “Learning New Strategies–Scaling Newer Heights” was organised which was attended by a large number of PR&CC professionals and executives engaged in HR, CSR and Marketing activities. On the occasion SCOPE Corporate Communication Excellence Awards were also presented in order to recognize and encourage the good work done by CC & PR team of various PSEs. The Summit offered opportunities to the participants to deliberate learn and acquire skills in evolving and implementing innovative communication techniques to be more effective in their image building efforts. SCOPE Executive Board also in its recent meeting observed a need to work out a plan for image building of Public Sector at large, action is being initiated.

For effective implementation of RTI Act, a program

was held that presented the current trend of RTI in the nation, its imperative impact on Public Sector and the way forward. A program on management of contract labour and labour law reforms was held in collaboration with International Labour Organization (ILO) where several aspects of contract labour and possible reforms for their social security were discussed.

Risk Management has become a big concern for the business all over the world. Big conglomerates have found themselves crumbling down in absence of proper risk analysis. Keeping this in mind SCOPE conducted a diagnostic study on Risk Management in CPSEs. M/s. PwC who has been engaged to conduct the study made a presentation before senior officers including CEOs and Directors where various facets of it were discussed.

In the 21st century, as the whole world is dealing with the environmental issues. The current condition is an outcome of the rapid industrialization occurred in the last two centuries. Hence, the responsibility of providing a sustainable and secured world to the future generations lies mainly on the people and organizations that are driving the world economy. In lieu of it, a program on Global Climate Change and Sustainable Development goals was conducted by SCOPE. It is a high time when all the stakeholders gather together to work towards a sustainable future. SCOPE would continue to organize similar programs in future as well to create awareness about it.

In the cycle of digital development, mankind has moved from floppy disks to cloud and the need to handle enormous amount of data, has compelled them to rely on the cyber world. The process of digitization has eased and paced the way we work but also has increased the risk of data security. In order to generate awareness among PSEs, SCOPE conducted another program on Cyber Security where experts from the respective field tried to solve and impart solutions to the cyber woes of

Public Sector.

SCOPE is also conducting the 5th Advanced Global Leadership Program for Senior Executives. For the first time, the participants would also visit the United States of America along with the Europe visit. This program of SCOPE has been exclusively built to impart leadership skills amongst the future leaders in collaboration with Indian Institute of Management Calcutta.

The government has constituted 3rd pay Revision Committee under the chairmanship of Justice (Dr.) Satish Chandra (Retd.) to recommend the pay structure and other benefits for the categories of Board level officers/below board level executives/ Non unionized supervisory staff. In this regard, SCOPE engaged M/s Aon Hewitt to study the pay structure and emoluments in different CPSEs and provide recommendations thereof. Subsequently, interactive meetings have been organized in various regions to have inputs from member enterprises followed by a presentation made before the 3rd Pay Revision Committee on 12th July 2016 in SCOPE premises. SCOPE Executive Board in its recent meeting decided to hold a CEO meeting so as to incorporate the inputs in the final presentation to be made before the pay commission.

In an era of tremendous competition, SCOPE's effort is to bring up the issues and try to provide possible path that would lead the Public Sector to eternal glory. The journey has not been an easy one but is surely an achievable one. For the service of nation, Public Sectors are committed and so is SCOPE for Public Sector.



**Nirmal Sinha**  
Chairman, SCOPE

## SCOPE Academy of Public Sector completes the first programme

**S**COPE Academy of Public Sector Enterprises (APSE) commenced its first session on July 25, 2016 at SCOPE Minar, Laxmi Nagar, New Delhi. The two-week program had the participation of 25 Executives drawn from various public sector enterprises. Dr. Madhukar Gupta, IAS, Additional Secretary, Department of Public Enterprises inaugurated the first programme.

Highlighting the objective of the Academy, Dr. U.D. Choubey, Director General, SCOPE in the inaugural session informed that the two-weeks programme was structured to give micro and macro aspects of various issues in public sector enterprises, both in India and abroad. The Academy is different than the captive training centers in various public sectors where specified training is imparted exclusively for the area of functioning of a particular public sector whereas the APSE will give broad picture of all the public sector enterprises under one roof which will cover different sectors like oil & gas, power, manufacturing, construction, communication etc. Such a course will provide overview of public sector enterprises, he added.

Academics, professionals having acute expertise in their respective field were the faculty members for the program. The



Dr. Madhukar Gupta, IAS Additional Secretary, DPE addressing the first batch of executives.

participants were subjected to rigorous training programme with proper system of evaluation of their performance. The two-week program was fragmented into two modules viz. Institutional and Behavioural Module.

The first session was conducted by Dr. Madhukar Gupta, IAS, Additional Secretary, DPE, on Government Policy and Public Sector. Dr. Gupta went in depth with pragmatic approach towards the subject and conducted a very interactive session with the participants.

In the institutional model several topics were dealt viz. History and Key developments in evolution of CPSEs by Mr. A.S. Bhal, Advisor, Department of Public Enterprises. Dr. Sharat Kumar, Former Economic Advisor, DPE and Mr. Bhawanjeet Singh, GM

(Corporate Planning), NTPC explained various aspects of MoU system to the participants which included its historical antecedents, its evolving architecture as a system for strategic performance, accountability and setting MoU targets.

CS Satanu Sinha put light on the Board structure of CPSEs board, board procedure functioning in the context of Companies Act 2013. Mr. Sinha also talked about Corporate Social Responsibility policies and practices in Central Public Sector Enterprises. Mr. U.K. Dikshit, Advisor, Programs, SCOPE and Former Executive Director, IOCL, spoke at length about the performance management and potential development.

The impact of the reforms and liberalization and the emerging role and structure of Public Sector



in the context of Globalization and Competitiveness was also discussed during the module by Prof. Simrit Kaur, Faculty of Management Studies, University of Delhi. The session saw Ms. Kaur discussing the history, the evolution and the road ahead for PSEs in the changing economic environment and trend across the globe.

Occupational Safety and Health has become a burning issue across the corporate world and realizing its importance, a session on it was also held by Dr. M. Ahmad and Mr. A. U. Ghatak, Senior OH Consultant. Participants took valuable insights regarding health and safety during the session.

Public Sector is subjected to a lot of checks and balances, RTI being a primary one. Mr. Yashovardhan Azad, Central Information Commissioner gave an elaborate lecture on it. Mr. Azad deliberated on important sections in RTI and also touched upon the human angle attached to it.

In an another session, Dr. Garima Dadhich, Assistant Professor, IICA, talked about the legal, institutional and administrative framework



Dr. U. D. Choubey, DG, SCOPE inaugurating the SCOPE Academy of Public Sector Enterprises.

of Corporate Governance in CPSEs. Mr. Sudhir Kapur, AGM, MMTC Ltd., enlightened the participants with the social, economic and political developments and impact they have on international trade and financial markets. Mr. Vilas Bhujan, former ED, AAI in an another session talked about the affirmative action for the socially and economically backward and other weaker sections of the society.

The participants were familiarized with the Public Finance-Key Definitions by Professor P.K. Choubey of Indian Institute of Public Administration. The

participants also went on an industrial visit to Maruti Suzuki India Ltd, Gurgaon plant in the Institutional Module.

The second week of APSE was dedicated to the Behavioural Module which was conducted by Mr. Ashok Bhat, Mindshare HR Consultancy. The module had a unique combination of theory and its practical implications where participants were put in various situations and the behavioural aspect of their decision making was analyzed. The module went in depth about the significance of life and career transition, discovering competence, potential and passion, working with people in task environment, role taking and others.

At the end of the two week module, participants also gave presentations about their learning and take-away from it. The participants appreciated the program structure of APSE and during the presentation promised to implement their learning at APSE in their respective organizations.

The second batch will start shortly for which public sectors have started giving their nominations.





# GST – Things One May Like To Know



Sumit Dutt Majumder \*

The amendment of Constitution for empowerment of Centre and the States to levy Goods and Services Tax (CGST) concurrently has been the essential prerequisite for bringing in the GST. Efforts in this regard had started in March 2011 when Shri Pranab Mukherjee, the then Finance Minister had presented the 115th Constitution Amendment Bill in Parliament. Because of opposition from some States, that attempt failed. With the change in Government in May, 2014, Shri Arun Jaitley the new Finance Minister expressed his resolve to usher in GST and made a few necessary compromises with the States and the Opposition Parties. He presented the revised 122nd constitution Amendment Bill in Parliament in Winter Session of 2014.

First, the Finance Minister scrapped the proposed one percent additional tax on interstate movement of goods to be retrieved by the manufacturing, supplying States. The second change in the Bill was that it now clearly specified that the Center would give full compensation to the States in case of loss of their revenues. Thirdly, it was clarified that the States' shares of GST, i.e.

SGST, will go straight to the coffers of the respected States and not through the Consolidated Fund of the Government of India.

With the aforesaid changes, the 122nd Constitution Amendment Bill was passed by the Rajya Sabha on August 3 and by the Lok Sabha on August 8. The next destination of the Bill is the state legislatures. Once the required number of State Legislatures ratify the Bill, the amendment of the Constitution will get effect. The Government proposes to complete all processes in a month's time so that the all-powerful GST Council can be in place. In fact, the legislatures of Assam and Bihar have already ratified the GST Bill, displaying keenness of the States in ushering in the GST.

Now, a few words about the administering of GST and the mode of compliance by the taxpayers. Administering of GST will be based on a robust IT infrastructure, GST Net. It will operate a common GST portal -the taxpayers will interact at the Front- End of the portal, while the taxmen from Centre and States will be at the Back End. The ease of interacting with GST Net lies in the fact that at the front end of the portal taxpayers would file one

application for Registration, one document for Payment of taxes after self-assessment and one set of Returns. At the back end of the portal, these documents will get split into two-one for the Center and the other for the States. All interactions will be through e-filing. Thus, in case of normal transactions, a taxpayer won't have to meet the taxman at all. Efforts are on to ensure that even in cases of allegations and disputes, Taxpayers interact with one tax authority-CGST or SGST.

To recapitulate, GST will subsume a host of indirect taxes that are currently being levied by Centre and the States, and it will be payable on supply on goods and or services. When the supplies of goods and services are within a particular State (i.e. Intra- State Supplies), GST will have basically two components i.e. Central GST (CGST) and States GST (SGST). When the supplies are from one State to another (i.e. Inter – State Supplies), the tax leviable would be Integrated GST or IGST which is basically a summation of CGST and SGST.

The GST Net, discussed before will have three modules for Registration, Payment and filing of Returns. The Payment module

\*The author is former Chairman, Central Board of Excise & Customs and also the author of the book "GST in India- its travails, tribulations and challenges ahead"

of the GST Net will work as per the taxpayer's declaration/certification. In the case of Intra- State supplies, the tax – payers will clearly indicate so and pay CGST that will go to the Centre's coffer, and the SGST that will go to the coffer of the State through the GST Net. In the case of Inter-State supplies, the taxpayer will indicate the place and State of destination of the supplies and pay the IGST. The GST Net will transfer the CGST component to the Centre and the SGST component to the respective destination States for different transactions.

A taxpayer need not worry about the distribution of fund between Centre and the respective States. This will be taken care of by the Centre who will administer the IGST. A taxpayer's only concern will be to make the declaration correctly with regard to the destination and the place of supply. There will be detailed rules for determining place of supply- particularly for services. Being intangible, determination of place of supply of services in case of inter state movement would be more difficult compared to those of goods which are tangible. The place of supply would determine whether a particular transaction is 'intra-state' or 'inter- state'.

A taxpayer's other concern is the availability of right amount of 'input tax credit'. The availment of credit for the input to be utilized for payment of GST at the time of supply of the finished product is the heart of the GST system. Credit accounts will have to be maintained separately for CGST, SGST and IGST. Credit of CGST will be utilized for payment of CGST only, similar is the case with the credit of SGST. The taxpayer will not be allowed to have cross utilization of credits i.e.

credit of CGST, cannot be utilized for payment of SGST and vice versa. Credit of IGST will be allowed for payment of IGST first, then CGST and then SGST at the last-in that order. Credit of CGST will be allowed for payment of CGST first and then IGST but not SGST. Similarly, credit of SGST will be allowed for payment of SGST first and then IGST, but not CGST. Thus the flow of credit would be seamless.

However, a responsibility has been cast on the taxpayer that he will have to ensure that the supplier of his inputs, based on whose invoice he has taken the credit, had indeed paid the duty and got it recorded in his Return. This will be necessary since there will be a system of matching of invoices of inward supplies and outward supplies through the GST Net. This will be a compliance requirement to ensure that duty has indeed been paid for the inputs for which credit has been taken. This mechanism of Input Tax Credit will be similar in respect of both intra – state and inter- state transactions. It will have no connection with the distribution tax between Centre and different destination States.

Summing up, GST will be payable by the 'taxable person', as defined in the GST law, on the supply of goods and / or services at a rate (rates) to be laid down. It is expected that there will be basically two rates of duty- a standard rate and a reduced rate for items of use by common man. There will be a third category of very low rate of precious metals like gold, silver etc. Besides, some goods and services will be totally exempted. Liability to pay tax will arise when the taxable person crosses the threshold of a particular amount of annual

turnover. Registration will be applied for, and granted through the GST Net, within 3 working days. The taxpayer will assess the goods himself and make payment of tax i.e. CGST and SGST or IGST through the GST Net in a specific format. Payment will be made electronically through Electronic Cash Ledger and credit will also be taken electronically through Electronic Credit Ledger. Taxpayers will furnish details of supplies and purchase electronically. They will file monthly Returns electronically through the GST Net. Matching of invoices, reversal of the credit in cases of mis-match and reclaim of credit on subsequent production of evidence – all these processes will be done electronically on the GST Net Portal without contact with any taxpayer. Taxpayers will have to maintain accounts and other records in electronic form. The rules for determination of place of supply of goods and services will be set out in the IGST laws.

Now, the 'way forward'. The GST Council is expected to finalize the three laws relating to implementation of GST before the next Winter Session of the Parliament. These are : Central GST (CGST) Act and Integrated GST (IGST) Act to be cleared by the Parliament and States GST (SGST) Act to be cleared by the respective State Legislatures. Once these Acts are in place and the GST Net is fully operational well tested by a few 'Pilot Runs', the country will be ready to implement GST. There are implementation challenges. But these are not insurmountable. The exact date of implementation will depend upon the pace at which these challenges are met. The activities in the next three month would be crucial for meeting the target of 1st April, 2017. ■■■

# Inequality in India



**Rajat Kathuria\***

Measuring inequality can be tricky. The catchphrase that the rich are getting richer while the poor are getting poorer is often invoked when within country inequality calculated as the difference between the incomes of the rich and the poor within a country increases. Typically measured using the Gini coefficient—a statistical construct that ranges between 0 and 1, with lower values indicating greater equality—within country inequality in India defies easy comparisons and characterization.

While inequality in India is generally measured by consumption expenditure, the standard for other countries is income inequality. Empirically, consumption inequality measures are lower than similar measures of inequality based on income. In part this is due to the fact that consumption expenditure as measured by the National Sample Survey (NSS) in India tends to underestimate the consumption of the rich. Notwithstanding, the Gini of consumption expenditure estimated from NSS data show an increase in consumption inequality from 0.30 in 1993-94 to 0.359

in 2011-12. Table 1 points inescapably to widening consumption inequality whichever way the data is analysed. Based on data available from the India Human Development Survey (IHDS), the income Gini in India for 2005-06 was considerably higher at 0.52 thus placing India among high inequality countries. The IHDS Gini of 0.52 differs from several expenditure based measures that record Gini for India from the low to high 0.3 levels. The high level of income inequality comes on the back of several other studies that worry about growing disparities between Indian States and spatially, between rural and urban India along with a concentrated asset distribution among the population. Conventional measures of inequality such as the Gini coefficient are not well suited to describe the distribution of household assets, especially land ownership which is much more skewed than income and consumption. Besides, inequalities of opportunities such as access to education and nutrition tend to be persistent requiring special support of the State in mitigating them.

India is a widely diverse country

of over 1.2 billion people and is likely to be the fastest growing major economy in the world in 2016. The International Monetary Fund (IMF) projects growth to be 7.5 per cent for 2016 and 2017 on the back of continued labour and infrastructure reforms. Although confronted by numerous challenges, the growth optimism is engendered by past performance and imminent reform. India experienced the most sustained period of rapid growth in its economic history during the 2000s – an average of close to 9% a year between 2003-04 and 2010-11. Rapid growth contributed to an unprecedented fall in poverty. The poverty headcount rate fell from 37% in 2004-05 to 22% in 2011-12, pulling 140 million people out of poverty. Further, structural and institutional reforms at hand support the growth optimism but there is a cautionary tale worth noting, not to deflate the optimism but to reflect the practicality of contemporary developments.

There is widespread perception in India backed by empirical evidence that the benefits of faster GDP growth are being undermined by its pro-rich bias. Other harmful spillovers from the current growth model – severe local air pollution and damage to health also affect the poor disproportionately. Thus, even

\*Director & CE, ICRIER, New Delhi

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as India grapples with the problems of how to achieve rapid and sustainable economic growth, it must ensure that growth is more inclusive. The consumption share of the top 10% and top 20% has increased in the last decade along with a corresponding fall in the share of bottom 20% and bottom 40% (See Table 1). In 2013-14, the average per capita income of the top quintile was almost 11 times that of the bottom quintile. Results of a recent survey reveal that almost 63% of the top 10% rich Indians reside in urban India, whereas 85% of the bottom-segment households reside in rural India. Over half of Indian households depend on agriculture as their principal means of livelihood while it contributes just over 15% to the GDP. Rural youth unwilling to work in the place of their birth are increasingly seeking nonfarm employment elsewhere. Most rich Indians live in locations with the highest level of urbanisation, reinforcing spatial inequities. India's population bulge has not coincided

with a manufacturing boom as it did in China. The daunting and growing calls for reservation in education and government jobs by the relatively wealthy in two rich states of India-Gujarat and Haryana, by the Patels and Jats respectively-reflects the failure of the current growth model to absorb a million young Indians joining the labour force every month. Affirmative action in another Indian State, Tamil Nadu earmarking 69 per cent for jobs in the public sector and slots in colleges for deprived castes (it is 50 per cent in other Indian States) is founded on the hope that it will right the wrongs of decades of discrimination. In practice it is a reflection of inadequate job creation leading to social movements demanding favourable treatment and protection, with the attendant social and economic consequences, including eroding confidence in institutions.

If growth has poverty alleviation impacts, then how much one should worry about developments in inequality? I can think

of at least two. One, while growth does help in poverty reduction it may not be fast enough. And two, growth that increases the incomes of the well-to-do disproportionately may be a 'bad thing' by itself. Indeed, inequality—particularly the disparity between the incomes of the very rich and the very poor—is considered one of the major failings of capitalism and markets. In India the share of wages in the net value added by industries has shown a secular decline in the 30 years since 1983, while the share of profits has climbed (See Figure 1). But the cause does not lie in the failure of markets to reward labour adequately but in the nature of labour market rigidities that drive a wedge between GDP and employment growth.

India's structural transformation has not conformed to custom. The stage of industrialisation in which a country experiences employment intensive growth driven by manufacturing has been bypassed in favour of services led growth. While the services

**TABLE 1 Estimates of Inequality from NSS Consumption Surveys**

	1983	1993-94	2004-05	2009-10	2011-12
<i>Share of various groups in total national consumption expenditure</i>					
Bottom 20%	9.00	9.20	8.50	8.20	8.10
Bottom 40%	22.20	22.30	20.30	19.90	19.60
Top 20%	39.10	39.70	43.90	44.80	44.70
Top 10%	24.70	25.40	29.20	30.10	29.90
<i>Ratio of average consumption of various groups</i>					
Urban top 10%/Rural bottom 10%	9.53	9.43	12.74	13.86	13.98
Urban top 10%/Urban bottom 10%	6.96	7.14	9.14	10.11	10.06
Urban top 10%/Rural bottom 40%	6.47	6.84	9.40	10.11	10.16
<i>Gini of consumption expenditure</i>					
Rural Gini	27.10	25.80	28.10	28.40	28.70
Urban Gini	31.40	31.90	36.40	38.10	37.70
All India Gini	29.80	30.00	34.70	35.80	35.90

Source: Computed by Himanshu from NSS unit level data, Seminar 672, August 2015

sector did contribute enormously to growth in the last decade, its share in employment (25%) is less than half of its share in GDP. From the perspective of inclusion therefore, the shortcoming of India's sectoral composition of growth has been such that it has generated relatively fewer opportunities of productive employment for India's poor. India thus needs to boost manufacturing growth to absorb more workers to realise the principal intent underlying the 'Make in India' initiative. Several recognised impediments—infrastructure bottlenecks, land acquisition and environment clearances—need to be addressed along with easing of labour regulations to make manufacturing the jobs escalator for India. Increasing informalization and contractualization of the workforce is an unintended consequence of labour regulations that seek to protect workers but end up harming them. Two out of every three workers in the private organized sector in 2011-12 were informal workers with no social security. Along with the growing capital intensity of manufacturing (Figure 1) it comes as no surprise that India's recent growth experience has been described as 'jobless'.

There is carefully crafted empirical evidence to suggest that Indian states with more flexible labour regulations witnessed stronger growth in employment in manufacturing than states with more inflexible labour market regulations. However, it would be grossly inaccurate to put the entire onus of the lack of jobs growth in India on labour regulations. Along with other reform measures cited above, labour law flexibility could become the force multiplier necessary to advantage

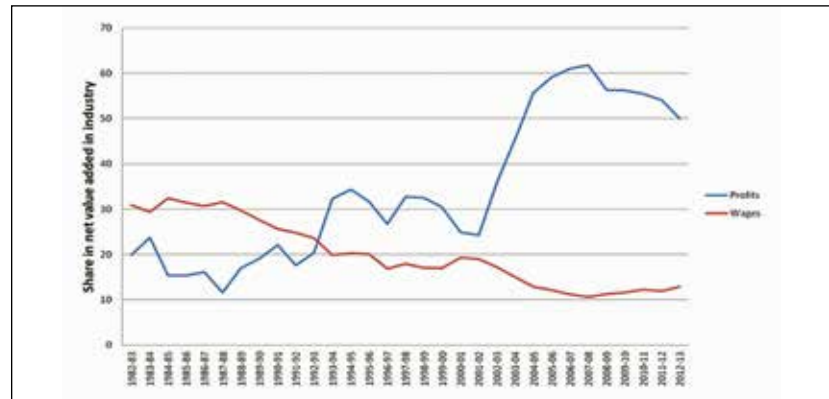


Fig. 1

from space being vacated by Chinese firms due to rising costs. Rajasthan, Madhya Pradesh, Tamil Nadu and Haryana are examples of states that have embraced labour market reform. Much of the action for improving the business environment in a paradigm of competitive federalism needs to be taken at the state level. How labour markets function is fundamentally determined by individual states which in turn influence economic growth and inequality nationally. In particular, participation in gainful employment such as nonfarm employment and access to regular employment has and will help to reduce income disparities.

An attendant benefit of rapid economic growth is that it generates resources for the government to spend according to its priorities. It is however worth emphasizing that GDP is not an end in itself, but a necessary means to improving the quality of people's lives. In India, given limited social safety nets, well-designed fiscal policies thus become vital to address inequality; at the same time the International Monetary Fund (IMF) has shown that this can be done without restraining the wealth-creating potential of economic growth.

Allocation to social infrastructure (health, education, nutrition, etc) has gone up in India in the recent past but remains well below China for example. While China spends nearly two per cent of its GDP on health care the proportion is 1.3 in India. If India has to reap the benefits of the demographic bulge in the years ahead, it is essential that investments in social infrastructure are increased to achieve the desired educational and health outcomes. Poorly targeted policies and leakages ensured that only about 15% of the expenditure reached the intended beneficiary in the late 1980s; recently there is evidence that this may have increased to 50%. Thus India confronts two distinct yet related challenges. One, to increase public social spending and two, to better target the expenditure.

Technology now offers hope. In the mid-2000s, India embarked on an ambitious programme to ensure universal coverage of all households by financial institutions, now called the Prime Minister's Jan Dhan Yojana (PMJDY). One year after the PMJDY's initiation, more than 210 million bank accounts have been opened, utilizing a network of more than one hundred thousand

business correspondents (BCs). Permitting BCs to substitute for physical branch led distribution is an important regulatory change. The erstwhile model of bank led financial inclusion has rightly yielded to a new approach that involves multiple entities, including last mile intermediaries like BCs, specialised payments banks, Micro Finance Institutions (MFI) and Small Finance Banks (SFB). The PMJDY forms the core of the government's financial inclusion agenda - with a bank account every household could potentially gain access to banking and credit facilities and participate in the formal system. The 'Aadhar' biometric identity is envisaged as the sole Know Your Customer (KYC) proof besides serving as the backbone for Direct Benefit Transfers (DBT) when linked to bank accounts. Linking the Aadhar number to an active bank account is part of the inclusion drive by making income transfers predictable and targeted. Add Mobile money—there are over 600 million unique mobile users in India and a billion gross connections—to this blend and it provides an opportunity to resolve the last mile problem that has been the Achilles heel of formal financial institutions for decades. The JAM Number Trinity—Jan Dhan Yojana, Aadhaar and Mobile — might well be transformative because it allows expansion and better targeting of social welfare schemes. There is already evidence that MGNREGA payments through Aadhar linked bank accounts have increased efficiency and reduced leakages<sup>2</sup>. The challenge and the promise

this programme presents is towards rural asset creation such as roads, micro-irrigation and water management, that while boosting rural incomes will also help lessen income inequality.

India stands at the cusp of a huge opportunity as never before. Unlike many countries that are struggling with aging populations and rising dependency ratios, India boasts of a potential demographic dividend. Over 60% of the population is in the working age of 15-59 years. A segment of the economy—startups—is witnessing extraordinary dynamism. As of January 2016, there were 19,400 technology-enabled startups in India, of which 5,000 were seeded in 2015 alone. As of December 2015, eight Indian startups had graduated to the Unicorn club (valuations greater than \$1 billion). This is a significant development and represents the dynamic role that liberated markets can play in an economy in driving innovation and growth. And while growth has helped in reducing absolute poverty in India, it still persists while income inequality has in fact risen since the early 1990s. For the first time in the last decade, therefore financial inclusion is at the heart of the government's policy agenda. Building long-run fiscal capacity is going to be vital for India to meet its development challenges, including financial inclusion. Tax collections have increased at a compounded annual growth rate (CAGR) of 13.85 % over the period 1990-91 to 2013-14 — a bigger rise than GDP per capita.

Yet there is defensible impression that India undertaxes and underspends, especially on social infrastructure. The number of reported tax payers is low at about 4% of total population, compared to almost 45% in US and UK. Ergo, India's total tax to GDP ratio has remained bound between 9-13% considerably lower than China at 20% and Korea at 27%. It is imperative therefore that India redoubles efforts to widen and deepen its tax base. On this front, there are reasons for incipient cheer. India has joined the global effort at forums such as G20 to jointly resolve issues around tax avoidance and tax evasion. Closer to home the government is investing in several initiatives to improve systems, simplify procedures and alter the unhelpful perceptions of tax administration. At the threshold of take-off, India stands to benefit immensely from an efficient and non-adversarial tax regime for at least two reasons. First to strengthen and legitimise the sovereign function of government and second to bolster revenue collections that enables government to intervene to achieve more equity in the distribution of income. That along with several complementary measures cited above to support more inclusive growth will alone free government of the rather usual pressure created by relatively affluent groups seeking protection in public sector jobs. For everyone's sake, growing distribution concerns are best nipped in the bud. ■■■

<sup>2</sup> The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) is a law whereby any adult who applies for employment in rural areas has to be given work on local public works within 15 days. If employment is not given, an unemployment allowance has to be paid. Accessed from <http://www.mgnrega.co.in/>



# Global Climate Change and Role of Indian Public Sector



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## Global Warming

Increasing emissions of carbon-di-oxide (CO<sub>2</sub>) and other greenhouse gases released by human activities, such as burning fossil fuel (coal, oil etc.), deforestation and industrial activities is warming the earth since the “natural sinks” (ocean and plants) are fast reaching their maximum capacity to absorb CO<sub>2</sub>. Against an estimated difference of only 5°C in global average temperatures between today and the Ice Age, the earth has seen an increase of ~1°C since 1900. The increase in concentration of Green House Gases (GHG) is causing rise in temperature of earth’s atmosphere which in turn, is changing climatic conditions of earth. However, global warming itself represents only one aspect of climate change.

## Climate Change and its impacts

Climate change signifies major and persistent changes over centuries in the mean state of the climate indicated through variability of temperature, precipitation, wind patterns etc.

The impacts of climate change is visible in rising global sea levels (glaciers melt and water expand as it warms), shifts in the

locations and seasonal behaviour of many species and growing instances of extreme weather. The U.N. Intergovernmental Panel on Climate Change (IPCC) reports highlight the fact that warming of the atmosphere and ocean system is evident and human influence has been the dominant cause behind this.

India’s diverse geographical regions, biodiversity and natural resources make it one of the most vulnerable to the risks of climate change. Climate-sensitive sectors such as agriculture and fisheries are affected by rising temperatures, rising sea levels and changing rainfall patterns. For instance,

in central India, the core of the monsoon system, extreme rainfall is increasing and moderate rainfall is decreasing. Low lying, densely populated coastal areas in India are at increased risk of storm surges.

The World Meteorological Organization (WMO) declared 2015 as the hottest year on record. The Global Risks Report 2016 draws attention to ways that global risks could evolve and interact in the next decade, water crises features highly along with climate. The World Economic Forum too has moved climate to the top risk and says that it could damage the middle class as well.

