



KALEIDO **SCOPE**

STANDING CONFERENCE OF PUBLIC ENTERPRISES



SCOPE Participates in ILO Summit in Geneva





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FINANCIAL COMMUNICATION & INVESTOR RELATIONS MANAGEMENT

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Mr. Atanu Chakraborty, IAS

Secretary, DIPAM

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For further information/registration kindly contact

Program Coordinator

K. N. Dhawan

+91 11 24361495, +91 9899402234

A. S. Khan

Sr. Manager (Media & Brand Promotion)

+91 11 24361495, +91 9811864018

E-mail: scopecc@gmail.com Website: scopeonline.in

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CHIEF EDITOR
Director General

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Nisha Sharma

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A. S. Khan

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CHAIRMAN'S DESK



India today is considered as one of the best performing economies in the world. During the last few years, various reforms have been undertaken for the all-round development of the country including the landmark tax reform Goods and Services Tax (GST) which was launched in July 2017. Reform initiatives have also been undertaken to create a conducive environment of investment and Make India preferred investment destination. Besides, many ambitious programmes viz., Make in India, Swachh Bharat, Digital India, Skill India, Start up India etc. were announced to ensure high and sustained growth.

Since inception, Public Sector Enterprises (PSEs) have been in forefront to help the government in achieving its agenda of socio-economic development of the country. They have been playing a vital role to bolster indigenous manufacturing capacity and have earmarked funds and identified innovative programmes to meet the needs of skill requirement of the country. PSEs have adopted various strategies and programme to promote digitization, improve governance and efficiency. Their Swachh Bharat efforts have been appreciated at the highest level in the government. While there is no two opinion with regard to PSEs tremendous contribution to the economy, however, in view of India's emergence as an engine of growth, PSEs have to shoulder greater responsibility to provide continuous momentum to the growth story of the country.

Presently, thrust of the government is towards efficient management of government's investment in CPSEs. Its approach is to strengthen PSEs

through consolidation, mergers and acquisitions. Recognizing these, SCOPE has been taking newer initiatives and programmes to help PSEs to be more proactive and robust. Further, considering that PSEs are operating in a highly competitive environment and there are various issues which are affecting their effective functioning, SCOPE is organizing a CEO Conclave to deliberate on various issues which are impacting their optimal performance this month. These issues will be taken up with concerned authorities in the government.

Leadership plays a pivotal role in the strategic formulation, implementation, and in maximizing efficiencies. Realizing this, SCOPE has been organizing Advanced Global Leadership Programme (AGLP) in academic collaboration with Indian Institute of Management-Calcutta. Seventh in the series, AGLP is being organized in August-September 2018 which aims at capacity building of potential leaders for accelerating growth of CPSEs in globally competitive environment. The four phased programme includes 10 day Study-cum-Business Tour to Singapore and China where the participants would participate in workshops at leading Management Institute/University and also interact with Chinese Companies and MNCs.

SCOPE has been addressing the training needs of PSEs at various levels. SCOPE-APSE has already successfully conducted seven executive development programmes for newly inducted executives

as well as those with few years work experience. The response from member PSEs has been encouraging. Eighth Executive Development Programme for executives is scheduled this month.

As healthy investor relations and an effective financial communication play a crucial role in building confidence, brand image and attracting investment, a Two Day Seminar on Financial Communication and Investor Relations Management is being organized in July 2018 at New Delhi. Shri Atanu Chakraborty, IAS, Secretary, Department of Investment and Public Asset Management (DIPAM), Ministry of Finance has consented to be the Chief Guest. The seminar would be beneficial to the participants as it would deal with listing process and requirements, emerging trends in financial markets and discuss strategies for staying robust.

I request member PSEs to take advantage of these programme by nominating participants and also give suggestions for further enrichment so as to serve our member enterprises better.



Ved Prakash
Chairman, SCOPE



Dr. U. D. Choubey
Director General
SCOPE

Academy of Public Sector Enterprises - A holistic approach to training

Aristotle said, "Excellence is an art won by training and habituation." Excellence is the inert ambition for most of us and training indeed helps us to achieve it. But, it is also important to know what kind of excellence and training is needed. Excellence in a particular field and training corresponding to it, confines one's ability. Today the world is all about being 'jack of all trades.' Mastery in a single vertical will make one lead that vertical, but when we talk about leading an organization one needs a bird's eye view of not only one's own organization, sector, but the entire business world. Success then becomes an inherent factor in one's career. Therefore, organizations rather than confining the approach to a single field should focus on a holistic approach of training and the buck does not stop here as through this they also need to identify what are the skills, their employees lack in becoming tomorrow's leaders. That is how one can seal a secure future of their organization.

Laurence J. Peter a Canadian educator in his book *The Peter*

Principle in 1968 jokingly opined, "In a Hierarchy Every Employee Tends to Rise to His Level of Incompetence." Though a satire, it turns out that the philosophy hold true. Alan Benson of the University of Minnesota, Danielle Li of MIT and Kelly Shue of Yale - analyzed the performance of 53,035 sales employees at 214 American companies from 2005 to 2011. 1,531 of the sales employees were promoted to become sales managers. It also came out that the best sales employees performed poorly as sales managers. There are many theories attached to it. First, as sales employees one's target, vision is rather inclusive to one own self and as manager one has to look at the team. They need to shun the individualistic approach and as the process of becoming a team leader starts, it might take away the pleasure of the job. Therefore, it becomes important for organizations to instil organizational values and ethics in their young recruits since the inception so that they always see a bigger picture.

Standing Conference of Public Enterprises (SCOPE) has always

worked toward bringing excellence in Public Sector Enterprises (PSEs). SCOPE since its inception has been conducting plethora of programs like, Advance Global Leadership Program, Corporate Governance, International HR Summit, Women on board Level Positions, Companies Act etc. We have also been recognising the outstanding efforts put-in by Organisations and Individuals by giving away SCOPE Excellence Awards and SCOPE Meritorious Awards by President/Prime Minister of the nation.

Amid all these developments and activities, a larger picture was missing from SCOPE's activities. A synergy amongst the enterprises' training processes for young executives. A need to bring them under one umbrella was felt. We wanted to impart a holistic training that familiarises the executives with the genesis of Public Sector, aspects of succession planning, corporate governance, RTI, MoU etc. as most of the training given by organisations focussed on their respective organisation and function/department. A need to provide a holistic



training to young executives of PSEs formed the base toward establishing Academy of Public Sector Enterprises (APSE) where focus was also given on self transition. Through series of exercises we wanted executives to improve their competencies and explore newer areas to bring further improvement. Later, as we introduced the modular approach of training, we also learned that it is important to include middle and senior level executives.

APSE- The Genesis

APSE was the outcome of extensive deliberations and wide consultations with the member Public Sector Enterprises (PSEs). The formation of the APSE was approved by the Executive Board of SCOPE in its 164th meeting held on 2nd May, 2014 at Bengaluru. We explored to rope-in renowned and prestigious business schools. In this regard an MoU was signed between SCOPE and University of Cambridge in January, 2015 to identify mutual areas of cooperation.

EdCIL, a Public Sector Consultancy Organization, was entrusted with the preparation of Pre-Feasibility Report for

establishment of APSE in July, 2015. Subsequently a number of meetings were held with EdCIL and subsequently, EdCIL submitted its Pre-Feasibility Report in February, 2016. In between, a meeting of Director (HR) and senior representatives from PSEs was held in December, 2015, at SCOPE Convention Centre, New Delhi, regarding APSE. The meeting was attended by over forty six representatives from several PSEs. The participants were briefed about APSE, actions taken regarding the establishment of the Academy, infrastructure and administrative modalities, modular approach to Executive Induction, estimated fees structure etc. Various suggestions were made by the participants.

The Pre-Feasibility Report by EdCIL gave the justification for establishment of scope academy of public enterprise management. It also gave the vision, mission, objectives, activities, values, governance and management of the academy, training modules, short-term and long-term outline of the academy.

Vision & Mission of APSE

Vision: Be a global Academy

of excellence and a centralized training institution committed to create world class competence in executives of Public Sector Enterprises of India through capacity development programs.

Mission: To establish an Academy with state of the art facilities and support services for manpower development and capacity building of the executives of Public Sector Enterprises in order to groom competent, effective and efficient managers at all levels capable of taking the Indian Public Sector Enterprises to the highest orbits of performance and growth.

A concept paper of the training module was later designed to inculcate all what APSE stood for. Finally, with continued deliberations, meetings, involving various stakeholders, APSE commenced its first training program with a batch of 25 executives on July 25, 2016. SCOPE Minar Convention Centre (Laxmi Nagar, New Delhi) was selected for conducting Induction level programs.

Modular Approach to Executive Induction

As already discussed earlier, most PSEs already have a formal induction program to facilitate the entry of new hires. These programs help the new entrant to understand the mission, values, culture, structure and systems of the organisation at one level. On another level, it helps the executives in understanding the core area they have been recruited for. In today's context, confining one's expertise at organizational or departmental level is not enough. Young executives like earlier are not loyal to organization, but their loyalty lies in skill enhancement, knowledge. Domain knowledge

needed a newer periphery to get a proper insight of the environment the executives were stepping-in. Therefore, a modular approach was adopted by APSE to give executives a comprehensive introduction to the world of PSEs.

The Modular approach has been divided into two levels:

- Contextual Module &
- Behavioural Module

Contextual Module- Understanding Public Sector

The contextual module deals with the overall context of the public sector. It introduces the executives to the statutes, rules and procedures that govern the functioning of their respective organization and also provides them the know-how of the institutional linkages and mechanisms. The module focuses on the global social, economic and political developments and the impact they have on trade, financial markets, etc. The executives are taught the historical developments in the evolution and growth of public sector and the role of public sector in the economic and social development of India. Physical and financial performance of the public sector is also deliberated upon.

Impact of reforms and liberalization on public sector, future role and structure of public sector in economic development, globalization and competitiveness are brought to their attention. Other aspects associated with the module are:

- CPSE linkages with the legislative and executive wings of the Government.
- Interface with the nodal ministry, DPE, parliamentary

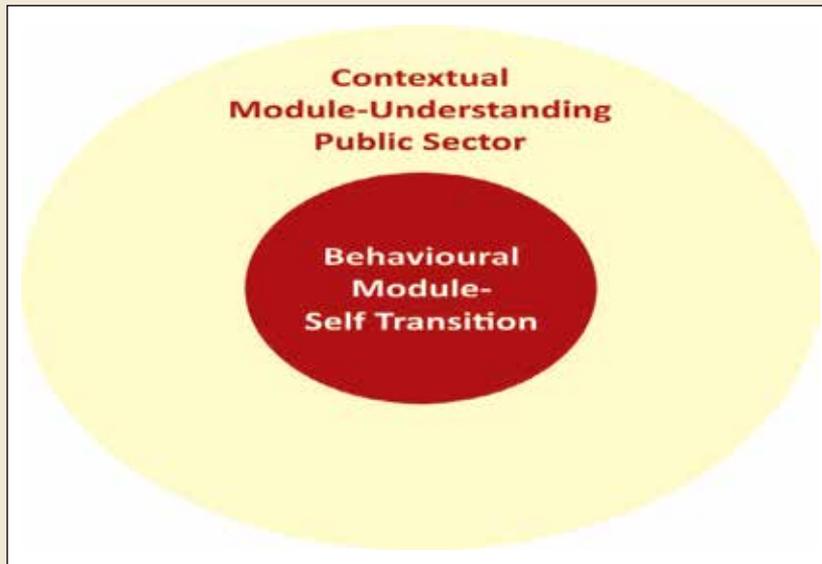
APSE is conceptualized as a non-profit academic wing of SCOPE. APSE has been set up to serve as a central institution to address the training needs of member Public Sector Enterprises (PSEs), at various levels, as training and capacity building of employees has become central to the growth and sustainability of a business entity, including PSEs in the prevailing highly competitive business environment. Recently, an MoU was also signed with University of Maryland, Washington D.C. APSE is also exploring the possibility to start an Executive Post Graduate Program exclusively for CPSEs' Executives in collaboration with IIMV.

Committees and other statutory bodies.

- Historical antecedents of MoU- the evolving architecture of the MoU framework in public sector, MoU as a system for

exercising strategic performance accountability and facilitating empowerment of boards and Future developments in the substantive structure of MOUs.

- Capital and ownership structure of CPSEs.
- Categorization of CPSEs into discrete categories and its underline rationale.
- Legal and administrative norms for constitution of CPSE boards.
- The broad structure of CPSE boards, sub-committees and the delegation of the financial and administrative powers.
- Procedures for assessment of board performance.
- The legal, institutional and administrative framework of corporate governance.
- The evolution of corporate governance and its adoption in CPSEs.
- The future role of corporate governance and its impact on enterprise competitiveness.
- Global developments in the evolution of CSR and its progressive integration in business.
- Early models of CSR in CPSEs and the progressive changes in the purpose and objectives of CSR practices.
- The contribution of CPSEs in the social and cultural transformation of India through affirmative action.
- The history of legislative and administrative measures to support reservations in employment and career advancement.
- Key provisions of the RTI act and the role and responsibilities of CPSEs in their effective implementation.



Behavioural Module - Self Transition

This module forms an integral part of the training where a transition is expected out of the professionals. Young executives are expected to change their approach from their academic days. From concentrating on self, an individual is expected to work with the team. The module helps them in understanding the nature of the formal and informal structures in business organizations, their competitive behaviour and manner of their interaction with the economic, political, social and cultural environment. The module also helps them in understanding the needs and expectations of multiple stakeholders and learning to deliver performance on multiple fronts.

Through various group/individual sessions, the module aims at developing self confidence and emotional intelligence to effectively manage self and relationships in a complex human environment. The behavioural

module aims at making the participant internalize the corporate ethic of professionalism, performance and accountability. Most importantly, the module gives them an understanding of the dynamics of career management and learning to reconcile personal aspirations with the norms and policies of the organization. The module at the end provides learning to the executives to work in teams and fully understanding the team member and the team leader roles.

APSE- Inclusion of Middle & Senior Level Management

Along with the training of entry level executives, it was felt that even middle & senior level executives should be imparted the training. As they are supposed to be the future leaders of the organization, their acumen in contextual and behavioural aspect needs a refresher or updation. Even PSEs demanded for tailor made programs. Pursuant to this, one in-house training program at Airport Authority of India and

two Management Development Program were held in Jaipur and in collaboration with Indian Institute of Management Visakhapatnam (IIMV) at Visakhapatnam. APSE now has the faculty from leading academic and professional Institutes like IIM, Delhi University, ICAI etc. to deal with on demand training for PSE executives.

Conclusion

APSE is conceptualized as a non-profit academic wing of SCOPE. APSE has been set up to serve as a central institution to address the training needs of member Public Sector Enterprises (PSEs), at various levels, as training and capacity building of employees has become central to the growth and sustainability of a business entity, including PSEs in the prevailing highly competitive business environment. Recently, an MoU was also signed with University of Maryland, Washington D.C. APSE is also exploring the possibility to start an Executive Post Graduate Program exclusively for CPSEs' Executives in collaboration with IIMV. The long term vision is to create PSE cadre of its own for better Succession Planning. APSE shall develop a full-fledged Academy with own building and campus with sufficient infrastructure and facilities including library, computer centre, hostel and staff quarters.

APSE has successfully completed nine training programs for entry, middle and senior level executives. It is just the beginning of the journey. Till then, I believe APSE shall keep on training and evolving to realize the much cherished dream. ■

Reducing India's Import Dependence



Prof. Somayajulu Garimella
CEO, Growth Mode
Consulting Ltd.

Public sector has played a key role in nation building after independence by entering into basic and heavy industries when private sector had neither the resources nor the willingness to invest in these sectors. PSEs formed the engines of growth and played a dominant role in shaping the country's economic development by creating the much-needed industrial base and infrastructure. A number of them contributed to the socio-economic objectives such as creating new employment opportunities in the formal sector, balanced regional development, development of agriculture, stabilizing prices of key products and commodities, accelerating the economic growth, export promotion and import substitution, contribution to Central Exchequer and also to foreign exchange earnings, etc. The important role played by Central Public Sector Enterprises (CPSEs) in the Indian economy needs no emphasis. They contributed Rs. 3,85,579 crore to Central Exchequer in 2016-17 registering an impressive growth of 39.78% over 2015-16, employed 11.31 lakh people (excluding contractual workers) in 2016-17 and the share of the gross turnover of CPSEs

to the Gross Domestic Product (GDP) of India at current prices during 2014-15 was 15.9 per cent.

In tune with the global changes, many CPSEs have adopted policies such as disinvestment, self-obligation by signing MoUs, restructuring, etc. While the performance of CPSEs are commendable, they are increasingly facing tough challenges both at home and abroad due to increasing competition from both domestic and foreign players, trade protectionism, slowing global economy, volatile exchange rates, increasing global crude oil prices, competition for talent, etc. Despite these challenges, CPSEs have collectively done well on certain important performance parameters in 2016-17 over the previous year such as contribution to Central Exchequer (increased by 39.78%), net worth (increased by 2.60%), reserves and surplus (increased by 2.81%), total income of all CPSEs (increased by 3.26%) and overall net profits of all 257 operating CPSEs (increased by 11.70%). However, there are still some areas of concern such as declining foreign exchange earnings, increasing foreign exchange outgo, increase in salary and wages, etc.