## Numbers Speak

- May 2016 set new global temperature record of hottest month on record.<sup>1</sup>
- 4.3 million people a year die from exposure to household air pollution.<sup>2</sup>
- Net annual temperatures in India in 2030s, with respect to 1970s, will increase by ~2°C. Extreme temperatures are expected to increase by 1-4°C, with maximum increase in coastal regions<sup>3</sup>
- The Sunderbans mangroves have decreased by 20% in the last 40 years.
- In India, the estimated countrywide agricultural loss in 2030 is over \$7 billion. It will severely affect the income of 10% of population<sup>3</sup>
- Nearly 40 million Indians will be at risk from rising sea levels by 2050, with people in Mumbai and Kolkata having the maximum exposure to coastal flooding due to rapid urbanisation and economic growth<sup>4</sup>



Rishikesh, June 2013



Uttarakhand Forests Apr '16



Chennai Airport Dec '15

### Heroic efforts essential to combat Climate Change

Only through determined efforts and collaboration, humanity can overcome challenges. We need to follow same route for climate change. In the early 1970s, scientists discovered the first human threat to the Earth's atmosphere – depletion of stratospheric ozone layer from chlorofluorocarbons (CFCs) then extensively used as refrigerants and aerosol propellants. Through Montreal Protocol (1987) countries agreed to cut 50 percent of the first group of CFCs and related chemicals within 12 years. Till date, this planet-saving treaty has reduced nearly 100 damaging chemicals by nearly 100 percent to significantly help protecting both the ozone layer and the climate system.

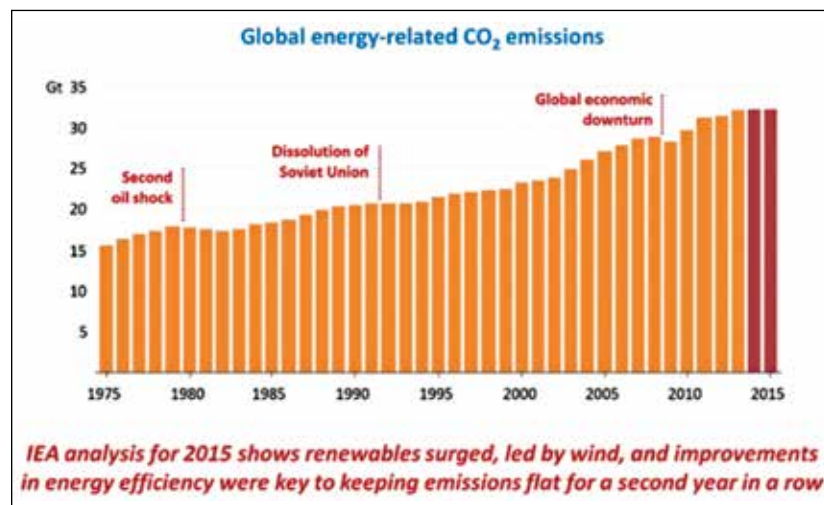
The energy trapped by man-made global warming is now "... equivalent to exploding 400,000 Hiroshima atomic bombs per day 365 days per year."<sup>3A</sup> The atmospheric concentration of CO<sub>2</sub> has increased by ~35 ppm in this century and is currently over 400 ppm. Unless there's an immediate and drastic slowdown of the anthropogenic CO<sub>2</sub> emission into the atmosphere, this level might rise to ~500 ppm around 2060. This is also likely to signify rise

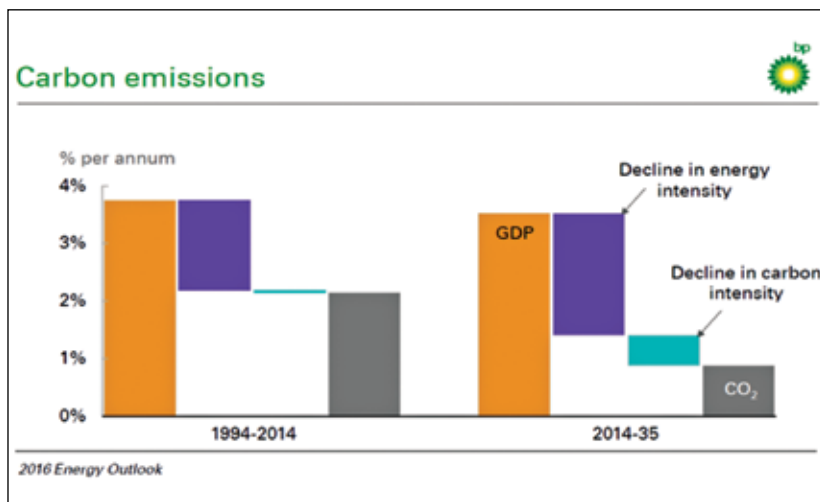
of global average temperatures of ~2°C compared to pre-industrial times - long considered by scientists as the threshold (tipping point) to limit potentially catastrophic climate changes.

Climate change is already impacting public health, food and water security, migration, peace and security. Governments around the world are under pressure to limit their GHG emissions and many countries have already started working towards reducing them. The preferred way of doing this is to reduce the dependence on fossil fuels and effective planning of land use.

As per International Energy Agency (IEA), Global emissions

of carbon dioxide stood at 32.1 billion tonnes in 2015, having remained essentially flat since 2013.<sup>5</sup> The IEA preliminary data suggest that electricity generated by renewables played a critical role, having accounted for around 90% of new electricity generation in 2015. In parallel, the global economy continued to grow by more than 3%, offering further evidence that it's possible to delink economic growth and emissions growth. IEA's Clean Air Strategy (2016) postulate mere 7% increase in investment can save over 3 million lives in 2040, while providing energy access for all, lower energy import bills and leading to a peak in CO<sub>2</sub> by 2020.<sup>5A</sup>





### Paris Climate Summit

In 2015, 196 countries including India have signed the First Universal Climate Change Agreement at The Paris Climate Summit widely referred as COP-21 Summit. The epoch-making agreement made a commitment to keep the rise in global temperatures “well below” 2°C, while striving to limit them even more, to 1.5 degrees. The primary means of this Herculean effort will evolve around all countries matching and striving to improve upon corresponding Intended Nationally Determined Contributions (INDCs).

However, we need to be aware that even if the submitted INDCs are fully implemented and policies of similar strength are implemented after 2030, they would lead to a median warming of around 2.7°C by 2100 (a full range of 2.2-3.4°C, which means there is a likely chance of holding warming below 3°C).<sup>6</sup>

All signatories of the Paris agreement are required to submit Biennial Update Report (BUR) every two years to the United Nations Framework Convention on Climate Change (UNFCCC) covering update of national GHG

inventories, mitigation actions, constraints and gaps, including support needed and received.

### India's development perspective and NDC

India has the second largest human population of the world. India also has largest proportion of global poor with around 30% of population without access to electricity. India's per capita energy consumption is around one-third of world's average. With a Human Development Index (HDI) of 0.586 and global rank of 135, India's development imperatives are driven by its unique national circumstances and priorities.

India's economic growth need to balance holistic development with sustainability. As the world is seriously concerned about its new investments to be climate friendly, it must seize the opportunity of supporting a country like India where economic growth could be achieved with minimum levels of emissions by providing new and additional resources including finance, technology and capacity for achieving low carbon growth.

India's Nationally Determined

Contribution (NDC) sets ambitious target by 2030 to reduce emissions intensity of its GDP by ~35% from 2005 level, increase share of non-fossil-based power capacity to 40 percent and to create an additional carbon sink of 2.5 to 3 billion tonnes of CO<sub>2</sub> equivalent through additional forest and tree cover. The NDC stipulates India's policies and programmes on promotion of clean energy, enhancement of energy efficiency, development of less carbon intensive and resilient urban centres, promotion of waste to wealth, smart and sustainable green transportation network, abatement of pollution and India's efforts to enhance carbon sink through creation of forest and tree cover. Apart from Government sector, it also captures contributions of private sector and citizens for combating climate change.

In January 2016, India submitted its first BUR which highlighted that India is progressing well on its NDC targets and has succeeded in reducing its carbon intensity by 12% in the last 5 years. Sector-wise policies and action plans for 2030 targets are under preparation.

### Sustainable Development Goals

On 1 January 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development — adopted by world leaders in September 2015 at an historic UN Summit — officially came into force. Over the next fifteen years, with these new Goals that universally apply to all, countries including India will mobilize efforts to end all forms of poverty, fight inequalities and tackle



climate change. Investments in sustainable development will help address climate change by reducing green house gas emissions and building climate resilience. Tackling climate change and fostering sustainable development are two mutually reinforcing sides of the same coin; sustainable development cannot be achieved without climate action. Conversely, many of the SDGs are addressing the core drivers of climate change<sup>7</sup>.

The UN Global Compact is already starting to translate the SDGs into business action and innovation. Business need to be ready to integrate SDGs in their strategy. A report of IPCC

**Climate change is already impacting public health, food and water security, migration, peace and security. Governments around the world are under pressure to limit their GHG emissions and many countries have already started working towards reducing them. The preferred way of doing this is to reduce the dependence on fossil fuels and effective planning of land use.**

(2014) predicts India's high vulnerability and exposure to climate change will slow its economic growth, impact health and development, make poverty reduction more difficult and erode food security.

### Role of PSUs

In India, PSUs have played an integral role in economic development and industrialization. Post Independence, PSUs were set up with the objective to build a base for solid infrastructure and bring about a planned development of the entire country. In many ways, PSUs are the extended arms of the government for fulfilling its social role.

## Some Laudable Efforts by Maharatnas

**ONGC**<sup>8</sup> - Has 12 Clean Development Mechanism (CDM) projects - on gas flare reduction, waste recovery, green buildings, wind-power assets and Natural Gas-based Combined Cycle Power Plant at Tripura registered with UNFCCC.

**Indian Oil**<sup>8</sup> - To reduce diesel driven DG sets, as on August 2015, solar PV power generation systems have been installed in 3,298 regular fuel stations and Kisan Seva Kendra (rural outlets) with annual generation capacity of 14 GWh and resultant carbon emission reduction potential of about 12 TMT CO<sub>2</sub>e.

**GAIL**<sup>8</sup> - Fugitive Emissions Management - As part of Global Methane Initiative (GMI), steps are being taken in a phased manner to arrest fugitive & vented Methane emissions at Vijaipur, Hazira & Jhabua facilities based on study by United States Environment Protection Agency (USEPA). GAIL has implemented a pilot project at Ghazipur Landfill site, Delhi to recover Land Fill Gas (LFG) mainly consisting of Methane, a Green House Gas (GHG) which is 25 times more potent than CO<sub>2</sub> in causing Global Warming in the short term. A part of the recovered LFG is being used to generate electricity through a Micro-Turbine while the balance (>3000 MT CO<sub>2</sub>e in 2015-16) is safely destroyed in an enclosed flare system. The project has been registered with UNFCCC in Sep' 2014 for availing carbon credits under CDM mechanism.

**NTPC**<sup>9</sup> - Has taken the initiative for development of algae based process for mitigation of CO<sub>2</sub> by converting it in to bio-fuel and other useful products through collaborative research. Algae may have lesser land footprint as algae generates 7-30 times more than conventional bio-oil plants. Some specific algae may contain up to 40% of lipids / bio-oil by weight.

**SAIL**<sup>10</sup> - To create CO<sub>2</sub> sink, cumulative over 18.5 million trees have been planted in plants & mines. As of now, 33% of land area is covered with greenery. Also contributed for eco-restoration of > 20,000 ha of mined-out areas and solid waste dumps.

**BHEL**<sup>11</sup> - Manufactured & commissioned India's first 660 MW (SG & TG) and 800 MW (SG) sets with supercritical technology resulting in ~11% reduction in CO<sub>2</sub> emissions. A 5 MWP Solar Power plant at BAP, Ranipet unit highlights efforts towards ensuring sustainable energy mix in operations.

**CIL**<sup>12</sup> - Made afforestation over an area of 32,000 Hectares against around 12,800 Hectares forest area degraded due to mining operation and as a part of 'Clean & Green' programme, has till date planted over 73 million trees. CIL's persistent efforts towards improvement of environment through massive plantation in Singrauli Coalfields since 1985, paid off with average maximum temperature decreasing by 0.4° C and average annual rainfall increasing by 105.6 mm.

The gross turnover of Central PSUs is around 25 per cent of the India's GDP. These units employ nearly 1.5 million people and contribute in generating around five per cent of the total employment in the organised sector.

Impending global climate changes and SDG commitments will require PSUs to proactively identify business cases, embrace changes, prepare climate change strategy as a key competitive advantage to manage risks and opportunities. Some of the areas that will require greater thrust are :-

- Promoting Climate Justice

- Top-down & bottom-up approach for effective action

- Aligning with national missions - focus on Renewable, Solar Alliance, Digital India, Make in India etc.

- Collaborative action for greater impact - policymakers, business, investors and other stakeholders to work together on common agenda

- Demonstrative actions from high emitting sectors – Polluter pays policy

- Support for finance & technology and following Indian ethos

- Transparent mechanisms - that helps information flow, understand actions being taken to achieve sector & company targets, and on the longer-term trends of CO<sub>2</sub> emissions.

- Going beyond direct operational impacts to consider the implications from supply chain to customer.

It is expected that the Interactive Program on "Preparing for Global Climate Change and Sustainable Development Goals" by SCOPE on 28th/29th July 2016 will go a long way in helping PSUs to prepare strategies and action plan in this regard.

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# Labour Law Amendments and Their Impact on Workers



**Kandikuppa Hemalata**  
Secretary, CITU

The demand to make changes in the labour laws is a long standing one. While the workers wanted changes in labour laws that would ensure decent working and living conditions for them and protect their rights to organisation and collective bargaining, the employers wanted labour laws to be amended to allow unbridled control over the workers to enable them increase their profits. Since the adoption of the neoliberal policies in our country 25 years back, attempts to change labour laws in favour of the employers have gained momentum.

Several arguments are being put forward in support of the present amendments that are being made at the national level or in several states. The major ones are – that there are a plethora of labour laws and there is need to simplify them and bring down the number; that the ‘draconian’ labour laws and the ‘inspector raj’ deter investment and there is need to amend them to improve ‘ease of doing business’ in India; that amending the labour laws and giving a free hand for employers to ‘hire and fire’ workers would

attract investment including FDI and thus generate employment for the crores of our young who join the workforce every year.

But these arguments extended in support of the amendments that are being now carried out do not stand the test of reality. These have been proved to be wrong in several countries. The International Labour Organisation (ILO) itself has categorically stated that there is no evidence anywhere in the world that labour laws are impediments to investment and employment generation.

The truth is that in our country, around 94% of workers are in the informal sector and are not covered by any labour laws. It is for only around 6% of the total workers that any labour laws are applicable. Another hard fact is that labour laws in our country are more violated than implemented. More than 60% of the country’s workforce in the organised sector is denied even statutory minimum wages and social security benefits like PF and ESI. Contract workers, under many different names, are employed in permanent, perennial and continuous jobs in total violation of the

Contract Labour (Regulation and Abolition) Act. Even the public sector undertakings, government establishments and departments, both central and state, are not free from this practice, which is increasing. Around 50% of workers in the public sector and 70% in the private sector are contract workers. Other laws pertaining to working hours, overtime work, safety at work place etc are flagrantly violated, particularly in the private sector, which is expanding. 12 hours work without overtime wages has become the norm in many private sector industries.

Closures, lay off, shut downs have become widespread. Most of them involving several middle and large enterprises are illegal. These include MNCs like Maruti Suzuki in Haryana, Nokia and Foxconn in Tamil Nadu, Jessop, Hind Motors and several jute mills and tea gardens in West Bengal. No action has been taken against any of these owners, while thousands of workers have been thrown on to the streets.

In fact while productivity has increased, the share of wages in the industrial sector has been



## THE BONUS AMENDMENT BILL

- If implemented, the proposed bill will increase the maximum amount of bonus to ₹7,500 from the existing ₹3,500
- Is likely to be pushed through the current winter session of Parliament due to its pro-labour credentials
- Payment of bonus to industrial

The bill seeks to raise the wage ceiling for getting a bonus from

₹10,000 to ₹21,000 per month

- employees is mandatory under the Payment of Bonus Act, 1965
- May push other reforms bills, termed "pro-industry" by labour unions, to the backburner
- These crucial reforms bills included a new wage and industrial relations code, a child labour bill and a small factories act.

continuous to decline. According to the Annual Report of the Labour Ministry, labour productivity in India measured in terms of GDP per person employed per hour in USD 4.17, i.e. around Rs. 280 or Rs 2240 per day. The extent to which workers are denied their due wages becomes glaringly visible when this is compared to the average statutory minimum wages prevalent in different states and sectors. The share of wages in the industrial sector has been continuously declining from around 30% in 1982-83 to 12.9% in 2012-13 while the share of profits increased from around 20% to 50% during the same period.

It is no wonder that over 90% of disputes between employers and workers throughout the country relate only to implementation of labour laws and nothing else. It is rather strange that instead of ensuring this, changes in labour laws are sought to be made to legalise violations of the existing laws with attractive slogans like 'job creation', 'simplification', 'rationalisation' etc.

The Apprenticeship Act has already been amended changing the definition of 'workers' which now includes contract workers,

casual workers and daily rated workers. This allows deployment of more apprentices as a ratio (30%) of total workers in the establishment. Thus employers will be able to replace contract/casual/ temporary workers and even regular workers with comparatively low paid apprentices. The practice of using apprentices/trainees in regular production jobs is widely prevalent today, including in major automobile companies like Maruti Suzuki. Thus this will have a serious impact on the jobs and working conditions of the workers.

Another labour law that is already amended is the Labour Laws (Exemption from furnishing returns and maintaining of registers by certain establishments) Act. This has raised the threshold employment, for any establishment to be treated as small establishment, from 19 to 40. On the pretext of simplifying the procedures, these establishments are virtually exempted from 16 major labour laws including Factories Act, Payment of Wages Act, Minimum Wages Act, Weekly Holidays' Act, Contract Labour (R&A) Act, Payment of Bonus Act, Equal Remuneration

Act etc. By using the existing high level technology large number of establishments having large capital investment and high turnovers and profits employ less than 40 workers. They need not maintain any registers or file returns pertaining to these Acts. According to some estimates, more than 72% of factories in our country will now find it much easier to violate all these 16 labour laws.

Another Bill, The Small Factories and Other Establishments (Regulation of Employment and Conditions of Services) Bill, has been vetted by the Ministry of Law and Justice. According to this bill, all factories employing up to 40 workers, irrespective of usage of power or not, are termed as small factories. These will be out of the purview of 14 basic labour laws – Factories Act, Industrial Disputes Act, Industrial Employment (Standing Orders) Act, Payment of Wages Act, Minimum Wages Act, Payment of Bonus Act, Contract Labour (R&A) Act, EPF Act, ESI Act, Maternity Benefit Act, Equal Remuneration Act, Employees' Compensation Act, Shops and Establishment Act, Child Labour (Prohibition & Regulation) Act etc. This means that workers in establishments employing up to 40, who comprise around 80% of the industrial workforce today, will be removed from the protection, related to their working hours, safety, social security, trade union rights, grievance redressal, equal remuneration, maternity protection etc, which these laws gave them.

The proposed amendments to the Factories Act are also of the same nature. The proposed new changes in the Factories Act stipulate 40 as the threshold of employment in an establishment for coverage,

irrespective of whether the establishment uses power or not. Besides, it enables the owner to divide the factory into different units within the same premises. Each unit will be treated as a separate factory. Thus the employer can keep employment in each unit below 40 and perpetually evade coverage under the Act.

Amendments to the Contract Labour (R&A) Act as done in Rajasthan and some other states will deprive all contract workers in the private sector and large sections in the public sector undertakings from coverage under most of the labour laws.

In the name of rationalisation and simplification, existing 44 labour laws are being bundled into 4 Labour Codes. Two drafts, the Labour Code on Wages bill and the Labour Code on Industrial Relations bill have been placed in public domain. The Labour Code on Wages combines four wage related legislations – Minimum Wages Act, Payment of Wages Act, Payment of Bonus Act and Equal Remuneration Act into one labour code. The code gives up the concept of inspection with inspectors being replaced by ‘facilitators’ who will conduct inspections only as per the directions of the appropriate government time to time. Equal remuneration has been restricted only to payment of wages doing away with other types of discrimination related to recruitment, promotion, vocational training etc which existed in the Equal Remuneration Act. Ratification of ILO Convention 111 makes it obligatory for the government to end discrimination in respect of wages and service conditions between different sets of workers doing the same or equal value of work. But the

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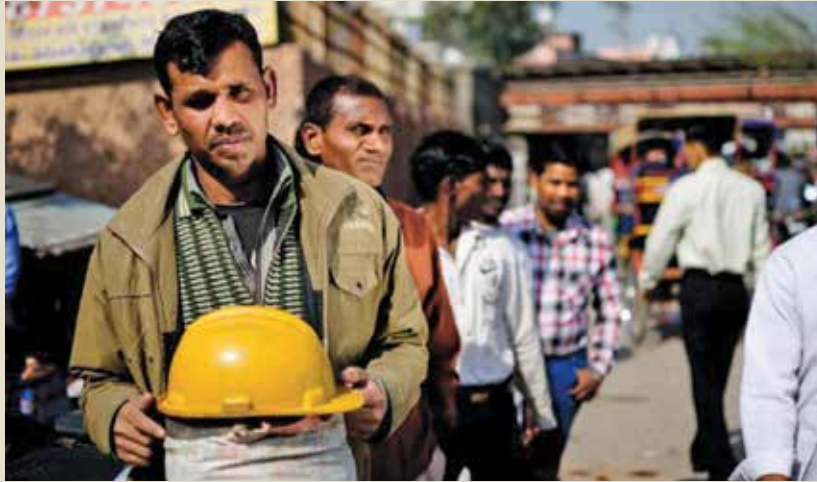
Labour Code on Wages bill does not provide for this. The definition of employer and employee and ‘competent authority’ also is vague giving scope for misinterpretation. There are several other aspects that have been kept vague. The bill is silent on the consensus recommendation of the 44th Indian Labour Conference (ILC) on minimum wages, which reiterated the recommendation of the 15th ILC along with the Supreme Court judgment in Raptakos and Brett case.

The Labour Code on Industrial Relations bill merges three

existing Acts – Trade Unions Act, Industrial Employment (Standing Orders) Act, and the Industrial Disputes Act. It frees the establishments employing up to 300 workers from the requirement to take prior permission for retrenching workers or closing down establishments. In effect, this would mean that 90% of workforce in the factory sector and almost all the contract workers in manufacturing sector will come under the ‘hire and fire’ regime. Even in the case of establishments employing more than 300 workers, the appropriate government has been vested with powers to exempt them from their obligation of taking prior permission for retrenchment or closure. This bill imposes several restrictions on the workers’ rights for collective action including huge fines and imprisonment while at the same time providing many exemptions for the employers. The rights to freedom of association and collective bargaining as envisaged in the ILO core conventions 87 and 98 are negated in this Labour Code on Industrial Relations bill.

Though some of the major labour laws like the Factories Act, Industrial Disputes Act, Contract Labour (R&A) Act etc have not yet been amended at the central level, many state governments have already amended them.

The major Acts providing social security to the workers, the EPF and ESI Acts are also proposed to be amended. The announcement in the Budget of Rs 6000 crores of EPF funds to be utilised for general old age pension is unlawful as per the EPF Act. It is proposed to amend the EPF Act to make it optional. ESI Act is also sought to be amended to make it optional



in favour of medical insurance, which would deprive the workers of the several other benefits guaranteed by the ESI Act.

In addition, changes are also being made through executive orders. Recently, the Union Cabinet has cleared the model Shops and Establishments Bill, to be sent to the state governments as an advisory for implementation. This Bill allows shops, malls and eateries to remain open 24x7 and night shifts for women workers. 'Start Up companies' have been exempted from labour and tax related inspections. The special package for the textile and garment sector increases cap on overtime hours, makes PF optional and introduces 'fixed term employment', i.e. the right to retrench workers without any advance notice or retrenchment benefit.

The government sectors are also affected by such executive orders. At the direction of the Department of Personnel and Training (DoPT) and Department of Public Enterprises (DPE) provision for forced retirement has been introduced for the employees of central public sector enterprises on the pretext of ensuring 'probity and efficiency'. Senior

**It is no wonder that over 90% of disputes between employers and workers throughout the country relate only to implementation of labour laws and nothing else. It is rather strange that instead of ensuring this, changes in labour laws are sought to be made to legalise violations of the existing laws with attractive slogans like 'job creation', 'simplification', 'rationalisation' etc. The Apprenticeship Act has already been amended changing the definition of 'workers' which now includes contract workers, casual workers and daily rated workers.**

management is vested with the power to retire employees forcibly increasing the scope for misuse.

Thus, the changes that have

already been made and the changes that have been proposed to the labour laws and the draft labour code bills that have been placed in the public domain confirm the apprehensions among the workers and the trade union movement that the changes would lead to worsening of their working and living conditions and that the workers would be placed at the mercy of the employers.

Experience over years indicates that despite non implementation of labour laws and non applicability for vast majority of our workforce, there is no progress in employment generation. Rather, the employment situation in the country is worsening. While around 1 million of young people join the workforce every month, i.e. over 1.2 crores on an average in a year, the employment generated in 8 major sectors of industry – textiles, leather, metals, automobiles, gems and jewellery, transport, information technology and handloom - was only 1.35 lakhs in 2015, 67% lower than in 2014. Around 20,000 people lost their jobs in these sectors because of shrinking exports.

The trade union movement will certainly welcome changes in the labour laws that would improve the conditions of the workers and provide them with decent working and living conditions. It believes that there cannot be true development and advance of the nation without the development and advance of the toiling people, the workers who contribute to the production of wealth in the society. Measures that benefit only a miniscule section of society and lead to widening of disparities cannot be considered as beneficial to the nation or lead to development of society. ■■■



# Communicate to Engage Stakeholders



**Rakesh Kumar Singhal**

Chief of Corporate Affairs, Steel Authority of India Ltd.

The organizational communication is always aimed at engaging stakeholders with the objective of building positive perception about the vision, strategy, goals and plans of the organizations concerned. Everywhere we go, someone is trying to grab our attention either through billboard, mobiles or through all kinds of social media updates. In such a scenario, the roles and responsibilities of corporate communication professionals have become extremely challenging. Creativity, innovation, trustworthiness, well thought-out and on-time approach has become synonymous with the profession of corporate communications.

After extensive studies, review of relevant literature and concepts, the one idea which comes closest to the corporate communication practices of renowned corporates is provided by "The Financial Times, London. It says, "Corporate communication is a management function or department, like marketing, finance, or operations, dedicated to the dissemination of information to key constituents, the execution of corporate strategy and

development of messages for a variety of purposes for inside and outside the organisation. In today's global corporations, this function serves as the conscience of the corporation and is responsible for the organisation's reputation. Previously called "public relations" or "public affairs," corporate communication has taken on new importance in the 21st century."

The department of corporate communication in any organization usually oversees:

- Communication strategy
- Media relations
- Crisis communications
- Internal communications
- Reputation management
- Corporate responsibility,
- Investor relations
- Government affairs &
- Marketing communication

**Communication Strategy:** The idea of having a communication strategy is to ensure that organization speaks in one voice and multiple voices emanating from an organisation are curbed. The corporate communication professionals need to adopt dynamic

and flexible approaches as the context and modern day business environment is continually changing.

The most important concept to understand in relation to communication strategy is that communication should be seen from the audience's perspective. The strategy must aim at winning the trust, confidence and involvement of multiple stakeholders for mutual benefit. The corporate/corporations choose to communicate strategically on account of exogenous crisis, internal corporate crisis and other situations including :

- Regulatory imperatives
- Dynamic constituent expectations
- Short - term orientation
- Organizational complexity

The above diversity of approaches makes it obligatory that strategic communication must be clear, true, repeated, consistent and delivered with passion. The following excerpt from a speech in 2002 by B. Steyn truly explains nature of strategic communications.

1. Communication is strategic when it is completely consistent



necessary. And, in case we have to decline an interview or media query request, we must communicate it to the journalist. After arranging for an interview etc we need to be in touch with the journalist to provide additional inputs if needed. Situations like - may be, could be, which are not definitive are best avoided and a candid approach helps in building trust and valued media relations.

Our aim is to see that the best about our company is published while not influencing the publication which would be looking for a wholesome story or a different angle to the piece they are writing. We should also be careful in keeping editorial content separate with the advertisements. Company's projection in media through stories and news coverage should be kept aside from getting the company ads published. Pushing paid stories might never fetch the desired image building of the company. While being a Corporate Communication professional, we should have a fair working knowledge and understanding of the sector in which we are engaged.

Our press releases should be professionally designed as prestigious media houses do not pay attention to releases being more focused on exclusives. Our releases should be capable of understanding by a class eleven student.

### Internal Communications

Creating the right dialogue around company priorities is the key to effective internal communication. The main challenge for a communication professional is to figure out how to create the right

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kind of buzz around the Subject? The right noise helps disseminate the message faster and connect with more employees at a time. The internal communication messages should be primarily based on:

- Company news
- Trade news
- Product innovation and technology
- Sustainability and environment initiatives
- Safety
- Research & development
- Performance statistics
- Training, manpower and careers
- Campaigns of the company

The audience for internal

communication is to reach out to the last man on the shop floor in communicating the priorities of the company.

**Creating Content for Communication:** There are certain go to documents which a corporate communication professional must keep with him at all times while preparing any internal communication message. These include – Annual Business Plan (ABP) targets, Chairman's letter to employees and senior management or any other communication from Chairman, published media interviews or statements of Chairman, monthly do reports and reports published by industry bodies etc.

**Mode/Channels of Communication:** While Face to Face is by far the most effective channel of communication, professionals can also utilize modes like Intranet ,Emails and Meetings. We must understand that communication has a systematic two way approach with a strong feedback mechanism. We must develop a culture of attending and replying to emails.

**Internal communication as tool for Image Management:** It is a common responsibility for all of us. Internal communication is as important for image management, as is external communication. Our employees are our brand ambassadors. Our employees are forward most touch points for communicating messages, activities and practices to the stakeholders. We should take wide spectrum stakeholders having competing demands, together in an integrated manner. Somebody should not feel left out. Times have changed now. Under the present circumstances it is important that image



management strategy must reflect clarity, coherence and control. All these will happen once there is a good communication strategy, perfect communication, brand image and that can happen only with good communication. It is incumbent upon us to project a unified image to create favourable perception and image of our PSU. In the present challenging and constantly changing business environment, clear and focused strategy is needed to retain market leadership along with growth and prosperity.

### Crisis Communications and Reputation Management

In a crisis, research, consistently demonstrates that a crisis does less reputational damage if the organization is the first to report the crisis, rather than the media or any other source. 'Stealing thunder' a concept borrowed from law, is very necessary in a crisis situation. It is the timing involving the disclosure of information that is important in a crisis. For maintaining the trust of stakeholders and reputation of the company, it is most pertinent to report/communicate about any crisis first hand through a press release. Void or absence of authentic information not only leads to bad press but it serves as a ripe ground for speculation and more negative stories, which surely hurts the goodwill of the organization. Companies should also provide contact information of the head of corporate communications or any other designated person, who can be contacted during crisis or otherwise for clarification of any news. This again reflects a confident image about the company who is open

**Corporate Communication, is the outcome of a strategic thinking process by senior communication practitioners and top managers, taking strategic decisions with regard to identification, management and communication with strategic stakeholders. It is a structured process that works on the paradigm of communicate, communicate and communicate. Corporate communication is all about problem solving in unstructured situations being able to recognize changing situations and selecting the right problems to solve.**

to sharing information concerning stakeholders.

**Case study:** There was an incident of gas leak in water pump house of Bhilai Steel Plant few years back. The accident happened during evening hours leading to some casualties and injuries. The crisis and safety teams immediately took all the precautionary measures to contain further damage. Side by side, a press communiqué was prepared to inform the press and a media centre was set up from where regular updates throughout the night were given to press. This helped in limiting any guesswork media stories and also helped in gaining media trust that nothing was being hidden or repressed.

In any crisis or any difficult situation the employee is the first stakeholder to be taken on board. Communication too must be designed in a way that addresses, soothes and involves the employees before anyone else.

### In entirety

In the light of the above, role of Corporate communication professional can be considered to be three pronged comprising of:

**Consultant:** Recommendations and advises to all levels in the

organizations on how to maintain dialogue with multiple audiences

**Enabler:** Establishing and Maintaining companywide and audience specific Channels and systems on information Sharing

**Partner:** Partnering e.g. HR and IT as a reliable function contributing to communication issues

Corporate Communication, is the outcome of a strategic thinking process by senior communication practitioners and top managers, taking strategic decisions with regard to identification, management and communication with strategic stakeholders. It is a structured process that works on the paradigm of communicate, communicate and communicate. Corporate communication is all about problem solving in unstructured situations being able to recognize changing situations and selecting the right problems to solve.

In essence, Corporate Communication has the responsibility of communicating to the last man (stakeholder) in the organization with effective, clear and concise messages that create a sense of cohesion and camaraderie while aligning goals to meet challenging situations. ■■■

## Changing Corporate Communication Landscape

# Impact of digital media on External and Internal communications in Organizations



Dr. Shoeb Ahmed

### Introduction

The impact of digital social media in bringing about change was first brought out to the fore in the revolutionary change in Egypt in 2011 where the mobilisation of people was attributed to campaigns run by “facebook” and “twitter”. In India, however, its impact was felt in a significant way only during the general elections of 2014 when the BJP used the digital social media to run an effective election campaign and brought about one of most stunning election victories in India in recent times. Even post election, the current governments media strategy, focussed on use of digital media for communication, has been highly effective. These developments have clearly underscored that social networking and social media technologies provide a powerful means of communication for bringing about change and performance enhancement for government and political organisations. Its impact has been further deepened by the “smart phone” revolution which has increased its reach significantly.

### Social Media and Business

While a lot of political and

governmental organisations are now adopting these modes of communications, businesses have largely not used the same in their media and communications strategy – both internal and external. While a number of organisation have experimented with micro blogging, internal discussion forums etc., the same has not been as a conscious strategic effort towards improved communication. For some time now a number of academic researches have been positive in their assessment of impact of social media of organisations. However, the lack of popularity of use of the same by business entities, particularly in India, has been stark - more so in case of internal communications. Even in case of external communication, the predominant use has been as an advertising tools.

A study by McKinsey found out that while the use of social digital media is increasing in organisations, the uses vary widely. Also, they are more external focussed to processes like gathering market intelligence and supporting marketing efforts.

Despite the fact that some organisations have experimented with

social media and social networking tools, a structured approach to using the same for communication has either been lacking or absent. A part of it can be attributed to the fact that empirical research on the subject has been few and far in between and hence potential benefits are not well understood. Also risk and challenges of use of social media as a communication platform are not well delineated for organisation to take informed decisions. Many organisations are also wary of the fact that communications on social media platforms are difficult to control because of the wide access it provides. Instances have been seen of companies having launched internal communication systems based on social media principles and then have dumped it as interactions were perceived to be “too much to handle”, “frivolous”, “employees wasting time” etc. This is precisely because of the fact that understanding on the way this media functions and its benefit vs. risk analysis is not well documented in research and companies adopted the same just because it was “fashionable” to do so.

## The benefits

Digital social media has the capacity to facilitate collaboration within and across user groups. This power has immense potential to create collaborative development which can be of great use in enhancing internal performance and team working. It can also help in idea as well as capturing innovation within the structure. Also, as far as internal communications are concerned, the other benefits are easier with faster access to organisational knowledge and expertise, reduced cost and increase speed of internal communications, speeding up of innovation etc. Also, it can potentially be used as tool create flatter structures, for breaking of internal silos and for enabling access to senior management as well as increasing employee engagement. The key challenge here is the ability to capture these benefits as a conscious strategy and be able to build value out of it.

On the external front, companies can significantly increase customer engagement through effective management of customer communities. It can use such communities to gain greater insights into customer expectations and concerns and design strategies accordingly. Such communities can also be used to bring down product development life cycles for new products by speeding up communications on new product development ideas, improvement in existing products and their benefits. In general, it can help make the brand more effective by building stronger system of customer dialog around the brand and build brand loyalties. Collaborative product development can be also be facilitated with the help of social

**Digital social media has the capacity to facilitate collaboration within and across user groups. This power has immense potential to create collaborative development which can be of great use in enhancing internal performance and team working. It can also help in idea as well as capturing innovation within the structure.**

networking. On an operational level, it can help in improvement of customer service and support. Benefits like speedier access of external knowledge, opportunities for collaborative development etc are also available to other external stakeholders like suppliers, channel partners and so on.

## The concerns

On the whole, the benefits of using digital social media for structured organisational communication can be identified even though research on quantifiable benefits are not easily available. There is, without much doubt, a strong case for adopting social media and social networking platforms as a tool for corporate communication. However, it should be understood that value is not determined either by identification of benefits or by the platform but the ability of organisations to harness it for value creation. Companies that have launched and then

dumped such platforms have essentially done that due to their inability to perform this function and have hence lost valuable opportunity to gain hands on experience for future value creation.

Notwithstanding the above, it is important to understand why many businesses have either not adopted the digital social media as an important tool for Communications or dumped the idea after adopting it. This is because it helps us understand the potential risks & challenges. However, before we proceed, it must be understood that the most undesirable reason for adoption should be that it is the "in thing" or "fashionable" as in most cases the organisation will then fail to harness its potential in implementation.

To begin with, it is important to understand that social media, by its very structure is non-hierarchical. It is a flat world. People here are not identified with levels. Hence, in organisations which are structured hierarchically, like a typical manufacturing organisation or any large organisation is likely to be, such platform is very likely to confront the existing organisational structure. This will create internal dissonance particularly at the middle and higher levels in the hierarchy. It can also alter the internal power structure which very often is built around control on flow of information and communication. Consequently, structured benefits arising out of such initiatives are not likely to be highlighted, captured or faithfully implemented. It may also challenge established norms of behaviour and existing systems of control. Besides, because of its inherently democratic nature, exercising control over



communication will be difficult.

There is also fallacious but nevertheless well entrenched belief in typical old economy firms that employees are distracted by such initiatives/exposure and consequently productivity is affected. Further, there is a possibility that a section of disgruntled employees or customers may post inappropriate content adversely impacting the company's image especially on platforms which have external interface. There are also some legitimate concerns of safety and security of sensitive data and information though these can be addressed technologically. There is also a possibility that employees inadvertently give away sensitive information/ too much information on the social platform. There are also legitimate concerns about the ability companies may have to cut through the over-crowded social media space in their external interface and establish their presence.

### How to go about it and get its' immense benefits

Before we go forward it is important to note a few facts, which cannot be negated. Among many others some notable ones are:

- Technological obsolescence are much faster and technologies are ever evolving.
- The socio economic conditions

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of customers, majority of them being young are fast changing necessitating their quick and aggressive demands, which have to be met in the shortest possible period of time.

- Large organizations are multinational and located at different locations on the globe., which

requires faster and faster dissemination of information.

### Conclusion

It is my firm belief that in view of the facts as mentioned above, there is a definite need for organizations to adopt these new ideas/platform if they need to keep up with the times and succeed.

Hence, it is important that along with adoption of such platform, issues of strategy, governance and implementation are addressed. Creating and building top management buy in is essential. Top leaders should demonstrate the advantage by choosing to use it themselves. Strong business case needs to be built around its benefits and it should get integrated to the company strategy – both external and internal facing. Critical issues of operational management like whether such platforms be managed by the IT division, communication and PR, HR departments (for internal communications) or marketing (customer communications) must be addressed and clear way forward identified. This has to be clearly laid out well before time rather than allowed to be evolved as is of vital importance in its success. Besides, it will be beneficial if the implementing organization studies the best practices in the industry implementing this. This will ensure that they avoid the pitfalls.

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# SCOPE Organizes Programme on Global Climate Change and Sustainable Development Goals

**SCOPE organized Interactive Program on “Preparing for Global Climate Change and Sustainable Development Goals” on July 28-29 2016, at SCOPE Convention Centre, at New Delhi with Academic support of CDP India. Mr. Ravi Shankar Prasad, Joint Secretary, Ministry of Environment, Forest & Climate Change Inaugurated the Program and addressed the Participants. Mr. Nirmal Sinha, Chairman, SCOPE, delivered the Special Address in the Inaugural Session. Mr. Damandeep Singh, Lead Resource Person of Program, explained the Program Perspective. Dr. Anil Jain, Advisor (Climate Change), NITI Aayog, delivered Valedictory Address, in the Concluding Session.**

**The Eminent Speakers in the Program included Dr. Prodipto Ghosh, Former Secretary, MOEF & CC and Dr. Ajay Mathur, DG, TERI. Other experts included Mr. Koyal Kumar Mandal, Advisor, GIZ, Mr. Rajesh Miglani, Senior Climate Business Specialist, IFC. Dr. K.L. Prasad, Advisor, Ministry of Finance, Dr. R.C. Jain, Former Chairman, Ground Water Board, National Water Mission, Dr. Rajesh Thadani, CEDAR and Dr. I.H. Rehman, Sr. Director, Social Transformation Division, TERI who shared their varied experiences on the theme. Mr. Santanu Roy, GM (Corporate Planning), GAIL, provided Technical support for the program. Mr. A. U. Ghatak, Program Coordinator, proposed the vote of thanks.**

**M**r. Nirmal Sinha, Chairman, SCOPE & CMD, Handicrafts and Handlooms Export Corporation of India Limited, in his Special Address put emphasis on the role of PSEs in India’s economic and social growth and further responsibilities in combating climate change. As a result of Paris agreement, India may take further actions in the form of targets and initiatives to limit GHG emissions. He said India has already set up renewable energy targets and voluntary GHG emission reduction targets. In 2015, India adopted Sustainable Development



Mr. Nirmal Sinha, Chairman, SCOPE delivering special address at the programme.

Goals (SDG’s) which has replaced Millennium Development Goals (MDG’s). He said PSEs should start integrating SDGs into their strategy. Altogether, India’s NDCs

and the Paris agreement provides both risks and opportunities to businesses in India. PSEs are required to be prepared and should start capacity building within



the organization, he added. He further emphasized the role of SCOPE and CDP India in capacity building of PSEs. SCOPE can provide advisory services to PSEs in the above fields, he added.

Mr. Ravi Shankar Prasad, Joint Secretary, Ministry of Environment, Forest & Climate Change, while addressing the participants explained government's perspective on the Paris summit and India's INDCs. He also mentioned the significant role played by SCOPE and CPSEs to create opportunity for achieving the Climate Change and SDG targets.

Mr. Prasad said that the Paris agreement and India's NDCs together have capacity to create various opportunities for the businesses in India. Achieving emission reduction goals through low carbon energy generation, pollution control measures, resource conservation, etc. can have maximum impact. He also put emphasis on the principles of common but differentiated responsibilities as discussed in the Kyoto Protocol. He asked PSEs to be ready for stringent reporting requirement as a result of NDC's and Paris agreement. He gave the example of National GHG

inventory management, a more enhanced initiative of GOI to measure and report carbon emissions. In addition, India is now required to submit Biennial report on the GHG inventory, targets and achievements to UNFCCC. He also explained the modalities of Green Climate Fund (GCF) and how PSEs can benefit from the availability of finance via GCF. He appreciated PSEs for their active presence in the Paris summit and also asked to accelerate their effort during the next COP at Morocco.

Mr. Damandeep Singh, Lead Resource Person of the Program & Director, CDP India while sharing program perspective, explained the impact of climate change on business community, with the perspective of PSEs. He said Paris Agreement is a landmark agreement in our efforts to limit global GHG emissions within the admissible limit. The growing interest among global institutional investors in decarbonizing their investment portfolio shows the magnitude of climate change, he added. He further emphasized on the importance of understanding the Paris Agreement and India's NDCs to assess both risks and opportunities that lie ahead

of businesses.

The Session II on Global Climate Change & SDGs Challenges & Opportunities was chaired by Dr. Prodipto Ghosh, Former Secretary, MOEF & CC. Various interesting topics such as Social Afforestation projects, Renewable Energy targets and Market Development for renewable energy, etc. were presented and discussed. Mr. Damandeep Singh initiated the discussion on implication of Paris agreement and sustainable development on businesses in India. The INDC's were developed considering overall green growth in mind. Being the largest growing economy, the global spotlight is on India in its efforts to reduce the emissions, he further added.

He also explained the role Government of India is currently playing considering the impacts of climate change. Government of India is considering two major areas i.e. Climate Change Mitigation and Climate Change Adaptation. To address the issue of climate change on these two parameters, GOI framed various policies and action plans. In addition to National Communications (NATCOM), India is now required to submit Biennial Update Report (BUR) every two years to the UNFCCC. In addition, GOI is in the process of setting up a National Inventory Management System (NIMS) which will improve the quality of BURs and NATCOMs in future. Hence the environmental information disclosure and reporting is on the top priority of the Government of India.

The global initiatives like RE100 (Renewable energy campaign where CDP is a partner organization along with the Climate



Group), Science Based Targets (GHG emission reduction targets based on the science), etc. are helping companies to develop low carbon strategies for the organizations and also guiding them to achieve their targets.

Mr. Koyel Kumar Mandal, Advisor CC at GIZ India, made presentation on topics of climate finance, especially the sources of finance like market based mechanisms, international climate finance, private sources such as green bonds, and domestic sources like National Clean Energy Fund. He explained various modalities and requirements to secure finance from these sources.

Mr. K.L Prasad, Advisor, Ministry of Finance elaborated on the Green Finance and overall Green Climate Fund.

Dr. Ajay Mathur, Director General, The Energy & Resources Institute (TERI) Chaired the Tech Session III in which Climate Action Tools were discussed in detail. Mr. Rajesh Miglani, Sr. Climate Business Specialist, International Finance Corporation explained why carbon pricing is an important tool for developing countries. He further explained the carbon pricing coalition which has recently organized a workshop with various corporate in Mumbai. There are more than 5 companies which have joined the coalition in India. He also referred to the implicit carbon tax currently operational in India.

Dr. R.C. Jain, Former Chairman, Central Groundwater Board, explained the nexus of water and energy in detail. The depleting ground water sources are presenting a serious threat to water availability in various parts of the



Mr. Ravi Shankar Prasad, JS, MoEF and Dr. Anil Jain, Advisor (Climate Change), NITI Aayog addressing the programme.

country, he added.

Mr. Rajesh Thadani, CEDAR, explained the role of forest is climate change mitigation. He emphasized the importance of forest ecosystem in the maintaining ecological balance of the region and also explained how forests sequester carbon dioxide from the atmosphere and create a carbon sink.

Session IV was Chaired by Mr. Damandeep Singh, Director CDP India. He initiated the discussion by making a presentation and dwelling on the key issues.

Dr. I. H. Rehman, Senior Director Social Transformation Division, TERI made presentation of "Education and Training for SDGs: Experience from Lighting a Billion Lights." He also highlighted TERI's lighting billion light (LaBL) a global initiative for energy access and End Poverty in all its form everywhere. Various steps taken by TERI were highlighted including Grooming the youths for SDGs at TERI University by the following:

- Unique Masters and PhD Programs
- Short term experiential learning courses

Mr. R. K. Bagchi, GM (EMG), NTPC Ltd. Made presentation on "Environmental Concerns and



Issues of Indian Power Stations & Remedial Measures".

Session V -Experience Sharing by Senior Executives from CPSEs was Chaired by Mr. Damandeep Singh, Director, CDP India.

Mr. K. P. Balraman, Engineer (Prodn.), ONGC made a presentation on Carbon Management and Sustainable Development in ONGC. He discussed about Policy-driven approach for activities as approved by ONGC board and same is managed by Corporate team at Delhi. GMI, GHG mitigation projects, CDM projects, Water, carbon footprint, reporting, knowledge dissemination activities are being taken up by them and this has achieved 250000 T CO2 reduction thru GMI. SRP wells – fluid comes from wells through natural energy, eventually if it cannot reach surface, to achieve this pumps are used. Various CDM projects taken up were also discussed. Training programs are also conducted with the help of IIT Bombay.

Mr. B.P. Saxena, Head (HSE), BPCL, shared the Environment initiatives taken by BPCL. Bio fuels are used to reduce emission. Formation of Board Level SD Committee to review the status of implementation of renewable energy projects. Develop 25 MW solar and 20 MW wind power by



2017 and this energy generated would be equivalent to energy consumed by BPCL marketing locations. 20% bio fuel blending is in line with biofuel policy. Retail outlets having Solar Power -5.50 MW and Wind -118 MW installed capacity.

Mr. Subodh Kumar, GM (SD) IOCL- shared the Climate Change Initiatives taken by IOCL.

He stated that under IOC's SD & CSR Policy – Carbon, Water & Waste Management are being monitored regularly. He shared specific water footprint = water footprint / throughput, Long term reduction plan. Use of NG as fuel for reduction of carbon footprint, Specific department of ENCON (Energy Conservation) created. He mentioned that currently out of 25000 Retail Outlets, 5000 Retail Outlets are operating on Solar Energy and in the next 3 years – 70% Retail Outlets will be operating on solar.

Mr. Arun Mittal, Head (HSE), ONGC Videsh Limited, deliberated on “Future of upstream Oil Industry and Climate Change – International Prospective” he also showed a video by David Hone on perspective on Climate Change –why Carbon pricing matters and responded to participant queries. He also discussed the SDGs pursued by OVL.

Mr. J. P. Singh, Director (Tech.-PNP) Mahanadi Coalfields Limited, shared initiatives taken by his Organization in the area of Climate Change Control and Achieving SDGs

Session VII was Chaired by Dr. Anil Jain, Advisor (Climate Change), NITI Aayog.

Dr. Anil Jain while delivering Valedictory address said that Energy is considered as catalyst

**The global initiatives like RE100 (Renewable energy campaign where CDP is a partner organization along with the Climate Group), Science Based Targets (GHG emission reduction targets based on the science), etc. are helping companies to develop low carbon strategies for the organizations and also guiding them to achieve their targets.**

for economic growth. India, home to 18% of global population still consumes just 6% of global energy. While three-fourth of the hydrocarbon energy requirements are met through imports in India, it becomes , imperative to explore sustainable opportunities by securing cleaner, accessible and affordable energy to fuel the nation's growth story. With the INDC's coming into picture, there shall be huge implication for the Corporate sector. Government is already taking action with regard to growing air pollution in the cities. Oil refineries shall have to gear up to the BS VI norms to produce superior quality fuel. The heavy vehicles constituting around 10 % of the vehicles produce around 60% of the emissions. The automobile manufacturers need to realize the growing environmental concerns and proactively work towards using better technology resulting in lower

emissions.

It was also stressed that in the coming future Natural Gas shall play a major role as it is a cleaner fossil fuel. Natural gas can be used to balance variability in renewable based capacity. Since indigenous production of natural gas will not be able to suffice the demand of this fuel, there is a need to develop LNG infrastructure and trunk pipeline to meet the demand of natural gas as fuel for industry and transportation sector. Recently, pilot project of CNG based two-wheelers was launched. Such innovative ideas need to come from the industry to transition to a low-carbon economy.

Mr. C.D. Goswami, GM(Env./SD), MECON and Mr. S.K. Bhattacharya, DGM I/C(Iron Mining & Refractory) made presentation on Energy Efficiency Improvement carried out for Steel sector: A win-win approach for Climate Change Control and Sustainable Development. He also invited CPSEs to take benefit of MECON's expertise in the area of Environmental Management and Sustainable Development. He shared in his presentation some keys studies in various industries where MECON has made positive contribution.

Mr. A. K. Mishra, Executive Director (Env. & DM)and Dr. Shahid Ali Khan, Chief (Env.), NHPC made presentation on EIA and Environmental Management at NHPC's Hydro Power Projects. NHPC has made Environment Management plan as per TOR(14). He highlighted the compensatory Afforestation taken up by NHPC at their various sites to conserve ecology and highlighted Fishery Management in various Dams of NHPC Sites. ■■■■

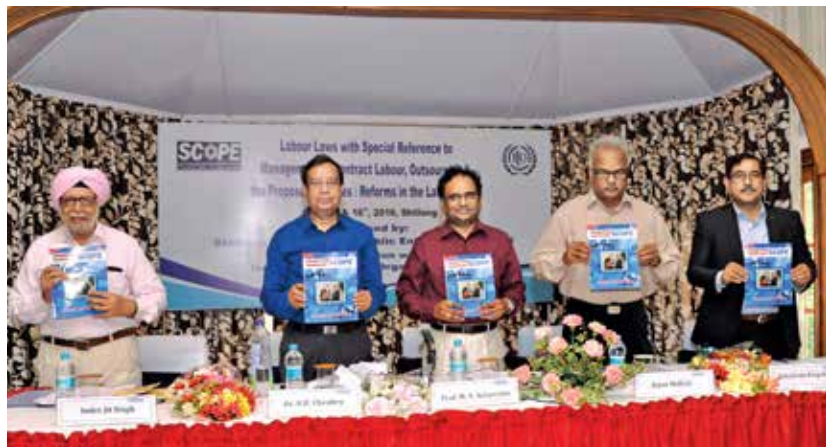
# SCOPE Organizes Seminar on Labour Laws Reforms

SCOPE organized two days Interactive Seminar on “Labour Laws with Special Reference to Contract Labour, Outsourcing and Proposed Changes/Reforms in Labour Laws” on 15th and 16th July, 2016 in Shillong (Meghalaya) which was attended by large number of representatives from public sector enterprises.

Prof. M. Sridhar Acharyulu, Information Commissioner, CIC, inaugurated the Seminar. Dr. U. D. Choubey, Director General, SCOPE, Mr. Bipin Mallick, IAS, Joint Secretary and Director General Labour Welfare, Ministry of Labour & Employment, Mr. Satyabrata Borgohain, Director (HR), North Eastern Electric Power Company and Mr. Inder Jit Singh, Ex. Chief Labour Commissioner (C) and Advocate, Delhi High Court also addressed the inaugural session.

Several aspects of contract labour and possible reforms for their minimum wages and social security were discussed during the two-days deliberations. On this occasion, dignitaries also released the Special Issue of Kaleidoscope Magazine on Labour Law Reforms.

While speaking in the opening session, Dr. U. D. Choubey, Director General, SCOPE complimented Government of India for their attempt to build on over 40 number of the laws and regulations with regard to labour to



Dignitaries releasing the Special Issue of Kaleidoscope on Labour Law Reforms during the Seminar.

practically four regulations in line with the speech delivered by Prime Minister on the occasion of Independence Day celebrations last year wherein he emphasized for “clear and precise” law. Dr. Choubey also emphasized full cooperation by State Governments with Centre for bringing out homogeneity for labour law reforms, particularly, in view of the fact that labour is under concurrent list of the Centre and States in the Constitution of India.

Migration of labour and supply chain management of goods and services was also deliberated calling for a review in the policy of protectionism by developed nations so that there is free flow of product and services.

Prof. M. Sridhar Acharyula, Information Commissioner, urged the need for clarity and certainty of legislation and adequate

supporting staff. He was of the view that quite often well conceived and meaningful laws failed to achieve their objectives because adequate supporting staff was not provided well in time.

Mr. Bipin Mallick, IAS, JS & DG (Labour Welfare), stressed on the need for labour reforms and suggested introduction of universal social security in the country. He explained in detail the extent of contract labour (around 140 million) in the country and efforts being made by the Government for their betterment.

While addressing the session on “Key Issues and Challenges in Management of Contract Labour”, Mr. Inder Jit Singh, former CLC (C) & Advocate stated that a large number of labour laws were enacted during the hay-days of socialism, which has ceased to be the dominant

philosophy after the opening of the world economy, liberalization and globalization in the Nineties of the last century, marked by fierce competition and volatility.

In another Session, implications of the various judgments of the Supreme Court in labour matters, particularly in the case of Steel Authority of India V/s. National Union Water Front Workers Union (2001-II-LLJ-1131) and Secretary, State of Karnataka V/s. Uma Devi (2006(4)SCC-1=AIR-2006-SC-1806) were deliberated upon and their exact implications and coverage was explained to the participants.

Mr. A. A. Khan, Deputy Chief Labour Commissioner (Central), Guwahati, while speaking in the session on “Contract Labour – Role of Enforcement Machinery”, dwelt at length on the provisions of the Contract Labour Act, 1972 from the angle of an enforcement officer. Mr. Satyabrata Borgohain, Director (HR), NEEPCO, Mr. S. B. Mitra, General Manager (HR & Law), GAIL and Mr. S.K. Wadhvani, General Manager



Prof. M. Sridhar Acharyulu, Information Commissioner addressing the Seminar.

(HR), ONGC explained the practical problems and difficulties being faced by the PSUs in the matter of implementation of the provisions of the Contract Labour Act and other labour laws. Presentations made by the



Mr. Bipin Mallick, IAS, JS, MoLE addressing the Seminar.

faculty were followed by intense and interesting discussion by the participants.

In the last session, Mr. Inder Jit Singh, Advocate, explained the various draft Codes prepared by the Ministry of Labour to reduce multiplicity of labour laws in the country and to rationalize their provisions.

The Seminar helped to clarify the lingering doubts and remove the difficulties of the participants in respect of various labour laws in the country. A large number of senior executives of public sector enterprises attended this seminar. ■■■

## FSNL Donates Food Distribution Vehicle To Akshaya Patra



**M**r. Rajib Bhattacharya, MD, FSNL handed over the keys of custom-built Food Distribution Vehicle to the Chief of “AkshayaPatra”, Bhilai in a simple ceremony recently. Ferro Scrap Nigam Limited (FSNL) undertakes various activities under the discharge of its Corporate Social Responsibility. As a sequel to such activity, FSNL has donated a Custom-built Food Distribution vehicle to “AkshayaPatra”, which is engaged in distribution of Mid-day meals to the children studying in the Government schools in and around Bhilai. This vehicle has been provided with all required facilities for distribution of food in the schools.

Mr. Rajib Bhattacharya, MD, FSNL, handed over the keys of the above custom-built food distribution vehicle to the Chief of “AkshayaPatra”-Bhilai, in a simple ceremony, held recently. ■■■



# SCOPE Organizes 10th Symposium on RTI

*SCOPE organized the tenth Symposium on "Implementation of RTI Act 2005" for Appellate Authorities & Public Information officers of CPSEs on 14th and 15th July 2016 at Shillong, Meghalaya. The aim of Symposium was to provide platform to Public Authorities for interacting on various policy aspects related to RTI Act and its implementation with the present and former Information Commissioners of CIC.*

*The Symposium was inaugurated by Mr. H. Sekhar Das, Assam State Chief Information Commissioner, Assam State. Dr. U.D. Choubey, Director General, SCOPE delivered welcome and opening address. Mr. S.B. Borgohain, Director (HR), NEEPCO made concluding remarks and proposed vote of thanks. Mr. O.P. Khorwal, Convener, RTI Steering Committee of SCOPE shared the programme perspective as well as the salient initiatives by SCOPE on RTI.*

*Prof. M. Sridhar Acharyulu, Information Commissioner, CIC delivered the concluding address. Mr. A. B. Aggarwal, ED (NHPC) & former Chairman, BBMB also addressed the session. Mr. O. P. Khorwal summed up the proceedings. Mr Deepak Saigal, CPIO, NHPC & Member RTI Steering Committee, SCOPE proposed vote of thanks.*

In his opening address, Dr. U.D. Choubey, DG, SCOPE said that RTI Act has improved transparency and accountability and PSU brand in domestic and international market. He said RTI Act has empowered the people of the country to secure information under the control of public authority.