Realizing the relevance, potential and the crucial role that CPSEs can play in the current economic scenario, Prime Minister Modi in his talk to Senior officials from the Department of Public Enterprises, officials from other departments and board-level directors of all CPSEs during "CPSE Conclave-Vision 2020", urged all the CPSEs to double their contribution to the GDP and become the third largest contributor of revenue for the Central Government after direct and indirect taxes. He also posed five challenges to the firms including ways to reduce the country's import bill and expanding India's global strategic reach by 2022. With India's merchandise trade in deficit, the Prime Minister asked CPSEs to prepare an action plan to reduce the import bill by 10-15% annually and reverse the trend which saw an increase in foreign exchange outgo of CPSEs by 19.2% year-on-year to Rs 3.61 lakh crore in 2016-17.

In this context, it is relevant to discuss two crucial areas of national importance, namely, import dependence of fossil fuel and defence equipment which have a bearing not only on the country's economic well being but also on its energy and national security.

This article also discusses various steps initiated and those that need to be initiated by the government and CPSEs to address these critical areas.

Import Dependence on Fossil Fuels

According to the World Bank's Global Economic Prospects report, India is likely to reclaim its position as the fastest growing major economy in 2018 with growth expected to accelerate to 7.3 percent. To fuel its growing economy, the country would require huge amount of oil and gas. Currently, India is the world's fourth largest consumer of oil and gas and this demand is expected to increase by 3 percent annually. The country crude oil imports account for 82 per cent of the total domestic consumption this fiscal and is not expected to come down anytime soon. By 2030, hydrocarbon imports are expected to be in the range \$300-500 billion which does not augur well for the economy. The Minister for Petroleum and Natural Gas has announced that the government has set a target to reduce energy imports by 10 per cent by 2021-22 and mentioned that several steps have been taken to enhance exploration and production of oil and gas in the country to achieve this target. These include reviving the sick wells to increase oil production, such as improved oil recovery and enhanced oil recovery schemes and implementing new technologies to enhance recovery from ageing fields. The National Policy on Biofuels-2018 which was approved by the Union Cabinet is expected to reduce import dependency on foreign energy supplies in addition to providing other benefits such as employment

According to the World Bank's Global Economic Prospects report, India is likely to reclaim its position as the fastest growing major economy in 2018 with growth expected to accelerate to 7.3 percent. To fuel its growing economy, the country would require huge amount of oil and gas. Currently, India is the world's fourth largest consumer of oil and gas and this demand is expected to increase by 3 percent annually. The country crude oil imports account for 82 per cent of the total domestic consumption this fiscal and is not expected to come down anytime soon.

generation, additional income to farmers, cleaner environment, infrastructural investment in rural areas, etc. One crore litres of E10 saves Rs.28 crore of foreign exchange at current rates. The ethanol supply for the year 2017-18 is expected to be around 150 crore litres which will result in savings of over Rs.4000 crore of foreign exchange. The 'Vision New India 2022' prepared by Department of Public Enterprises also refers to the National Policy on Bio-Fuels 2018 and proposes 4% bio-fuels

blending in petrol and diesel to double the foreign exchange savings to Rupees 3500 crore.

Energy efficiency and renewable energy sources are also issues that need to be considered seriously since they can significantly impact energy security and fossil fuel imports. The recent announcement of the new National Wind-Solar Hybrid Policy by the Ministry of New and Renewable Energy (MNRE) that provides a framework for promotion of large grid-connected wind-solar Photovoltaics (PV) hybrid systems for efficient utilization of transmission infrastructure and land is a step in the right direction. The Policy seeks to promote new hybrid projects as well as hybridisation of existing wind or solar projects. It also provides for procurement of power from a hybrid project on tariff-based transparent bidding process for which government entities may invite bids. With significant capacity additions in renewables in recent years and with the Policy aiming at better utilisation of resources, the Hybrid Policy is expected to provide reliable power from renewable sources at competitive prices and also reduce dependence to some extent on energy from foreign sources.

ONGC has taken a step towards providing leadership in developing new technologies to explore and extract oil and gas from indigenous sources by signing an agreement recently with Super Wave Technology (which is a company incorporated by Society for Innovation and Development, Indian Institute of Science, Bangalore) to provide assistance for developing Shock Wave Assisted Fracking Technology. This new technology uses shock



waves for fracturing shale reserves at a depth of 1000-1500 meters in place of traditional hydraulic fracturing process which uses huge amount of energy to pump water at high pressure and produces large amounts of water that can flow back and create environmental problems. If proven, this technology can prove to be a potential game changer for the oil and gas industry. Similar efforts are required in this sector. For example, improving efficiency and productivity of various operations using techniques such as data analytics can be thought of. Data Analytics projects such as the one being rolled out by GE that can identify inefficiencies in both upstream and downstream petroleum starting from production all the way to consumption of petroleum products to streamline the entire value chain is one such example. Such initiatives can result in huge savings for the country.

Coal imports have fallen from 217.78 million tonnes in 2014-15 to 203.95 million tonnes in

2015-16 and further to 190.95 million tonnes in 2016-17. As per Directorate General of Commercial Intelligence & Statistics (DGCI&S), 52.74 million tonnes of coal were imported during April-June 2017-18 compared to 57.38 million tonnes in the corresponding period of 2016-17, showing a decline of 8.1%. This decline is largely on account of enhanced production by Coal India Limited, which is commendable. The Centre has announced plans to boost CIL's annual production to one billion tonnes to meet the growing fuel demand by continuously upgrading the technology. CIL has recently appointed a reputed international consultant to study and submit a report on modernization/mechanization of mines of the company. However, the gap between demand and supply of imported coal is expected to continue since there is insufficient domestic supply of coking coal to meet the requirements of power plants designed to operate on coking coal.

Making Defence Manufacturing Sector Self-Reliant

India is among the five biggest military spenders in 2017, according to the annual study by Stockholm International Peace Research Institute (SIPRI). The country is also the world's largest importer of major weapons between 2013 and 2017, and its imports have increased by 24 per cent over the last 10 years. Between 2012 and 2016, India accounted for 13% of global arms imports, followed by Saudi Arabia, the United Arab Emirates, China and Algeria. Russia remained the country's largest supplier of arms during 2013-2017 with Russian arms contributing to 62 per cent of India's imports. Imports from the US also increased significantly and it is currently the second largest arms supplier to India. According to a report by Ministry of Defence, the expenditure in respect of orders placed on foreign vendors for capital acquisitions each year during 2013 and 2016 is given in following table. The

figures below indicate a huge opportunity for indigenisation and import substitution of defence equipment.

Year	Expenditure (Rs. in crore)
2013-14	35082.10
2014-15	24992.36
2015-16	22422.12

The Indian government plans to expand, modernise and enhance the operational capability of its armed forces to increase defence preparedness to counter the serious geopolitical threats the country faces. To reduce import dependence, the government has taken a number of measures to achieve self-sufficiency in defence production by utilizing the capabilities of the public and private sector. These measures include according to priority and preference for procurement from Indian vendors, liberalization of the licensing regime and providing access to modern and state-of-the-art technology to Indian industry by raising the cap on FDI in the defence sector. The new Defence Procurement Procedure 2016 (DPP 2016) has been promulgated for Capital procurements and has come into effect from 1st April 2016. DPP 2016 also gives strong thrust to "Make in India" by giving the highest priority to 'Buy Indian' (Designed, Developed and Manufactured) (IDDM). It also focuses on enhancement and rationalization of indigenous content and includes provisions for involving private industry as production agencies and technology transfer partners. While government defence establishments which were solely responsible for

Public sector played a vital role in the nation building by creating a strong industrial base at the nascent stages of country's economic development and it continues to contribute to country's progress in several critical areas. The government expects CPSEs to play an important role in addressing certain critical issues to ensure that the country's economy will continue in its present growth trajectory. In a recent address during "CPSE Conclave-Vision 2020", the Prime Minister asked the top management of PSEs to take up five challenges that include reducing the country's import bill by 10-15 percent annually and expanding India's global strategic reach by 2022.

providing defence goods and services to the armed forces since independence did a commendable job, certain gaps continue to persist. To overcome these gaps,

the government is encouraging private sector participation by removing many of the policy hurdles which hindered their participation in defence production. The government has also taken steps to encourage MSMEs to take part in defence projects by simplifying the 'Make' procedure with provisions for earmarking projects not exceeding development cost of Rs.10 crores (government funded) and Rs. 3 crores (industry funded) for MSMEs. However, simplifying procedures to encourage MSMEs participation alone will not work unless the government consciously creates an enabling environment by providing access to capital at competitive interest rates, creating a fund for MSME firms planning to enter the defence sector, ensuring timely release of payments, providing mentoring by large established defence firms, etc. This will ensure achievement of the twin objectives of developing a robust and dependable supply chain capable of supplying sophisticated components of very high quality for major defence companies and establishments and creating new employment opportunities.

An effective way of harnessing the potential of private sector players is by forging strong public private partnerships to meet future security challenges. The PPP-Model in defence sector has the potential to address systemic problems such as foreign dependency for defence equipment and insufficient integration of private sector in production of defence goods and services. PPP models can also provide a strong push for technological innovation and a deeper involvement of domestic private sector in defence

manufacturing. Moreover, PPP arrangements enable the government to acquire management and technological capabilities that private sector firms possess. These arrangements benefit not only the government but also offer distinct advantages to the private sector, leading to win-win situations with mutual benefit for all participants.

Technology intensive defence sector demands a highly skilled and technically qualified manpower to run it. It is estimated that the Indian defence and aerospace industry alone would require 200,000 skilled manpower in the next 10 years, of which, engineers and management graduates will constitute 50 per cent of the workforce. Hence, the success of 'Make in India' program for defence manufacturing sector will essentially hinge on the quality of talent available in the country. This requires a very focused and well thought out skill development policy. A



strong academic - industry-research linkage has to be established to develop the required manpower. Different defence clusters such as Bengaluru, Hyderabad, Pune, Kanpur and Chennai can also pool their resources to start skill building initiative with support from National Skill Development Corporation (NSDC). Successful models for training skilled workforce such as the Model

Apprenticeship Training in Germany, 'Dual Training' where trainees split their schedules between vocational school and on-the-job time with companies, etc., need to be introduced to quickly scale up qualified workforce. In addition, skill upgradation programs for the existing employees should be conducted continuously to prepare them to face rapid technological changes and even disruptive technologies.

Conclusion

Public sector played a vital role in the nation building by creating a strong industrial base at the nascent stages of country's economic development and it continues to contribute to country's progress in several critical areas. The government expects CPSEs to play an important role in addressing certain critical issues to ensure that the country's economy will continue in its present growth trajectory. In a recent address during "CPSE Conclave-Vision 2020", the Prime Minister asked the top management of PSEs to take up five challenges that include reducing the country's import bill by 10-15 percent annually and expanding India's global strategic reach by 2022. One issue that needs immediate attention is to find ways to overcome the country's import dependence on certain critical items which are draining the foreign exchange reserves. Two such items that have significant impact on the economy as well on the energy and national security of the country are fossil fuels and defence equipment from foreign sources. Strategies and action plans have to be devised that can effectively tackle these twin problems and ensure that the nation maintains and accelerates the current growth rate. The governments and the CPSEs have a critical role to play in all such efforts. ■

Role of Corporate Social Responsibility in 'New India 2022'



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

The national think tank, of late, is brain storming on Development Agenda for New India 2022 aiming at 8% aspirational growth by accelerating momentum for unfinished structural reforms in the country. Public Sector which plays a pivotal role in commanding heights of economy has been suggested to initiate measures for consolidation, mergers and acquisitions of CPSEs leading to economies of scale, global competitiveness and access to cheaper international funding. In this context, latest CPSEs Conclave (April 2018) focussing on four core themes (Corporate governance in the new age, reinventing human resource management, financial re-engineering and Innovation, R&D & Technology for the future) has projected Vision "New India 2022".

Prime Minister in his address viewed PSEs as profit and social benefit generating enterprises for welfare of shareholders and the society. Ruling out separate mantras for success of private and public sector, he exhorted CPSEs to help in making New India

Jewel on strength of Incentives, Imagination and Institutional building. He suggested 5 Ps to improve operational and financial Performance; transparency and accountability in Processes; benchmarking in Personnel; Procurement through GeMand MSMEs; & Preparation for technological disruptions. A deadline of 100 days has been fixed with measurable targets on five major CPSEs challenges, namely maximising geo- strategic reach, minimising import bill, integrating innovations and research, new development models that CPSEs can provide, & optimally utilisation of Corporate Social Responsibility (CSR) funds. More specifically, CSR spend be focused on one specific theme each year on analogy of Toilet construction in the country. One such theme could be development of 115 Aspirational Districts as identified by Niti Aayog.

CSR significance in Historical Perspective

At the outset, rationale of CSR legislation for social, economic and human development cannot

be interpreted as a source of financing resource gap by levying additional taxes/cesses for inclusive growth. The real purpose is to ensure participation and involvement of corporates in discharging multiple responsibilities with their innovative ideas and management skills in delivery of public goods. It requires ring fencing CSR resources judiciously lest these are frittered away by thinly spreading them for unsustainable programs. Larger interest of CSR, therefore, lies in such events that promotes well being of underprivileged.

CSR is not a new concept. MCA conceived CSR Voluntary Guidelines in 2009. These were refined as Nation Voluntary Guidelines on social, environmental and economic responsibilities in 2011. Out of nine fundamentals, Sr. No.8 focussed on national development priorities and strategic CSR based on shared value concept. Subsequently, DPEs' Guidelines (2012)- constituent of overarching sustainability framework, envisaged that since corporate responsibility is integral to CSR, business be conducted

responsibly in a transparent and ethical manner. Meanwhile, under Companies Act 2013, CSR policy rules were enforced from April 1, 2014. Presently, India is the only country globally having an unparalleled CSR statutory mandate. CSR thus, is no more a buzz word, but a strategy governing stakeholders including regulators and civil society.

The term 'CSR' is neither defined in Companies Act nor in Rules. World Business Council for Sustainable Development (WBCSD) defines it as "the continuing commitment by business to contribute to economic development while improving quality of life of the work force and their families as well as of the community and society at large". To UNIDO, it is a management concept whereby companies integrate social and environmental concerns with stakeholders. Simply stated, CSR is an approach adopted by profit making companies to dedicate a portion of their profits to common social good to give back to the society. It is a strategic management concept beyond mere compliance with law and distinct from charity, sponsorship or philanthropy which too have made significant dent in poverty elimination. Hence, CSR is a company's responsibility towards community especially marginalized/ deprived/ needy and social and ecological environment in which it operates.

CSR Mandate

According to latest Act/Rules, only those entities having net worth of Rs.500 crores or turnover of Rs.1000 crores or net profit of Rs.5 crore are required to invest 2% of its average net profit for the immediately preceding

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three years on CSR related activities specified in Schedule VII. These activities are also restricted to over and above company's normal course of business. CSR policy and decision making authority vests with Board and its duly constituted CSR Committee. Corporates are thus expected to adopt arms' length approach in taking up such activities which sub serve their own ends.

Sub-section 5 of Section 135 provides jurisdiction to pursue CSR activities --"provided that company shall give preference to the local area(s) around it where it operates, for spending the amount earmarked for CSR activities". For utilisation of funds, CSR policy extends leniency on unspent funds on 'comply or explain' principle as these do not lapse for another two years. It implies that if an entity fails to spend funds, Board in its annual report by specifying reasons for not spending, can easily adopt escape route.

Implementation Strategy

In light of above CSR framework, selection of 115 Aspirational Districts as a national theme, augers well only if scope of Schedule VII is extended by an omnibus clause on clear understanding that certain developments, priorities, needs and concerns can never be anticipated. A similar plea was echoed by Anil Bajjal Committee to suggest measures for improved monitoring/ implementation of CSR policies (2015). Once CSR scope is enlarged, CPSEs based on its preferences and chosen sectors can liberally take up combination of following activities in identified districts having direct/indirect impact on lives of inhabitants:

- Rehabilitation of abandoned women and children
- Dowry-less mass marriages
- Welfare of armed forces veterans
- Homes for homeless
- Renovation/construction of cremation grounds
- Infrastructural development of schools/ colleges



- Distance education for all sections of society
- Adoption of model villages for balanced regional development
- Preservation of ethnicity of indigenous communities
- Rain harvesting structures to make villages drought free
- Learn / earn scheme for plumbers, mechanics, carpenters, electricians, web designers etc., under Skill Development Framework
- Jobs in difficult terrains
- Promotion of rural sports
- Income enhancement by farm based livelihood programs
- Local logistics connecting farmers to formal retail sector
- Technology incubators for start ups

The list is only illustrative to meet with general aspirations, desires and expectations of aspirational districts. Implementation strategy at the same time requires resolving following deadlocks:

Jurisdictional blockade

Although CPSEs are expected

to preferably undertake its activities in local areas, definition of “ local area” finds no mention in the Act and the Rules. Management of CPSEs appearing before Committee on Public Undertakings (8th Report 2015-16, 16th Lok Sabha) on efficacy of CSR activities, reported that while it was quite difficult for Service and Tertiary Sector enterprises to have defined geographical area for commercial operations and could take up CSR activities at any given location, CONCOR had set local limit within a radius of 200 KMs. This issue therefore needs to be thrashed out by amending Rules to earmark specified portion of CSR funds for different locations/ themes. For instance, 50% funds can be a criteria for uniform pattern of spending in closed vicinity of an enterprise to cater to local demands with explicit explanation of the term ‘local area’ in KMs. The balance 50% can be spent on an annual theme like aspirational district to ensure Pan India CSR impact.