Dr. Choubey informed that public sector has adopted RTI Act in letter and spirit. However, public sector enterprises are accountable to large many complex and heterogeneous checks and balances and RTI Act is another addition in the system. Therefore, multilayer system of checks and balances need convergence.

Dr. Choubey emphasized for level playing field as all money is public money whether it is in the hands of public sector or private sector. He further said that as more than one decade has passed



Dr. U. D. Choubey, DG, SCOPE addressing the RTI Symposium.

since the enactment of RTI Act, there is scope for amendment. He also emphasized the need of capacity building in the offices of CIC and State Information Offices.

Mr. H. Sekhar Das, Assam State Chief Information Commissioner, Assam State in his address shared the important provisions of RTI Act and their uses

during implementation of RTI Act 2005. He also shared important decisions of the Assam State Commissions. He advised to public authorities to provide the information held by them only if related other PA transfer as per section 6 of the Act. He also advised for proper record system in place and spoke about enhancing the capacity of CPIOs and more





(L to R) Mr. H. Sekhar Das, Assam State CIC and Mr. S. B. Borgohain, Director (HR), NEEPCO addressing the seminar.

particularly the First Appellate Authorities.

Mr. Das advised for giving interim reply in case of Section 7(9) as well as use of section 2(f) of the Act for providing information after obtaining it from private bodies which can be accessed by any other law.

Mr. S.B. Borgohain, Director (HR), NEEPCO in his concluding remarks said that our ethics teaches us to be transparent in all aspects including at workplace. PA must disclose maximum information as far as possible. He said nobody should have fear for accountability rather it helps the system for continual improvement and enhancement of the corporate governance.

Mr. O. P. Khorwal shared the major initiatives taken by SCOPE in implementation of RTI act among member CPSEs. Among these are exclusive RTI portal on SCOPE website, which provides all DoPT & CIC circulars, guidelines, important decisions of CIC & Courts. It also provides templates for various decisions to be made by CPIO/PIO & AA, draft RTI manual to comply section 4 & soft ware developed for "On line processing of RTI applications".

The first technical session was started as interactive session of

Mr. H. Sekhar Das, Assam State Chief Information Commissioner, Assam State with the participants.

The second technical session was addressed by Mr. A.B. Aggarwal, ED(NHPC) & Former Chairman BBMB who shared his expert views and finer points involved on public interest related to RTI Act 2005. The Technical Session III was on "Larger Public Interest Vs Disclosure of Personnel Information & sharing of Courts cases addressed by Mr. Rohit Kamble of Indian Oil Corporation Ltd who shared the decision given by the Supreme Court, the high Courts and CIC related to RTI.

Technical Session IV was held on Latest Developments in RTI, Proactive Disclosures & Challenge in IInd Appeal Hearings in CIC, the recent circulars and notifications issued by the government. Technical Session V was on Experiences with CIC & Sharing of Important CIC Decisions on RTI, this was taken by Mr. S. B. Mitra, GM (HR & Law), Gas Authority of India Ltd. This was followed by session VI on Larger Public Interest Vs Disclosure of Commercial Information including of third party, by Prof. M. Sridhar Acharylu, Information Commissioner

speaking eloquently on the RTI Act. He also told the participants to discourage the repeated RTI and wanted them to understand and use Section 8(2) of the Act a very important privacy clause. He further stated that RTI is an instrument which is used to question the decisions by the people of India. He advised that CPIO & AA to write a clear speaking order while disposing of the applications & appeals.

During the VIth Technical session on Sharing Best Practices in implementation of RTI Act Mr. Pankaj Kumar, GM, IOCL, Mr. N. Ramanathan, DGM, BPCL, Mr. Deepak Saigal, CPIO, NHPC shared the best practices of their respective organization such as computerized system, proper record management system and monitoring system to provide information at faster rate.

Technical Session VII was the panel discussion and interaction with the participants. Panelist were of the opinion that in case of grievances of employees, the respective organization must introduce proper grievance redressal system so that employees do not follow RTI.

The panel was chaired by Mr. A.B. Aggarwal, ED(NHPC) & Former Chairman BBMB, Mr. S.B. Mitra, GM (HR & Legal), GAIL, Mr. Deepak Saigal, CPIO, NHPC, Mr. M.K. Goyal, CPIO, NTPC & Mr. O.P. Khorwal, convener RTI Steering Committee, SCOPE. The concluding session was chaired by Prof. M. Sridhar Acharylu, Information Commissioner, CIC. Mr. O.P. Khorwal presented the complete programme proceedings in very effective manner.

Prof. M. Sridhar Acharylu in his

*Contd. to # 75*

# SCOPE Organizes Seminar on Securing Cyber Frontiers of Public Sector

Standing Conference of Public Enterprises (SCOPE) in association with Data Security Council of India (DSCI) organized a seminar on “Securing Cyber Frontiers of Public Sector Enterprises” on July 22, 2016 at SCOPE Convention Centre, New Delhi. A large number of representatives from Public Sector Enterprises (PSEs) attended the event.

Speaking in the inaugural session, Ms. Rama Vedashree, CEO, DSCI said that PSEs are the significant stakeholders that are drivers of the economy. As digital technology is getting in, they are not behind. She said that whether it was adapting cloud or moving information to cloud, PSEs are doing it.

Dr. U. D. Choubey, Director General, SCOPE, in his inaugural address said that post liberalization brought IT boom and a lot of knowledge sharing has started of lately which has in turn, increased the cyber risk. He also advised that the complexities are going to multiply in the near future. Speaking about the disastrous effect of cyber crimes, DG, SCOPE said that because of huge investments in PSEs, it would be devastating for the industry if any third party gets involved. Dr. Choubey expressed the need for revised National Cyber Security Policy for combating cyber crimes.



(From LtoR) Dr. U. D. Choubey, DG, SCOPE, Dr. Gulshan Rai, National Cyber Security Coordinator & Special Secretary, PMO and Ms. Rama Vedashree, CEO, DSCI

Speaking at the event, Dr. Gulshan Rai, National Cyber Security Coordinator & Special Secretary, PMO said that the generation we are dealing with, thinks digitally and acts digitally. He also said that the role of Information Technology (IT) has moved from professional purposes to commercial.

Inaugural session was followed by a session on Cyber Security—a National Security Imperative. Dr. Sanjay Bahl, DG, Cert-In was the moderator for the session while, Mr. Narendra Nath, DDG (Security/AS-II), DOT, Mr. D. C. Srivastava, ED- Chief security, ONGC, Mr. S.V. Satish, ED-IT, Airport Authority of India and Mr. Rahul Sharma, Senior Consultant, DSCI were the speakers.

The second session was on,

Organizing Security Operations, Technologies and Policies. Mr. Subrahmanya Gupta Boda, Group CISO, GMR was the moderator for the session while, Mr. Rahul Aggarwal, Director, PwC, Mr. Nitin Gupta, Principal, Wipro Digital and Mr. Indrajit Saha, CISO, IOCL were the speakers. It was followed by a presentation on Protection against Botnets by Dr. S.S. Sharma, Scientist F, Cert-in.

The third session was on Advanced, Persistent and Targeted (APT) attacks. Mr. Vinayak Godse, Senior Director, DSCI was the moderator while, Mr. Atul Kabra, Architect, Endpoint, FireEye Cyber Security, Mr. Rakesh Sehgal, Principal Engineer, CDAC and Mr. Munish Sharma, Associate Fellow IDSA were the speakers. ■■■

# SCOPE Organizes Programme on Enterprise Risk Management for CPSEs



Mr. Nirmal Sinha, Chairman, SCOPE addressing the programme.

SCOPE organized an Interactive Meeting of CPSEs on Key Findings of the Study on “Enterprise Risk Management for CPSEs” on 8th July 2016 at SCOPE Convention Centre, New Delhi.

Mr. Nirmal Sinha, Chairman, SCOPE & CMD, Handicrafts & Handlooms Export Corporation of India and Dr. U.D. Choubey,

Director General, SCOPE addressed the Opening Session. Mr. Harpreet Singh, Partner, Risk Assurance, PwC shared the programme perspective. Mr. Nicky Sharma, Associate Director, Enterprise Risk Management, PwC made a presentation on the “Key Findings of the Diagnostic Study on Risk Maturity Assessment Study for CPSEs” in the programme which was attended by a large number of senior executives of public sector enterprises. CMA Mr. Saqib Mehdi, Sr. Manager (Fin.), SCOPE proposed vote of thanks. ■■■

# SCOPE for accountability of PSU CSR Fund Given to NGOs



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

Speaking in a Seminar on “Relevance of CSR: PSE Perspective” organized by Delhi Management Association (DMA), on 23rd July 2016 in New Delhi, Dr. U.D. Choubey, Director General, SCOPE strongly advocated for accountability check of NGOs who are allocated funds for CSR from public sector enterprises. He also emphasized need of social audit in all such cases.

Dr. Choubey highlighted that public sector enterprises have accepted 2% mandatory provisions of CSR in both letter and spirit. They have Board approved policy and system oriented approach towards CSR. Funds are allocated through Board Sub-committees. Baseline survey identifying the needs of the people, evaluating and selection of implementing agencies, supervision and monitoring are made through a robust mechanism to ensure that the benefit reaches at the end point. Some of the public sector enterprises have made trust and are in better position to implement CSR funds, he added. ■■■



# Corporate Communication Summit 2016

## Learning New Strategies - Scaling Newer Heights

*SCOPE organized a two-day Corporate Communication Summit on the theme “Learning New Strategies – Scaling Newer Heights” on 21st and 22nd July 2016 at SCOPE Convention Centre which was inaugurated by Chairman, SCOPE Mr. Nirmal Sinha. Dr. U.D. Choubey, Director General, SCOPE gave opening remarks. Mr. Sudhir Chaudhary, Editor & Channel Head, Zee News delivered keynote address while Padam Shri Dr. K.K. Agarwal, Honorary Secretary General, IMA delivered special address. Mr. D.D. Misra, Director (HR), ONGC, Executive Board Member of SCOPE and Chairman of the CC Summit Steering Committee also addressed the Summit which was attended by a large number of PR&CC professionals and executives engaged in HR, CSR and Marketing activities. On the occasion SCOPE Corporate Communication Excellence Awards were also presented in order to recognise and encourage the good work done by CC & PR team of various PSEs. The Summit offered tremendous opportunities to professionals to deliberate learn and acquire skills in evolving and implementing innovative Communication techniques to be more effective in creating positive perceptions and their brand building efforts.*



(L to R) Dr. Ajit Pathak, GM I/c (CC, Admn. & Welfare), IndianOil, Padma Shri Dr. K. K. Agarwal, Dr. U. D. Choubey, DG, SCOPE, Mr. Nirmal Sinha, Chairman, SCOPE, Mr. Sudhir Chaudhary, Editor & Channel Head, Zee News, Mr. D. D. Misra, Director (HR), ONGC and Mr. R. K. Singhal, Chief of Corporate Affairs, SAIL.

The two day Summit was inaugurated with an opening address by Dr. U.D. Choubey DG, SCOPE who said there was no denying that

Corporate Communication is an important part of the public sector enterprises. Corporate Communication he added, has changed from being one way

communication with the advent of Social media. Being the front end people, Corporate Communication professionals need to be well equipped with





Mr. Nirmal Sinha, Chairman, SCOPE, Dr. U. D. Choubey, DG, SCOPE and Mr. D. D. Misra, Director (HR), ONGC addressing the summit.

information and strategy to provide their companies an edge the others. Dr. Choubey emphasised the need for working on inter and intra relations as well which could enhance the brand image of the company in totality. He also spoke about Capacity Building program to be held soon for Chairman, Director In charge and spokespersons in PSEs who are needed to handle media. He suggested PSEs must have blueprint document on communication strategy in the company which should serve as a bible to communicate with the outside world. Following the opening address the program perspective was presented by Dr. Ajit Pathak, National President PRSI, GM/IC (CC, Admn. & Welfare), IOC; and Convener, CC Summit Steering Committee. He exhorted the Corporate Communicators to work towards bettering their communication skills by adopting latest technologies. He also congratulated the winners of SCOPE awards.

Mr. D. D. Mishra, Director (HR), ONGC; Executive Board Member of SCOPE and Chairman, CC Summit Steering Committee in his address said that the media around the world was

experiencing tectonic shifts and enormous effect of social media. With this, the responsibilities of Corporate Communication have grown. He highlighted the need of revisiting, repositioning and reorienting of CC teams to suit today's global environment. He concluded his session by displaying a film on ONGC's initiative on Employee Engagement.

Padma Shri Dr. K.K. Aggarwal, Honorary Secretary General, IMA in his special address said that the prevalence of Corporate Communication was not something new; this had been prevalent from Vedic time. He said the health of the employees is directly related with the health of the organisation.

Delivering the keynote address, Mr. Sudhir Choudhary, Editor & Channel Head, Zee News gave media's perspective to Corporate Communication. He said we are living in phase where there is an overflow of information and therefore CC delegates need to be quicker and more equipped with information to build better image of their organisation while conveying their message. He added there is immense competition among content to be presented

by media. With Social media presenting information easily and directly accessible to the user all the time, the attention span of users and audiences has reduced to bare minimum of 20 seconds. Mr. Chaudhary emphasised the need to keep a balance between supply and demand for information by improving content. He also said PSEs had a lot to learn about the profiling of CEOs and Chiefs, recall value of the organisation and Social media strategy of various organisations. He suggested that PSEs must look into building better relations with the media by being in regular contact with them as it is the key to being good communicators.

Mr. Chaudhary's address was followed by SCOPE Corporate Communication Excellence Awards presentation ceremony.

Inaugurating the CC Summit Mr. Nirmal Sinha, Chairman, SCOPE & CMD, HHEC welcomed everyone by saying that the best communication is one that reaches the addressee immediately and conveys the right message. He asked participants to learn and exchange their ideas on the learnings of the Summit and strengthen the brand image

of their organisations. Mr. P. K. Sinha GM, CC, NTPC gave the vote of thanks by expressing his gratitude to the dignitaries and appreciated SCOPE for taking this initiative of conducting the first CC Summit in PSEs.

After Inaugural session, technical session on “Public Sector Corporate Communication – Where are we?” was held. Chairing the session Ms. Stuti Kacker, IAS, Chairperson, National Commission for Protection of Child Rights & Member, SCOPE, Executive Board, said Communication is important yet an extremely challenging task for all those involved in brand building process. She said, communication may very well mean conversion of ideas from complex to very easy ideas. Adding substance to her observations, Dr. Jaishri Jethwaney, Professor & Program Director, IIMC initiated her session talking about her association and roots in Public Sector. She reflected to the urgent needs of CC departments in PSEs to hasten their efforts and formulate more important, modern and regressive approach to reach out to the customers. Mr. Pallabh Bhattacharya, Group GM (Corp. Commn.), ONGC wrapped up the first session accenting the need to be ever equipped to deal with a crisis as an organisation is as good as the information it disperses. Talking about the journey of how communication mediums have changed Mr. Bhattacharya said that due to the diverse media the need today is to look at communication from strategy point of view.

The following sessions on



Padma Shri Dr. K. K. Agarwal and Mr.



Mr. Sudhir Chaudhary, Editor, Zee News addressing the summit.

“Media Relations Management- Sharpening Skills” was chaired by Prof. K G Suresh, Director General, IIMC who emphasised the need to adapt to new technologies and being ready to converse. He said that although this is the age of the Digital Communication, one should not forget the personal touch to be present in the functions of Public Relation, as that is the pillar of Corporate Communication. Personal touch with recipient of communication has to be maintained in spite of all the technological developments. Mr. Ammar Zaidi, Jt. Editor & Chief of Economic Bureau, PTI reflected upon what journalists are looking from the CC department of the company. He said that they were the eyes and ears of organisation and knew what could be best for their organisation. He also said that there was a need of coordination between CC department and the management, as management gives a lot of insights and perspectives to the CC team to improvise better. Mr. Shishir Sinha, Business Editor, ABP Business TV wined up the session by bringing forward the need of competitive approach by CC teams to reach out to the

media. He referred to the 6Cs of Communication – Connect, convey, comment, conceit, conceal, contradict that would help organisation in earmarking success formulas for themselves. He too added that it was during a crisis situation that the true worth of an organisation would come forward.

The post lunch session of Day 1 on “New Media - New Aspirations” was chaired by Mr. Tushar Bajaj, Associate VP, MSL Group Social Hive who started from the basics of new media. He said in today’s global and competitive world it is not that only the access to information has changed, but the media on the whole also changed fundamentally. With the multi format channels, choice has increased and everyone everywhere is an information giver and seeker. He also added that new media has driven equality in desire of consumer and there was need for explorations of implications of new media. This was followed by talk on “E-communication for stakeholders” by Anshu Mahajan, Sr. Mgr. (CC), IOC who gave an insight into the digital campaign of IndianOil. Mr. S. Shiv Kumar, Sr. Mgr., HPCL and Mr. Abhisar Pallav Gaur, CC Officer, HPCL

threw light on the perspective of looking at digital medium as a way to satisfy stakeholders and also the belief that besides them, satisfied and well informed employees too are great ambassadors of an organisation. Adding the Government's viewpoint and outreach to users Ms. Tulika from Ministry of Petroleum & Natural Gas wrapped up the session.

The last session of the day on "Corporate Communication - Looking ahead" was chaired by Mr. Madan Bahal, Adfactors PR who spoke about the learning that the public sector enterprises can take from the PR around the world. In the session, Mr. M. Mukundan, Addl. GM (CC), BHEL stressed upon utilising communication as an aid for marketing and Mr. Naresh Kumar, Asst. GM (CC), PGCIL then gave a presentation of Crisis handling that has been important part of PowerGrid's activities. He highlighted the factors used in determining communication tools needed to be applied at the necessary and apt time, to reap the maximum benefits. He concluded his presentation by saying that whatever saves the bad from getting worse is the crisis management. Mr. G S Bawa, Former GM (CC), AAI closed the last session of the day by bringing in his experience as a Corporate Communication professional over the years and his journey in Airport Authority of India and the revamp of the company's image and reputation as an Infrastructure Developing Organization capable of delivering world class airports with state-of-the-art facilities and services at par with international standards and benchmarks.

The first session of Day 2 started with "Digital Media changing the world of Communication." Ms. Shalini Girish, Director, Google India spoke on the Digital Landscape in India giving out Google's role and positioning in the digital arena especially as India is known to be second largest internet base of the world. She also threw light on the fact that the consumers were now not just confined to the urban but were extending to the rural parts of the country as well. This was followed by a talk on Marketing Fundamentals for the digital world by Mr. Vineet Deopujari, Head (New Business) of Google India. He spoke about today's Mobile-First World, where people are searching on their phones in shorter bursts; more frequently and consistently throughout the day. Reflecting on the fact that I-want-to-know, I-want-to-go, I want-to-buy, and I want-to-do moments that represent a huge opportunity to connect with consumers, Mr. Deopujari gave examples of utilizing the most appropriate moments with stakeholders and consumers.

In the next session on 'Reaching out to the Stakeholders' some of Corporate Communication professionals from PSEs brought forward years of experience and their innovative approaches to the attendees. Mr. Ronald Noronha, CM (Brand & PR), BPCL chaired the session. Mr. K. M. Prashanth, Addl. General Manager (CC) drew attention to comparative analysis of employee's perception of the Digital and Print medium through his presentation. He concluded that the biggest challenge

for Digital is still from the print medium as Physical material is more "real" to the brain, involves more emotional processing and the belief that physical materials produced more brain response. The session was concluded by Mr. R.K. Singhal, GM (Corp. Affairs), SAIL who gave an in-depth look into the Internal communication strategy of SAIL.

Following the first session of Day 2, presentation of Case Studies/ Success Stories was held where participants from the winning team were given an opportunity to display their work and winning strategies. This session was chaired by Mr. U.K. Dikshit, Advisor (Programs), SCOPE while Mr. K.N. Dhawan, Advisor, CC and Mr. Pramod K. Sinha, DGM (HR&CC) co-chaired the session.

The post lunch session was on the "Social Face of Communication" which was chaired by Mr. Avinash Kumar Awasthi, IAS, Jt. Secretary, Ministry of Social Justice & Empowerment while Mr. Jaikant Singh, Head, Partnership & State Alliance, Mr. Ashok Kumar Singh, MD, Zephyr Ltd. and Mr. Anoop Gupta DGM, CC & CSR, GAIL were the speakers.

At the valedictory session of the two day summit, Dr. Ajit Pathak presented "Recommendations of the Summit". This was followed by an address by Mr. K.N. Dhawan. Valedictory Address was given by Mr. Shahshidhar Nanjundaiah, Dean, India Today Media Institute while the Vote of Thanks was given by Mr. Pramod Kumar Sinha. The two day summit was attended by 120 participants and students. ■■■

# Winners of SCOPE Corporate Communication Excellence Awards 2016

	Award	1st	2nd	
1.	Brand building through Inclusive Growth Initiatives	NTPC	Indian Oil Corporation Ltd.	
2.	Best Corporate Communication Campaign	DMRC	Indian Oil Corporation Ltd. (Gujarat Refinery)	
3.	Innovative stakeholder interface	Oil India Ltd.	Power Grid Corp. of India	
4.	Crisis Handling	ONGC	Power Grid Corp. of India	NTPC
5.	Effective and Innovative use of Digital Communication	Mahanadi Coalfields Ltd.	RailTel Corp. of India Ltd.	Special Recommendation (Outstanding Contribution) : IRCTC
6.	Best Internal Communication Programme	HPCL	NTPC (e-varta)	
7.	Best External Communication Programme	Oil India Ltd.	-----	
8.	Best House journal (English)	National Fertilizers Ltd. (Vaani)	1. HPCL (HP News) 2. Numaligarh Refinery Ltd. (Rodali)	
9.	Best House journal (Hindi/Other languages)	Mazagon Dock Shipbuilders Ltd. (Jaltarang)	Indian Oil (R&D Centre ) (Telanusandhan)	
10.	Best Annual Report	BPCL	HPCL	
11.	Special Award for Outstanding Contribution in Corporate Communication	SAIL		



**SCOPE**  
Sustaining Excellence

**CORPORATE  
COMMUNICATION  
EXCELLENCE  
AWARDS**



Brand Building through  
Inclusive Growth Initiatives Award  
(1st Position) - NTPC



Brand Building through  
Inclusive Growth Initiatives Award  
(2nd Position) - IOCL



Best Corporate Communication  
Campaign Award  
(1st Position) - DMRC



Best Corporate Communication  
Campaign Award  
(2nd Position) - IOCL (Gujarat Refinery)



Innovative stakeholder interface  
(1st Position) - Oil India Ltd.



Innovative stakeholder interface  
(2nd Position) - POWERGRID



Crisis Handling  
(1st Position) - ONGC



Crisis Handling  
(2nd Position) - POWERGRID



Crisis Handling  
Special Consolation Prize - NTPC



Effective & Innovative  
use of Digital Communication  
(1st Position) - MCL



Effective & Innovative  
use of Digital Communication  
(2nd Position) - RailTel Corporation

# SCOPE Corporate Communication Excellence Award



Effective & Innovative use of Digital Communication (Special Recommendation Outstanding Contribution) - IRCTC



Best Internal Communication Programme (1st Position) - HPCL



Best Internal Communication Programme (2nd Position) - NTPC (e-varta)



Best Internal Communication Programme (1st Position) - Oil India Ltd.



Best House Journal (English) (1st Position) - NFL



Best House Journal (English) (2nd Position) - NRL



Best House Journal (English) (2nd Position) - HPCL



Best House Journal (Hindi/others) (2nd Position) - MDL



Best House Journal (Hindi/others) (2nd Position) - IOC (R&D)



Best Annual Report (1st Position) - BPCL



Best Annual Report (2nd Position) - HPCL



Special Award for Outstanding Contribution in Corporate Communication - SAIL



## NTPC Limited

### A Film on Swachh Vidyalaya - An initiative by NTPC

After the clarion call by the Hon'ble Prime Minister Shri Narendra Modi to initiate cleanliness drive within the country, NTPC has done its bit towards cleanliness by building 29000 toilets in the schools near its townships. Awareness drive was under taken organizing painting competitions, nukkar natak, debates, slogan and essay competition.

The Ministry of Human Resource Development, Government of India launched 'Swachh Bharat Swachh Vidyalaya' (SBSV) initiative in 2014 to ensure that all schools in India have access to separate functional toilets for boys and girls. The initiative also has its emphasis on promoting safe and appropriate hygiene practices in schools and behavior among children.

Core to the company's philosophy, CSR has been an integral part of NTPC's business of power generation and lighting up the lives of millions of Indians. NTPC's spirit of caring and sharing is embedded in its mission statement. We firmly believe that communities located in the vicinity of projects as well as those displaced by them are important partners/stakeholders in India's growth story. As good neighbours, the premier power utility has built strong partnerships with them through a slew of well-conceived community development intervention programmes.

NTPC has a comprehensive Resettlement & Rehabilitation (R&R) policy covering community development activities. The company's policy grows wings at the project sites the moment the project takes off. Thereafter extensive peripheral development activities are taken up along with the project development. There is a separate CSR-Community Development Policy which covers a vast gamut of activities starting from the grassroots at the unit level right up to the regional and national level including implementation of key programmes through its very own 'NTPC Foundation'. The CSR initiatives and programmes are benefitting over a million of countrymen in over 500 odd villages in the neighborhood of stations and plants. NTPC is also a member of Global Compact Network, India and confirms its involvement in various CSR activities in line with 10 Global Compact principles and shares its experiences with the world via "Communication on Progress", a public disclosure.

Like the colours of a rainbow, the company's involvement in community development projects/CSR covers a diverse range of issues such as basic infrastructure development, education, community health & sanitation, capacity building and gender empowerment. The projects are customized based on specific local requirements and guided by extensive Need Assessment Surveys and

consultations through various participative forums like Village Development Advisory Committee, Rehabilitation & Periphery Development Advisory Committee etc. The active participation/engagement and ownership of these initiatives by the local communities is the key to the smooth and successful implementation of these schemes.

Under CSR initiative NTPC was assigned to build around 29000 toilets in the schools in the villages around NTPC townships. A team of 400 professionals was constituted for undertaking this task who built the toilets in over 42 locations in the different parts of the country. Around 2000 employees were also involved in seeing these projects to its logical end and handling over the toilets to the management of the schools some of which were also situated in difficult terrain.

NTPC's finely executed film on Swachh Vidhyalaya showcases the company's untiring efforts in construction of the toilets and also the responsibilities and confidence entrusted by Shri Piyush Goyal, Minister of Power, Coal, New & Renewable Energy and Mines on NTPC. The pre and post production team captured the entire film with the right balance of photographs and shots of construction activities where in entire community along with team NTPC joined hands in creating a clean India. ■■■



Recipient of Brand Building through Inclusive Growth Initiatives Award (2nd Position)

## Indian Oil Corporation Limited

### Brand Building through inclusive growth initiatives - Initiatives on Swachh Bharat

**O**n October 02, 2014, the Hon'ble Prime Minister launched the 'Swachh Bharat Mission'. This was a historic national mass movement initiated by the Hon'ble Prime Minister to create a clean and healthy India.

Indian Oil family comprises of over 33000 employees. Being the largest customer facing Organisation in the country, the Corporation believes that IOCIans together can create mass awareness of 'Swachh Bharat' and make a difference. For Indian Oil, Swachh Bharat Mission was not a one time initiative, but a process, and therefore IOCIans along with their families joined hands in this noble mission and have been contributing towards making India Clean. Through various activities across the length and breadth of

this great country, awareness is being spread about cleanliness and hygiene. All Indian Oil retail outlets have ensured clean environment in and around it and well maintained sanitation facilities. IOCIans have dedicated 100 hours annually since October 2014 to this noble cause. Till date around 1600 awareness activities have been carried out by Indian Oil across the nation. This includes walkathons, various competitions in schools, villages, offices, localities etc., street plays on cleanliness have also been carried out at several locations. Around 2750 cleanliness drives have been undertaken till date and these are ongoing.

As part of the Swachh Bharat Mission, Indian Oil also constructed around 2855 toilets under 'Swachh Vidyalaya Abhiyan'.

Various workshops have been organised in schools to promote cleanliness and hygiene among school children across the nation. The Corporation has also nominated Swachhta Ambassadors at each location, these ambassadors are guided by Indian Oil's Swachhta Ambassador, i.e., Chairman Indian Oil. These ambassadors encourage and guide employees to maintain cleanliness not only at work places but at their residents as well. They also conduct surprise inspections within the office, Indian Oil retail Outlets, LPG distributors etc.

Much has been done by Indian Oil towards Swachh Bharat Mission, however the initiatives are ongoing. Indian Oil also plans to adopt villages and make them as model villages of cleanliness in the near future. ■■■

Recipient of Best Corporate Communication Campaign Award (1st Position)

# Delhi Metro Rail Corporation

## Spreading the Metro Culture through Puppets

### Spreading the Metro culture through puppets

Inculcating the spirit of discipline and ownership among the commuters is extremely important to ensure that the Metro services are properly utilised by the people. This objective can be better achieved if the children of the city are effectively reached. For the last one year, since July, 2015, the Delhi Metro has been organising 'Puppet shows' at schools to spread awareness about travelling etiquettes in Delhi Metro among school children. It is an initiative to inculcated good manners and etiquettes among the children and creates disciplined Metro commuters for the future. The project is also an effort to support the puppeteers of Kathputli colony who are struggling to sustain their art in this era of gadgets and technology.

### The concept

It is often believed that if any message or important information is to be passed on the target audience easily, it should be done in lucid language with fun and entertainment. It is also said, that if important messages of social importance are imparted to children, they grow up to become responsible citizens. In addition, when children remind their elders about such issues, elders also tend to listen and correct themselves. The 'Puppet Show' campaign of the Corporate Communications department of the Delhi Metro Rail Corporation intended to combine the above mentioned aspects and devise a communication campaign through which they could reach out of both children and adults. The puppet shows were scripted meticulously and various aspects of Metro travel such as reserved seats of women and elderly, littering of the Metro premises, following the queue while travelling by the Metro were covered to raise awareness among the children. The duration of each puppet

show is 15 minutes and these shows are organised free of cost for schools located in Delhi/NCR.

### The Storyline

The puppet shows narrate the story of a brother and his sister – Raju and Babli who undertake a journey by the Delhi Metro. Through the course of their journey, various important messages regarding the etiquette and discipline of Metro travel such as providing seats to senior citizen, physically disabled and women, not playing loud music inside the trains, not littering the Metro premises, not eating inside the trains, seeking the help of the Metro staff if anything falls on the tracks etc are highlighted in a very entertaining manner. The duration of the plays is around 15 minutes.

### The execution

Initially, as a pilot project, the shows organised in select private schools of the city, where the campaign received tremendous response from the children. Buoyed by the massive success of the initial shows across the national capital were planned. As a special campaign to reach out to every strata of the society 100 puppet shows were planned in the government run schools of the city. These shows at the government schools were a massive success and more than 20,000 school children were imparted lesson on Metro travel behaviour and etiquettes. Till now, about 150 shows have been organised in different schools of Delhi. The DMRC plans to continue the campaign and take it to all corners of the entire National Capital Region (NCR) since people from the entire NCR travel by the Metro and the ridership will further increase after the completion of the third phase of expansion.

### The Response

The response to the campaign so far has been tremendous. Close to 25,000

children have been covered by about 150 puppet shows so far across the length and breadth of Delhi. After every show, a small quiz is organised for children to hammer in the points already enumerated in the puppet shows. A custom made comic book has also been designed and printed by DMRC which is distributed among the children for free.

In the comic book, all important messages connected to Metro travel such as queuing up to board and de-board, not littering the Metro, not sitting on reserved seats have been adequately covered. The Corporate Communications department of DARK is already receiving requests for more shows in different schools of NCR. The media response to the campaign also has been tremendous. The campaign has been covered extensively by all major media houses of Delhi. Delhi Times, the supplement of The Times of India had also carried a special feature on the campaign.

### Support for the puppeteers of Kathputli colony

Puppeteers from 'Kathputli Colony' in north Delhi perform these shows. In this initiative-Enactus, an international non-profit organization of students based at Shri Ram College of Commerce has also helped DMRC. The Puppeteers from the Kathputli colony are highly trained artists who have been performing such puppet shows for generations. They are capable of making these puppets and then presenting them. However, in this age of technology when the television as well as internet has become prime sources of entertainment, puppet shows have lost their charm and popularity. Therefore, this campaign is also an effort to encourage the puppeteers of Kathputli colony to sustain their art and the pass the same to their future generations. ■■■

Recipient of Best Corporate Communication Campaign Award (2nd Position)

# Indian Oil, Gujarat Refinery Safety Ka Seatbelt

**Medium:** An e-communication campaign

**Subject:** Safety Messages for employees – both on and off work

**Content:** An arresting visual picture or Video accompanying a key safety message

**Published by:** In-house e-publication by IndianOil Gujarat Refinery

**Periodicity:** Weekly

**Cost Factor:** No cost factor as made in-house

**Genesis / Rationale for Safety ka Seatbelt:** Behaviors and human factors are widely recognized as having an important effect on accident causation and accident prevention. Therefore, at Gujarat

Refinery, concerted efforts under the leadership of the top management are focused on achieving safety culture excellence. As in all initiatives aimed at achieving behavioral or attitudinal change, Communication is critical for awareness generation and winning over people to accept and own the initiative.

Behavioral Safety Culture Improvement project at Gujarat Refinery required focused and sustained communication on basic Safety rules and Do and Don'ts. In an effort to reach out to the employees on influence them to take small actions towards ensuring self and others Safety at Workplace, home and in the community, there was a felt need to have crisp, interesting communication campaign.

Accordingly, an e-poster communication campaign with a catching name with high recall value – ‘Safety ka Seatbelt’ was conceptualized in June 2015.

**Key Safety themes:** The series of e-communication have taken up themes that are significant for employees at their workplace and also outside the office. Some of the themes include:

- Importance of PPEs (Personal Protection Equipment)
- Safety during Summer heat
- Safe Driving
- Teenage driving guidance
- Cyber Safety



- Helmet Safety
- Electrical Safety
- Selfie Safety, etc.

**Employees Feedback:** The initiative has been appreciated by the top management and also well received and appreciated by the employees as the thought-provoking and action changing content are given in crisp poster / video format. Employees have appreciated this format of a strong visual with a impactful message which is easy to receive and understand compared to other forms of safety communications such as articles/speeches, etc.



Recipient of Best Innovative Stakeholder Interface Category Award (1st Position)

## Oil India Limited

As part of its awareness programme, Oil India Limited (OIL) had taken an initiative of conducting street plays in villages of its operational areas. The Street play was chosen as an effective communication tool to address the various issues connected to the hazards and risk of life and property due to miscreant activity like cutting pipes, pilferage and related issues. The play titled 'Dekhor Shampad Amar Shampad' (Nation's Property, our Property)' also illustrates OIL's contribution to the economy of the state, OIL's CSR activities and awful impacts of bandhs and blockades.

The troupe visited villages every Sunday in OIL's operational areas and performed three to four shows in different locations, identified by company officials. The troupe staged 156 shows (3 shows every Sunday) covering most of the key villages in OIL's operational areas.

The logistics of doing this street



play necessitates simple costumes and props, and often there was little or no amplification of sound, with actors depending on their natural vocal and physical ability. The Street Play which is a popular genre included local language and dialects, dance, mime and slapstick, in an outdoor setting (often public places). The performances were highly visible, loud and simple to follow.

At the end of each show, pamphlets highlighting OIL's community development initiatives and hazards of pilferage activities were distributed. At the end of the street play, representatives from OIL's various departments interacted and shared their views on the subject with the local people. The troupe maintained a log book where the spectators and OIL officials present on the spot in each show gave their feedback along with on-site photographic evidence.

The company had engaged 'Pathar' a popular drama troupe from Duliajan to perform the street play. This was one of the biggest (year-long) street play campaigns launched by the Corporate Sector to promote diverse issues concerning the interests of the industry as well as the stakeholders. ■ ■ ■



Recipient of Best Innovative Stakeholder Interface Category Award (2nd Position)

# Power Grid Corporation of India Ltd.

## Innovative Stakeholder Interface

***In July 2012, the Corporate Communications team at POWERGRID was faced with the indomitable task of managing one of the worst power crises in the world. On 30th and 31st July, the nation underwent the biggest power blackout in Indian history. The power failure was so severe that most of northern and eastern India got affected, while simultaneously bearing an impact on the entire nation.***

### **Magnitude of the Crisis: 30th July 2012**

On 30th July 2012, the Northern Region Grid collapsed around 2:35am, due to increased load and grid disturbances, leaving nine states of Northern India powerless including Delhi, the capital of India. The extent of the crisis on 30th July 2012 was so vast that more than 300 million people, about 25% of India's population, were affected. The power outage did not just leave people in the affected region without power for multiple hours, but also disrupted the functioning of the services that run on power.

The railway network and some airports in the Northern region were shut till 8:00am. The outage caused chaos all over the region, owing to – passenger trains being shut down, or being stalled for multiple hours, and traffic signals being non-operational – all amidst the Monday morning rush hour. The impact was so severe that numerous hospitals reported interruptions in health services, .Water treatment plants were shut down for several hours, and millions were unable to draw water from wells powered by

electric pumps. It is important to note that the power outage occurred in July, which lies within the cultivation season in India. Due to a delay in the arrival of the monsoon, farmers heavily relied on the water drawn through electricity to harvest their crops. The impact of the grid's collapse was so severe that its ripples were felt all over India. It all started when the circuit breakers on the 400 kV Bina-Gwalior line tripped. Since this line fed into the Agra-Bareilly transmission section, breakers at the station also tripped, and power failures cascaded through the grid. This had an effect on all major power stations, which then shut down in the affected states.

### **Sequence of events: 30th July 2012**

The officials had a window of a couple of hours, before calls from the media would begin pouring in. Since the outage issue had occurred at night (2:33am), the media was bound to wake up to attention only after a couple of hours. A time frame of 2-3 hours was available within which PR strategies could be formulated and the undersigned official

could prepare for what lay ahead. Making use of the available time frame, a plan of action was created by the undersigned official. The technical team, engineering unit, senior officials, along with the management, were actively engaged in trying to rectify the problem of the collapsed grid. Their efforts were unanimously directed to restore power in the affected regions as soon as possible. But from the PR point of view, the objective of crisis management was different. The focus was not to fix what had happened, because the issue was technical in nature. The ultimate aim, from the perspective of corporate communications, was to ensure that the crisis did not ruin the corporate image of POWERGRID. The plan was to minimize the damage, by ensuring that the organization does not garner a lot of negative attention from the media, in order to avoid hampering the values that POWERGRID stands for.

### **Formulation of Communication Strategy**

Since the problem was not rectified before 5am, the officials had to brace themselves for incoming calls from the media.



At this point, POWERGRID was under a lot of pressure. There were millions of agitated consumers to deal with, who were soon to wake up to no power, hampering their daily schedule. With the Indian Railways, DMRC, and airports without power, millions of commuters would have been left stranded. The list of problems adding to the furore was endless, and POWERGRID would soon have to bear the brunt of it all. In situations of crises, organisations tend to react by indulging in a sort of blame game. But smart PR is above that. From a strategic angle, it would not have been prudent for POWERGRID to place the blame on others, negate the occurrence of a grid collapse, or lie about what had happened.

Following were the key features kept in mind while drafting the plan of action:

- **Making honest, to-the-point statements** – The situation was neither blown out of proportion, nor trivialised. At the same time, the statements were drafted in a way that did not show the organisation in a negative light.
- **No information was hidden** – The facts (correct in all respects) were relayed to the masses through official channels, to avoid miscommunication and chaos.
- **Spreading falsified information was avoided at all costs** – The company officials made it a point to not spread incorrect information, since that could have turned out to be counterproductive.
- **Attempt to instil confidence** – The efforts of the organisation were driven in a way that inspired confidence in the masses regarding POWERGRID and its abilities.

- **Tone down the impact of the crisis** – It was important to downplay the crisis when communicating about it to the media, but without lying about it.

- **Emphasise that the organisation is trying its best to restore power to the affected regions:** In order to avoid causing hysteria, the media had to be reassured about POWERGRID putting its best step forward to resolve the crisis. Using the media as a vehicle, a message was sent out to the masses, informing them that POWERGRID had employed, most knowledgeable and capable men to work on the issue.

### **Handling the Crisis: Action taken**

The matter was discussed with the CMD and CEO of POWERGRID, and the GM of NRLDC and an action plan was prepared. At 5:30am, the undersigned official received the first media call. The call was from Press Trust of India (PTI), enquiring about the facts regarding the situation. They were calmly informed that the Northern grid had collapsed, yielding to the impact of line disturbances. They were assured that the situation was under control, with POWERGRID's best officials dedicatedly on the job, working hard to restore power. The reporter from PTI who had called, being a friend and a man with technical knowledge himself, understood the matter and reported it in a matter-of-fact manner, without exaggerating it. This was followed by a call from a Zee News journalist, who was also informed about the crisis in a similar manner. At around 8:00am, power supply to the essential services (like the railways and airports) and other essential

load in Northern India were restored with the help of Bhutan's hydroelectric power. By 11:00am, about 60% of load of the Northern Region was restored, extending to most cities and towns by 12.30pm, with power supply geared up from the Eastern and Western grids. It took a total of 15 hours to restore 80% of service. Progressively, the Northern grid reverted to its normal state around 7:00pm. The crisis did not attract a lot of negative media attention. The news was covered by various newspapers, but not in a neutral tone. The crisis was merely passed off as "just a snag". This was before the crisis on 31st July struck.

### **Magnitude of the Crisis: 31st July 2012**

Within 24 hours of restoration work, the Northern grid collapsed again on 31st July 2012 in the afternoon. However, this time, the impact of the collapse was much more severe. Following a domino effect, the sudden power outage of the Northern grid, resulted in the collapse of two more regional grids, namely, the Eastern and the North-Eastern Grids, which covered a total of 20 out of India's 29 states.

On account of the power failure, around 200 miners were trapped underground because the lifts failed to function. The impact of the grid collapse was so widespread that it affected everything from the railways to lifts in multi-storey buildings. Severe problems sprang up in every direction, from the occurrence of massive traffic jams due to failed traffic lights, to metro services coming to a halt. Then by late evening, half of the power was restored.



Supply to the affected regions was extended from Western and Southern Grids. Eventually, the hydro stations in the Northern region began working, and in due course the supply was completely restored.

### **Formulating a Strategic Plan of Action for Communication**

After analysing the situation at hand, the CMD was informed that, from the PR point of view that the crisis would only escalate if the media was not addressed immediately. Along with the CMD, Director and technical officials of POWERGRID, the undersigned official discussed the keywords that needed to be used while interacting with the media. In sharing the technical details of the case with the media, great care was taken to avoid stirring panic. It was emphasised that the situation was in the hands of the best officials, who were working round the clock to resolve the crisis. It was decided to focus on the restoration of power rather than the cause or effects of the crisis. This was done to diffuse the media attention on the situation. The more the media focussed on what had happened and why it had happened, the more negative coverage POWERGRID would have received.

The golden rule of Public Relations is to always be diplomatically correct. When communicating during this crisis, the officials made sure that everything they say is woven in a way that does not spite any organisation or party. To take an example, the reason behind the grid collapse was essentially the overdrawn of power by Uttar Pradesh and Punjab. Revealing this

information at this point could have triggered political issues, which would have ended up only adding to the crisis. At this juncture, it was important to contain the crisis, and to undertake all measures to avoid the situation from blowing out of proportion.

### **Handling the Crisis: Action taken**

After chalking out a plan of action, specific tasks were delegated to all the seven members of the team. SMS' and e-mails were sent out to the media fraternity, informing them that on 31st July at 4:30pm, the CMD of POWERGRID will address the media in the Conference Hall at NRLDC. By 4:30pm, close to 150 members of the media fraternity, including international media, gathered in the NRLDC Conference Hall.

As an anticipated response to the chaos created by the media, the CMD was accompanied by a security cover provided by CISF guards. The guards were told to stay cool, calm and polite throughout the conference, and were asked to not mishandle any member of the press. Additionally, during the briefing session, the undersigned official had informed the guards to follow three signals – one for dispersal, the second signalling the guards to ensure that particular members of the press are kept at a distance from the CMD, and the third being a sign for the guards to form a ring around the CMD.

The CMD began his speech by humbly apologising for the crisis. He politely explained that the grid collapse and subsequent power failure were results of a technical glitch that had occurred. When addressing the press, he

emphasised that POWERGRID had served the nation for years without fail. What had happened was an error that any technical system can face. He explained everything in detail and focussed on the measures being taken for restoration. The CMD explained that in dealing with the crisis, hydro power was being converted to electrical power. But the amount of electricity thus generated was not enough. He explained how POWERGRID was working at the fastest pace possible to generate thermal power, which gives the most amount of power, but takes more time to generate electricity, as compared to hydro power. As a strategic decision, the CMD announced that PR person, Mr. Naresh Kumar will give further briefings regarding the matter, at regular intervals after each hour, via texts and emails. The address by the CMD was completed within 20 minutes. It was clearly stated that the CMD would not be able to stay for more than 15 minutes, since he had to continue working towards the crisis at hand.

Over the years, PTI has grown to become one of the biggest media allies that POWERGRID has. PTI was the first agency that was allowed to ask questions. The correspondent from PTI asked questions regarding the time that would be taken by POWERGRID to restore power. The CMD answered that the time taken for restoration largely relied on the time taken for conversion of thermal power into electrical power. He explained that, thus, it would take 7-8 hours for the power to get restored, but POWERGRID was trying its level best to ensure that the same can be done at the earliest possible hour.

The subsequent questions that



were asked during the course of the session were regarding who the defaulter is? Questions with a focus on whom to blame for the grid collapse were anticipated and a suitable reply for the same had also been prepared in advance. As a strategic response, keeping in mind the political sensitivity of the case, the CMD explained that the Government had already established a committee to investigate the matter.

After the press conference at 06:30 PM regular updates were put on the website, draft press releases and e-mails were sent.

At 7pm, the updated information was sent out, informing the masses that the line to Bihar and a couple of surrounding areas had been restored, and restoration work on the other lines was underway.

A close watch was kept on all news channels. It was discovered that some electronic media channels were sharing technically incorrect details that painted a negative image of POWERGRID. The respective channel correspondents were contacted immediately and explained the actual facts of the case to them and were requested them to follow the organisation's website, and the e-mails that POWERGRID was regularly sending out to keep the media updated. All these efforts were made to ensure that an accurate account of the situation was presented before the masses.

At 8pm, the team informed correspondents from Press Trust of India, United News of India, and Reuters, that multiple lines had been restored by POWERGRID. Later CC team regularly coordinated with the press till midnight, informing

them that most of the lines in the grid had been restored.

The next day, i.e. on 1st August, POWERGRID received vast coverage in print media. Most of the front page headlines focused on the fact that POWERGRID had restored almost all the lines by the previous night itself. The highlight of the press coverage was that it did not appear overtly negative. On the contrary, the coverage highlighted the positive facets of POWERGRID, a result that emerged from regular briefings to the media and utilising proper channels for smooth dissemination of information.

Next day at noon, a 15-minutes briefing session was held with the press to keep them updated on the latest developments. Information of the same was immediately sent out to the media. In the afternoon, CMD informed that the Honourable Minister of Power (MoP) would like to address a Press Conference, to issue an official statement on behalf of the Ministry to the media.

PR team immediately contacted members of the media fraternity, and informed them that the Hon. MoP would be addressing the media at a Press Conference at 5pm, in the MoP office (New Delhi). Before the Press Conference was held, the Corporate Communications team discussed the matter with the CMD of POWERGRID. He was apprised on the kind of questions that were expected and the most suitable responses for the same, so as to prepare for the Press Conference. After the briefing session, the CMD held a meeting with officials from the Press Information Bureau (PIB), who further coordinated with the ministers to form a joint PR strategy to be applied

during the Press Conference. The Press Conference began sharp at 5pm. A large gathering had collected, with members from even the international media fraternity in attendance.

The MoP began his address by categorically stating that the crisis that had occurred was due to a technical reason, the blame for which cannot be attributed to anyone. He praised the POWERGRID officials for handling the crisis very well, and congratulated the team on their successful endeavours in resolving the crisis.

As a part of the strategy, it was decided that a positive spin needed to be placed on everything. Instead of lamenting the occurrence of the crisis, or playing the blame game, the strategy was to focus on how quickly and efficiently POWERGRID had managed to restore the power. With his speech, the Hon. MoP ensured the masses, through the media, that the grid collapse that had happened would not be repeated in the future. He affirmed that this was the level of faith he had in POWERGRID and its abilities. With this, he congratulated POWERGRID again for doing a tremendous job in restoring the power at such a fast pace. He also had to face certain political questions. But those were dodged in the most diplomatically correct manner possible, in order to avoid triggering a controversy.

Subsequently, the Corporate Communications team at POWERGRID started coordinating interviews with experts, which were made to run parallel to the telecast of the Press Conference. To this end, some technical experts were roped in, who had regularly written articles about POWERGRID in

the past depicting its expertise in the transmission sector and recognised POWERGRID's role. The strategy was to make sure that these interviews were televised over a span of 10-15 days. The Corporate Communications team had already anticipated that news channels, especially business news channels, would remain fixated on POWERGRID and the grid collapse for at least two more weeks, post the restoration of power.

Along with the interviews with technical experts, one-on-one interviews were conducted with the CMD of POWERGRID and the CEO of POSCO, clarifying each and every point, once again, in

detail. Ten days after the interviews were conducted and telecast, POWERGRID organised a press visit to NRLDC for members of the media fraternity, from national media to international. At the visit, a presentation was given by the CMD and other senior officials explaining what the crisis was and how it was resolved. During the presentation, the technicalities involved in the case were explained in detail. The media was also thanked for their professionalism, ethical journalism and cooperation. The entire media fraternity was exposed to the difficulties involved in running the grid. They were very appreciative of the

efforts made by POWERGRID, and also featured the press visit in their respective media channels in a very favourable light. We had also categorically mentioned that when the POWERGRID in the United States of America collapsed, they utilised services of POWERGRID's engineers for handling the crisis faced by them. With this examples it becomes apparent that professional skills and proficiency POWERGRID possessed had no match globally. They praised the technical expertise of the engineers at POWERGRID, and the speed at which the restoration was made.

## Conclusion

The strategic plan that was put into action ensured that a favourable picture of POWERGRID was restored. Following are the factors that contributed to successful resolution of the crisis:

- Formulation of a well-planned strategy, when drafting the plan of action.
- Thorough analysis of the crisis at hand.
- Good leadership skills.
- Professional proficiency.
- Maintaining good media relations.
- Time management.
- Delegation of tasks.
- Division of work.



Recipient of Crisis Handling Award (1st Position)

# Oil & Natural Gas Corporation Ltd.

## A Case Study on Crisis Communications during the Ankleshwar well Blow-Out crisis (ONGC)



was called to handle the situation. To control the blow-out, Blow-out Preventer (BOP) had to be replaced.

On 18.04.2015, as the CMT was replacing the BOP to completely stem the flow of gas, the accumulated gas caught fire resulting in 12 people suffering from flash burns. 7 of them were from CMT, ONGC, while others were crane operators and helpers.

As the news of the fire spread, it attracted attention of both the media as well as the villagers. Panic started spreading like wildfire and definitive actions were required at the earliest.

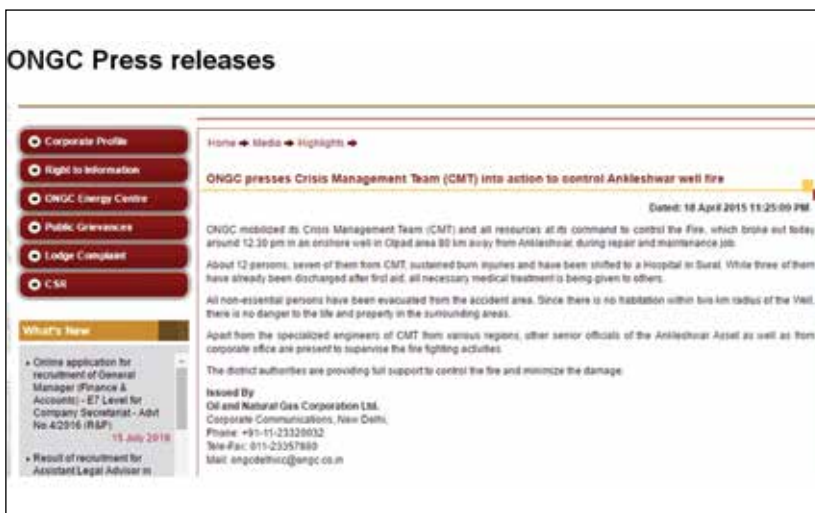
### Scenario

A WorkoverRig was deployed at a well site in Ankleshwar for maintenance operations. During the maintenance operations, an uncontrolled flow of gas occurred on 15.04.2015 at 2230hrs. As the

flow of gas could not be controlled by the rig crew immediately, fire tenders were deployed and continuous spraying of water was done for cooling and to avoid any untoward incident. ONGC's Crisis Management Team (CMT)

### Action taken

- ONGC's Crisis Management Team swung into action and immediately cleared the surrounding area of all non-essential resources to prevent the fire from spreading.
- ONGC quickly formed a crisis control desk and streamlined flow of information outside the company.
- ONGC Spokespersons and CC team were stationed and equipped with all available information.
- A clear line of communication had to be established as it is easy to spread rumours during such times

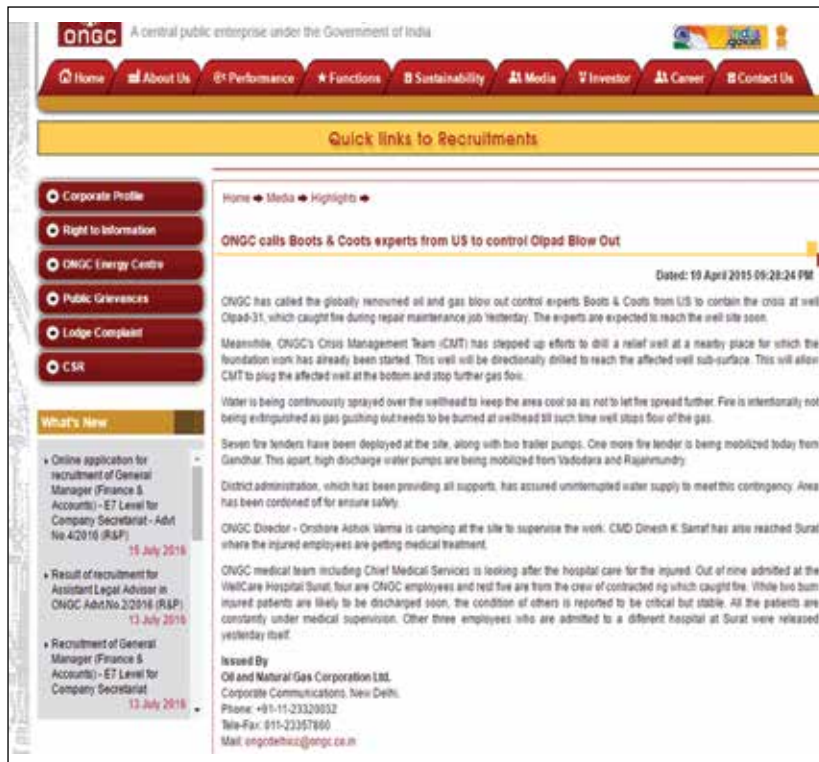


- ONGC updated the media and the public mobilizing all its communication channels – Website, Social media portals and press releases to give information and keep the public informed about the incident as well actions taken.
- The internal communications channel was also activated that provided real-time updates at the site and which coupled up as a virtual control-room.
- Media visits were arranged to take the local/regional as well as national media from Ankleshwar to the site of accident. Efforts were made to sensitize and also inform the media about the various operational challenges faced during such operations and the proactive actions taken by ONGC in mitigating the disaster.
- Press releases were promptly issued with translation in Gujarati



- as well for easy consumption of local media.
- Pamphlets in Gujarati containing information about the incident and the actions taken by ONGC were distributed to the villagers to ease the concerns of local villagers

- ONGC Top Management visited the accident site and camped there giving reassurance to locals as well media about the priority given by ONGC to the incident.
- ONGC called globally renowned oil and gas blow out control experts Boots & Coots from US to contain the crisis.



## Result

- Rumours and misinformation regarding the incident were curtailed at the inception stage through proper and open communication.
- The media gave a comprehensive picture of the accident presenting the ONGC side of the story in all its reporting.
- The media were appreciative of the prompt action taken by ONGC to prevent the scale of disaster.
- Overwhelming support from local community was observed which prevented any after-incident protest and/or blockages from villagers which is usually accompanied by incidents of such nature.



Recipient of Crisis Handling Award (2nd Position)

## Power Grid Corporation of India Ltd. Dealing with India's Worst Power Failure : A Case Study on Crisis Communications

**Medium:** An e-communication campaign

**Subject:** Safety Messages for employees – both on and off work

**Content:** An arresting visual picture or Video accompanying a key safety message

**Published by:** In-house e-publication by IndianOil Gujarat Refinery

**Periodicity:** Weekly

**Cost Factor:** No cost factor as made in-house

**Genesis / Rationale for Safety ka Seatbelt:** Behaviors and human factors are widely recognized as having an important effect on accident causation and accident prevention. Therefore, at Gujarat Refinery, concerted efforts under the leadership of the top management are focused on achieving safety culture excellence. As in all initiatives aimed at achieving behavioral or attitudinal change,

Communication is critical for awareness generation and winning over people to accept and own the initiative.

Behavioral Safety Culture Improvement project at Gujarat Refinery required focused and sustained communication on basic Safety rules and Do and Don'ts. In an effort to reach out to the employees on influence them to take small actions towards ensuring self and others Safety at Workplace, home and in the community, there was a felt need to have crisp, interesting communication campaign.

Accordingly, an e-poster communication campaign with a catching name with high recall value – 'Safety ka Seatbelt' was conceptualized in June 2015.

**Key Safety themes:** The series of e-communication have taken up themes that are significant for employees at their workplace and also outside the office. Some of

the themes include:

- Importance of PPEs (Personal Protection Equipment)
- Safety during Summer heat
- Safe Driving
- Teenage driving guidance
- Cyber Safety
- Helmet Safety
- Electrical Safety
- Selfie Safety, etc.

**Employees Feedback:** The initiative has been appreciated by the top management and also well received and appreciated by the employees as the thought-provoking and action changing content are given in crisp poster / video format. Employees have appreciated this format of a strong visual with a impactful message which is easy to receive and understand compared to other forms of safety communications such as articles/speeches, etc. ■■■



Recipient of Crisis Handling Award (Special Consolation Prize)

# NTPC Limited

## Communication with Human face to overcome Crisis at NTPC's Kudgi Project

### The problem

NTPC's first – the most prestigious 1600 MW ultra super critical project in Karnataka with two 800 MW units was started and progressing at brisk pace with all milestones attained before time. All of a sudden there were agitations and protests by the local population based on rumours about the environmental aspects of the project. All this brought the project to a halt a part of the project was even burnt down by the protestors.