Compliance on spending

Since CSR scheme has already attained maturity during the last four years, leniency and learning

is no more valid. CPSE must ensure to spend allocated funds adhering to regulatory mechanism. It will serve dual purpose: monitoring progress in spending and ensuring sustainability of CSR related activities. The Committee on Public Undertakings highlighted glaring instances where percentage of actual expenditure out of CSR was too less or CPSEs had been undertaking activities which in no way fall within its purview. Hence, unethical practice of not spending funds without cogent reasons, has to be severally dealt with by inserting Sunset clause in the Rules whereby after five years, all unspent funds would automatically be transferred to Sustainable Fund along with penalty on the part of CPSE concerned. Thereafter, these funds can be utilised for poverty alleviation and social sector schemes.

Sustaining assets

Ever since CSR launch, there has been quantitative jump in increased allocations coupled with professionalism and expertise in its implementation on part of corporate entities. According to KPMG study (2016), CSR spending in 2015 in India witnessed whopping increase of 27% - the maximum among 45 countries. In specific context of CPSEs, CSR expenditure according to Public Enterprises Survey, was Rs. 2450.31 crores, Rs. 4028.04 crores and Rs. 3336.5 crores during 2014-15 to 2016-17 respectively. Recently, Finance Minister in an optimistic note reported that CSR allocations have potential of carrying out activities worth Rs. 14000 crores (September 26, 2017). Conversely, another study reported that CSR spending was

confined only to a limited number of States with least focus on North East.

Appraisal

In sum and substance, increased CSR allocations if utilised in right perspective, provide vast opportunities in creation of visible, durable and sustainable assets having a lasting impact on lives of teeming millions of Poor. This pace can further be accelerated if corporates incentivise its functionaries by instituting annual awards for excelling in CSR performance. It would also be quite prudent if CSR activities are undertaken with participation of local leadership and the beneficiaries to give feeling of ownership, mitigating maintenance issues of assets so created on the spot and ensuring constant social audit to minimise eventualities of pilferages/embezzlements. There would also be no harm if select CPSEs pool CSR resources in such a fashion that while monitoring mechanism remains separate with the respective enterprise, the end result with measurable outcomes have lasting impact on the ground.

In the whole CSR exercise, due



care be taken that there is no undue interference or direction in selection of CSR activities, the venue or fixation of targets as pin pointed by Committee on Public Undertakings in case of construction of school toilets. The decision on such vital issues be completely left on wisdom of management of corporates who should have adequate autonomy and exercise due transparency in implementation strategy lest mandatory CSR spend is construed as another form of generating additional tax or the opposite parties instead of viewing CSR as " joy of Giving" target it as Political Social Responsibility.

Once these ifs and buts are fully guarded, there is no reason as to why CSR shall not bring smile to the people by integrating social, environmental and human development concerns in entire value chain of corporate business.

To conclude, time tested CSR journey is a long one. It has already evolved in a big way; travelled much beyond money; and needs to be on a run sustainable basis. Time is now quite ripe that businesses endeavour to move promptly from CSR to the next round viz., Individual Social Responsibility to realise Vision New India 2022 as envisaged by the Policy-makers. ■



NBCC (India) Ltd.

Towards Nation Building and Inclusive Growth



Dr. Anoop Kumar Mittal
CMD
NBCC (India) Limited

NBCC (India) Limited has been at the forefront of adopting the best practices for creating landmark buildings and robust infrastructures while creating larger societal and natural capital on the back of values like transparency, empowerment, accountability and ethical corporate citizenship.

This Navratna central public sector enterprise is firmly aligned with Hon'ble Prime Minister Narendra Modi's sterling initiatives like Digital India, Skill India and Swachh Bharat Abhiyan to utilise untapped potential of the country's resources for a better future of 1.3 billion Indians.

To promote transparency, NBCC has introduced Central Procurement Group at the Corporate Office to take care of tendering of all works, centrally from the head office. All tenders are available online on various websites for submission online. For ease of business, an e-module has been implemented for contractors.

More significantly, the company has decentralised decision-making process and delegated responsibilities. Any official, including the top leadership team involved in signing contracts, overseeing project execution, finance and

human resource management.

Transparent administration is the hallmark of a progressive organisation. Some of the initiatives we have put in place include special audits, e-sales, e-procurement, e-payments, reverse auction (online real-time purchases), and fair competitive tendering.

Digital NBCC

Leveraging Information technology is critical in today's world to ensure efficiencies and profitability. All departments of NBCC are integrated with the Enterprise Resource Planning (ERP), Document Management System (DMS) and e-Office for internal processes. The paperless concept has created an employee-friendly environment leading to efficient, seamless and transparent work culture.

ERP software suites are built to collect and organise data from various levels of an organization and connect business activities

across departments. This reduces communication time and results in effective interaction. All internal and external communication is done via e-mails.

Adopting eOffice has resulted in number of benefits like bringing transparency in the system, improving efficiency in working, easy searching and retrieving of files/data, alerts on urgent files. It can also generate need-based reports like MIS reports (status, pendency), VIP references, receipts diary, file register and consolidated reports. Moreover, it has also resulted in reduced costs and proper resource utilisation.

DMS is being used to track, manage and store digital documents. NBCC has received 'Governance Now India PSU IT' Award for adopting digital technologies. DMS provides storage, versioning, metadata, security, indexing and retrieval capabilities.

There is a vendor portal for open and competitive procurement of

goods and services. The company is committed to achieve compliance with all applicable security laws and regulations, accounting standards, accounting controls and audit practices. It is also committed to a healthy and safe work environment. There is also a Vendor Grievance portal on the company website.

Additionally, Online Procurement is done through GEM and Digital payments are done through RTGS/NEFT. NBCC cloud contains all IT activities which are built to access all applications/services from a single window. The company has implemented virtualisation technology for cost-effective utilisation of IT infrastructure.

Building Human Capital

Human resource development at NBCC goes beyond the framework of compensation, review and promotion. The company looks at the entire lifecycle of employees to ensure timely interventions that support their professional and organisational growth. There is focus on training activities for coaching, mentoring and helping the employees for overall personality development.

NBCC has set up a transparent, e-appraisal process and scalable systems to fast-track promotions and address employee grievances. All promotion orders are issued on 1st every year invariably. All through the year, regular interactions between the management and employees are held. Rewards and recognitions of exceptional contribution also continue through the year. The SAMVAAD initiative is an open platform for employees to give their feedback and ideas for improvement. With

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the introduction of the ePMS process, the satisfaction level of employees has reached new heights. All APARs are disclosed online to the employees.

When new employees join NBCC, on-boarding programmes are held to initiate them into the system and familiarise them with the rich and vibrant work culture; so that they can comfortably adjust

to their new role and working environment. Company has also introduced online leave, online annual property returns (uploaded in the website every year), online manpower requirement to leverage from IT and for better transparency.

Leadership in Innovation

NBCC has been quick to adopt innovative solutions for creating sustainable value chains across all business activities. Almost all projects are in line with green building norms and the equipment used is energy efficient. NBCC has entered into an agreement with Indian Green Building Council and is adopting IGBC/GRIHA ratings for upcoming projects.

The approach to address environmental challenges is governed by low-carbon growth strategy, integrated water management, zero discharge planning and improved efficiency in natural resource usage. NBCC is well equipped to meet the objectives of Clean Development Mechanism, thus furthering the cause of sustainable development.

The company's delivery platforms have moved from manual design engineering to 3D and 4D advanced technology solutions that provide complete project and product lifecycle management solutions. It has entered into agreements with leading international companies to import cutting-edge technologies to further its business and social goals.

NBCC is well positioned to capture customers in new geographies by investing in business development and marketing on the back of a brand that is differentiated, trusted and respected.



Beyond Business - CSR Initiatives

The CSR activities being a priority area for the company, it has been continuously carrying out various significant initiatives all across the Country as per the CSR policy formulated by the company.

Skill development: NBCC works with communities near its projects to implement a range of programmes that can positively impact people's lives. Taking a holistic approach, NBCC teams participate throughout a project's lifeline and contribute in areas like health, education, infrastructure development and local employment.

To supplement the 'Skill India' Mission, the company undertook several Skill & Entrepreneurship Development Program for the youth. In 2016-17, the programme assured free professional training, a certificate and guaranteed 75 per cent employment for beneficiaries, including self-employment and entrepreneurship. Tata Institute of Social Sciences (TISS) carried out mid-term impact assessment of the activity.

In 2014-15, a similar activity

was conducted to generate employment opportunities for unemployed educated youth in Bahraich district of Uttar Pradesh. Sahaj e-Village Limited, a NSDC partner, was awarded work to impart skill and entrepreneurship programme for 150 data entry operators.

NBCC has been a facilitator of several other Skills based training programmes which are being carried out every year.

Welfare of armed forces: NBCC acknowledges the role of armed forces in securing the nation and constructively contributes to the welfare of war veterans, their widows, disabled soldiers, ex-servicemen and their families. During 2016-17, NBCC Services Ltd signed an MoU with Indian Navy to construct a four-storied hostel at Vasant Kunj in New Delhi for widows of navy personnel who lost their lives in the line of duty. NBCC is bearing half of the construction cost while the rest is being borne by Indian Navy.

NBCC has approved the construction of a rest house at Betul in Madhya Pradesh for armed force veterans. The Sainik Rest

House will serve as a focal point for all welfare activities related to ex-servicemen, war widows and dependents.

Company has donated Rs 1 Cr. to the 'Bharat ke Veer Corpus Fund' in 2017 for the welfare of families of Martyred Jawans of Indian Para Military Forces.

Swachh Bharat Abhiyan: To support the Clean India Campaign of the Govt., NBCC has pledged 100 bio-digester toilets in schools, especially for girls. It has already provided 24 toilet blocks in Tripura and 7 in Mizoram. The maiden toilet at Mandir Marg in New Delhi was inaugurated by Hon'ble Prime Minister. Under the Swachh Bharat Abhiyan, NBCC has built 30 community-cum-public toilets for municipal corporations in the national capital. The company also constructed 10,892 toilets (Rs.320 crores) in 22 districts of Jharkhand, Uttar Pradesh, Chhattisgarh and Odisha for Coal India.

The company has also initiated the novel enterprise of Green Waste Automatic Compost Machine with a shredder capacity of 100 kg per day; wherein Biodegradable waste generated from the canteens of four PSUs viz. BHEL, SAIL, NBCC and HUDCO will be de-composed by the machine and converted into the manure. Nearly one-third of its Rs 7 crore budget for CSR activities is being utilised for this mandate.

Preserving national heritage: NBCC is actively engaged in heritage preservation and restoration in the country. For instance, the company has renovated the historic Victoria Memorial monument in Kolkata; the iconic Indian Museum in Kolkata and more such buildings. Recently, NBCC

has also adopted Delhi's Purana for its upgradation and maintenance over the next five years, which has been assigned by the Ministry of Tourism.

Contributing to education: NBCC works with communities to promote education, especially among women and children, to empower them with employment enhancing skills. It provides merit-cum-means scholarships of Rs 500 to each of 100 class VI to XII students in Bihar and Mizoram. The initiative is in collaboration with Loomba Foundation which contributes a matching amount.

NBCC extended education scholarship to 100 meritorious tribal girl students of class VII at Kalinga Institute of Social Sciences. The funding is for next five years.

The company gave financial help of Rs 5 lakh to Bengal Tennis Association to promote sports.

Social welfare: NBCC provided two dispensaries and one school building in Sawaimadhopur district of Rajasthan. At Ranchi in Jharkhand, it distributed 784 assistive devices and aids to 310



physically challenged people. The company provided five basic life support ambulances to government authorities in Jammu and Kashmir, Haryana and Rajasthan. In Thane district of Maharashtra, NBCC provided check dams to provide water for villagers. When Sikkim faced earthquake, it came forward and built low-cost houses to rehabilitate the victims.

In Ranga Reddy district of Andhra Pradesh, NBCC undertook cutting of hard rocks and removing stones besides laying an underground drain

and making a concrete road. In Madhya Pradesh, it provided a community hall for people in Chhindwara as part of CSR activities. To conclude, NBCC believes in well-being of the society and a better future for all citizens. The role of PSEs in national economy is well known. Utilising untapped potential resources, the company will continue with its endeavours towards sustainable and inclusive development of the country in the years to come, which shall be facilitated by New Technology adoption and Digital-driven automated processes. ■



CSR Initiatives of Bharat Electronics Ltd.



M. V. Gowtama
CMD, BEL

BEL: Touching Lives

Corporate Social Responsibility (CSR) is not just a benevolent act born out of empathy to aid the needy. It's more to do with empowering of lives, providing resources and enriching opportunities that can help build healthy and vivacious communities.

BEL has always believed that good ethics is good business. Even at times when CSR was an alien concept – and not mandatory as per government guidelines – Navratna Defence PSU Bharat Electronics Ltd (BEL) had been reaching out to the needy, rushing to the rescue of those devastated by natural calamities, preserving and protecting the environment, encouraging sports and fine arts and providing drinking water and streetlights to remote villages.

When the super cyclone of 1990 wreaked havoc on the coastal belt of Orissa, BEL constructed 500 cyclone-proof houses for the affected families in two villages of Ganjam district. Yet another CSR activity from the past was the relief work undertaken by the employees of Pune Unit in earthquake-hit Gujarat in 2001. A unique initiative of BEL in the field of fine arts was the assistance extended to the centuries

old Kuchipudi Dance Training School in Kuchipudi village of Krishna district, the birthplace of this art.

Renewed Resolve

Section 135 on CSR under the Companies Act, 2013, was a landmark legislation that provided an enabling framework for companies to play a more proactive role in nation building. This legislation strengthened BEL's resolve towards the empowerment of communities and inclusive socio-economic growth. The CSR & SD Policy of BEL-2017 addressed the social, economic and environmental concerns of the society.

Key areas

The major thrust areas of BEL's CSR initiatives are Education, Healthcare, Sanitation - Swachh Vidyalaya Abhiyan, Rural Development - Swachh Bharat Abhiyan, Skill Development - Skill India, Environmental Sustainability, Protection of Heritage sites, Art & Culture and Contribution to Technology Incubators.

Education: The Company views the holistic development of children as an investment for the future. In a bid to enhance the infrastructure in Government

educational institutions, BEL has been constructing school buildings, classrooms, library, kitchen blocks and compound walls, apart from providing sports facilities, prayer halls, toilets, furniture, drinking water and hand washing platforms to schools across India. Some of the key locations where BEL has left its imprint in the area of education are Ballupet, Nelamangala, Sompura, Turuvekere, Chikkaballapur, Devanahalli, Kadaburu, Magadi, Hoskote, Kolar, Kalburgi, Madikeri, Ronur, Mallimakanapura and Cheemasandra in Karnataka; Ghaziabad in Uttar Pradesh; Pune in Maharashtra, Machilipatnam in Andhra Pradesh and Mopidevi in Hyderabad, Telangana. BEL has taken up 36 projects in the education sector benefitting over 20,000 students. BEL has augmented the Electronics Laboratory at The new building and toilet block constructed by BEL at Government Higher Primary School, Kadaburu, Chikkaballapur district, Karnataka.

Govt. University Visvesvaraya College of Engineering, Bangalore, Karnataka, and upgraded the BEL Hall of Electronics at Visvesvaraya Industrial & Technological Museum, Bangalore.

Health: With the aim to bridge the gap in quality health care between the private and public health sectors, BEL has been providing infrastructure and latest medical facilities to hospitals in various states of India. The Company has taken up six projects under Healthcare & Preventive Healthcare for providing the best of health care estimated to benefit over 2,000 patients.

The Wenlock District Government Hospital in Mangalore, Karnataka, caters to the needs of poor and underprivileged patients from Karnataka, Tamil Nadu and Kerala. BEL has provided 12 ventilators with battery backup and five phase monitors for the 14-bed ICU & High Dependency Ward of the hospital.

BEL is donating a Mobile Cancer Screening Unit to the Kidwai Institute of Oncology (KCI), Karnataka, to facilitate early detection of cancer in people of rural Karnataka. The cancer detection unit with all modern medical equipment is built by the Centre for Development of Advance Computing (C-DAC), Thiruvananthapuram.

BEL has constructed a 12-bed Burns Ward for the Udupi District Hospital. Burns cases



The Burns Ward constructed by BEL at District Hospital, Udupi, Karnataka.

which were earlier being referred to Mangalore are now getting immediate medical care here, reducing medical complications and improving chances of survival.

Other CSR initiatives by BEL in the healthcare sector include construction of male and female wards and toilets, renovation of OT and Labour Room, providing DG set and ambulance for the Primary Health Centre, Mahagoan, Karnataka; donation of state-of-the-art medical equipment to the Mother Teresa Saket Orthopedic Hospital, Panchkula, Haryana; distribution of aids & appliances to persons with disabilities through ALIMCO in Allahabad district of UP and Belgaum district of Karnataka and providing vehicles to Red Cross for conducting voluntary blood donation camps and for transportation of blood in the rural areas of Karnataka.

Sanitation - Swachh Vidyalaya Abhiyan: The key feature of the Swachh Vidyalaya Abhiyan campaign is to ensure that every school has well-maintained water, sanitation and hygiene facilities. BEL has constructed 624 toilets for boys and girls in Government schools in eight states across India — Andhra Pradesh, Haryana, Maharashtra, Tamil Nadu, Telengana, Uttarakhand, Karnataka & Uttar Pradesh. Innovative low-cost incinerators have been built for proper disposal of sanitary wastes. Toilets are provided with water facilities, necessary fixtures & fittings, solar water pumping system, septic tank, wash basins, etc. The Company has taken up eight projects under Swachh Vidyalaya Abhiyan reaching out to over 17,100 students.



The new building and toilet block constructed by BEL at Government Higher Primary School, Kadaburu, Chikkaballapur district, Karnataka.

The toilet block constructed by BEL's Chennai Unit, under Swachh Vidyalaya Abhiyan, at Azhuvidaitangi village in Tamil Nadu. The village has been adopted by BEL.

Rural Development - Swachh Bharat Abhiyan: A study conducted by the D M Nanjundappa Committee in 2002 ranked Yadgir as one of the most backward districts of Karnataka in terms of socio-economic development. In the light of the Committee's findings, BEL decided to undertake development work in Yadgir district and made interventions in the areas of health care, education, rural development and sanitation in 18 villages of 3 Gram Panchayats in the district. As many as 24 schools in these villages have been provided with furniture, steel plates and tumblers numbering 25,000 as part of the mid-day meal scheme, besides refrigerators for the local hospitals, solar streetlights and drinking water facilities for the schools and villagers.

BEL has participated in the Swachh Bharat Abhiyan initiative of the Government by adopting



The toilet block constructed by BEL's Chennai Unit, under Swachh Vidyalaya Abhiyan, at Azhividaitangi village in Tamil Nadu. The village has been adopted by BEL.

nine villages in eight states across India and contributing to their holistic development. The villages adopted are Maralagundla in Ramanagara district, Karnataka; Azhividaithangi in Thiruvannamalai district, Tamil Nadu; Chowdammagutta Thanda in Mahboobnagar district, Telangana; Reddy Naidu Agraharam in Krishna district, Andhra Pradesh; Mohadar in Raigad district, Maharashtra; Khubi & Karanjale in Pune district, Maharashtra; Mandhana in Panchkula district, Haryana; Maharajpur in Ghaziabad district, Uttar Pradesh; and Uday Rampur in Kotdwara district, Uttarakhand.

Villages in backward areas have been provided with borewells, overhead tanks, water distribution pipelines, solar water pumps, water filtration plants & RO drinking water facilities. Other initiatives include desilting of existing water bodies, sanitation facilities such as public toilets, sewage and drainage system, effective systems for garbage collection and disposal and medical equipment for primary health centres and organising awareness programmes on

waste management and hygiene. Village schools are provided with new buildings, classrooms, furniture, separate toilet blocks for boys and girls, compound wall, sports facilities, prayer hall, kitchen and storage areas and hand-washing platforms.

BEL has been doing its share to contribute to the overall development of backward villages by providing infrastructure support including solar street lights, construction of anganwadis, community centres, Panchayat platforms, bus shelters, cement concrete roads, pavements, etc. It is envisaged that these initiatives will enable our country to have 'Smart Villages', which go a long way towards furthering economic growth.

Skill Development - Skill India:

Being a technology driven company, BEL has taken on itself the onus of skilling India's youth in a bid to nurture the country's wealth of human capital. BEL has adopted 10 Government Industrial Training Institutes in eight states across India. BEL is hand-holding these ITIs in their journey to becoming model institutions — by upgrading their infrastructure, providing state-of-the-art equipment and machinery. Industry exposure, imparting management principles and requisite soft skills, introduction to bench-marked workplace practices like 5 'S', green energy, sustainability, awareness on health, safety and environment, etc, are some of the interventions under progress for the holistic development of the students, thereby making them industry ready.

Students of Government ITI, Gowribidanur, Karnataka, learning to operate a Lathe Machine

which has been donated by BEL's Bangalore Complex as part of the Skill India Initiative.

BEL has partnered with National Skill Development Corporation (NSDC) to provide National Skills Qualifications Framework (NSQF) aligned vocational skills to 700 rural youth in Andhra Pradesh. The objective is to develop unskilled and semi-skilled labour force into productive and skilled labour.

Environmental Sustainability:

BEL is a green company which cares for the environment and has set a shining example for other corporates to follow by maintaining clean and green environs at all its nine Units, which are all ISO 14001 certified. Clean surroundings, green environment, clean technology, stringent pollution control measures, waste water treatment, zero effluent discharge, rainwater harvesting, energy conservation, water conservation, systematic management and disposal of hazardous and other forms of wastes and several other endeavours have become a part of the well-established Environmental Management System of BEL.

The CSR initiatives undertaken by BEL for environment and sustainable development encompass the enhancement of green cover and providing renewable sources of energy – for example, setting up of a wind and solar power at INS, Valsura, Jamnagar, Gujarat. BEL has developed a 'Green Cover' on an 8-acre barren plot at INS Valsura. It has helped in water conservation, prevention of soil erosion and preservation of flora and fauna in the entire area surrounding the training academy, which is also home to more

than 200 species of birds.

BEL has installed 200 solar street lights in Bhadohi village, Uttar Pradesh; 130 street lights in adopted village Uday Rampur, Kotdwara, Uttarakhand; 40 street lights in adopted village R N Agraharam, Machilipatnam, Andhra Pradesh and 20 street lights in adopted village Azhividaithangi in Tamil Nadu.

BEL has also taken up the rejuvenation of Doddabommasandra Lake in North Bangalore by constructing a 10 MLD capacity Sewage treatment Plant (STP) using Sequential Batch Reactor Technology. The water losses in the lake will be replenished with treated sewage.

Protection of Heritage Sites: BEL has, as part of its CSR activities, paid tributes to Sir M Visvesvaraya by providing various facilities to two government schools in Kandavara and Chikkaballapur near Bangalore, Karnataka, where this eminent engineer par excellence and statesman had done his schooling. Both the schools are located near Muddenahalli, the birthplace of Sir Visvesvaraya.



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eSagu: BEL is funding a Technology Incubator at the Indian Institute of Information Technology (IIIT), Hyderabad, meant to enable farmers of Rangareddy district, Telangana, to improve their yield. Called 'eSagu', the technology incubator provides guidance to farmers in better crop production, crop management and crop protection. The



A village pond in Tamil Nadu, which has been de-silted by BEL. The pond got refilled with potable water during the last monsoons.

system provides farm-specific advice by agricultural experts to farmers in a timely manner. 'eSagu' has benefitted around 7,500 beneficiaries in 25 villages of Rangareddy district. It has helped improve the farm yield in 18,750 acres of agricultural land.

Welfare of war veterans and Defence personnel: BEL has taken up projects for the welfare of the armed forces veterans, war widows and their dependents by funding a Spinal Cord Injury Centre at Military Hospital, Kirkee, Pune. The Centre supports paraplegic and tetraplegic personnel of the Indian Army, injured during discharge of duty. A Tata Winger vehicle has been donated to Military Hospital, Kirkee. The vehicle would be modified to suit the hospital's requirements to transport paraplegic and quadriplegic patients and injured war veterans. Rehabilitation aids and mobility equipment have also been provided for patients suffering from spinal cord injury. BEL is also reaching out to Armed Forces personnel, ex-servicemen and their dependents by contributing to the Armed Forces Flag Day Fund.

Rashtriya Chemicals and Fertilizers Ltd.

Initiatives taken by RCF, in line with New India Vision 2022



U. V. Dhatri
CMD, RCF

Rashtriya Chemicals And Fertilizers Limited, is a leading Fertilizer and Chemical manufacturing company accorded with "Miniratna" status by Government of India. It has two operating units, one at Trombay in Mumbai and other at Thal, in Raigad district of Maharashtra.

RCF manufactures Urea, Complex fertilizers, Bio fertilizers, micro nutrients, 100% water

soluble fertilizers, soil conditioners and a wide range of Industrial chemicals.

RCF is committed to be a Responsible Corporate towards our stake holders including employees, communities etc. In line with New India Vision 2022, RCF has taken up flagship programmes comprising Make in India, Digital India, Swachh Bharat, Skill India etc

Make in India

Agriculture has played an important role in the economic development of India. Even today, about 50% of Indian population is dependent on Agriculture and associated activities for livelihood.

Being a leading fertilizer producer, RCF endeavours to be one of the main driving forces behind India's sustainable agriculture. In order to meet demand



supply gap of Urea and achieve self-sufficiency in line with the "Make in India" mission, RCF is engaged in projects as below:

Coal Based Fertilizer Plant at Talcher: RCF in association with GAIL, CIL and FCIL has taken up revival of FCIL's unit at Talcher based on Clean Coal Technology. The project entails setting up Urea plant of 1.27 million MT per annum capacity. The project is of strategic importance for the country as it aims to make breakthrough for use of an alternative source of feedstock in the form of abundantly available coal from domestic sources in place of scarce natural gas. It will also help in meeting much needed Urea production capacity for the eastern part of the Country.

In order to utilize country's huge coal reserves, Talcher Fertilizers will be a game changer for India in terms of opening a new avenue in coal gasification and shall reduce dependency on Natural Gas for Urea manufacturing.

Setting up of new Ammonia Urea complex at Brahmaputra Valley Fertilizer Corporation Limited (BVFCL): RCF in association with OIL, BVFCL and Govt. of Assam has taken up setting up of new Ammonia Urea plant in the existing premises of BVFCL.

This project will replace the existing inefficient Namrup II and III Ammonia – Urea Units. The project comprises setting up Urea plant with annual capacity of 1.27 million MT per Annum & will help in meeting much needed Urea production capacity for the eastern part of the Country.

Digital India

RCF has been at the forefront in

Rashtriya Chemicals And Fertilizers Limited, is a leading Fertilizer and Chemical manufacturing company accorded with "Miniratna" status by Government of India. It has two operating units, one at Trombay in Mumbai and other at Thal, in Raigad district of Maharashtra. RCF manufactures Urea,Complex fertilizers, Bio fertilizers,micro nutrients, 100% water soluble fertilizers, soil conditioners and a wide range of Industrial chemicals.

the adoption of ICT (Information and Communication Technology) for improving its business operations and also for sharing information with users, customers, government as per their needs.

- **Web portal:** To better serve the external entities interacting for business, web portals have been deployed. This web

portal provide a consolidated view of RCF.

- **SAP ERP:** SAP ERP was one of the major initiative taken for supporting core business functions with an enterprise Portal for employee so that they can avail many of the self-service applications online.
- **Paperless initiatives:** Going further towards paperless office, applications like E-recruitment Portal, Dashboard for Employees, Department wise web-spaces, Online Medical Bill Reimbursement, e-tendering DMS applications for on-line approval for procurement-etc are developed.
- **Digital transaction:** In an efforts to promote digital economy, a cash management product from State bank of India is being used for collection and disbursements of payments to customers and vendors. To promote transparency in its operations, RCF is providing SMS alerts and notifications to its customers, vendors, employees and top management about the transactions, reports and status updates.
- **Use of Social media:** Social networking sites like Facebook, Twitter etc are used as communication tools to easily communicate and educate the farmers.
- **Mobile Apps:** As the mobile segment is becoming prominent, more and more use of this device is being taken. Mobile Apps like RCF KisanManch, provide valuable information and tips towards crop and farming. Information like weather report, tides report, Mandi rates, ShetiPatrika, Farm Advice, and RCF Soil Testing

Labs location is incorporated into the app.

Swachh Bharat

• **Swachhata Abhiyan:** Swachh Bharat Abhiyan", was formally launched in RCF on 2nd October' 2014 in response to call given by our Honorable Prime Minister. Number of phases of "Swachh RCF Factory drives" are being conducted in RCF every year since Oct 2014. RCF has whole heartedly organized a massive cleanliness campaign in Factory and Township premises with participation of employees as well as their families.

To give more encouragement to this noble cause, management has decided to have a structured approach to this important activity, so that it will continue throughout the year in every corner of the factory without any

interruption.

As a part of factory-wide "Swachh RCF Drive" the cleaning activities are performed in common areas in factory premises for one and half hours on every third Saturday. Employees irrespective of their Plants and Departments are participating in the drive.

All initiatives taken by RCF, as part of the Swachh Bharat initiative are recorded and made available on the RCF website. Also periodic updates from the governments are posted to spread the awareness.

Start up India, Stand up India

With an aim to support Start up India drive of Government of India, RCF is making every attempt to reach out to Micro and Small Enterprises (MSE) vendors. RCF is regularly sponsoring and attending Vendor Development

cum exhibition Programme. To encourage the participation of Micro and Small Enterprises and Start-ups, relaxation in pre-qualification conditions related to Annual turnover target, experience etc is provided.

CSR activities

RCF has undertaken several initiatives under CSR activities with the objective to benefit the needy and for wellbeing of the society. The schemes supported under CSR are

- **Mid-day meal scheme:** Nutritious food is provided to children studying in 25 unaided schools. More than 8404 students are benefited though this scheme per day.
- **Mobile Medical Van:** RCF is operating three Mobile Medical Vans in slum area of Trombay & rural area of Thal. This helps in giving timely treatment to





the patients. Annually 75,000 patients are benefitted through this scheme.

- Medical Camps:** Regular medical camps are organized in the schools at slum area of Vashi Naka and Cheetah camp near Trombay Unit. During the camp primary health check-up is done and deworming, iron tonic, calcium supplement, vitamins tablets are provided. Computerised eye testing is done and spectacles are provided if required.
- RCF Super 30 scheme:** Started a unique scheme to adopt 30 under privileged children from interior places of Maharashtra. These Selected students are trained for admission in to IITs and NITs. 11 Months Lodging, boarding & coaching expenses are borne by RCF. In Academic Year 2017-18, all 30 students have cleared IIT Mains.
- Education oriented recreation program:** "Khel Khel Mein", an education oriented recreation program for slum area children is supported by RCF. 1080 children in the age group of 5 to 12 years benefitted through this scheme. Six Edu-recreation centers are operating in slum area near Trombay Unit.
- Supply of drinking water:** RCF is supplying drinking water to villages around Thal Unit -Thal, Vaishet, Tudal, Boris, Gunjis, Navgaon & Bhal. More than 20,000 families are benefitted. This facility is provided and maintained by RCF since last 22 years.

Other novel initiative of RCF includes installation of Sewage Treatment plant

RCF has been successfully operating a Sewage Treatment Plant (STP) of 22.75 MLD

(Million Liters per Day) sewage capacity at Trombay unit since January 2000. This is a showcase plant producing about 15 MLD of recyclable water which is used in their process plants. The STP serves a dual purpose. Firstly, it takes care of the treatment and disposal of 22.75 MLD of municipal sewage which otherwise would have entailed treatment by MCGM, prior to releasing it into sea. Secondly, since RCF is using Treated Water from STP for its plant requirement, RCF has reduced intake of fresh water from MCGM by equivalent quantity thereby making 15 MLD fresh water available to residents of Mumbai city for domestic purpose. Thus this initiative has made it possible to meet requirement of about 30,000 happy families. This is a unique example of conserving scarce natural resource like water on perpetual

basis and makes it Sustainability Development project. RCF's Sewage Treatment Plant helps city in protecting its environment and conserving its scarce natural resources.

RCF is setting up another STP Plant of similar capacity with an Objective of making RCF self-dependent in terms of its process requirement of Trombay unit. The New STP when goes on-stream will also generate 15 MLD of fresh water thereby saving fresh water to that extent. Hence RCF STPs are of great help to residents of Mumbai and society at large, besides being beneficial to both MCGM and RCF. In a way our STPs at RCF can be called Sustainably Sustainable Development Projects.

Skill India

Training centres

To get the hands on experience

and good knowledge of plant processes and operation, skill development training is provided to the students of various Academic Institutes. To enhance employability of youth by imparting knowledge & skills, intensive training on plant operation, plant processes, equipment operation, maintenance activities and safety aspects etc is provided to Diploma engineering, BSc (Physics and Chemistry) and 12th completed students.

Farmer Knowledge Centres

RCF has two Farmer Knowledge centres, one at Nagpur and the other at Thal. These knowledge centres are equipped with latest facilities. Experts from Regional Agricultural Universities are regularly invited to give guidance to the farmers. Special programmes are designed for women

farmers and the scheduled caste and scheduled tribes on a regular basis.

Krishi Melas and Exhibitions

Krishi Melas are organized in areas where major crops and cash crops are cultivated. Leaflets comprising details on crops and fertilizer products, their use in the field etc. are distributed during Krishi Melas.

Agricultural Exhibitions: Agricultural Exhibitions are organized at block / district level especially during fairs / rural events considering the crops grown in the area with advanced and new package of practices. RCF is a responsible corporate and believes in holistically working for better future for stake holders, company and nation. RCF is committed to put the best efforts and join in the transformational growth path for New India mission. ■



Best Practices of Ferro Scrap Nigam Ltd.