### Action

#### 1. Mitigating Apprehensions

The key issues that needed to be addressed are apprehensions

- "Air, water & soil will be polluted with fly ash. This will effect health of humans & cattle".
- Fertile agricultural land that has been acquired - "Willful suppression of facts" by NTPC.
- "Agricultural lands will lose their fertility"
- Water meant for agriculture purpose will be utilised from the Almati Dam
- "In the Long run Almati dam water will be polluted and affect future generations"
- "Affects famous monuments in Bijapur & Basavan Bagewadi"

The crisis communication team has been put into gear to dispel the fears and misconceptions/ misgivings of the local people relating to environment pollution, ash utilization/ ash management and create favourable public

opinion for setting up of Kudgi Super Thermal Power Project in Bijapur District. As a means of reassurance and as way of establishing true corporate responsibility, NTPC distributed a fact sheet.

#### 2. Open lines of Communication with the Media

Identification of influencers for possible columns/articles in leading dailies Positive Stories on Kudgi were published related to NTPC in local language as well English Newspapers for all the press releases at Bijapur and Bangalore. TV spots were aired in local channels .A spot was prepared highlighting Kudgi project benefits was aired in local channels. Ash utilization films/Kudgi films in local channels. Start a series in Kannada newspapers on power shortage issues and its adverse effect on development of Karnataka and how NTPC would be able to improve the economic conditions of regions

where it operates were instituted. Informal meetings were held with local journalists in Kudgi as well as Key journalists in Bangalore highlighting the Kudgi project. Popular channels, including DD were utilized to screen NTPC films. News channels were told to give coverage about Kudgi project.

#### 3. Reinforce communication messages through Power Sector Experts, Personalities

To reiterate and reinforce communication messages NTPC sought out power sector experts and media persons to put out articles on the power development of the state.

#### 4. Involvement of Industry Bodies

- A FICCI convention at Bijapur wherein the prominent speakers & agricultural scientists were called along with local opinion makers to explain the need for Power.

- Engagement of a professional PR consultant for media management.

- Media campaign in favour of Project through articles by experts/ prominent persons and editorial writers.

5. Media meetings in Bijapur & Bangalore both Formal & Informal meetings were arranged for the senior Executives of NTPC with local journalists in Bijapur as well as prominent journalists in Bangalore.

6. Publication of articles in the newspapers on need for setting

up of power plants. Publication of Articles on Technological developments with respect to controlling pollution in leading Kannada dailies were initiated.

7. Organizing panel discussions on popular Kannada TV channels with influencers and experts in Bijapur/Bangalore. Talk shows were sponsored on local channels, AIR etc highlighting the benefits of the project to the economy of the State.

8. Visit of Farmers from Kudgi to Dadri Project of NTPC.

9. Tapping opinion makers and

asking them to highlight the benefits of Kudgi project-Local MPs, MLAs, Power sector bureaucrats and opinion makers were tapped to air and write about Kudgi project benefits.

10. Using traditional media to highlight the benefits of the project-At a local level, traditional media like Yakshagana, a popular Karnataka folk drama were utilized to highlight the benefits of the project.

11. Social media was utilized to highlight the project.

## Conclusion

**Present Status of the Project** After almost two years of constant communication programmes specially designed to tackle the crisis and also to regain the trust brand NTPC generated across the country, work at NTPC Kudgi restarted with cooperation of all the stakeholders and now the project is on the verge of going on stream and becoming NTPC's first project with 800 MW units most advanced on efficiency and environmental norms. NTPC's successful communication module targeted to mitigate the concerns of locals withstood the test of time and space. Media reports in the last one year prove that stakeholders now understand that Kudgi project will improve the economic standards of the people in vicinity, generate clean and affordable power taking care of the society and environment.

Recipient of Best Effective and Innovative use of Digital Communication Award (1st Position)

# Mahanadi Coalfields Limited

## Digital transformation of Coalfields into Smart Coalfields

### Outline

- Coal mining business carries an image of rugged labour-oriented operations of digging and transportation of dry fuel. But it's no true!
- Mahanadi Coalfields Limited (MCL) is the youngest and fastest growing coal producer of the country with ambitious target of producing 250 million tonnes by 2020.
- MCL contributes 25 % to the Coal India's total production and supply of dry fuel and has always been ahead in introduction of new technology in its operations to meet country's growing energy needs.
- In the past couple of years, MCL has transformed its Coalfields into Smart Coalfields, by introducing IT into its mining operations -- from tendering of works to the transportation/

supply of coal to the consumers.

- The IT has eased out several tedious business activities in coal mining company and streamlined management functions in the otherwise known labour-intensive system of operations.
- Introduction of Digital Communication system in the company has ensured fairness and transparency in work processes, thus reduced allegations of corruption tainting image of the company.
- Last financial year, MCL launched a mobile application enabling live monitoring of operations in the coal mines.
- To have a direct link with general masses, MCL is first in Coal India to enter into social media world in 2014-15 by opening a facebook page as a feedback channel. Later, in 2015-16, the company also started operating

a youtube channel to put AVs for public viewing.

### Digital Activities in MCL and Achievements

- IT interventions to reduce scope of coal pilferage.
- Increase in availability of Coal at railway sidings.
- CoalNet being the information line networking units.
- Digitisation a way-out to achieve 2020 target of 250 MT.
- Geo-fencing of MCL mines.
- Checking delays in tender processing and refund to the parties.
- Reduction in inventory stores with On-line Materials Management System (OMMS).
- 3D Laser Scanners to add digital hands in plugging scope of corruption.
- Social Media. ■■■■





Recipient of Effective & Innovative use of Digital Communication Award (2nd Position)

## RailTel Corporation of India Ltd.

### ‘Effective & innovative Use of Digital Communication’

**I**ntroduction RailTel Corporation a “Mini Ratna (Category-I)” PSU is one of the largest neutral telecom infrastructure providers in the country owning a Pan-India optic fiber network on exclusive Right of Way (ROW) along Railway track. The OFC network covers all important towns & cities of the country and several rural areas covering 70% of India’s population. RailTel with strong nationwide presence is committed to bring cutting edge technology and offer innovative services to the Indian Telecom market. With its Pan India high capacity network, RailTel is working towards creating a knowledge society at various fronts, by realizing the objectives of ‘Digital India’ Program of Government of India. The Vision for RailTel is to become the preferred telecom solution and service provider for the Knowledge Economy. In the past years RailTel has widen its service portfolio from traditional internet /leased line/VPN services to diversified telecom services like RailWire Broadband , Telepresence , Cloud , Data centre, Wi-Fi etc. Use of Digital Communication In this world of converging technologies, we understand the need of multiple touch points to position our brand where and when customers spend their time both ofline and online. A brand’s ability to be on digital or the mobile web

allows you to capture a potential customer as soon as they express intent, in the form of a search, visit to a website, or click on content. Embracing the age of Digital Communication RailTel has also started using the digital tools to reach out it’s stakeholders in an effective way. Below mentioned are the tools that we are using in an effective and innovative way to create a strong Digital presence-

#### Social Media

Social media is perhaps the strongest tool for establishing an effective communication with the large pool of netizens of diverse age, background and interest.

- Facebook- The official facebook handle of RailTel- @RailTel- has more than 4000 likes and the posts reaches more than 1500 users on an average.

Railtel Corporation Of India Ltd., Plot No. 143, Institutional Area, Sec-44, Gurgaon -122003

- Twitter –RailTel joined twitter in the name of @RailTelsocial to effectively reach out the large community of twitterreti and with more than 550 followers and growing .

- Linkdln- To stay connected with the business community RailTel is actively using the platform of Linkdln. With more than 2000 followers- railtel-corporation-of-india-ltd- the official Linkdln page of RailTel is growing its audience

base day by day

- Blog – RailTel is also exploring the Blogging platform to create more interactive communication between the company and its stakeholders.

Though social media handles RailTel is effectively engaging more and more people thus creating a strong branding.

#### Company Website - [www.railtelindia.com](http://www.railtelindia.com)

RailTel has a very strong presence in the Internet domain through its website – [www.railtelindia.com](http://www.railtelindia.com) . We not only make sure that the website is updated with latest information but also update and redesign the website. In order to keep our organisation’s internet presence updated with the latest changes in web technology.

The key features of the current RailTel website which make it a powerful tool of Digital communication are-

- Responsive feature which is essential as it is the age of multi devise browsing.
- Visual Appeal - Especially the services & projects sections with engaging factors such as good quality graphics.
- Meta Tags, Title, Descriptions

Railtel Corporation Of India Ltd., Plot No. 143, Institutional Area, Sec-44, Gurgaon -122003

All the social media handle of RailTel is linked to the official

website of RailTel to create an integrated platform making interactive communication easier and effective RailTel website not only project RailTel as a significant contributor and promising future of telecom & broadband but also engages the audience by virtue of its interactive features Through the 'Service Connect' and Quick Connect' link on our website [www.railtelindia.com](http://www.railtelindia.com) we have a number of queries for our services from potential customers.

For effective use of 'Service Connect' and 'Quick Connect' option, we have nominated Single Point Contact (SPoC) for corporate office and all the regions. Any query or a probable doubt is sent to email address of the concerned region. These email ids are owned and maintained by the SPOC in charge of the region. As a result, all the queries gets proper response in a very short span of time proper solution or advice. There can be few queries which

may seem impromptu and we may not deal in them directly. In such scenario, it is the duty of the SPOC in charge to respond with satisfactory alternate solution or option. Roughly there are about 600-800 queries every month is being addressed.

We are continuously thriving toward betterment through innovation and upgradation. As a result of evolving continuously the RailTel website Rank improved in last 3 months by 57501. ■■■



Recipient of Best Internal Communication Programme Award (1st Position)

# Hindustan Petroleum Corporation Ltd.

## “HP Senior League”

**About:** A monthly internal communication to all employees of the Corporation from PR & CC

The communication reflects the thoughts and feelings of retiring employees after spending many years in the Corporation. This is an initiative to help revive old contacts & keep the communication alive. The broad theme was “Respect, Recognise & Not to Forget” the contribution of the employee to the Corporation.

**Background:** There are more than 10,000 employees and approx. years of service by a retiring employee is 28 years! On an average, an employee gets transferred once in 4 years and a retiring management employee would have worked in 3-5 locations or departments due to transfers. This retiring employee comes across numerous colleagues; at various locations / depts., during inter-departmental meetings, during training programs etc. He builds new associations and develops close ties. This process continues and over time, the contacts with many old colleagues get lost due to Work routines & “Far from Sight, Far from Mind” phenomenon.

**Insight:** Superannuation is thought of as the end of a phase of life. As with any end, it evokes thoughts of sadness, loneliness and uncertainty. The employee feels the pain of separation which



is also accompanied by worries – about health, fitness and future. It is also difficult to move on after years of routine service, having been a crucial part of their lives. There was a need to address this pain which gave birth to HP Senior League program.

**The Process:** We decided to send a retirement message for all superannuating employees to cheer them up during their separation after long years of service. The message was designed and sent just before superannuation for all dear colleagues to wish their friends. This was also a platform where the employee can express his gratitude to HPCL for supporting and helping get a good life. We came up with a format of the

various things people will be interested in knowing about the retiring employee and we set up coordinators within HR to collect these information. With close coordination with local HRs and employees, we receive

the information about their family, hobbies, future plans along with an old photograph taken at the time of joining from personal folder and a recent photograph i.e. Photo of first day and last day in the Corporation! Thereafter, the data was compiled, edited and a mailer designed with a unique theme every month and shared on mail with all the employees of the Corporation at the end of every month.

The entire production is handled in-house and done at no cost.

### The Benefits

- This process communicates retirement news of all employees during a particular month, to over 10,000 HPCL employees.
- The thoughts and emotions of employees at the time of their retirement are shared and helps colleagues to wish the retiring employees.
- All details of the employee post retirement are published for the benefit of all who wish to keep in touch with them.
- This strengthens a feeling of goodwill towards the Corporation which cares about its employees even at the time of retirement and the retiring employee does not feel left alone.
- Retiring employee retires with great satisfaction and feels contented. ■■■



Recipient of Best Internal Communication Programme Award (2nd Position)

## NTPC Limited (e -Varta)



### Introduction

Internal communications is the function responsible for effective-communication with employees of an organization. Strong internal communication helps an organization achieve its goals by building understanding and engagement. A company's communication effectiveness is the single most important driver of employee commitment. When information flows freely, employees are more engaged and aware of organizational activities and management decisions that affect their jobs. The need to have a digital mode of communication was felt in 2008 thus breaking its norm from the traditional House- Journals.

### NTPC's e-Varta

In today's generation when information sharing is done at lightning speed, e -Varta, an electronic version of internal communication has been a runaway success from day one of its release among the employees of the company. In what can be termed

as an "eco-friendly" initiative, the e-Varta issue with its humble beginning on 10th July, 2008 is being brought out periodically (every 15 days) and is today running successfully with 193 issues produced so far registering manifold increase in its viewership. It goes beyond saying that an issue of e -Varta today is saving 1, 44,000 pages per issue approximately (20-24 pages x 14000 employees) as our concern towards the environment.

This e-magazine (bi-lingual-Hindi & English) of NTPC, Corporate Centre is directly mailed to over 12000 employees on fortnightly basis, who in turn forward it to their colleagues, subordinates, and friends. Besides highlighting the company's developmental activities and future plans, this eye soothing e-magazine also carries a special feature called "FACTOID" and a story with a moral which provides awareness on any topic of general interest for people of all age groups. Innovations in Power Sector by the Ministry of Power and new developments in Energy sector are some of the key features that have been incorporated to enable the readers of the magazines to have a varied exposure of the developments in the sector.

The e-Varta issue today has undoubtedly provided a strong platform for information dissemination among the valued and skilled human resources of the company on just a click of a button instantaneously.

### Revolutionization of Campaign

As e-varta started getting popular within senior management and employees, it was strategically planned that every Unit Project/ Region/ JV and subsidiaries would start designing and producing their own e-magazines highlighting the activities including corporate social responsibility surrounding the Business Unit. As a part of the campaign, templates were uniformly designed by Corporate Communication and given to the Regions and the Projects. Since 2014-15, as a part of Internal MoU, designing and publication of e-Varta has been aligned to the performance appraisal matrix of the PR professional across NTPC. We have received tremendous response by the way of participation with success stories of employees and their families. Lot of appreciation is received instantly by management at various levels wherever the news related to success of the company is shared with employees.

NTPC's Corporate Communication annually conducts PR Meet for all Communication Professionals across NTPC and as part of internal communication NTPC awards the best e-magazine of Project/Region. The awarded is presented by the Chairman and Managing Director of NTPC every year on the basis of evaluation done by an external jury comprising of PR practitioners of PSU and Private sector. ■■■

## Recipient of Best External Communication Programme Award (1st Position)

# Oil India Limited

### Thematic Calendar

Oil India has been publishing theme based Calendar every year for the last fifteen years. The theme for the calendar varies from a wide range of subject and illustrates various facets which are powerful and relevant. However, OIL had started depicting themes based on various facets of North East India in last thirteen years. A wide array of themes were selected with an idea to promote North East India reflecting its tradition, art, culture and flora and fauna.

Every calendar published each year is a well-researched document assessed by distinguished experts on the subject. In a declaration, the experts evidently affirm the authenticity of the elements that are used to validate the theme. The Calendar carries a brief text on each page that describes the theme and its relevance.

A fly cover that is a prologue to the Calendar describes about the reason behind selection of the theme and its relevance. The

prologue in OIL's calendar is an opening to the story inside that establishes the setting and gives background details and other assorted information.

The photos depicted in the calendar are originally shot by illustrious photographers. Their contribution to the Calendar is valued by incorporating their names in the calendar.

Below is a list of the themes depicted in OIL's Calendar in last 6 years:

S.No.	Year	Theme
1	2016	Indigenous Sports of North East India
2	2015	Lesser Known Tourist Spots of North East India
3	2014	Musical Instruments of North East India
4	2013	Birds of North East India
5	2012	Traditional Jewellery of North East India
6	2011	Sattriya Dance
7	2010	Kaziranga National Park
8	2009	Landscapes of North East India
9	2008	Festivals of North East India
10	2007	Tribes of North East India
11	2006	Rich Heritage of Assam
12	2005	Orchids of North East India
13	2004	North East India - Global Biodiversity Hotspot

In a recently held event of the MoPNG, Sri Dharmendra Pradhan, the Hon'ble Minister of State (IC) for Petroleum & Natural Gas, Government of India, appreciated OIL's Calendar for 2016. He also advised that the photos in the calendar be framed and showcased on the

walls/corridors of the Ministry. In addition to its thematic calendar, Oil India Limited also publishes its Corporate Diary on an annual basis, which showcases various details about the company and its operations in India and overseas. Together, the Thematic Calendar and

Corporate Diary work as a critical interface between Oil India Limited and its external stakeholders, by showcasing different aspects of the North Eastern region, wherein the company's main operational areas lie and details about the company as well. ■■■

Recipient of Best House Journal Award (1st Position)

## National Fertilizers Limited Best House Journal (English) VANI



**T**he House Journal VANI is National Fertilizers Limited's Corporate House Journal. This quarterly publication is three decades old and a bilingual of both English and Hindi languages. The Journal publishes six sections of quarterly news from Bathinda, Nangal, Panipat, Vijaipur, Marketing Offices & Corporate Office besides C&MD message to employees. It also

carries knowledgeable article, stories, write-ups written by employees and gathered from other sources.

**The objective of VANI-**Corporate House Journal is to project a positive image of the Company in the minds of outside stakeholders and boost employee morale by projecting employees as Company's pillar of strength and valuable asset.

VANI works as a bridge between the management and the workers of NFL as it provides the much needed communication platform to both. The company's philosophy of being a friend to farmer and pride to nation is showcased through the House Journal. Overall, the House Journal VANI is a statement of the Company's Culture and Strong Values to the all internal and external stakeholders. ■■■





Recipient of Best House Journal Award (2nd Position)

# Hindustan Petroleum Corporation Ltd.

## Best House Journal (English) HP News

### Strategic Intent

Our in-house journal 'HP news' was recently revamped into a fresh and engaging product with an intent to engage employees, the valued stakeholders in the HP story. The streamlined effort was specifically on building the Emotional Equity of Brand HP and increasing its recall value.

The endeavour was to engage employees and their families in different ways, further strengthening Brand HP.

A happy employee is an asset and also an authentic Brand Ambassador!

### Objectives

- Building a sense of Engagement
- Building a sense of being valued and cared for
- Building a connection with sr. management
- Promoting HP Family further by engaging employee families
- Promoting Brand HP: Inculcate Emotional Equity and Sense of Pride
- Entertainment

### Target Audience

The primary target audience was employees and secondary target audience was families of the employees.

Employees and families were involved through various initiatives like covering a specific location, dedicating a page to Spouse Speak and running a family selfie-contest.

### Approach – Language and Content

As per the target audience, the approach was to keep the content light, meaningful and engaging. The language was also kept in line with the content.

### Content

Rather than covering dry news which had lost its timeliness, bouquet of features, articles, columns, interviews travelogues and testimonials were introduced to increase the human interest element in the stories.

Employees were engaged through mass emailers. A vector representing the product was created to create recall value of those messages.

A location, Chandigarh, was covered as a location, employees were interviewed, interesting facts and initiatives were unearthed, photos were collected and one of our biggest Retail Outlet in the region was also covered.

A travelogue was also done for the benefit of the employees.

To feature employees from

different ranks, one person from top management was interviewed and one from non-management. These are regular columns and would be continued in subsequent issues. Additionally, a family selfie contest was run to give everyone a chance to feature in the magazine along with the families.

'Inspiration Corner' was created where two caregivers of children with special needs shared their experiences and contact details for the benefit of anyone else going through a similar situation and needing support.

Features, keeping in mind the interest of the employees, were also covered – one on Parenting and other on Health and Fitness.

Some pages were dedicated to sharing with employees how their efforts at HPCL had touched so many lives. A testimonial of a customer who had a delightful experience at one of our retail outlets was also shared.

A special page has been dedicated to bring a de-stressing activity to the employees, this time an adult colouring design.

Through these various initiatives, a renewed connection with the employee magazine was successfully created, where employees felt engaged, heard and involved with the product. ■■■

Recipient of Best Annual Report Award (1st Position)

# Bharat Petroleum Corporation Ltd.

## Best Annual Report



Besides highlighting the theme for the year, i.e. 'Building the Future of our Aspirations', our Annual Report also showcases the multifarious activities of our Company, along with the details of our performance.

Attractive visuals in a well – designed layout provide an appropriate setting for bringing to life the ways in which our company serves the nation. In this Report, we've focused on expanding our horizons, sustainable development and corporate social responsibility, key issues on the corporate monitor today.

The design spells out elegance and sophistication, the

background providing an excellent foil to the financial facts and figures, moving in an upward trend.

The cover design depicts 'vision for the future', with the binary numerals signifying that technology will play a pivotal role. The inside cover design has a man on a mountain peak, looking at the galactic skies beyond, meaning that the company has scaled heights of performance on a global scale and now wishes to expand its horizons to the galaxy ! The initial pages of the Annual Report have a design centred around the circular pupil of the eye in visual contours of aesthetic excellence. Stunning dividers on

a paint-textured background lend an artistic touch to the Report, apart from highlighting the Corporation's values and culture.

The performance profile, over a period of several years, also provides a good comparison of our growth and prosperity, a welcome sign to our large bank of stakeholders.

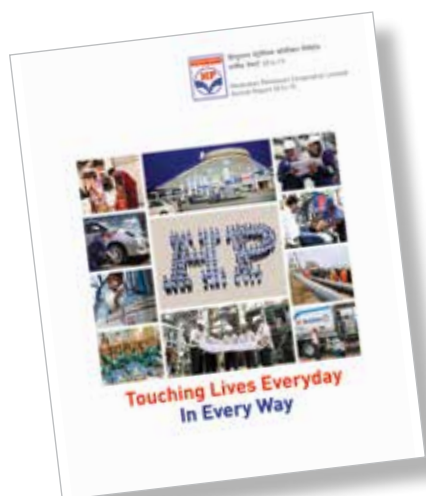
Our financial accounts are detailed and well presented and we have often received acclaim from finance gurus in the industry. Corporate governance and Corporate Social Responsibility (CSR) has been comprehensively reported, reflecting our transparency and collective decision making. ■ ■ ■



Recipient of Best Annual Report Award (2nd Position)

# Hindustan Petroleum Corporation Ltd.

## Best Annual Report



### Introduction

This is HPCL's 41st Annual Report since its formation in 1974. Over the years the Annual Report of HPCL covered various themes. For Annual Report 2014-15, the theme was on Touching Lives Everyday. In Every Way.

### The Theme

#### Touching Lives Everyday in Every Way

Powering lives, for millions of Indians, HPCL has been transforming the nation's landscape with its energy solutions across a spectrum of needs, every day.

The non-statutory section of the Report covered how HPCL touches lives in many different ways through its vast network across the country.

Lighting the lives of people in

millions of homes any time of the day or night, with our clean and safe gas. Enabling thousands of vehicles steer ceaselessly on the country's huge network of roads, through our petrol stations, equipped with ATMs and a host of other essential services. Propelling numerous flights to help thousands safely reach their destinations every day, with our high quality ATF. Facilitating the smooth operations of a host of engines and energy systems, with our top grade lubricants. Partnering India's progress by addressing a spectrum of industrial needs, with our petroleum products. Empowering the lives of the people in some of the most underprivileged sections of the society, with our CSR initiatives. At HPCL, we are committed to making life better for every

Indian. We are continuously expanding our reach to each town and village across the length and breadth of India, through our powerful bouquet of diverse energy solutions.

We are perpetually striving to ensure the highest levels of customer satisfaction and employee welfare, through continuing focus on people-centric programs.

We believe in erasing the boundaries and inviting everyone with open arms to be a part of our family – from differently-abled children to elders away from home and from girls deprived of education to youth deprived of a chance at skill building. We always consider it a privilege to reach out to the communities and lend a helping hand in their development.

In our world, we walk hand in hand with nature, everyone. ■■■

# SCOPE Program Synopsis

## Corporate Communication Summit 2016



S. Nazreen Fatima

SCOPE organized a two day “Corporate Communication Summit-2016” on the theme “Learning New Strategies-Scaling Newer Heights” on 21st and 22nd July 2016. The summit was an initiative to provide tremendous opportunities to Public Relation and Corporate Communication professionals to learn and acquire skills in evolving and implementing innovative Communication techniques to be more effective in creating positive perceptions and their brand building efforts. This article briefly covers salient points deliberated, interacted and discussed during the program.

Importance of Corporate Communication in today’s progressive world is immense in image management and brand building. In the words of Bill Gates, Chairman, Bill Gates and Melinda Gates Foundation, Microsoft - If I was down to my last dollar I would spend it on Public Relations.

The western world has recognized the importance of corporate communication much earlier than India, they have benefitted immensely from this. They have been frequently promoting their brand through mechanical media

and also utilizing the infrastructure and technological development to the best in their favour. Mechanical media means written or electronic channels that facilitate communication. These channels can be used as archives for messages or for giving the big picture and a deeper knowledge. They are fastest means of communication but their interpretation is generally based upon the thoughts and beliefs of the reader. Mechanical media such as e-mails, weekly letters or newsletters, personal letters, billboards, intranet, magazines or papers, short message service (sms) and social media are playing a crucial role beside physical media such as large meetings, departmental meetings, video conferencing etc.

### Role of Corporate Communicators

In corporate communication, concepts such as identity, trust, image and reputation play a key role. All companies want to establish a positive image in the eyes of their stakeholders. Thus the role of corporate communication team is to enhance the image in the eyes of the stakeholders and to be seen as a trusted and informed partner in public affairs.

Within organizations, it is important to consider how employees work together, how they exchange information, their perceptions and attitudes, their satisfaction with relationships in the organization and the meaning they attach to the work they do. This means considering aspects such as identification, compliance and well-being. In this light, internal communication is so much more than simply providing information. It also involves encouraging optimum cooperation and collectively creating settings in which employees can flourish

### Tools of Corporate Communicators

- Print Media - is a traditional way of communication, i.e. through newspapers and magazines, old yet very effective way of communication. It enables only one way communication.
- Digital Media - is a new way of communication that also enables one way communication through TV, radio etc
- Social Media is the smartest and newest way of communication that also enables two way communication. Here, the technology is the enabler that enhance the effects many folds.



**Need for Internal communication** - Each employee is the brand ambassador of the company- thus whatsoever is spoken outside whether good or bad, builds up the company's image, therefore one has to have a clear information about which information has to be sent out and which information has to be retained for the good of the company. It is also very crucial for the Corporate Communication team to ensure that the voice of each level of the employees should reach at the top level, this is how the employees will feel connected and overwhelmed that their suggestions are listened and welcomed by the management

**Negative publicity** - Team corporate communication has to play a crucial role in quelling the rumours and hearsays about any company. For this media's help can be taken or simply use of Social Media could help sort out various issues.

**Need of media spokespersons** - Since each employee of the company is a brand ambassador of the company, whatsoever they say about the company becomes a common perception and is therefore taken as the first hand information. Therefore a media spokesperson must be identified who has adequate knowledge, is well aware of the ongoing circumstances and his command over the language with a witty sense to tackle tricky media question in the favour of the company.

### **What do media need from corporate communicators?**

Media needs facts, opinions and news articles from companies. In

the world of 24 X 7 broadcasting channels and digital media, its their requirement to keep telling something about the corporates. Journalists are not your enemies keep feeding your enemies with right information so that they can even protect the image of the company at the time of genuine trouble.

Feed the media with the right information: If Corporate Communication team does not provide the real story – then the media personnel will write depending upon their own perspective, it is therefore necessary for the Corporate Communication teams to provide authentic information well within the time. Thus providing the media with adequate information will always help. Firsthand information provided by the company will always have more weightage over the second hand sources.

### **Crisis Management**

Every organization is vulnerable to crisis. The royal style of waiting and silently watching is good but the stakeholders will not understand or forgive. Thus, no preparation could incur more damage. Thus there is a greater need for crisis management-related plans for which the first step would be the crisis preparedness.

A failure to address the issues related to crisis/disaster response could further aggravate the problem. Without adequate internal and external communications; Operational response will break down, stakeholders will not know what is happening and quickly become confused, angry,

and negatively reactive. The organization will be perceived as inept, at best, and criminally negligent, at worst.

### **Help of media**

During times of crisis, people want information. They turn to news sources to find out what is happening and to help them figure out what might happen. At the same time, news sources are working at full capacity on short deadlines. Under these circumstances, false reports are sometimes circulated and believed. In some cases, rumors spread and are taken as fact. This can add to the public's fear or contribute to people drawing wrong conclusions. It is therefore necessary to provide information at the right time through an official spokesperson or through social media.

Communication in the time of crisis is needed because it helps a company rescue itself from a difficult situation and it also shows the steps taken by the management at the time of utmost difficulty and tense situation. Sometimes these media interactions are useful as they put the management's points and steps taken to solve a problem in front of the people.

### **Age of Social Media**

Social Media has revolutionised corporate communications. It is helpful in connecting with Stakeholders directly and instantly through Twitter, Facebook, You Tube Videos, Instagram etc. With Social Media, the world is coming closer and is becoming a Global Digital Village. Nearly

45,000 online Indians are joining social networking sites every day. Therefore in the time of social media corporate communication team must optimally utilize the tools in the favour of the company. Social Media enables a two way direct communication between the company and the stakeholders thus facilitates transparency and build up trust.