Rajib Bhattacharya
MD, FSNL

Ferro Scrap Nigam Limited has streamlined its business operations due to which the productivity of the company has increased. Further, FSNL has been able to obtain new jobs of (i) Recycling & Processing of Iron Skulls from the Blast Furnace Dump of Bhilai Steel Plant; (ii) Hot Slag handling at Blast Furnace No.8 of Bhilai Steel Plant & (iii) FSNL has set-up a new Unit at ESSAR Steel India Limited-Hazira (Gujarat) for recovery & processing of Steel Scrap & Slag. In addition to business development activities FSNL has taken various initiatives towards sustainable development and other crucial areas. Some of the initiatives taken by the Company during the recent past is as under :

1) FSNL has set-up a Control Room in adherence of guidelines issued by the Ministry vide F.22(24)/2014-Estt. dtd. 4th July 2014 and a Disaster Management Plan has also been prepared and implemented in FSNL. CCTV cameras have been installed in all the Units and at Corporate Office of the company at the strategic places as a safety and security measure.

Contribution towards “CSR”, “Swachh Bharat Abhiyan” & Swachh Vidyalaya Abhiyan”

- Under the discharge of Corporate Social Responsibility, the Electrification & Acoustics facility were provided in the Cultural heritage of the State, viz., “ManasBhawan” Durg, wherein various School level, District level as well as State level cultural programmes and other important events, are organized, covering the whole Durg District of Chhattisgarh state.
- A total number of 102 Toilets, mostly for the use of Girl students, have been provided by FSNL in the Government Schools situated in the villages near FSNL’s working units in various states during the past three years under Swachh Bharat Abhiyan.
- A custom-built food distribution vehicle, including Insulated Vessels, was provided to AkshayaPatra, Bhilai, which is engaged in supply of Mid-Day meals to the children studying in Government schools in & around Bhilai in the Durg District of Chhattisgarh. At Bhilai, Akshaya Patra prepares

Mid-day meals for more than 32,000 underprivileged children in Bhilai Nagar Nigam and some schools in the areas of Dhamda & Patan blocks, and the trust is aiming to upgrade the count to 40,000 children to cater to the need of the students of Government Schools. Supply of Mid-day meals in the Government schools provides a strong incentive to parents to send children to school, thereby encouraging enrolment, reducing absenteeism and dropout rates, the programme has a positive impact on health and nutrition of children.

- A Hall-cum-Library has been constructed in a Government school in Odisha under CSR.
- An Electric driven Floor Sweeping machine, and an Overhead Projector were provided to Gyan Darshan Yogashram at Bhilai (Chhattisgarh) under CSR.
- Computer Sets were provided to Girls School at Durg (Chhattisgarh) for use of I.T.class students, under CSR.
- Computer set, Solar Water Heater & Water Coolers were provided to Kamla Nehru ST Women’s Hostel at Rourkela

(Odisha) under CSR.

- Computer set, Solar Water Heater & Water Coolers were provided to SC/ST Girls' Hostel "Sanjeevani", and SC/ST Boys Hostel "Sandeepni" at Durg district (Chhattisgarh) under CSR.

Environmental Protection

- FSNL has installed a Waste-paper Recycling plant, at its Corporate Office, Bhilai, to make use of the waste papers as a measure of environmental protection. From the recycled papers, useful stationery like Notebooks/Chit-pads, Files/Folders etc., are prepared. The Notebooks are prepared for distribution to the children of Below Poverty Line, studying in Government Schools. The Files/Folders, Bags, Chit-pads etc., prepared from the Recycled papers are used in the offices.

One Ton of such Recycled paper saves 17 Trees, and thus, helps in environmental protection.

Skill Development

FSNL has contributed significantly towards Skill Development and during the year 2017-18, a total number of 14 candidates were offered the Trade Apprenticeship training through NCVT portal, out of whom, 7 candidates have joined in different units and different trades. Apart from the above, engaging 6 Graduate Apprentices is also under process. Further, FSNL is in the process of engaging 5 nos. of Graduate Apprentices and 1 Technical apprentice (diploma holder) in Mechanical & Electrical stream, at our Bhilai Unit, through National Apprentice Training Scheme (NATS) instituted by the Board of Apprenticeship

Training, Ministry of HRD, for the year 2018-19.

Employment Generation

FSNL has generated new employment and has made 41 new recruitments (Executives and Non-Executives) to meet enhanced business requirement in the past 3 years.

Contribution towards Digital India

- FSNL ensures 100% Digital Transaction and all payments to all employees & vendors are made through Digital Mode.
- The Company has developed e-procurement system which designed & developed inhouse to achieve benefits such as increased efficiency & cost savings and improved transparency.
- FSNL made procurement through GeM portal to the tune of Rs.1.01 Crores in the Financial Year 2017-18.
- Digital Display Board has been installed in the reception area of Corporate Office, Bhilai, for the purpose of learning daily "A Hindi Word" with its English translation For promotion of Official Language.
- FSNL has successfully implemented a uniform Online Performance Appraisal System for Executives w.e.f. FY 2014-15.

Contribution towards "Make in India" theme

- An innovative application of Rock Breaker attachment on Hydraulic Excavator has been introduced in breaking & excavation of pooled iron of sand pit operations at ISP Burnpur. This has resulted in faster clearance of pooled iron.
- Drive Chain for our imported, Marion III M, Cranes were

being procured at a cost of Rs.7.00 lakhs/chain and with a long delivery period, since inception of FSNL. Under "Make in India" initiative this Drive Chain have been developed through indigenous source, at a cost of Rs. 80,000/- with delivery period of 1 month. These chains have given satisfactory performance & Company has saved considerable amount by this "Make in India" initiative.

Energy conservation & Rain Water Harvesting

- For Energy Conservation FSNL has switched over to installing LED lights from traditional lights in Corporate Office, Bhilai. This has reduced the power consumption by 50%.
- With the help of 5 Kwh capacity Rooftop Solar power plan installed at Corporate Office, Bhilai, during 2014-15, 5651 Kwh, during 2015-16, 5669 Kwh, during 2016-17, 6150Kwh energy was utilized which was generated from the above solar power plant. In the month of December 2016, another 10 Kwh capacity Solar Power plant was installed, whereby, with the enhanced solar power generation, in 2017-18, 11,823 Kwh of Solar energy was utilized from the solar energy power generated from rooftop solar power plant installed at Corporate Office, Bhilai.
- FSNL has taken the initiative for Rain Water Harvesting & Conservation. Two recharge pits for Roof Top Water Discharge/Collection system has been constructed at Corporate Office, Bhilai, and at the official residence of M.D., for recharging rain water into ground to improve the ground water table. ■

Central Coalfields Limited

A turnaround story



Gopal Singh
CMD, CCL

Central Coalfields Limited (CCL) has been able to break conventional thresholds and perform way beyond expectations, during the period 2012-18. Large scale and long lasting organizational transformations have been effected, long pending complex problems have been solved, highest ever production has been achieved, environmental and forestry clearances

have been obtained, physical possession of land has been taken, greenfield projects opened, railway projects have been planned, expedited and completed. These all could be achieved because of adoption of KayaKalp Model of Governance (Exhibit 1) which lays emphasis on the following:

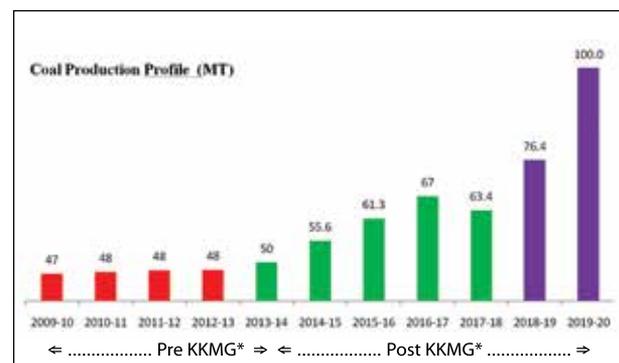
- Transparent, bold, ethical and philanthropic approach
- Training and Development of

Sub-ordinates

- Discipline Enforcement
- Innovation, Automation - State of the Art Technology
- Democratic planning - Autocratic control

Minimizing the Import Bill of the country:

Complete transformation of the company:



*KKMG – KayaKalp Model of Governance

During the period 2009-10 to 2012-13, the company's coal production was stagnating around 48 MT. The company was holding inventory (coal stock) of about 16 MT (about 33 % of annual production) for years together and because of its age, coal stocks had indications of spontaneous heating at many places. Many ongoing projects had acute shortage of land as land owners were not giving physical possession of their land to CCL. The employees were demotivated and demoralized.

The same company with the same set of employees registered a growth of 11.3 % in 2014-15, 10.2% in 2015-16 and 9.3% in 2016-17. Offtake of coal increased from 52.12 MT in 2013-14 to 67.56 MT in 2017-18, with a CAGR of 6.7 % and coal production grew with a CAGR of 6.1 % in 2013-18. FY 2018-19 has started with a bang. Growth in coal production till May'18 is 12 % and that for dispatch is 16 %.

Various steps have been taken in last few years for development of the country and upliftment of the

society, and many more are in the pipeline.

- To reduce coal import CCL has been increasing production and dispatch of coal year by year, as evident from the above graphs. Registering an unprecedented growth of 11%, CCL dispatched a record 67.6 million tons (MT) of coal in FY18.
- Many long delayed greenfield coal mining projects and infrastructure projects have been commissioned to augment coal production and dispatch. CCL aims to produce 76 MT of coal in FY19, and to enter in 100 MT club in FY20.

S. N.	PROJECT	CAPACITY (MTY)	ORIGINAL SCHEDULED DOC	STATUS
1	MAGADH OC	51 / 70	Apr-06	Commissioned in MAY 2015
2	AMRAPALI OC	25 / 35	Apr-06	Commissioned in JULY 2014
3	KONAR OC	8 / 11	Apr-06	Commissioned in JAN' 2014
4	N. URIMARI OC (Q 2)	3	Apr-05	Commissioned in OCT' 2013
5	PURNADIH OC (Q1)	3	Jul-08	Commissioned in AUG' 2013
6	SAWANG C UG	0.15	Apr-11	Commissioned in DEC' 2014
7	PIPARWAR RAILWAY LINE	24	Mar-98	Commissioned in July'2017
8	TORI-SHIVPUR RAIL LINE	72	2006	Tori- Balumath segment commissioned in March'18. Likely to be commissioned by June' 2018

- Two new coking coal washeries with a capacity of 6 MT per annum are to be set up which will lead to import reduction of 2.4 MT of coking coal.
- CCL to set up Methanol Plant of 0.75 MTY capacity which will help reduce import of oil. This is in sync with Hon'ble PM's dream to reduce oil imports by 10%, by 2022 from the 2015 level.

Integrating innovation for development

- For reduction of wasteful expenditure CCL closed 10 unviable underground mines in FY18 and plans to close 3 more mines in FY19. Manpower is being deployed to nearby productive mines. Additionally, few adjacent open cast mines have been amalgamated. In FY19 Dakra and KD Hesalong OCPs are to be amalgamated. This will result in increased

productivity, cost reduction and coal conservation.

- In line with the govt's ambitions target to have 175 GW installed capacity of renewable energy by 2022, CCL has set a target of installing 21 MW solar power plant by July 2020.
- 3300 KW conventional lighting to be replaced by 1240 KW LED in CCL.

Employment Generation

CCL has generated 3571 jobs in the last 4 years. 1500 more youths will be provided employment by December'2018. About 2000 more youths will be provided employment in the next two years. On 25th May'2018 Hon'ble Prime Minister gave appointment letters to 3 project affected persons of CCL. This has greatly boosted the moral of coalindians. We are committed to scale new heights of production, productivity and welfare of villages and workers.

Hon'ble Prime Minister giving Employment Letter to project affected person of CCL

New Development Model for the country

CSR Initiatives

The priority of company has been redefined in recent years in view of the prevailing socio economic milieu of Jharkhand. It is now centred on Inclusive Growth through a series of initiatives based on Kayakalp Model of Governance. Our motto is - ग्रामीण, गरीबों एवं श्रमिकों का सर्वांगीण विकास

Major CSR initiatives are as below:

Education / Skill Development

- **CCL ke Lal & CCL Ki Laadli:** It is a flagship CSR program which aims at preparing students from weaker section of society for IIT-JEE and other engineering entrance

exams. Students from across Jharkhand, particularly those living in CCL command area are provided free coaching for IIT by executives of CCL who themselves are IITians. Formal education for class XI and XII is provided in one of the best schools of Ranchi - DAV Gandhinagar. They are also provided with free boarding and lodging facilities in Ranchi.

Inspired by the huge success, it was replicated for girls in the year 2016 under the name CCL Ki Ladli as CCL's contribution towards Hon'ble PM's Beti Bachao, Beti Padhao.

In 2017 coaching under CCL Ke Lal & CCL Ki Laadli was also started through video conferencing based live interactive smart classes in mining areas. Total number of seats was increased to 388 last year. The interactive smart classes were inaugurated by Honble Minister of Rail and Coal Sri Piyush Goyal in Sep'2017.

Last year 5 out of 11 students cracked JEE (Advanced) 2017. Touching new heights of success. 12 students of CCL Ke Lal & CCL Ki Laadli, of 2016-18 batch have qualified JEE (MAIN) this year.

- **Kayakalp Public School:** An English medium school has been started by CCL at Bukru in Ranchi district this year, exclusively for kids belonging to poorest of the poor families. These students are being provided with, dress, bags, mid day meal and transportation - all free of cost. CCL plans to set up such school in every area of CCL.
- **ITI, Bhurkunda:** ITI was established by CCL at Bhurkunda in 2014 as part of CSR initiative.



Prime Minister giving Employment Letter to project affected person of CCL.

Training is provided in electrician trade. There are 21 seats in each batch. Wards of Project Affected Families are selected and are provided free education along with hostel facilities within the institute campus.

So far two batches (2014-16 & 2015-17) have not only completed their two years course successfully, but have got job offers right from the campus.

Multi Skill Development Centre (MSDC), Barkakana

For skill development MSDC was established in the year 2015 at Barkakana in Ramgarh. Training is provided to selected youths belonging to Project Affected Families, for a period of six months in two trades i.e. Welder & Electrician. For placement of pass outs of MSDC, employment fairs were organized.

CMD CCL, Shri Gopal Singh interacting with the students

Sports Promotion

Sports Academy- CCL & Govt. Of Jharkhand joint initiative: For promotion and development of sports in Jharkhand, MOU was signed between Jharkhand Govt.

and CCL to open a sports academy and sports university at Hotwar Mega Sports Complex, first of its kind in the Eastern India. 348 boys and girls are being imparted training in five sports namely athletics, taekwondo, wrestling, football and archery in the Mega Sports Complex, Khelgaon. The Sports Academy has state-of-the-art infrastructure and well qualified coaches. The day to day management of the sports academy is done by CCL officials.

Selection Process: The academy adopts simple and effective method of mass screening of candidates. Trials are supervised by expert technicians, sportspersons and coaches. A mega talent hunt programme is organised every year to attract the most talented children from various districts of Jharkhand. This year about 1 lakh 89 thousand children participated in the trial of which 170 were selected in utmost transparent way

Swachh Bharat Abhiyan

- About 11,850 toilets were constructed / renovated in four states namely Jharkhand, Odisha, Uttar Pradesh and Chattisgarh.
- CCL aims to make 8 districts of



Jharkhand where CCL operates, open defecation free. In the first phase Rs 21.4 Crs have been deposited with Govt of Jharkhand for making Hazaribagh, Bokaro and Ranchi open defecation free.

Mine Water Utilization

We are already supplying water for drinking and for irrigation to 74 villages. MoU with Govt. of Jharkhand for utilization of mine water by villages situated in the command areas of CCL has been signed. About 25 billion gallon of

water is available in the identified 88 mine voids of CCL.

CCL is committed to meet the coal demand of the nation. Sharp increase in production and dispatch has not only saved forex but also given fillip to Make in India initiative. Commissioning of green-field projects has not only boosted production and dispatch but has also resulted in employment generation. Long delayed railway projects have made transportation of coal eco-friendly by reducing dust generation and emission

of GHG. Launch of various CSR and welfare projects has resulted in better relationship with stakeholders, which in turn has led to record land acquisition and physical possession.. Monitoring of bio reclamation sites by satellites, mine water management, eco parks, concurrent mining and reclamation, adoption of surface miners, development of washeries, Ultra Mega Power Plant, planning, expediting and completion of railway sidings reflect our commitment to sustainable mining. ■

Garden Reach Shipbuilders & Engineers Ltd. Implementation of Govt. of India Initiatives



Rear Admiral V. K. Saxena
CMD, GRSE Ltd.

GRSE has been a pioneer warship builder of the country and the yard has delivered 97 warships to the Indian Navy, Indian Coast Guard and Mauritius Coast Guard, the highest delivered by any shipyard in the country till date. GRSE has emerged as a leading shipyard of India, since 1960 when it was taken over by the Govt. of India, building a wide array of warships & vessels from World Class Frigates, Missile Corvettes, Anti-Submarine Warfare Corvettes, Landing Ship Tanks, Survey, Offshore Vessels, Fast Attack Crafts, and Inshore Patrol Vessels to Fast Interceptor Boats. GRSE has many other firsts to its credit till date, including delivery of 1st warship of Independent India, INS Ajay to Indian Navy in 1961 and moving on to becoming the only Indian Shipbuilder to have built a Fleet Tanker, building the 1st Landing Ship Tanks and Hovercrafts in India. The 1st warship for export CGS Barracuda for Mauritius was built by GRSE in 2014. Over the years, GRSE has established well proven capabilities for in-house ship design and ship building and has made significant contribution to the success of indigenous warship construction programme.

The Anti-Submarine Warfare Corvettes (ASWC) and Landing Craft Utilities (LCU) being built by GRSE have achieved over 90% indigenous equipment fit. Presently 13 warships are under construction in GRSE, which include one ASWC, four LCU, five Fast Patrol Vessels & three Stealth Frigates. Having completed the modernization of Main Works in 2013, GRSE has now ventured upon to revitalize and refurbish the Raja Bagan Dockyard unit. On completion of the revitalization, the shipyard will have capacity to build 20 ships (08 large & 12 small) simultaneously.

Major Achievements.

- Highest no. of warships delivered in a year with five warships including 01 Anti-Submarine Warfare Corvette, 03 Landing Craft Utilities and 01 Water Jet Fast Attack Craft.
- Delivery of 2nd, 3rd & 4th Landing Craft Utilities and 4th Water Jet Fast Craft to Indian Navy with Zero Shipbuilders Liability and Weapon & Sensors Trials Completed.
- Integrating Carbon Composite Superstructure with Steel Hull of Ship has been achieved for the 1st time in India by GRSE,

onboard 3rd Anti-Submarine Warfare Corvette INS Kiltan, delivered in Oct 2017.

- In the scenario of competitive bidding with private players in the fray for warship construction, GRSE has been declared successful bidder in the competitive bidding for 04 survey vessels and 08 Anti-Submarine Warfare Shallow Water Crafts for Indian Navy. These vessels for the Indian Navy will be designed in-house by GRSE.
- GRSE realized one of its goals of establishing the Virtual Reality Lab.

Strategic MoUs Signed

- M/s Elbit Systems, Israel for indigenous development of unmanned surface vessel with modular multi mission capacity in MCM, ASW, EW & Maritime Security, is an initiative under the Make In India Drive of the Govt. of India.
- GRSE has been exporting its Pre-fabricated steel bridges to Bhutan, Myanmar & Nepal. To strengthen ties with Bhutan further, M/s CDCL Ltd. of Bhutan and GRSE signed an MoU on performing commercial contract related to the supply of Components, Equipment



INS Kiltan, 3rd ASW Corvette

and Services with respect to Portable Bridges.

- MoU was also signed with M/s Cooper Corporation, India for joint development and manufacturing of small and medium diesel engines for marine application.
- GRSE has signed license agreement with M/s MTU Germany to facilitate assembly of 4000 Series engines from Semi-Knocked Down condition to Completely Built-up Unit, which are among the best engines in the Category and additionally undertake manufacturing of parts in India.

Implementation of Govt of India Initiatives

- **Make In India**
- **Indigenous Equipment Fit Achieved Onboard ASW Corvettes Delivered** - INS Kamorta & INS Kadmat, the First 02 of 04 Anti-Submarine Warfare Corvettes became the First Warships built in the Country with Indigenous Warship Grade Steel, thus achieving over 90 % Indigenous Content.
- Indigenous Equipment Fit

Achieved Onboard Landing Craft Utility Vessels Delivered - The 08 Landing Craft Utility Vessels being built by GRSE are fully designed In House as per Requirements specified by Indian Navy. GRSE has achieved over 90% Indigenous Content on these ships.

- Indigenous Equipment Fit Achieved Onboard Water Jet Fast Attack Crafts Delivered-GRSE achieved over 70% Indigenous Content in Construction of Four Follow On WJFACs, the Last Ship, INS Tarasa was Delivered with Weapon & Sensors Trial completed, prior Delivery to Indian Navy.
- Indigenous of Rail Less Helo Traversing System - The Deck Machinery Department of GRSE has tied up with M/s Mac Taggart Scott, UK in 2010 for providing Railless Auto Tensioning Winch Wire Helicopter Traversing System on-board Naval Ships of India. 72% indigenization of the system has been achieved on the 3rd ASW Corvette, INS Kiltan.
- The Diesel Engine Plant of GRSE in Ranchi has recently

been modernized. GRSE is gearing to manufacture of engine parts with up to 40% Indigenization Level over the next 4-5 years.

- Indigenous Development of Cable Gripper as a substitute for Imported Trawhella Grab for use on Bailey Suspension Bridges for spans upto 400 ft..
- Indigenisation of 160/80 type Russian Fire Main Pump for Indian Navy Ships - Trial successfully completed in Sep 17.
- Nesting Process Automated in Aug 17.
- Stealth Hull Form Development for Anti-Submarine Warfare Shallow Water Craft (ASW SWC) – Despite having various restrictions in motions that the ship will have in various sea conditions, a Hull Form for ASW Shallow Water Craft was developed in-house for Indian Navy.
- Indigenisation of Russian origin Fire Main Pump with Capacity of 100 TPH at 80 m Head for Indian Naval Ships.
- Design Development for Floating Border Out Post (FBOP).



Landing Craft Utility Vessel.

- Design Development of Assault Bridges for First Time in India :-
- Full bridge can be manually portable and launched in less than 60 minutes with a small crew of 10-12 persons without use of any special tools.
- The bridge is made out of Carbon Fiber Reinforced Polymer Composites such that weight of any individual component is less than 15 kg.
- Implemented 'Procurement Preference Policy' aimed at giving Preference to 'Make In India' Products with over 40% Indigenisation Content.
- GRSE has achieved upto 90% in E-Procurement. Online Bill Tracking System & Payment through NEFT Mode have been introduced for Vendors.

Digital Initiatives

- There are 02 Broad IT Segments in GRSE-ERP Network & Design Network having Exclusive Network, Workstations, Servers etc. for Design Department to work on sensitive Design Data of GRSE.
- GRSE introduced Online Grievance Handling in Nov 2015

GRSE has been a pioneer warship builder of the country and the yard has delivered 97 warships to the Indian Navy, Indian Coast Guard and Mauritius Coast Guard, the highest delivered by any shipyard in the country till date. GRSE has emerged as a leading shipyard of India, since 1960 when it was taken over by the Govt. of India, building a wide array of warships & vessels from World Class Frigates, Missile Corvettes, Anti-Submarine Warfare Corvettes, Landing Ship Tanks, Survey, Offshore Vessels, Fast Attack Crafts, and Inshore Patrol Vessels to Fast Interceptor Boats.

based on the GRSE Grievance Redressal Policy.

- Document Management System has been implemented for Online Facilities like Leave Application, Appraisal Reports, Note Sheet Approval, Movement Order and Many More.
- Enterprise Level Project Monitoring System – The Project Monitoring System (PMS) Project for LCU installed, implemented and has gone live on 30 May 15.
- Skill India Initiatives - GRSE has undertaken various skill development initiatives to promote Skill India Programme.
- Apprenticeship Training - Apprentices are engaged as per provisions of the Apprentices Act 1961.
- Support to local Govt. Industrial Training Institutes (ITI) – Adoption of Women ITI, Kolkata, Centre of Excellence in Welding at ITI Tollygunge, Kolkata
- Donation of spare equipment/machines to ITI Howrah Homes.
- National Skill Qualification Framework (NSQF) is a



P-17A Stealth Frigate.

competency-based framework that organizes qualifications into 10 levels according to skills, aptitude and knowledge. GRSE has identified 22 entry level Job Roles for alignment with NSQF.

- GRSE has provided profiles of 57 retiring employees having vast technical qualification and experience to Strategic Manufacturing Sector Skill Council (SMSSC) for inclusion in their database. SMSSC can use the database of persons having rich industry experience for engagement as Trainers / Assessors based on their requirement.
- ‘Skill Development / Vocational Training’ to local unemployed youth is undertaken by GRSE in partnership with Indian Institute of Engineering Science and Technology (IIST) and Kolkata Police as a Flagship CSR project.
- GRSE has partnered with Indian Institute of Cerebral Palsy, since 2010-11 to provide comprehensive educational & rehabilitation services for children with cerebral palsy.

Awards & Accolades

- Excellence 2015-16 for In-House Design Effort for Offshore Patrol Vessel for Mauritius – CGS Barracuda.
- Hon’ble Defence Minister’s Trophy for Best Performing Defence Shipyard, Four Years in a Row (2010-11 to 2013-14).
- Rajbhasha Kirti Puraskar for Five Years (2011-12, 2012-13, 2014-15, 2015-16 & 2016-17) for Excellence in Official Language Implementation.
- Recognition of WIPS Activities Award 2018.
- ICC PSE Excellence Award 2016 in the Categories of- “Company of the Year”, “Corporate Governance”, “Human Resource Management Excellence”, “CSR & Sustainability”, and “Contribution of Women in PSEs”.
- Economic Times Bengal Corporate Awards 2018 in the Category of “CSR”.
- Governance Now PSU Awards 2017 in the Categories of “Adoption of Technology Innovations”, “HR Excellence” and “Nation Building”.
- SCOPE Corporate Communication Excellence Award 2017 in the Categories of “Best Corporate Communication Program (External)” & “Brand Building through Inclusive Growth Initiatives”.
- Quality Leadership Award 2017, 2016 & 2015.
- National Talent Management Leadership Award 2015 for Best Onboarding Program.
- Governance Now PSU Awards 2014 for Strategic Turnaround.
- E GOV Awards 2014 for Modernisation Initiative in PSUs.
- ICC PSE Excellence Award 2013 for CSR & Sustainability.
- Model Total Quality Management Company by CII for 2013.
- Most Caring Company Award 2015 & 2013.
- IIIE Performance Excellence Award (Financial & Operational Strength) for 2012-13.
- RM Award of Excellence 2007-08 for Indigenisation of Marine Centrifugal Pumps.
- RM Award of Excellence 2006-07 for Bailey Bridge Design upto Vehicular Load Class 70R & for Import Substitution in Developing Common Helicopter Traversing System. ■

Contribution of REIL towards Government's Flagship Programmes



Akhilesh Kumar Jain
MD, REIL

The flagship programmes- Make in India, Digital India, Swachh Bharat, Skill India, Start-up India, Stand-up India are the government's top priority economic projects. They collectively envision India as a high-functioning economy focused on industry, innovation and entrepreneurship; the promotion of investor confidence; Skilling of individual for self sustain ability, job creation; the development of infrastructure; and total digital connectivity.

REIL since beginning has aligned its operations with various Government of India programs and now these initiatives, are contributing actively towards social and economical upliftment of the society. These programmes are Make in India, Digital India, Swachh Bharat Mission, Skill India etc. and Corporate Social Responsibility.

Policies & Strategies Adopted Towards

Make In India

Perspective: The Make in India national program is designed to transform India into a global

manufacturing hub. It contains a raft of proposals designed to urge companies - local and foreign - to invest in India and make the country a manufacturing powerhouse.

The Company was established in 1981 with a mandate to manufacture Milk Testing equipment for the Indian Dairy Industry. REIL, since then, has been developing, manufacturing and deploying the products and applications to the satisfaction of customers.

The Company is geared up to grow in this rapidly changing scenario through a multi-pronged approach covering customers, products, technologies, people and skill upgradation.

The Company gives emphasis on Innovation, recognizing that Innovation is the key to Growth of the Organization and welfare of the society at large. During last thirty seven years, the Company has launched various products like Data Processor Unit, Milk Adulteration Testers, Auto Electronic Milk Testers, Solar Auto Tracker etc through in-house R&D efforts and working jointly with Government of India

R&D centers. These Innovations have helped the organization in vertical integration by significant contribution in manufacturing activities.

The Company is continuously taking initiatives to facilitate investment, foster innovation, protect intellectual property, and build best-in-class manufacturing infrastructure.

Action

- REIL signed agreement with M/s Milkotronic Ltd., Bulgaria during Hannover Messe 2015 for manufacturing Milk Analysers at their Works at Jaipur, India and provide after sales support through country wide network. This is in response to Make in India initiative of the Government and to fulfil the need for reliable, dependable and affordable equipment for measurement of FAT, SNF and other parameters at collection centres. The Company has manufactured and deployed about 2000 indigenized Milk Analysers till date.
- In 1986, REIL diversified into Renewable Energy sector to start manufacture of



Solar Photo Voltaic modules/systems with an initial capacity of 0.5 MW, and introduced lamination technology for Solar Modules for the first time in the Country in 1987-88. Its initial success leads to capacity enhancement to 2 MW. This was followed by capacity enhancement to 7 MW and then to 12 MW by adding automatic SPV module - manufacturing line. The Company recently added Solar Stringer machine with a capacity of processing 700 cells/hr to make solar string and can process cut cells upto 40mm.

- REIL also installed total 255KWp Grid-connected Rooftop Solar Power Plant with high efficiency module at its premises. REIL plans to expand its Solar module and Solar cell manufacturing facilities to the tune of 100MW each by 2022 under Make in India.
- REIL is working towards vertical integration of its manufacturing set up for its products, for which it is undertaking development of bought-out items, so that the same are manufactured in-house and used in the final product. This will increase sustainability/production

volume/value and add to the bottom line.

Digital India

Perspective: The vision of Digital India aims to transform the country into a digitally empowered society and knowledge economy. The various activities/developments at REIL are closely aligned to the Digital India movement.

Digital India culture in REIL is being implemented promptly to nurture the vision of our Hon'ble Prime Minister of Cashless Economy. Digital India is a concept whereby REIL serve the interests of country in transforming India into a digitally empowered society and knowledge economy. Under the 'Digital India' initiatives, technology will play a central role to achieve easy, effective and economical governance and creating unprecedented levels of transparency and accountability in governance.

Innovating solutions with the use of technology, digitization and e-governance have been the key mantras in such a rapid growth of REIL. REIL has adopted innovative practices by creation of web portals for monitoring of the projects being executed by the

Company and also, complaint redressal solutions by the stakeholders including beneficiaries.

REIL's Mission Statement on Digital India is **"Provide digital infrastructure as utility to every stakeholders and governance & services on demand."** REIL will continue to put in efforts towards Digital India with a motive of digital empowerment to its customers.

Actions

- The Company has full fledged Research & Development Centre since its formation and adopted Information Technology since 1988.
- Soon after it introduced embedded software in its range of products, developed software solutions in dairy vertical, e-governance, and IT enabled services.
- The Company is also upgrading its products to include GPRS technology for communication of data in real time for further processing and efficient management of milk.
- It is also using internet and web technology for interface with all stakeholders including shareholders, customers, suppliers, and common citizens.
- It is using e-procurement portal for procuring raw materials, internet banking for banking transactions, website for customers for project management and after-sales-services.
- It has developed website: www.reilsolar.com & www.reilsdairy.com for its customers in renewable energy and dairy sector that are providing last mile connectivity to the beneficiaries to avail the post-sales support in a structured manner.

- Through these efforts the Company has improved speed of communication, response, transactions and services.
- Towards the promotion of e-governance the Company has developed various applications such as Electoral Photo Identity (ELID) software, Smart card based Attendance system, Vehicle Tracking System (VTS), SMS based VAT declaration system and SMS, Web portal and Call centre based Voters Query Response system.
- The Company is also offering Cloud based solutions for its applications in Dairy and other Cooperative institutions, establishment of Data Centre for icloud application, Digitization of photographs, document etc., Android based Tablet and PDA applications, technology upgradation to handle and expedite its IT based applications.
- The Company is also upgrading its products to include GPRS technology for communication of data in real time for further processing and efficient management of products and services.

Skill India Mission

Perspective

The objective of the program is to meet the challenge of skilling at scale with speed and standard (quality). REIL continuously strives in the direction to develop the skills of its employees. Skill building can be viewed as an instrument to improve the effectiveness and contribution of workers to the overall production. It is an important ingredient to push the production possibility frontier outward and to take growth rate of the economy to a higher trajectory.

The flagship programmes- Make in India, Digital India, Swachh Bharat, Skill India, Start-up India, Stand-up India are the government's top priority economic projects. They collectively envision India as a high-functioning economy focused on industry, innovation and entrepreneurship; the promotion of investor confidence; Skilling of individual for self sustain ability, job creation; the development of infrastructure; and total digital connectivity. REIL since beginning has aligned its operations with various Government of India programs and now these initiatives, are contributing actively towards social and economical upliftment of the society.

The Company aims to provide an umbrella framework to all skilling activities being carried out, to align them to common standards and link the skilling with demand centres. In addition to laying down the objectives and expected outcomes, the effort will also be to identify the various

institutional frameworks which can act as the vehicle to reach the expected outcomes.

Actions

- The Company is undertaking the installation and implementation of the equipments through our associates present in the field. The associates are trained at our office at their inception in the Company and through training sessions organized at our premises.
- The Company also organizes trainings for its customer at field on the installation, maintenance and proper handling of the milk testing equipments from time to time.
- Apart from the Dairy Electronics the Company is also providing training to the students of Engineering in the areas of Information Technology, Embedded system, Renewable Energy, Instrumentation, Production etc. every year. The Company is also facilitating apprentice training for the ITI student every year.
- The Company is having its own training center situated at Malviya Nagar, Jaipur and at our Works Kanakpura Industrial Area, Sirsi Road, Jaipur.
- The Company has also provided training and exposure to its senior officials on regular basis on various important subjects like Corporate Governance, CSR & Skill Development, GST, Project Management etc. in the organization and outside organization, to help them compete in handling the changing business scenario, globalization, competition, technology advancements, and legal obligations.