### Content Development

The corporate communication team is expected to develop content with a strategy to promote the good of the company, must be able to present the vision and mission accurately. The goals and objectives achieved and to be achieved must be mentioned or presented graphically. Use of infographics, slogans, one liners could enhance the effects to many folds.

**Eye on the Competitor-** In the world of stiff competition, not just keeping an eye on the competitor is important, also learning from them equally benefits. Social Media also facilitates this by providing direct information from the companies, their success stories and the technology used through sharing on social media.

### Grievance Handling

Grievance redressal system is one

of the most important tasks of any company. Social media enables this very quickly and efficiently. As a grievance is posted on the site, or can obtain contact details directly from the site, or an e-mail may be sent to grievance cell. But this requires an efficient Grievance Redressal Team that ensures foolproof backing and timely and satisfactory responses.

### Crisis Management

In the age of social media correct information is difficult to reach as people do use morphed images and edit the images and data for their use and favour. Therefore, abundance information is available, but the question of authenticity is always arises. Hence, its very easy to spread rumour or hearsays, thus quelling rumour has become an integral part of the Corporate Communication team as early as possible.

**Golden Rule:** Social Media must not be restricted to any single team. The ideas and feedbacks must be welcomed from all the levels of employees. The team dealing with social media must be accessible to all the workforce and strategy of the company.

### Conclusion

Thus to enhance the brand image of the company in totality the role

of Corporate Communication team is very important. As the Corporate Communication Team helps in attaining the desired image of the company, in explaining their mission, combine its many visions and values into a cohesive message to stakeholders.

The role of corporate communicators is to build up a positive image of the company. They are required to be efficient, aware and well informed beside just professionally qualified. They are the ears and eyes of any organization, they must equip themselves to catch the pulse of any issue and try to present in the best possible way so the image of the company could not be hampered.

They are therefore required to maintain personal good will relations with the clients, employees and almost everyone to know the facts in all interconnected issues. They must have access to authentic information and should be able to deliver a timely, accurate and affirm action through various mediums of information within and outside the company.

We have received very positive feedback for this Corporate Communication Summit & SCOPE is also planning to hold next program on Media Spokesperson and Communication very soon.



*Contd. from # 38*

valedictory address emphasized on more and more proactive disclosures by public authorities and must maintain transparency in their functioning & decision making. The public authorities should not have fear in disclosing any information until or unless it is purely personal information.

The symposium ended with vote of thanks proposed by Mr. Deepak Saigal, CPIO, NHPC & Member Steering Committee on RTI, SCOPE. It was attended by a large number of PIOs/CPIOs of public sector enterprises. ■■■

## A Report on Securing Cyber Frontiers of Public Sector Enterprises



**Rishabh Kumar**

Access to the world has now shrunk to the size of a wrist and information storage and sharing has moved to clouds. The flow of information is tremendous and hence, the dependability. Public Sectors are not aloof from it and being an economic power in itself its digital security is of paramount national importance. Realizing this, Standing Conference of Public Enterprises (SCOPE) in association with Data Security Council of India (DSCI) organized a seminar on “Securing Cyber Frontiers of Public Sector Enterprises” at SCOPE Convention Centre, New Delhi recently. A large number of representatives from Public Sector Enterprises (PSEs) attended the event. The event was divided into four sessions with a separate session of a presentation.

Ms. Rama Vedashree, CEO, DSCI in the inaugural session said that PSEs are the significant stakeholders that are drivers of the economy. As digital technology is getting in, they are not behind. She said that whether it was adapting cloud or moving information to cloud, PSEs are doing it. Expressing her fear, Ms. Vedashree said that supply chain integration has increased the risk in cyber security threat. She said

that threat landscape is completely different now than before and it keeps changing. CEO, DSCI said that Public Private Partnership (PPP) is the way to deal with the threat.

Dr. U.D.Choubey, Director General, SCOPE, in his inaugural address said that post liberalization brought IT boom and a lot of knowledge sharing has started of lately which has in turn, increased the cyber risk. He also advised that the complexities are going to multiply in the near future. Speaking about the disastrous effect of cyber crimes, DG, SCOPE said that because of huge investments in PSEs, it would be devastating for the industry if any third party gets involved. Dr. Choubey expressed the need for revised National Cyber Security Policy for combating cyber crimes.

Speaking at the event, Dr. Gulshan Rai, National Cyber Security Coordinator & Special Secretary, PMO said that the generation we are dealing with, thinks digitally and acts digitally. He also said that the role of Information Technology (IT) has moved from professional purposes to commercial. Dr. Rai in his address said that National Association of Software and Services Companies

(NAASCOM), has predicted that the next 100 million internet users are going to come from the Indian subcontinent. Expressing his concern on the current IT landscape, Dr. Rai said that fighting cyber crimes is a multi-stakeholder approach but India is lagging behind. He further advised that cyber security in process control needs to be strengthened in leaps and bound.

Inaugural session was followed by a session on Cyber Security—a National Security Imperative. Dr. Sanjay Bahl, DG, Cert-In was the moderator for the session while, Mr. Narendra Nath, DDG (Security/AS-II), DOT, Mr. D.C. Srivastava, ED- Chief security, ONGC, Mr. S.V. Satish, ED-IT, Airport Authority of India and Mr. Rahul Sharma, Senior Consultant, DSCI were the speakers.

It was established in the session that as cyber space was expanding; even PSEs were exposed to multiple cyber attacks. The cyber crime industry is worth \$445 million industry which is soon going to increase to \$2.1 trillion. Three types of cyber attacks were identified in the session, viz. a) Malicious Action, b) Espionage and c) Sabotage leading to the disruption of service.

## Two questions were raised in the Session I,

- What are the top threats, seen or perceived?
- Are there any commonality?

It was concluded in the session that it was rare that telecom network get hacked, it is the end user devices that get affected like, ADSL Modems get compromised where it is seen that DNS entries are changed, security of Wi-Fi hotspots get comprised. Core network does not get affected as it remains isolated from the outside world. It is widely predicted that next world war would be a cyber war. It was also realized that we are great in creating databases but we don't look for securing it. We also lack in cyber parameters as we use software platforms that are foreign based which falls outside Indian jurisdiction. Policing paradigm is very anonymous and we should move from multi-user country and invest more in R&D.

In terms of aerospace, it was discussed that by controlling D0178 processor, control of the aircraft is possible. With the advent of entertainment board, it is widely speculated that the function of the aircraft could be altered but it has to proven. It was observed that aerospace activities are basically intranet activity but, using SAP software did put AAI in trouble when data got corrupted and no source could be traced. To secure aviation industry from cyber attacks, internal networking is being promoted.

It was concluded that organization need to be vigilant and should develop Crisis Management Plan. Cyber security policy is a must and cyber security audit should be conducted every year. It was

felt that information sharing is of prime importance and PSEs should share all the incidents so that others could get aware. Comprehensive risk assessment has become very important and the government should promote establishment of Information and Sharing Analysis Centres.

The second session was on, Organizing Security Operations, Technologies and Policies. Mr. Subrahmanya Gupta Boda, Group CISO, GMR was the moderator for the session while, Mr. Rahul Aggarwal, Director, PwC, Mr. Nitin Gupta, Principal, Wipro Digital and Mr. Indrajit Saha, CISO, IOCL were the speakers.

The session began with the discussion of whether an Organization should outsource its cyber security or do it in-house as it is humanly impossible to monitor the logs. In an organization hundred of devices are in use with as many Operating Systems, database logs and the number of data logs goes in millions on daily basis. The important part of it is to monitor all the data in real time and analysis is equally important. Shock helps in detecting any unusual activities in the logs. If unusual activities are detected timelines to solve the problems get reduced. Identification becomes critical and correlation is more important. Co-relation is important and critical mails and services should be monitored. In terms of PSEs, it was observed that they follow a hybrid model of shock where they keep the controls of how to respond.

It was also felt in the session that Technology, People and Process form the core of the cyber world and we should not skip any parameters. In advocacy of keeping

certain rights within the organization and not completely outsource it, it was put that an external entity might not be aware of the organizational eco-system. While, keeping the monitoring and analyzing of the logs within the organization is preferable, hybrid shock model is could be adopted to keep a better 24/7 check. It was also realized that many organization just follow shock for just getting a compliance tick and the severity of the situation should be understood by them.

It was followed by a presentation on Protection against Botnets by Dr. S.S. Sharma, Scientist F, Certin. Dr. Sharma explained Botnets are and said that Botnets are used to describe an automated process used for malicious activities which consists of network of compromised systems. These botnets have gradually evolved from IRC Channel, P2P, Instant Messaging and now through websites. The presentation explained various kinds of botnets that have evolved over the years. Dr. Sharma also explained Multilayered Defence Mechanism which includes, Network Behaviour Analysis, Proxy Logs, Perimeter Defence, Security Information and Event Management, Database Activity Monitoring, Malware Forensics. The presentations also explained various ways of dealing with botnets like installing and enabling personal firewall, anti-spyware and anti-phishing.

The third session was on, Advanced, Persistent and Targeted (APT) attacks. Mr. Vinayak Godse, Senior Director, DSCI was the moderator while, Mr. Atul Kabra, Architect, Endpoint, FireEye Cyber Security, Mr. Rakesh Sehgal, Principal Engineer, CDAC and Mr. Munish



Sharema, Associate Fellow IDSA were the speakers.

The session described APT as a behavioural analysis. The cyber attacks are different from commodity malware as it is completely evolving. APT could be broadly classified into two parts- Economic and Security. The most alarming threat of cyber malware is that they go unnoticed to an average of 200 days. It was felt that we should move from rigid to adaptable system and a law needs to be formed to tackle international espionage.

In terms of PSEs, it was concluded that PSEs should have dedicated CISO as it is majorly seen that many organization don't have dedicated CISO personnel and until that we are prone

to attacks. It was also felt that there should be development at policy levels but capacity building was also equally important and awareness should be spread amongst PSEs.

The final session was on Creating an effective Cyber Security governance framework. The moderator of the session was Mr. Atul Gupta, Partner, KPMG. Mr. S.T. Sathiavageswaran, Executive Director-Information Systems, HPCL and Mr. Dhruv Khanna, CEO & Director, Data Resolve were the speakers of the session.

It was discussed in the final session to involve all the stakeholders for creating awareness about cyber security. It was observed that Organizations should see their cost involved in the cyber

security process as an investment to prevent a much larger cost that would occur in the future. It was also felt that technical aspect should not be discussed at the management level as the importance might be diluted rather business impact of it should be told to the management for proper implications. The speakers also talked about the disillusion of many organizations where they felt that cyber security was the responsibility of only IT department. The problem mainly lies with the people. It was also concluded that 64% of the cyber attacks were focussed on Director or above levels in an organization. Therefore, it was necessary to create awareness amongst senior executive level of PSEs. ■■

## Payment of differential royalty to State of Assam by ONGC and OIL



The handing over of cheques by Mr. D.K Sarraf, CMD, ONGCL and Mr Utpal Bora, CMD, OIL to Mr. Sarbananda Sonowal, Chief Minister of Assam, in the presence of Mr. Dharmendra Pradhan, Minister of State (I/C) for Petroleum & Natural Gas (Govt. of India), Mr. Rajen Gohain, Minister of State for Railways (Govt. of India), Mr. Himanta Biswa Sarma, Finance Minister (Govt. of Assam), and Mr. Keshab Mahanta, Minister of Water Resources, Science & Tech. and IT (Govt. of Assam), senior officials from Ministry of Petroleum and Natural Gas (MoP&NG) and ONGCL & OIL at New Delhi recently

**P**ublic Sector Upstream Oil companies i.e. Oil India Limited (OIL) and Oil and Natural Gas Corporation Limited (ONGCL) recently made a payment to the Government of

Assam, towards differential royalty on pre-discount price for the period from 01.02.14 to 31.03.16. The amount paid by OIL is Rs 1,149.24 cr. and the amount paid by ONGC is Rs. 300.64 cr.. The cheques were handed over by the CMDs of ONGC and OIL to the Chief Minister of Assam, Mr. Sarbananda Sonowal, at New Delhi, in the presence of Mr. Dharmendra Pradhan, Minister of State (I/C) for Petroleum and Natural Gas, Mr. Rajen Gohain, Minister of State for Railways (Govt. of India), Mr. Himanta Biswa Sarma, Finance Minister (Govt. of Assam), and Mr. Keshab Mahanta, Minister of Water Resources, Science & Tech. and IT (Govt. of Assam), senior officials from Ministry of Petroleum and Natural Gas (MoP&NG) and ONGCL & OIL. ■■■

## Conference Facilities at SCOPE Convention Centre

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

### Auditorium



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

### Mirza Ghalib Chamber



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

### Tagore Chamber



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

### Bhabha Chamber



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

### Fazal Chamber



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



## Business Centre



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

## Banquet Hall



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

## Annexe I



The Annexe-I having capacity of 25 Persons.

## Annexe II



The Annexe-II having capacity of 25 Persons.

## Tansen Chamber at UB



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

## Amir Khusro Chamber at UB



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

*For Booking & Tariff details please contact*

**Mr. M. L. Maurya**, GM (Tech.)  
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**STANDING CONFERENCE OF PUBLIC ENTERPRISES**

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

## Conference Facilities at SCOPE Minar Convention Centre

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

### Convention Hall



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

### VIP Lounge



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

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

### Meeting Hall



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

### Banquet Hall



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

*For Booking & Tariff details please contact*

**Mr. M. L. Maurya**, GM (Tech.) (M) 9313375238 **and Mr. Shubh Ratna**, DCE(C), SCOPE Minar  
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# आपके बिज़नेस को देश के हर कोने तक पहुँचाते हैं



धिसाव से बेहतरीन सुरक्षा  
इंजन की लंबी उम्र के लिए

## फ्लैश एक्शन

दे जल्द ल्यूब्रिकेशन, बेहतर  
चिकनाहट और बढ़िया प्रदर्शन



*Zindagi Chale Smooth*

## PSEs Ink MoU

### NBCC signs MoU with Ministry of Urban Development



Dr. Anoop K. Mittal, CMD, NBCC and Mr. Rajiv Gauba, IAS, Secretary (UD) MoUD exchanging MoU documents.

NBCC signed Memorandum of Understanding (MoU) for the FY 2016-17 with its Ministry recently. The annual MoU was signed by Mr. Rajiv Gauba, IAS, Secretary (UD) on behalf of the MoUD and Dr. Anoop. K. Mittal, CMD, NBCC, on behalf of NBCC.

The signed MoU outlines certain performance targets for the Company based on various financial parameters, dynamic parameters, sector specific and enterprise specific parameters. While sales turnover has been fixed at Rs.6500 Cr., profit has been targeted at Rs.445 cr. The Company during the year, aims to secure new works worth Rs.7500 Cr. Further, this year's MoU has laid specific emphasis on adoption of New Technologies for implementation of the Company's upcoming projects. These technologies include: Monolithic Concrete Construction System using Aluminium Formwork; Industrialized 3-S System using Cellular Light Weight Concrete Slabs & Precast Columns (Pre-cast/Prefab); Monolithic Concrete Construction System using Plastic Aluminium Formwork; Composite Steel Structures. NBCC's performance during FY 2015-16 remained excellent as it registered a substantial 21 percent growth in CAGR by achieving turnover of Rs.5749 cr. against targeted turnover of Rs.4600 cr.

### Chandigarh International Airports Limited(CHIAL) signs MoU with AAI



Dr. G. Mohapatra, IAS, Chairman, AAI and Mr. S Raheja, Chairman, CHIAL exchanging MoU documents.

Chandigarh International Airports Limited signed a Memorandum of Understanding (MoU) with Airports Authority of India (AAI) for the financial year 2016-17. The MoU was signed by Dr. Guruprasad Mohapatra, IAS, Chairman, AAI with Mr. S. Raheja, Chairman, CHIAL. Board Member (CHIAL) and other officers of AAI were also present on the occasion. This Memorandum spells the targets to be achieved by AAI on key performance area during 2016-17.

### IndianOil signs MoU with MoP&NG

The Memorandum of Understanding (MoU) between the Ministry of Petroleum & Natural Gas (MoP&NG), Government of India and IndianOil for FY 2016-17 was signed recently at New Delhi. The MoU was signed by Mr. K. D. Tripathi, Secretary, MoP&NG and Mr. B. Ashok, Chairman, IndianOil in the presence of Mr. Anant Kumar Singh, AS&FA; Mr. Ashutosh Jindal, JS (M&GP); Mr. Alok Chandra, Advisor(Fin) and Mr. Alok Tripathi, Director (D&MC).



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



\* An original picture of plantation on OB dump in Lakhanpur open cast mine of MCL.

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

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



ମହାନଦୀ କୋଲଫିଲ୍ଡସ୍ ଲିମିଟେଡ୍  
महानदी कोलफील्डस लिमिटेड  
Mahanadi Coalfields Limited  
(A subsidiary of Coal India Limited)

Corporate Office: Jagruti Vihar, Burla, Sambalpur, Odisha - 768 020, [www.mcl.gov.in](http://www.mcl.gov.in)





Mr. K. D. Tripathi, IAS, Secretary, MoP&NG and Mr. B. Ashok, Chairman, IndianOil after signing the MoU in the presence of Senior officials from the ministry and the Company.

Mr. Sanjiv Singh, Director (Refineries); Mr. D. Sen, Director (P&BD); Mr. A. K. Sharma, Director (Finance), Mr. Anish Aggarwal, Director (Pipelines), Mr. Verghese Cherian, Director (HR) and Dr. S. K. Dam, GM (CP&ES and HR) from IndianOil were also present on the occasion.

The MoU for 2016-17 contains challenging targets for physical performance, financial performance and for project management including CAPEX. This year some of the new parameters included are related to Project Monitoring; Early signs of weakness; Dividend/PAT; PAT/ Net worth; Return on Investments from JVs etc.

Based on the MoU performance evaluation, IndianOil has been consistently getting Excellent rating in the past.

## NALCO inks MoU with Ministry for Higher Production & Financial Targets

NALCO signed an MoU with the Ministry of Mines, regarding financial and non-financial targets for the FY 2016-17. The MoU was signed between Mr. Balvinder Kumar, IAS, Secretary, Ministry of Mines and Dr. Tapan Kumar Chand, CMD, NALCO in New Delhi recently. The MoU was formulated as per the new DPE guidelines and finalized after discussions with both Inter-Ministerial Committee as well as Ministry of Mines.

As per the MoU, the target for revenue from operations, excluding excise duty, has been fixed at Rs.7100 cr. The MoU has also set higher targets



Mr. N. B. Dhal, IAS, Joint Secretary, Ministry of Mines, Mr. N.R. Mohanty, Director (P&T), NALCO, Mr. K.C. Samal, Director (Finance), NALCO and other senior officials of Ministry and NALCO were present on the occasion.

for production of both alumina and aluminium as compared to the previous fiscal. Nalco has set an annual production target of 21.30 lakh tonnes of alumina and 3.85 lakh tonnes of aluminium. It may be mentioned that the company had produced 19.53 lakh tonnes of alumina and 3.72 lakh tonnes of aluminium in 2015-16. NALCO has also set a Capex target of Rs.1021 cr., which includes projects like development of Utkal D & E Coal Blocks, Wind Power Projects of 50 MW each in Maharashtra and Rajasthan, addition of 5th stream in the existing Alumina Refinery at Damanjodi, Koraput, a 20 MW Solar Power Project in Madhya Pradesh and other modernization activities.

## NTPC signs MoU 2016-17 with Govt. of India



Mr. P. K. Pujari, IAS, Secretary (Power) and Mr. Gurdeep Singh, CMD, NTPC, after signing the MoU in the presence of Senior officials from the Ministry and the Company

# MSTC

## Steelmakers' support system

**Where there is will  
there is steel**

- For past 50 years, MSTC traded Scrap and Condemned Ships for the Steel Sector- an essential component for primary and secondary Steel Production

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

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

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

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

- Only stand-alone e-Commerce service provider with a robust and fully transparent infrastructure for e-Sale and e-Procurement

- Plays a crucial role in recycling chain ensuring sustainability

- One of the challenges faced by the steel plants today is the shortage of Shredded Scrap. First Auto Shredding plant being setup

*a Mini Ratna grade-1 company*



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Eastern Regional Office : Kolkata, Northern Regional Office : New Delhi, Western Regional Office : Mumbai,  
Southern Regional Office : Chennai, Branch Office : Bengaluru, Vadodara, Visakhapatnam, Field Office: Bhopal, Lucknow





NTPC Limited, the largest power generating company in India signed a Memorandum of Understanding (MoU) with Govt. of India for the year 2016-17 recently in New Delhi. The MOU was signed by Mr. Pradeep Kumar Pujari, Secretary (Power) and Mr. Gurdeep Singh, CMD, NTPC. As per the signed MoU, NTPC shall strive to generate 248 Billion Unit during the year under "Excellent" category. Further, NTPC has CAPEX target of Rs 30,000 Crore under Excellent category. In addition to above, parameters related to operational efficiency, projects monitoring and financial performance are also part of signed MoU in line with MoU guidelines of Department of Public Enterprises.

The MoU signing programme was attended by Ms. Shalini Prasad, Additional Secy, (Thermal, Transmission, OM), Dr. Pradeep Kumar, Joint Secretary (Internal Finance & Budgetary Control.), Mr. Aniruddha Kumar, Joint Secretary (Thermal, Hydro matters including CPSUs namely, NHPC, SJVNL, NEEPCO, THDC, BBMB Environment Management for Hydro Projects) from the Ministry of Power and Mr. A.K.Jha, Director (Technical), Mr. S. C. Pandey, Director (Projects), Mr. K. K. Sharma, Director (Operations), Mr. K. Biswal, Director (Finance) and Mr. S. Roy, ED to CMD and ED (Corporate Planning and Corporate Communication) from NTPC.

## SCI signs MoU with Ministry of Shipping

Shipping Corporation of India Limited signed the Memorandum of Understanding with the Ministry of Shipping for the financial year 2016-17. The Memorandum of Understanding was signed by Mr.



Mr. Rajive Kumar, IAS, Secretary (Shipping) and Capt. B. B. Sinha CMD, SCI exchanging MoU documents

Rajive Kumar, IAS, Secretary (Shipping) and Capt. B.B. Sinha, CMD, Shipping Corporation of India Ltd., at New Delhi.

SCI has set ambitious, growth oriented and aspirational targets against MoU parameters keeping its growth plans and objectives in view. SCI has ambitious CAPEX plans in 2016-17 to augment its tonnage through acquisition of secondhand vessels. The company has been entrusted with the management of ONGC's MODUs 'Sagar Vijay' and 'Sagar Bhushan' for a period of six years. It has also been entrusted with the technical management of A&N owned 17 Foreshore vessels.

To take advantage of the increasing opportunities in Inland Waterways, SCI has signed an MoU with Inland Waterways Authority of India (IWAI) during the Maritime India Summit 2016 and is proposing formation of a wholly owned subsidiary to undertake inland waterways transportation on National Waterways 1, 2 & 5.

## THDC inks MoU with Ministry of Power for the Year 2016-17

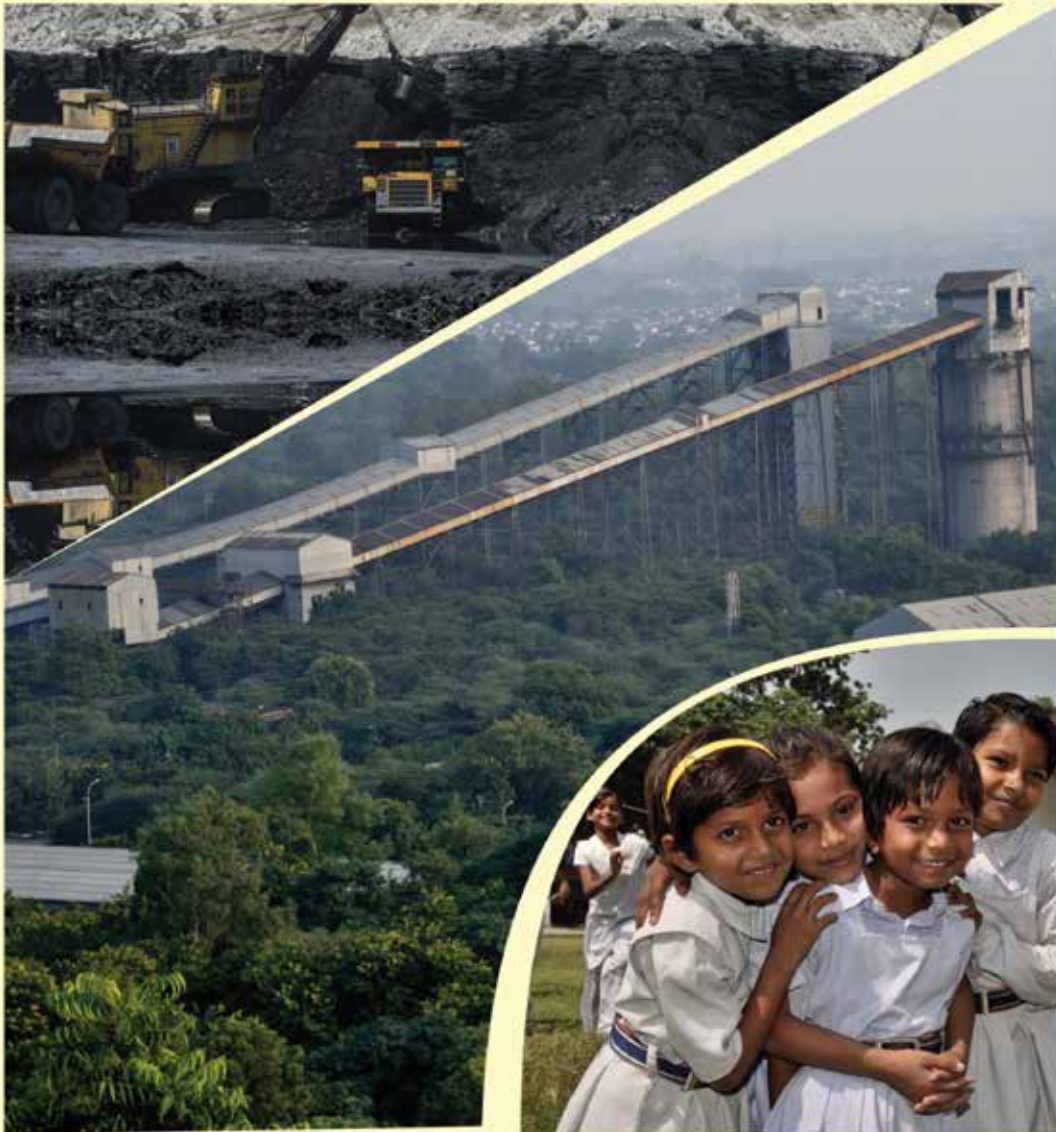


Mr. P. K. Pujari, IAS, Secretary, (Power) and Mr. R. S. T. Sai, CMD, THDC signing the MoU.

THDC India Limited (THDCIL) signed a Memorandum of Understanding (MoU) defining the Performance Parameters for the financial year 2016-17 with Ministry of Power (MOP) at New Delhi recently. On behalf of Ministry of Power, Mr. P. K. Pujari, Secretary (Power) and on behalf of THDCIL, Mr. R.S.T. Sai, CMD signed the MoU. Ms. Archana Agarwal, Joint Secretary (Hydro) from MOP



*"Ensuring Energy Security with Inclusive Growth"*



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**NORTHERN COALFIELDS LIMITED**

*(A Miniratna Company & Subsidiary of Coal India Limited)*

Singrauli, Madhya Pradesh, PIN : 486 889

CIN : U10102MP19856OI003160

website : [www.ncl.gov.in](http://www.ncl.gov.in)

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was also present on this occasion. From THDCIL Mr. D. V. Singh ,Director ( Technical), Mr. S.K. Biswas, Director (Personnel),Mr. Sridhar Patra , Director ( Finance ) ,Mr.. U. C. Kannaujia G.M.(S.P.) and Mr.. R N. Singh, Addl.GM(SP), were present during the signing of the MoU.

Energy generation target has been fixed as 110% of the design energy i.e. 3952 MU for the excellent rating) for the year 2016-17. THDC India Limited has contributed 1000 MW in the Xth Five Year Plan from Tehri HPP and contributed 400 MW from Koteshwar HEP in XIth Five Year Plan in Hydro Sector and 50 MW Wind Power recently in XII Five Year Plan.

Since the commissioning of its first project viz. Tehri Dam & Hydro Power Plant (THPP-1000 MW) a multipurpose project on the river Bhagirathi in 2006-07 and Koteshwar HEP (400 MW) in 2011-12, THDCIL is a profit making organization. Tehri Dam project started with the status of a project of 'National Significance' during its planning stage and was successfully commissioned in spite of stringent opposition during its implementation.

## CONCOR Signs MoU



CONCOR and CWCNSL officials signing the MoU.

Container Corporation of India Ltd. (CONCOR) and Continental Warehousing Corporation (Nhava Sheva) Ltd. (CWCNSL) signed an agreement recently wherein CONCOR rakes have been provided exclusive access at the three rail connected terminals of CWCNSL at Panipat, Jakhwada and Thimmapur.

The synergies between CONCOR and CWCNSL are likely to give much needed boost to the movement

of both EXIM and Domestic containerized cargo by rail in the catchment areas of these three terminals. Trade will derive huge benefit from reduced first and last mile connectivity costs as well as from 24 x 7 access to these terminals. The transaction cost of imports and exports is likely to come down once the operations start. Both the organizations have decided to work together to give satisfactory services to Trade.

## IREDA and MNRE Sign MoU for 2016-17



Mr. Upendra Tripathy, Secretary, MNRE and Mr. K.S. Popli, CMD, IREDA along with senior officials of IREDA and MNRE after signing the MoU for the year 2016-17.