- In addition to the training programmes, employees are also put into cross-functional job rotation, which also aids in the on-the job skill development of people and enables the employees to gain varied knowledge of different functional groups. This technique helps the Company by having multi tasking employees capable of performing multiple tasks and enriched with varied skills.
- The Company is interested in diversifying the business in the area of Skill Development, Training & Education for the youth in line with the vision of 'Skill India', the National Skill Development Mission would not only consolidate and coordinate skilling efforts, but also expedite decision making across sectors to achieve skilling at scale with speed and standards.
- REIL is also in the process of setting up a full-fledged state of art infrastructure to carry out the Government of India, Skill India Mission for skilling the youth and unemployed person according to the industry requirement for self sustain and

improving employability for all.

- It is significantly contributing in the Government envisions of transforming our nation and creating opportunities for all citizens by harnessing digital technologies.
- REIL's IT infrastructure dedicated for "Training and Education" at Mansarovar, Jaipur will soon be operational, which is designed and developed to cater training needs in line with Skill India Mission of the Government.

Swachh Bharat

Perspective: The cleanliness is essential for a conducive work-environment, healthy atmosphere,



safety and productive working conditions.

Actions

- REIL has adopted focused strategy towards "Swachh Bharat Abhiyan" by undertaking an inclusive approach towards participation of the employees of the Company. It celebrates Swachhta Pakhwada on regular basis involving participation of employees across the cadres of workers, supervisors and officers. REIL has undertaken a massive Swachh drive for promotion of hygiene, safety & Cleanliness to have a higher productivity and better work place.
- REIL has constructed and renovated 14 nos. of toilets Under Swachh Bharat Abhiyan and also installed wash stations in three schools at Jaipur.
- The Company also undertakes mass cleanliness and awareness campaign for the Swachh Bharat Movement on the noble thoughts of a clean India dream by our beloved Father of Nation Mahatma Gandhi. The Company employees take active part in the cleanliness drive of their respective workplaces, departments and the Company overall and also promote cleanliness in the surrounding areas. The Company also strives towards persevering the rural folk in the plant vicinity to remove the huge mounds of cattle-dung accumulated over time.
- The Photographs "before and after" the cleaning campaign are displayed in the factory premises to highlight the environment and areas where improvements could still be made

to move to the next level of cleanliness standards. After all this people have more awareness and have volunteered to see the implementation and monitoring at personal fronts, organization level and come up with suggestions.

- A 'nukkad-natak' by the young personnel from Company on the theme of collective persuasion and innovative thinking to create peer-pressure on the people to keep the surroundings clean and litter-free is also organized during Swachhta pakwada .

CSR Initiatives at REIL

"Be a Committed Citizen, alive towards Corporate Social Responsibility." Corporate Social Responsibility (CSR) is a concept whereby REIL serve the interests of society by taking responsibility for the impact of their activities on customers, employees, stakeholders, communities and the environment in all aspects of their operations. CSR activities generate community goodwill, create social impact and visibility. REIL work towards fulfillment of the National Plan goals and objectives, as well as the Millennium Development Goals adopted by our country, ensure gender sensitivity, skill enhancement, entrepreneurship development and employment generation by co-creating value with local institutions/people.

The Corporate Social Responsibility (CSR), in REIL, has always been a continuous commitment to the society at large and the various stakeholders. It has now taken the shape of formal activity in compliance to the legal framework defined by the Government



as per Companies Act, 2013.

The Company products, in themselves, serve the cause of socio-economic responsibility to the village folk, in the specific sectors of dairying by marginal farmers; and the energy needs of villagers not addressed by the conventional grid power.

REIL has performed the CSR activities through deployment of its products in a socially oriented application mode by Generating awareness on milk quality; hygiene and food safety, deploying electronic milk testers at schools; Extending medical/health awareness assistance to children and organising free medical camps for the deprived and disabled

children, and at government schools and also distributed medicines as well as hygiene and nutrition kits to them; and Utilization of new generation education (namely computer-education) infrastructure in the school in villages through availability of power of requisite quality. REIL also addressed this issue of Potable drinking water by providing Solar PV based water purification cum pumping system at village in Rajasthan to remove impurities of available water locally.

The Company also has taken initiatives to enrich the ITI/school libraries by providing books relevant to the academic courses being taught there so that the needy students can benefit from them in an organized manner on sustained basis. Similarly the Company is also providing scholarships to needy students under the SC, ST, OBC and physically handicapped categories at college level. Apart from these initiatives, company is playing active role in National Solar Mission, National Dairy Plan, FAME India and aligned its business activities towards ambitious missions of the Government. ■



CCI Contribution towards Flagship Programme of Govt including Corporate Social Responsibility



Dr. P. Alli Rani
CMD, CCI

The Cotton Corporation of India Limited (CCI) is a Public Sector Undertaking under the administrative control of Ministry of Textiles, Govt. of India. CCI operates in all the cotton growing States with about 350 procurement centres under 17 procurement/ sales branches. The major role of the CCI is to undertake Minimum Support Price (MSP) operations on behalf of Govt. of India when the prices of Fair Average Quality (FAQ) grade seed cotton fall below the MSP level. As per role assigned, CCI procures entire quantity of FAQ grade kapas offered by the cotton farmers in various APMC yards at MSP rates. This mechanism not only caters to the abundant supply of cotton during peak arrivals but also ensures that kapas prices do not lead to distress sale by the farmers. Besides MSP operations, to fulfill the raw material requirement of the domestic textile industry particularly during lean season, CCI undertakes commercial purchase operations.

CCI actively participates in all the flagship programmes of Govt. of India wherever applicable looking to the nature of business of

the Corporation. For implementing the policies adopted to formulate the vision of Digital India and Swachh Bharat including Corporate Social Responsibility, CCI review and access the need of development at every stage and take necessary steps as and when required. Highlights of CCI initiatives towards Digital India and Swachh Bharat including Corporate Social Responsibility are as follows:

Digital India

CCI made a massive campaign during 2nd December 2016 to 31st March 2017 to promote cashless transaction by using Unified Payment Interface (UPI) applications through mobile. Under this campaign, CCI initiated opening of 4,411 bank accounts of cotton farmers and 62,276 mobile app demo/downloads along with training for own employees, cotton farmers and business associates. For creating awareness about Digital India, CCI has focused on the following:

- Motivate and Support employees to be more comfortable with the use of computers and ERP system for creating paper

less working environment by providing necessary training as and when required.

- Adopted 100% sale of cotton and cotton seed through e-Auction system.
- 100% payment to the cotton farmers directly into their bank account through RTGS/ e-payment.
- Adopted 100% cashless transactions at Corporate Office and Branches.

Besides this, CCI is planning for:

- Extension of ERP system to centre level by 2019-20,
- Implementation of e-office through National Informatics Centre Services Inc. (NICSI) by 2019-20 at corporate office and thereafter at Branches by 2020-21.

Swachh Bharat

CCI is undertaking various activities under Swachh Bharat Mission w.e.f. 2nd October 2014 by involving all employees posted at Corporate Office and branches. Under this mission, swachhta pakhwada is organized twice in a year.



Recently, CCI has celebrated Swachhta Pakhwada during 1st March to 15th March 2018 where-in swachhta related various activities were undertaken like Swachhta Jagrukta Abhiyan at public places, seminar on role of women in swachhta, tree plantation, cleaning drive and display of swachhta slogan/banners at public places like railway station, bus stand, park etc.

CCI is promoting Swachh Bharat Mission under its' five year's calendar activities for cleanliness and sanitation started from November 2014 at Corporate and Branch Offices. Under this plan, the Corporation is undertaking various activities through:

- Sanitation/ cleaning drives, display of banners in nearby public places along with tree plantation and placement of dustbins.
- Publication of articles & slogans for Swachh Bharat Abhiyan in quarterly/ half-yearly in-house magazines.
- Competition on Swachhta awareness.
- Seminars on health & hygiene

for own employees.

Corporate Social Responsibility (CSR): CSR Mission of the Corporation is to

- serve the interests of society by taking responsibility for the impact of Corporation's activities on stakeholders & environment in all aspects of its operations.
- ensure benefits to the smallest unit i.e. village, panchayat, block or district particularly backward districts depending upon operations and resource capability of the Corporation.



- be involved in CSR activities as long term sustainable socio-economic development with expenditure limit of at least 2% of the average net profits of the company made during the three immediately preceding financial years.

Overview of CSR activities undertaken by CCI during last three years are as under:

- Constructed 61 girls toilets in 21 schools and more than 6000 girls' students are benefitted.
- Motivated around 300 girls' students of three govt. schools for higher studies by providing scholarship of Rs. 10,000/- per student to top 3 girls' students from each school (i.e. one from General category, one from OBC and one from SC/ST/PH) on the marks secured in higher secondary examination.
- Cotton farmers in backward districts in the states of Karnataka, Tamil Nadu & Maharashtra were benefitted with 500 nos. Front Line Demonstration (FLD) programmes in terms of increase in yield, reduction in cost, improvement in quality and gain in over-all realization

as compared to non-FLD plots.

- Motivated the cotton farmers for using kapasplucker machine instead of manual labour for better yield and lesser trash. The corporation has provided 300 kapasplucker machines valuing Rs. 21.75 lakhs to the farmers of around 30 villages in the states of Gujarat, Maharashtra & Telangana.
- More than 3,500 cotton farmers in the States of Karnataka, Madhya Pradesh and Tamil Nadu were benefitted from kisanmelas & farmers awareness meetings organized by CCI under its rural development project and motivated for cultivation of ELS variety of cotton due to increase in yield and thereby profitability.
- Contributed Rs. 39 lakhs to Swachh Bharat Kosh, Rs. 17.19 lakhs to Clean Ganga Fund and Rs 5 lakhs to Armed Forces Flag Day (AFFD) Funds.

Future Targets

- As per proposed Swachhta Action Plan (SAP) 2018-19 under Special initiative of the Hon'ble PM towards Swachh



Bharat Mission, CCI will take initiatives for Construction of toilets in close vicinity of 150 Agricultural Market Committee yards for girl/women with running water facilities in nearby schools/ labour colonies and villages and expected to contribute Rs. 10 lakhs for the same from CSR Funds for the year 2018-19.

- 33% of the CSR fund on Swachh Bharat & Clean Ganga activities.
- In order to have greater impact of the CSR activities of CCI, as per provisions in the Companies (Corporate Social

Responsibility Policy) Rules, 2014 issued by Ministry of Corporate Affairs, CCI may collaborate with the other Central Public Sector Enterprises (CPSEs)/ Banks/Pvt. Organizations etc, by way of pooling their CSR funds. The approval from Administrative Ministry i.e. Ministry of Textiles has been sought for the proposed scheme wherein targeted CSR activities are as under:

- To distribute about 10,000 nos. hand-handled kapasplucker machines to the cotton farmers for maximization in yield, production of better quality due to lesser trash and thereby increase in income by reducing harvest cost.
- To distribute about 1 lakh Farmers Safety Kits to the cotton farmers for safe farming and protection against Pesticides, Fertilizers and Other Farm Hazards.
- Promoting education for girls from economically weak primary producer's families by providing scholarship to girls' students in about 450 Government schools. ■



IRCON's CSR Initiatives & Future Endeavors



Aakanksha Tiwari
CSR Manager
IRCON International Ltd.

IRCON: a pioneering organisation in the field of novelty & development

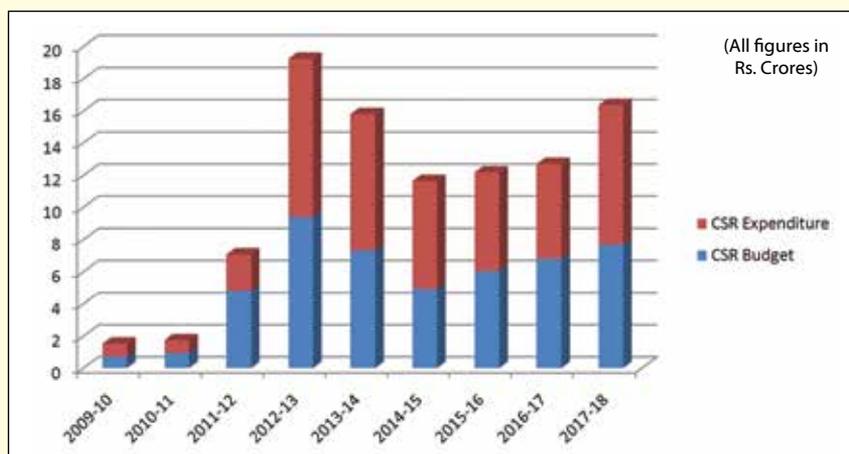
IRCON International Limited, a highly specialized organization having a vision of being the best in the field for covering the entire spectrum of construction activities and services in the infrastructure sector. Railway and Highway Construction, Electric Sub-station (Engineering and Constructions) and Mass Rapid Transport Systems are our present core competencies. IRCON operates in an extreme environment shaped by time sensitive multi-billion dollar projects moving people, cargo and connecting distant regions enabling hundreds of industries and services built on top of the

robust underlying infrastructure projected to last multiple decades on an average. Prestigious nation building projects connecting various parts of the worlds have been enable by IRCON, the company was the first to get the ISO 9001: 2008 Certification from TÜV Germany for its full range of construction activities. IRCON as a Mini Ratna Company of the Govt. of India has played a vital role to the growth and development of the nation through its core proficiency and experience in the infrastructure sector over the years and continues to contribute towards the nation's progressive growth.

IRCON's CSR: Embarking social development

beyond the compliance

Corporate social responsibility (CSR) has gained considerable interest among academicians and business organizations in the past decade. More and more Indian business organizations embrace the practice of CSR under different names such as corporate sustainability, social responsibility, and corporate citizenship. IRCON being an accountable and liable organisation considers the relevance of social & environmental needs of the society and thus has been contributing towards the societal development even before the mandate came into existence. IRCON is committed to undertake CSR activities complying with the provisions of Section 135 of the Indian Companies Act, 2013 and related Rules.





IRCON's CSR Initiatives for mainstreaming the society

Corporate Social Responsibility (CSR) is the IRCON's commitment to its stakeholders to conduct business in an economically, socially and environmentally sustainable approach being transparent and ethical at all levels. The basic requirement and need of a human is magnificently explained by Abraham Maslow's Model of Needs of Hierarchy in order to understand the society at large. Thus, IRCON believes in involving all the stakeholders ranging from NGOs, local communities, local administration, academicians, management etc. to participate and provide inputs/suggestions for successful implementation of the social activities planned for their welfare.

IRCON believes in working jointly with local communities to improve the rural infrastructures, transportation facilities, health care to deprived sections of the society, to fulfill the education need of the children, safe drinking water and sanitation facilities in schools as well as in hospitals, adoption of environment friendly technologies etc.

At IRCON, we take our role in business sustainability, creation of responsible infrastructure and nation building to utmost important and of value. Thus, we regularly engage in collective action, advocacy and public policy discussions at the highest level of our management.

IRCON believes in taking along its stakeholders in its journey of social change and plans its CSR activities in consultation with its beneficiaries.

IRCON's CSR – Making A Difference

Every contribution is important and provides a number of benefits to both the community and business irrespective to the size of an organization or the level of its involvement with Corporate Social Responsibility. In the course of fulfilling its social obligations, IRCON operates to enhance value creation in the society as a whole and particularly in the communities where it works. It plays an active role to promote sustainability along with a broad objective of improving the quality life of the people. The CSR initiative of IRCON has touched

the lives of common people, addressing their most fundamental needs, thus making a big difference to their lives.

The thrust of IRCON's CSR and Sustainability is on capacity building, empowerment of communities, inclusive socio-economic growth, environment protection, promotion of green and energy efficient technologies, development of backward regions, and upgrading the marginalized and under-privileged sections of the society.

Companies Act & DPE Guidelines

As per the provisions of the Companies Act, 2013 and relevant guidelines of DPE for the CSR, IRCON has framed its CSR & Sustainability Policy which aims to bring qualitative social changes to empower the society in all aspects through its social impact. The objective of the CSR & Sustainability Policy is to focus on the activities impacting society, economy and environment for betterment and growth. The policy gives the opportunity to work in diversified fields of social sector to meet the basic necessary requirements by promoting a healthy and sound livelihood and social security for the community through its CSR efforts. Presently company has a Board level CSR & Sustainability Committee headed by an Independent Director to monitor & ensure implementation of CSR agenda of the company. Committee is assisted by an officer not below the rank of Chief General Manager designated as the Nodal Officer and her team of the officials. The Nodal Officer and her team assist the Committee in selection, approval and monitoring of the



Corporate Social Responsibility & Sustainability activities/ projects.

CSR Projects

IRCON has undertaken a multitude of CSR initiatives in diverse domains like promotion of education, promoting gender equality and women empowerment, ensuring environment sustainability, employment enhancing vocational skills and welfare activities for SC/ST/OBCs, minorities and women etc.

The financial year 2017-18 observed a range of CSR initiatives targeting sectors like capacity building, empowerment of communities, inclusive socio-economic growth, environment protection through promotion of green and energy efficient technologies, development of backward regions and up-liftmen of the marginalized and under-privileged groups.

Some of the major CSR Initiatives being promoting Health & hygiene through provision of low cost sanitary napkin for local communities and school students through setting up a manufacturing unit, Skill enhancement training to 200 SC/ST/OBC candidates, 180 potential women of a remote area Gurdaspur(Punjab), 20 BPL students, 200 PWD candidates with placements for inclusion into the mainstream society, promoting education to PWD students by providing support for competitive examinations, provision of health camps in J&K for the poor and needy people.