Indian Renewable Energy Development Agency Limited (IREDA) entered into a Memorandum of Understanding (MoU) with the Ministry of New & Renewable Energy (MNRE) for the year 2016-17 in New Delhi recently. The MoU was signed by Mr. Upendra Tripathi, Secretary, MNRE and Mr. K.S. Popli, CMD, IREDA in the presence of senior officers from MNRE and IREDA.

For achieving "excellent" rating for the year 2016-17, among other targets, the loan sanctions has been set at Rs.10,000 cr., within an increase of over 62 per cent over previous financial year target, while the revenue from operations has been set at Rs.1,525 cr. and profit before tax at Rs.510 cr.

## NFL inks MoU with Government of India

National Fertilizers Limited (NFL) signed a Memorandum of Understanding (MoU) with



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Set up in 1976 to harness the enormous hydro and thermal power potential of the North East, NEEPCO, the largest power utility in the North Eastern Region and a profit making Company is a light house of prosperity.

### CAPACITY AT A GLANCE

■ Installed	: 1130 MW
■ Ongoing	: 870 MW
■ Future	
▶ Hydro	: 2392 MW
▶ Thermal	: 990 MW
<b>TOTAL</b>	<b>: 3382 MW</b>



ISO 9001, 14001 & OHSAS 18001

**NORTH EASTERN ELECTRIC POWER CORPORATION LTD.**

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[www.neepco.gov.in](http://www.neepco.gov.in)





Mr. Manoj Mishra, CMD, NFL (Left) exchanging MoU documents with Mr. Vijay Shanker Pandey, Secretary (Fertilizers), Department of Fertilizers

Department of Fertilizers (DoF) for the fiscal year 2016-17. The MoU was signed by Mr. Vijay Shanker Pandey, Secretary (Fertilizers) on behalf of DoF and Mr. Manoj Mishra, CMD, NFL on behalf of NFL. Senior officials of the Department of Fertilizers and NFL Directors were also present on the occasion.

Under the MoU: 2016-17, the company has targeted production of 38 Lakh MT of Urea. The MoU lays stress on Production Efficiency, Technological Up gradation, Financial Performance.

With an aggregate production capacity of 35.68 lakh tonnes of Urea, NFL, at present, operates Five Gas Based Urea plants located at Nangal / Bathinda, in Punjab, Panipat in Haryana and two Plants at Vijaiapur in the Guna district of Madhya Pradesh.

## Central Railside Warehouse Company Ltd Signs MoU 2016-17



Mr. K. U. Thankachen, MD, CRWC and Mr. Harpreet Singh, MD, CWC after signing the MoU

Mr. Harpreet Singh, MD, CWC and Mr. K.U.Thankachen, Central Railside Warehouse Company Ltd, Signed a MoU for the year 2016-17 detailing Physical & Financial targets for CRWC Ltd, as approved by DPE & Deptt. of Food & Public Distribution.

## Dredging Corporation of India Limited Signs MoU with Government of India

Dredging Corporation of India Limited signed the Memorandum of Understanding for the financial year 2016-17. The Memorandum of Understanding was signed by Mr. Rajive Kumar, IAS, Secretary(Shipping) and Mr. Rajesh Tripathi, CMD, Dredging Corporation of India Limited, at New Delhi.



Memorandum of Understanding signed by Mr. Rajive Kumar, IAS, Secretary(Shipping) and Mr. Rajesh Tripathi, CMD, Dredging Corporation of India Limited, at New Delhi.

The MoU broadly consists of the performance evaluation parameters and targets for Dredging Corporation of India Limited for the ensuing year. The MoU will be reviewed by the Ministry on a regular basis and the performance of PSU would be evaluated and ratings awarded at the end of the financial year. The targets agreed in the MoU are in line with the aggressive growth plans of DCI for making foray's internationally in line with the Ministry of Shipping's ambitious plans.



# NFL

## Farmers' Friend... Nation's Pride



At National Fertilizers Limited, we seek the rewards of our leadership in the smiles of our prospering farmers. Something we accomplish by constantly serving them with quality fertilizers. Our rising turnover and expanding product line is inspired by our vision to see that every farmer is prospering. After all, progress of farmers is the key to Nation's prosperity.

The largest Urea manufacturer amongst Public Sector enterprises.

Brand 'Kisan' a household name in farming community.

5 Gas based fertilizer plants at Nangal, Panipat, Bathinda and Vijaipur.

Agri-based business including trading of seeds, pesticides, Bentonite Sulphur etc.

Committed to serve the society through its dedicated CSR efforts for rural and underprivileged sections.



नेशनल फर्टिलाइजर्स लिमिटेड  
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NATIONAL FERTILIZERS LIMITED

### NATIONAL FERTILIZERS LIMITED

(A Govt. of India Undertaking)

Corporate Office: A- 11, Sector -24, Noida -201301 (UP)

Website: [www.nationalfertilizers.com](http://www.nationalfertilizers.com)





DCI posted Very Good performance during the last financial year (2015-16) as against "Good" for the year prior to that (2014-15), despite very difficult market conditions. In the year ended 31st March 2016, DCI posted a turnover of Rs.676 crores. The Profit before Tax and Profit After Tax figures are Rs. 83 Cr. and Rs.80 Cr respectively representing an increase of 28% and 29 % respectively over the previous year.

DCI MUTLICAT an ancillary vessel has been added to the fleet of DCI. DCI has further placed order for an inland cutter suction dredger which will join the fleet very shortly. This would facilitate the Company to take up inland dredging works once again after a long gap.

## NSIC signs MoU with Ministry of MSME for the Year 2016-17

National Small Industries Corporation (NSIC) signed an Memorandum of Understanding (MOU) for the Year 2016-17 with Ministry of Micro, Small and Medium Enterprises. The MoU was signed



Mr. Ravindra Nath, CMD, NSIC and Mr. K. K. Jalan, Secretary (MSME) exchanging MoU documents.

by Mr. K. K. Jalan, Secretary, Ministry of MSME, Government of India and Mr. Ravindra Nath, CMD, NSIC. The said MoU envisages provision of enhanced services by NSIC under its various schemes for MSMEs in the country with the growth in the operational performance of the Corporation during the year 2016-17. ■■■

## KIOCL CMD meets Steel Minister

Mr. Malay Chatterjee, CMD, KIOCL Limited called on Mr. Chaudhary Birender Singh, Minister for Steel and briefed him in detail regarding the affairs of the Company. Mr. Chatterjee urged the Minister to help in bringing out the Company from stagnation which is languishing for a captive mines for a decade. He had also sought for the guidance and directions from the Minister in capital investment for taking up the projects in the field of Beneficiation and Pelletization in the Country. Steel Minister had

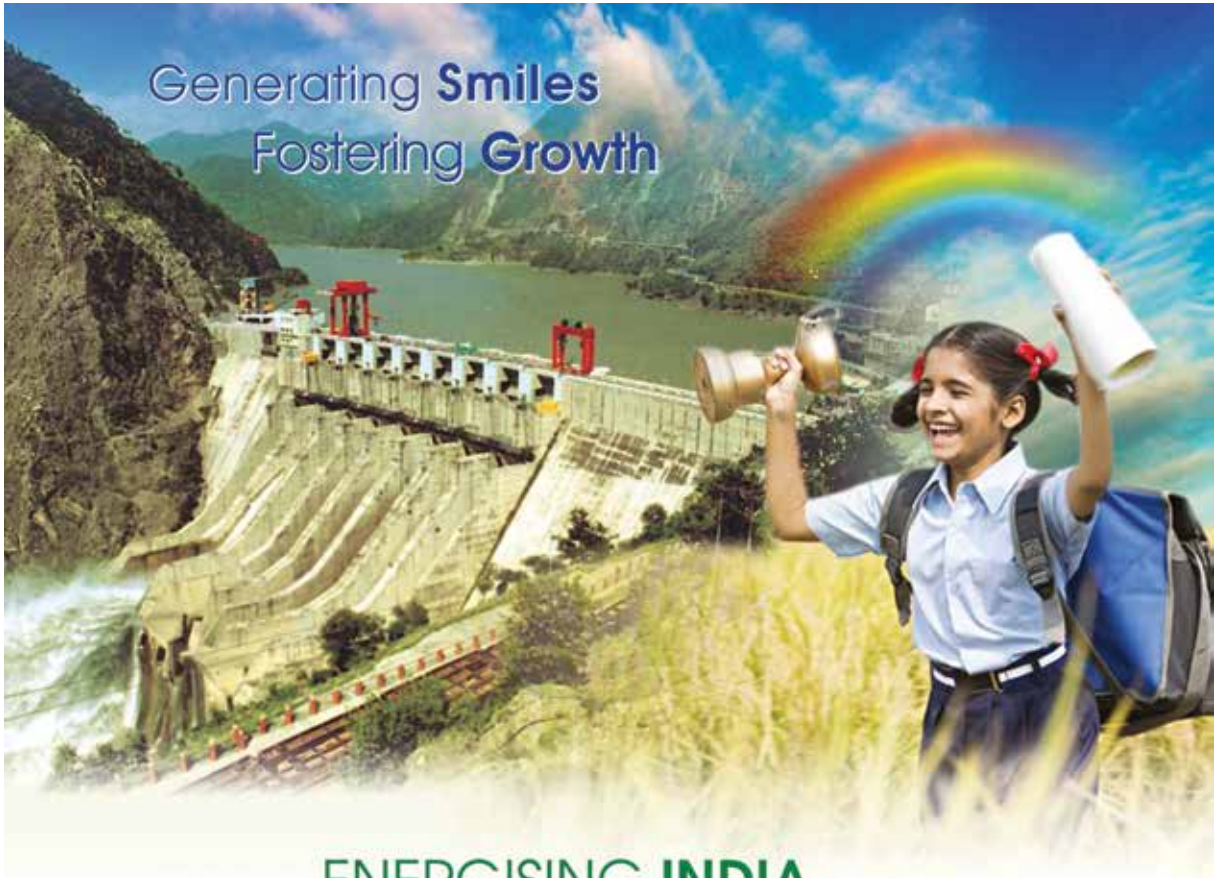


Mr. Malay Chatterjee, CMD, KIOCL briefing Mr. Chaudhary Birender Singh, Minister for Steel about the Company's affairs

assured to extend all possible help, co-operation, directions and guidance for the rejuvenation of the Company. ■■■



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Fostering Growth



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# PSEs CSR Initiatives

## AAI undertakes huge afforestation drive



Mr. P. Ashok Gajapathi Raju, Minister of Civil Aviation (centre) promoting tree plantation. Dr. Gururprasad Mohapatra, Chairman, AAI, Mr. Anuj Aggarwal, Member (HR), AAI (Right) and other senior officers of AAI participating in the tree plantation drive at 'Indian Aviation Academy' - the training centre of Airports Authority of India, New Delhi.

As part of Swachh Bharat Abhiyan being organized during the fortnight of 16th July to 31st July in all airports across India, a tree plantation drive was undertaken by 'Indian Aviation Academy' - the training centre of Airports Authority of India recently was inaugurated by Minister of Civil Aviation, Mr. P. Ashok Gajapathi Raju. Around 50 neem saplings were planted by the participants which included Dr. Guruprasad Mohapatra, Chairman, AAI, Mr. Anuj Aggarwal, Member (HR), AAI and Mr. Rajiv Goel, Executive Director (Training – IAA) among others.

Dr. Gururprasad Mohapatra, Chairman, AAI observed that though it's a token drive, AAI is in the process of planting 10,000 saplings at all AAI airports and establishments during the fortnight. He also mentioned the various steps AAI has taken towards environmental protection like use of recycled paper, conservation of energy through solarization and maximum use of non-conventional source of energy, water conservation at all AAI airports and direct routing of flights within Indian airspace being some of the great steps taken by AAI.

## IndianOil presents cheque of Rs. 40 lakhs to Chief Minister of Puducherry under CSR initiative

Under Corporate Social Responsibility (CSR) initiative, IndianOil's Tamil Nadu State Office donated Trauma Care Medical Equipments to Indira Gandhi Medical College and Research Institute (IGMCRI), Puducherry, at a total cost of Rs. 40 lakhs.



Mr. D.L. Pramodh, GM (RS), Tamilnadu State Office, IndianOil presenting the cheque to Chief Minister of Puducherry, Mr. V. Narayanaswamy in the presence of Mr. Malladi Krishna Rao, Health Minister, Mr. Deepu Mathew, SDM, Trichy DO, Mr. S. Annamalai, CM (RS), TNSO, and other officials.

On being approached by the management of IGMCRI to provide support for purchasing the trauma care equipments, Tamil Nadu State Office provided the trauma care equipments under CSR initiative which will help people to get the best medical services at Puducherry. Mr. D. L. Pramodh, GM (RS), TNSO, presented the cheque of Rs.40 lakhs to Mr. V. Narayanaswamy, Chief Minister of Puducherry. Chief Minister of Puducherry lauded IndianOil's CSR initiatives and its continuous efforts to serve the needy of the society and wished the best for IndianOil Management Team. Chief Minister agreed to support in all its future endeavours in the UT of Pondicherry.

## REC contributes Rs 25 cr. towards "Swachh Bharat Kosh"

Rural Electrification Corporation Limited (REC



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- Participated in the "Swachh Bharat Abhiyaan" by constructing toilets in Government Schools in several states.
- Construction of roads, culverts, drains, community centres, ponds, etc.
- Solar Photovoltaic street lights & hand pumps in villages.
- Watershed Management.
- Development of School Infrastructure.
- Scholarships to poor students
- Skill Development training for industry employment/self-employment to youths.
- Distribution of aids & appliances to people with disabilities.
- Health Check-up Camps at various locations.
- Supply of Ambulances & Equipments to Hospitals.
- Construction of "Vishram Sadan" at AIIMS, New Delhi



पावरग्रिड  
www.powergridindia.com

### POWER GRID CORPORATION OF INDIA LIMITED

(A Government of India Enterprise)

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

CIN: L40101DL1989GOI038121





Ltd.) has sanctioned CSR assistance of Rs. 25 cr. for contribution in 'Swachh Bharat Kosh', set up by Government of India, for improving the cleanliness level in rural and urban areas including the schools to make country open defecation free under the aegis of 'Swachh Bharat Abhiyaan'. This is the largest contribution by any PSU till date in Swachh Bharat Kosh.



Mr. Rajeev Sharma, CMD, REC presenting cheque to Mr. Ashok Lavasa, Secretary (Finance)

Mr. Rajeev Sharma, CMD, REC, handed over a cheque for an amount of Rs. 25 cr. for contribution towards 'Swachh Bharat Kosh' to Mr. Ashok Lavasa, Finance Secretary & Secretary (Expenditure), Ministry of Finance, North Block, New Delhi, recently in the presence of Director (Finance), Director (Technical), ED (CSR), ED (DDUGJY) & GM (F&A/CSR), Rural Electrification Corporation Limited and other senior officials of Ministry of Finance.

### Status of Modalities of Maintenance of Toilets under Swachh Vidyalaya Abhiyaan

Name of States covered	No. of toilets constructed state wise (as per MoHRD Website) *	No. of photographs uploaded of constructed toilets			No. of photographs Pending upload			No. of toilets being maintained on regular basis
		RECPDCL	STATE	Total	RECPDCL	STATE #	Total #	
Bihar	6432	3113	1717	4830	0	1615	1615	Regular cleaning/ maintenance of toilets was not part of SVA mandate hence REC has not undertaken such activities
Madhya Pradesh	1661	793	235	1028	0	621	621	
Punjab	138	58	80	138	0	0	0	
Rajasthan	480	217	250	467	0	12	12	
Telangana	1450	1031	324	1355	0	95	95	
Uttar Pradesh	2218	1883	315	2198	0	20	20	
<b>Total</b>	<b>12379</b>	<b>7095</b>	<b>2921</b>	<b>10016</b>	<b>0</b>	<b>2363</b>	<b>2363</b>	

## CSR initiatives by PFC

As part of CSR initiatives for the FY 2016-17, PFC undertook the project of "Provisioning of Hi-End Prosthetic & Orthotic Artificial Limbs to Persons with Disabilities (PwDs) in Mumbai and its suburb areas i.e. Thane, Kalyan, Raigad, Uraan etc.,"



Mr. D.R. Sarin, CMD (ALIMCO) and Mr. R Murahari, GM (CSR) PFC exchanging the MoAs in the presence of Mr. M. K. Goel, CMD, Mr. D Ravi, Director (Commercial), Mr. G. S. Ghai, ED (CSR), PFC.

PFC has sanctioned Rs. 10 lakh for the implementation of the this CSR initiative and Artificial Limbs Manufacturing Corp. of India (ALIMCO) shall be the Implementing partner for the project.

In this regard, a Memorandum of Agreement (MoA) has been signed between PFC and ALIMCO recently in the presence of Mr. M.K Goel, CMD, PFC

## NRL launches Solar Home lighting in neighbouring villages

As a CSR initiative, NRL has launched a drive for lighting up un-electrified homes of nearby villages through sustainable clean energy solutions. Solar Home lighting systems (SHLS) were provided to 136 BPL households of 3 villages viz. to Chinakan, Kuruabahi Adarsha Gaon & Giddibasti located in the vicinity recently.

The formal launch function was presided over by GM(Finance) NRL Mr. S. D. Maheshwari in the presence of Sr. Field Manager-TERI Mr. R. C. Pal, NRL officials and beneficiaries from the 3 villages last week at Chinakan Village.




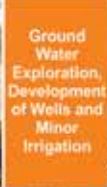














Solar Home lighting campaign has been carried out in association with TERI (The Energy and Resources Institute) under their 'LaBL(Lighting a Billion lives)



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 Roads and Highway Engineering	 Rural and Urban Development	 Ports, Harbours and Inland Waterways	 Human Resources Development				

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**MEETING SOCIETY'S NEEDS GLOBALLY**





NRL GM(Finance) Mr. S.D. Maheshwari launching 'Solar Home Lighting System' in Chinakan Village near the Refinery.

'initiative, which aims to empower rural poor by replacing kerosene-based lighting with cleaner, more efficient and more reliable solar lighting devices.

While majority of the hard cost is contributed by NRL under its CSR initiative, a nominal part of it is being borne by the end users as co-funders in order to inculcate a sense of ownership and responsibility amongst the beneficiaries. Under this project TERI shall also establish Local Level Energy Enterprise to serve local needs of after sales to the SHLS units, thereby building & strengthening the local capacities to take care of the maintenance.

NRL plans to provide lighting systems to more un-electrified villages in its vicinity in the refinery.

## Swachh Bharat Abhiyan in PHL

Pawan Hans Limited (PHL) celebrated Swachhata Pakhwada from 16-30th July, 2016. Clean India Drive was carried out recently at Noida, Delhi, Guwahati and Mumbai Region of Pawan Hans. Dr. B. P. Sharma, CMD, PHL and other Sr. Executives were also present. All the Regions were advised to carry out the Swachh Bharat Abhiyan by adopting various activities to align with the National Programme on cleanliness.

At its Corporate office, a formal function was arranged. HOD(HR&A) addressed the employees and emphasized the importance of cleanliness at personal level, family level, social level and

community level contributing to the National mission. While appreciating the initiatives taken by the Government of India, Pawan Hans employees took



The PHL officials at the Corporate office celebrating Swachhata Pakhwada

a 'Swachhata Pledge' to align with the National programme of the Government of India and recited slogans coined by the individuals expressing their inner views towards the importance of Swachhata. Thereafter in appreciation of the services rendered by the Safai Karamcharis of the office in up-keeping the office building and the premises, friendship bands were tied to each one of them by the senior officials and other employees. Also gloves and masks were distributed to all the housekeeping staff to signify cleanliness and hygiene. They were requested to compulsory use them to keep away from any health hazard. In order to sensitize the National mission, all the employees lead by senior officials of PHL collectively cleaned the adjacent areas on the approach road of Sector-1, Noida.

Tree Plantation exercise was also carried out in the premises by the senior officials. All the employees gathered to witness the event and expressed appreciation for the initiative. PHL's NR office at Delhi and WR office in Mumbai also carried out similar activities by cleaning the office premises, attached areas of the office and planting the trees for protection of the environment. Banners and Posters were prominently displayed in the office premises for campaigning the National Programme of 'Swachh Bharat Abhiyan'. ■ ■ ■





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विश्व का सर्वश्रेष्ठ  
सेवा प्रदाता  
**amongst World's  
Best Service Provider  
in its respective category**





## GRSE built WJFAC at Rajabagan Dockyard launched

The fourth in the series of four 'Water Jet Fast Attack Craft' (WJFAC) being built for the Indian Navy by Garden Reach Shipbuilders and Engineers Limited (GRSE), was "Launched" recently at Raja Bagan Dockyard, Kolkata. The keel of the 4th WJFAC (Yard 2112), was earlier laid in September 2015.

Following maritime traditions, the ship was "Launched" by Mrs. Aruna Korde, wife of Vice Admiral Jaywant Korde, AVSM, VSM, Controller of Logistics, who was the Chief Guest on the occasion.



Rear Admiral AK Verma, VSM, IN (Retd), CMD, GRSE and other dignitaries from the Indian Navy and State Administration were present on the occasion. During the Naming Ceremony carried out at the time of Launching, the ship was

named 'TARASA' after an island in the Andaman & Nicobar group of Islands. After Launching the ship will be fitted out at Raja Bagan Dockyard and will be delivered to Indian Navy after sea trials. The ship is an improved version of Fast Attack Crafts earlier built by GRSE for Indian Navy. She has an efficient hull form developed by the in-house Design Centre of GRSE and proved by extensive model testing, to achieve speeds in excess of 35 knots. 'Launching of a ship' marks completion of main hull of a ship & putting the ship in water for the first time. ■■■

## BHEL commissions 40 MW Hydro Power Plant in West Bengal

Bharat Heavy Electricals Limited (BHEL) has successfully commissioned the third unit of the 4x40 MW Teesta Low Dam Hydro Electric Project (HEP) Stage-IV in West Bengal. A run-of-the-river greenfield project located in Darjeeling district of West Bengal, Teesta HEP is being set up by National Hydroelectric Power Corporation (NHPC), on the River Teesta. The fourth and final unit of the project is also in advanced stages of execution. Power generation from the Teesta project will result in reduction of green-house gas emissions and will help in achieving a low carbon development path for the state as well as the nation.

The order for Electrical & Mechanical (E&M) works for four units of 40 MW each was placed

on BHEL by NHPC. BHEL's scope of work in the project comprised design, manufacture, supply, installation and commissioning of complete E&M works including vertical shaft Kaplan Turbines and matching generators. The equipment has been supplied by BHEL units at Bhopal, Jhansi, Rudrapur & Bengaluru and the execution of work on site is being carried out by the company's Power Sector Eastern Region.

### **BHEL commissions 250 MW eco-friendly CFBC technology-based lignite power plant in Gujarat**

Bharat Heavy Electricals Limited (BHEL) successfully commissioned another 250 MW unit based on eco-friendly Circulating Fluidized Bed Combustion (CFBC) technology, using low quality coal (lignite) as the

primary fuel. The 250 MW lignite based thermal unit has been commissioned at Bhavnagar Energy Company Limited (BECL)'s 2x250 MW thermal power project, located at Padva village in Bhavnagar District of Gujarat. The project is equipped with CFBC technology that enables use of low quality lignite as fuel. The second unit of this project is also in an advanced stage of completion.

Significantly, this is the third 250 MW unit based on CFBC technology, commissioned by BHEL, with two other units having been commissioned earlier by BHEL in Tamil Nadu. In addition, BHEL has earlier executed the 4x125 MW Surat Lignite Power project at Nani Naroli in district Surat, Gujarat, also involving CFBC technology. ■■■





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## Steel Minister dedicates the **New Long Rail Welding Complex in Bhilai to nation**

**B**hilai Steel Plant's (BSP) new Long Rail Welding Complex which is a part of BSP's ambitious 7 MT Modernization Programme was dedicated to the nation by Union Minister for Steel and Mines, Mr. Narendra Singh Tomar recently. Union Minister of State for Steel and Mines, Mr. Vishnu Deo Sai, State Minister for Higher Education, Govt. of Chhattisgarh, Mr. Prem Prakash Pandey, Secretary Steel, Ms. Aruna Sundararajan, Collector, Durg, Ms. R. Shangeetha, DIG, CISF Ms. Shikha Gupta, SP, Durg, Mr. Amresh Mishra, Chairman, SAIL, Mr. P.K. Singh and other

senior SAIL officers including Director (Projects & Business Planning), Mr. G Vishwakarma and CEO, Bhilai Steel Plant, Mr. S. Chandrasekaran were also present during the event.

The 1.1 MTPA new Rail Welding Line with state-of-the-art technology is designed to produce 260 m long rail welded panels and is installed at a cost of Rs. 263.16 crore. Being one of the largest rail welding complexes in the world, this complex has proven technology for world class rail welding. Addressing Bhilai collective, Mr. Tomar said, he was highly impressed with what he saw in Bhilai Steel



Mr. Narendra Singh Tomar, MoS for Steel and Mines dedicating the New Long Rail Welding Complex to the Nation

Plant. He said, "The nation has lot of expectations from SAIL and contribution of SAIL towards nation building is increasing by the day." ■■■

## THDC Celebrates 29<sup>th</sup> Foundation Day



Foundation Day Celebration at Corporate Office in Rishikesh.

**T**HDC India Limited (THDCIL) celebrated its 29<sup>th</sup> Foundation Day recently at Corporate office in Rishikesh and its Project/Unit Offices. Mr. R.S.T. Sai, CMD, THDC saluted THDCIL Flag and unfold the same in the presence of gathering of THDCIL officers/employees. Mr. D.V. Singh, Director(Technical), Mr. S.K. Biswas, Director(Personnel), along with Mr. Vijay Goel General Manager (P&A/CC), THDCIL were present during the Foundation Day Celebration.

T.E.S. High School, Rishikesh students recited a Song based

which was composed on THDCIL. Thereafter, Mr. Sai addressed the gathering and also fagged off a Road Show cum Awareness Initiative conducted by students of T.E.S. High School, Rishikesh to promote the use of Jute Bags and reduce the use of Polythene Bags. In the evening a cultural programme is to be organized at Rash Manjari and prize distribution will also take place for the winners of various activities conducted earlier related to foundation day celebration. The families of the employees will also participate in the cultural programme. ■■■

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## Chairman lays **foundation stone for Kandla pumping Project at WRPL Kandla Station**



Mr. B. Ashok, Chairman laying foundation stone in the presence of officials for Kandla pumping Project at WRPL Kandla Station

**M**r. B. Ashok, Chairman, IndianOil reviewed WRPL Kandla Station recently. Chairman, IndianOil was welcomed by Mr. V. C. Sati, ED WRPL. Mr. Jawahar Lal, DGM WRPL Mundra delivered the welcome address on the occasion followed by briefing about Kandla Station including the on-going project works. The Chairman took keen interest in the progress of the project at Kandla and emphasised for early completion of the project to meet BS IV requirements of Gujarat and Rajasthan.

Chairman, IndianOil also laid the Foundation stone for the Pumping Facilities in VKPL at Kandla. Reiterating, the Corporation's initiative of maintaining ecological balance, sapling was planted by Chairman in the station premises.

### **Golden Jubilee Celebrations of CPCL**

Mr. Dharmendra Pradhan, Minister of State (Independent Charge), Ministry of Petroleum & Natural Gas participated in the Golden Jubilee Celebrations of

CPCL at CPCL's Manali Refinery recently. Minister unveiled the Golden Jubilee Stupa marking the celebrations. Speaking on the occasion, the Minister complimented CPCL on its Golden Jubilee and commended the contribution made by CPCL to the State and to the Nation. He applauded the role of CPCL in transforming Manali area into a petrochemical hub and stressed the need for sustained growth in the future. In order to provide intrinsically safe storage CPCL has constructed Mounded Bullet storage facilities for LPG, Propane and Petrochemical Feedstocks (Propylene & Butylene) (Total 12 Mounded bullets.) at a cost of Rs.279 Crore which was also inaugurated by

complimented CPCL, attributed its success to its Human Resources and called upon the workforce to maintain the momentum. At the outset, Mr. B. Ashok, Chairman, CPCL and IndianOil Group companies, welcomed the gathering. Mr. Gautam Roy, MD, CPCL, proposed a vote of thanks.

CPCL, formerly Madras Refineries Limited, formed on December 30, 1965, is a group company of IndianOil, and has refineries in Manali near Chennai and Panangudi near Nagapattinam, which cater to the energy needs of Tamil Nadu and parts of the neighbouring States. Beginning as a 2.5 million tonnes per annum refinery, CPCL



Mr. Dharmendra Pradhan, Minister of State (I/c), Ministry of Petroleum and Natural Gas, unveiling the plaque to mark the golden Jubilee of CPCL and inaugurating the Mounded Bullets facility at CPCL's Manali Refinery in the presence of Mr. Pon. Radhakrishnan, Minister of State, Ministry of Road Transport, Highways & Shipping, Govt. of India; Mr. M.C.Sampath, Minister of Industries, Government of Tamil Nadu; Dr. P.Venugopal, Member of Parliament, Thiruvallur, Mr. T.G.Venkatesh Babu, Member of Parliament, North Chennai, and Mr. K.P.P.Samy, Member of Legislative Assembly, Tiruvottiyur constituency, Mr. B. Ashok, Chairman, IndianOil and IndianOil group companies and Mr. Gautam Roy, Managing Director, CPCL.

Mr. Pradhan on this occasion. Mr. Pon. Radhakrishnan, Minister of State, Minister of Road Transport, Highways & Shipping

has over the past five decades expanded into an integrated 11.5 million tonnes per annum refining company. ■■■





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