IRCON has widen its horizons in almost all the sectors of the society by implementing its CSR activities in the field of Health, Education, Environment Sustainability, Infrastructure Development, Skill Development, Empowering women, backward classes, PM's

relief fund for contributing to nation building etc. under schedule VII of the Companies Act.

IRCON has also spread its wings all over the country as well through its welfare activities for the public in general.

Other various initiatives which made a mark during the year include:

- Environment protection and sustainability through plantation of more than 31,000 trees in the states of Jammu & Kashmir and Uttar Pradesh and provision of solar lights in Uttar Pradesh & Delhi and provision of safe drinking water facility,
- Health initiatives for Cancer patients, general public through medical camps and promoting health & fitness through gymnasium along with company's perpetual CSR activity of providing medical facilities



through our PHCs established at Ramban, J&K; Sivok Rangpo, West Bengal; and Raebareli, Uttar Pradesh.

- Promoting education through various programs in Chhattisgarh, Delhi, Jammu & Kashmir, Maharashtra, Gujarat, Bihar, Himachal Pradesh, Jharkhand and Orissa.
- Enhancing Skills and developing competency through Skill Development Training programs in the states of Jammu & Kashmir, Madhya Pradesh, Chhattisgarh, Punjab, Maharashtra, Delhi & Jharkhand
- Promoting a healthy and sustainable environment & contributing to Swachh Bharat by building

Bio-gas plants, transforming waste- to energy kitchens, encouraging composting from waste flowers from pilgrimages, wedding occasions etc.

The year 2017-18 observed a range of CSR activities in the diversified field of Education, Health, Infrastructure Development, Environment Sustainability, Drinking water facility, Employment Enhancing Education etc. focusing on the disadvantaged and destitute social groups like SC/ST/OBC minorities and weaker sections, women and children in large. IRCON as a responsible entity has been contributing to the National Movements like Swachh Bharat

Kosh and Clean Ganga Fund for the developmental growth of the nation.

Acknowledgement of IRCON's CSR efforts

IRCON's continuous efforts in the social development have been recognized by awards like 'India Today PSU Award 2014' for "CSR & Sustainability" under Mini Ratna category and 'SCOPE Meritorious Award' for "Corporate Social Responsibility and Responsiveness" both for year 2012-13.

IRCON's Future Endeavors

Furthermore, with a strong vision ahead IRCON'S CSR & Sustainability plans to expand its horizon in the untouched arenas like Digital Education, Measures for benefit of the family of war martyrs, armed forces martyrs, war widows and their dependents, protection of national heritage, measures for elderly and senior citizens, promotion of rural sports etc. in near future in order to not only widen its scope of developmental work but also to focus on the unattended sections of the society to meet the larger goal of IRCON i.e to reach out and maximize the beneficiaries through CSR Initiatives.

Over the past years, we continued engaging our stakeholders along existing channels of interactions. The process of identifying our most significant stakeholder categories has been largely internal so far. Going forward, we intend to make our existing engagement more robust and enhance our discussions on sustain-ability issues of mutual significance.

Further, please visit our website for more details at www.ircon.org. ■



Should Governments Promote Innovation?



Prof. Saumyajit Guha
Institute of Management
Technology, Ghaziabad



Prof. Anand Khanna
Institute of Management
Technology, Ghaziabad

Governments around the world are broadening and deepening their support for innovation in the private sector and the economy more generally.¹

The leaders of the 2014 G20 Summit at Brisbane called for enhanced economic growth through “promotion of competition, entrepreneurship and innovation”. They also called for strategies to reduce youth unemployment through the “encouragement of entrepreneurship”.

To do so, government agencies across the world have embarked on a course of broadening their roles. Many have ensured ease of access to their resources like R&D, technology knowhow and infrastructure, financial aid to businesses, which were difficult to get earlier. They are also closely partnering with individual businesses and /or industries to facilitate and support R&D.

Why?

Primarily, empirical evidences suggest, innovation impacts and

enhances socio-economic growth. Robert Solow’s work suggests that GDP growth is impacted more by innovation than increase in human resource or capital accumulation. Solow won his Nobel prize for this study.

The capability to innovate and to bring innovation successfully to market will be a crucial determinant of the global competitiveness of nations over the coming decades. An innovation system consists of the network of institutions, rules, and procedures that influences the ways a country acquires, creates, disseminates, and uses knowledge. The actors in the innovation system include universities, public and private research centers, enterprises, consulting firms, policy think tanks, policy makers, and others.²

David Sandalow, Assistant Secretary for Policy & International Affairs, U.S. Department of Energy suggests five reasons why govt. should support innovation.³

- Government protects intellectual property, with patents and other tools. That protection

helps ensure that innovators benefit from their hard work and creativity, inducing more innovation.

- The private sector under-invests in fundamental research. That’s natural. Time horizons in many businesses are short. Few companies are in a position to capture benefits from fundamental research they might fund on their own. In many fields, fundamental research requires resources available only to governments and the largest companies. As Prof. Henry Chesbrough documents in his book *Open Innovation*, the big corporate research labs of decades past have given way to more distributed approaches to innovation. That gets many technologies to market faster, but at the expense of fundamental research. Without government support for such research, the seed corn for future generations would be at risk.
- Innovation depends on an educated workforce, which is a job

¹ PWC Innovation, Report on Government’s Many Role in Fostering Innovation, January 2010

² Qimiao Fan, Kouqing Li et al, INNOVATION FOR DEVELOPMENT AND THE ROLE OF GOVERNMENT A Perspective from the East Asia and Pacific Region, The International Bank for Reconstruction and Development/The World Bank

³ David Sandalow, Thoughts on The Role of Government In Innovation, Yale University, October 21, 2011

for governments. Biomedical research requires medical technicians. Energy research requires engineers. Computer research requires programmers. Although companies often provide specialized training, an educated workforce is the essential starting point. Primary and secondary education is a vital precursor to much innovation. That's a job for governments everywhere. And universities play a central role, with training of promising young innovators often made possible by government funding.

- Market failures stifle innovative technologies. For example, lack of capital and information prevents homeowners from investing in energy-saving technologies with very short payback periods. Split incentives between architects, builders, landlords and tenants prevent widespread adoption of similar technologies in commercial buildings. Governments have a central role in overcoming these barriers and more.
- Because government policies and standards can lay a strong foundation for innovation.

How Government should go about it?

Sponsor and collaborate R&D for Innovation

The Government should be actively providing funds and grants to HEIs (Higher Education Institutes) and other research labs to foster innovation. The Govt should collaborate with such institutions and facilitate them in establishing state of the art research facilities.



To become a consumer of Innovation

Any govt. will require a lot of innovation for better governance. Such requirements should be highlighted and people should be encouraged to provide solutions for the govt. e.g. Smart city hackathon conducted by the GOI.

Provide Infrastructure and access to resource and knowledge

Governments should facilitate or provide access to its R&D facilities to businesses and entrepreneurs. This will help and encourage them to work on their R&D and innovation.

Create and amend policies to facilitate innovation and research

Coming up with new policies won't be enough. The government has to ensure that existing policies of different departments are amended and / or twiggged to provide relief R&D and Innovation.

What the Govt. of India has done so far?

India is a country with over 1.2 billion people, 379 million (31%) of which are between the ages of 18 and 35⁴. A majority of that 379

million is unemployed even after having graduate certificates. For example, only one in every four urban males under 29 years is employed even though they hold at least a certificate or diploma.⁵

The Government of India has recognized the need for promoting and supporting R&D and Innovation for some time now. Over the years they have taken quite a few initiatives accordingly. Some of the most prominent ones are listed below.

CSIR⁶

The Council of Scientific & Industrial Research, has pioneered India's intellectual property movement. CSIR today is strengthening its patent portfolio to carve out global niches for the country in select technology domains.

CSIR, known for its state-of-art R&D knowledge repository in diverse areas, has a dynamic pan-India network of 38 national laboratories, 39 outreach centres,

⁴Census of India, 2011

⁵National Sample Survey Office, 2013

⁶<http://www.csir.res.in/about-us/about-csir>

3 Innovation Complexes and 5 units. CSIR's R&D expertise and experience is embodied in about 4600 active scientists supported by about 8000 scientific and technical personnel.

On an average CSIR files about 200 Indian patents and 250 foreign patents per year. About 13.86% of CSIR patents are licensed - a number which is above the global average. Amongst its peers in publicly funded research organizations in the world, CSIR is a leader in terms of filing and securing patents worldwide.

NSTDB⁷

The National Science & Technology Entrepreneurship Development Board (NSTEDB), established in 1982 by the Government of India under the aegis of Department of Science & Technology, is an institutional mechanism to help promote knowledge driven and technology intensive enterprises. The Board, having representations from socio-economic and scientific Ministries/Departments, aims to convert "job-seekers" into "job-generators" through Science & Technology (S&T) interventions.

The NSTDB has been instrumental in fostering the ecosystem of facilitating innovation and entrepreneurship. It has provided grants and support to many higher education institutes and universities to set up research labs and Technology Business Incubators or TBIs and have funded research projects and entrepreneurial ventures through them.

Make In India⁸

Make in India is an initiative of the Govt. of India that has been

launched with the primary goal of making India a global manufacturing hub. The initiative encourages both multinational as well as domestic companies to manufacture their products within the country, with the aim of enhancing the contribution of India's manufacturing sector to 25% of the Gross Domestic Product (GDP) by 2025. Along with this, multiple new initiatives are also promoting foreign direct investment, implementing intellectual property rights.

This initiative will enable India to facilitate job creation, foster innovation, enhance skill development and protect intellectual property. The GOI claims that the initiative is built on four pillars:

New Processes

- The GOI has introduced several reforms to create possibilities for getting Foreign Direct Investment (FDI).
- The government has also removed and / or reformed many outdated policies and regulations for ease of business.

New Infrastructure

- Infrastructure is integral to the growth of any industry.
- The government is developing industrial corridors
- Smart cities are being built with state-of-the-art technology and high-speed communication.
- Innovation and research activities are supported by a fast-paced registration system
- The infrastructure for Intellectual Property Rights (IPR) registrations is being improved
- Training for the skilled

workforce for the sectors is also being addressed.

- New Sectors:
- 'Make in India' has identified 25 sectors to promote with the detailed information being shared through an interactive web-portal.¹
- The Government has allowed 100% FDI in Railway and removed restrictions in Construction. It has also recently increased the cap of FDI to 100% in Defense and Pharmaceutical.

New Mindset

- Government in India has always been seen as a regulator and not a facilitator. This initiative intends to change this by bringing a paradigm shift in the way Government interacts with various industries. It will focus on acting as a partner in the economic development of the country alongside the corporate sector.
- Since the launch of Make in India in September 2014, FDI inflows of USD 77 billion including a equity inflows of USD 56 billion has been received for the period October 2014 to March 2016. This represents about a 44% increase in FDI Equity inflows over the same corresponding period.

Startup India⁹

Startup India is a flagship initiative of the Government of India, intended to build a strong ecosystem for nurturing innovation

⁷ <http://www.nstedb.com/about-us.htm>

⁸ www.makeinindia.com

⁹ Startup India Action Plan, January 2016

E-Waste: Compliance Necessity or Burgeoning Business Opportunity?



Anika Bhasker
Investment Consultant
Invest India



Often referred to as the toxic legacy of our digital generation, e-waste has fast emerged as one of the most pressing issues on the environmental and health front in India's path to development. A couple of months ago, the United Nations reported an alarming statistic that the world generated 44.7 million tonnes—equivalent to the weight of 4,500 Eiffel Towers. Out of this, India's contribution was a significant 2 million tonnes. Another shocker is that 95% of this e-waste remains treated informally.

The health and environmental

effects of electronic waste are well-documented, with toxic metals, not limited to lead, mercury, and cadmium, resulting in birth defects, brain, heart, liver, kidney and skeletal system damage. In addition to this, e-waste can cause environmental deterioration by way of air, water and soil pollution.

The Ministry of Environment and Forests (MoEF) defines 'e-waste' as "electrical and electronic equipment, whole or in part discarded as waste by the consumer or bulk consumer as well as rejects from manufacturing, refurbishment

and repair processes." To tackle this problem, the MoEF introduced the concept of Extended Producer Responsibility (EPR) in 2016, whereby the responsibility to collect and channel e-waste from consumers to authorized recycling units was placed with the electronics manufacturing companies and bulk consumers. Although e-waste management laws have been in place since 2011, firms are now required to set yearly collection targets linked to their production numbers.

In 2016 (followed by amendments in 2018), the MoEF clearly defined

that the phase-wise collection targets for e-waste in weight shall be 10% of the quantity of waste generation as indicated in the EPR Plan during 2017-18, with a 10% increase every year until 2023. After 2023 onwards, the target has been made 70% of the quantity of waste generation as indicated in the EPR Plan. This can be undertaken by way of Individual Producer Responsibility (IPR) or Collective Producer Responsibility (CPR). In case of the latter, the organization can delegate its compliance organization to a Producer Responsibility Organization (PRO).

While the Government has made sincere efforts to address this pertinent issue, the on-ground reality remains far from the ideal scenario. There is a severe lack of awareness among the producers and consumers, dearth of requisite infrastructure and absence of regulatory enforcement agencies.

An innovative way to look at this problem is to make a business case for it. As the basic principle of Economics states, people and organizations respond to incentives. The three principles that must be adhered are those of accountability, business transformation and systems thinking.

Awareness is of utmost importance to get the ball rolling but there are several challenges faced by both producers and bulk consumers that hinder proactive participation. The large scale producers do not wish to be the first to transform their business, while the process is plagued by the evils of corruption and malfeasance. The medium scale and smaller scale producers, on the other hand, regard e-waste as a tick box



Awareness is of utmost importance to get the ball rolling but there are several challenges faced by both producers and bulk consumers that hinder proactive participation. The large scale producers do not wish to be the first to transform their business, while the process is plagued by the evils of corruption and malfeasance. The medium scale and smaller scale producers, on the other hand, regard e-waste as a tick box in the event of production, and do not attempt to engage in the process holistically and take the effort to build awareness of this.

in the event of production, and do not attempt to engage in the process holistically and take the effort to build awareness of this.

Although the informal waste pickers, aggregators and dismantlers are willing to enter the fold of formalization, the formal sector faces several challenges. These challenges range from lack of handling capacity to illegitimate facilities in the forms of multiple accounting of waste, selling to aggregators and leakages.

We need to develop tracking mechanisms and provide oversight of e-waste compliance, in order to ensure that the mechanism of e-waste disposal is streamlined as much as possible. While enforcement strictness is of paramount importance, it is also vital to build an incentive structure around this to ensure better complicity by the producers.

There needs to be evidence of a burgeoning business opportunity for interest to gain ground, and that is where the Government needs to step in and highlight the opportunities underlying this perceived compliance evil for the producers. ■

प्रधानमंत्री की पाँच चुनौतियों में निहित है एक बड़ा अवसर



राजीव रंजन झा*
सम्पादक, निवेश मंथन
और शेयर मंथन

इस साल 9 अप्रैल को प्रधानमंत्री नरेंद्र मोदी दिल्ली के विज्ञान भवन में केंद्रीय सार्वजनिक उद्यमों (सीपीएसई) के एक सम्मेलन में उन्होंने सार्वजनिक उद्यमों की ओर से रखी गयी प्रस्तुतियों को देखा, जिनमें कॉर्पोरेट प्रशासन, मानव संसाधन प्रबंधन, वित्तीय री-इंजीनियरिंग, नवोन्मेष (इनोवेशन) एवं तकनीक और नये भारत के लिए विजन 2022 के विषयों को रखा गया था। इस सम्मेलन में प्रधानमंत्री ने सभी सरकारी उद्यमों को भविष्य की कार्ययोजना बनाने की जिम्मेदारी सौंपी। प्रधानमंत्री ने सार्वजनिक उद्यमों के सामने अपनी प्रांसंगिकता को बढ़ाने की एक चुनौती रखी है।

यदि सार्वजनिक उद्यमों ने इस चुनौती को अच्छी तरह स्वीकार किया, तो यह उनके लिए एक बड़ा अवसर साबित हो सकता है। इस समय लोक-विमर्श में काफी हद तक यह बात बैठ चुकी है कि सार्वजनिक उद्यम में प्रतिस्पर्धा बढ़ाने की जरूरत है। इसीलिए कुछ सरकारी कंपनियों को बेचने की कवायद भी गाहे-बगाहे चलती रहती है। ऐसे समय में पीएसयू के योगदान और प्रदर्शन

में बेहतरी के लिए सीधे प्रधानमंत्री की व्यक्तिगत रुचि उन्हें इस बात का बड़ा अवसर देती है कि वे इस लोक-धारणा को पलटने का काम करें। सरकार से वांछित समर्थन हासिल कर वे निजी क्षेत्र को प्रतिस्पर्धी ढंग से टक्कर भी दे सकते हैं और राष्ट्र-निर्माण एवं समाज कल्याण में अपना भरपूर योगदान भी कर सकते हैं।

सार्वजनिक उद्यमों की ओर प्रधानमंत्री का विशेष रूप से ध्यान जाना अकारण नहीं है। उनकी कई महत्वाकांक्षी योजनाओं को सफलता दिलाने में पीएसयू ने बड़ी भूमिका निभायी है। देश के गरीब परिवारों को रसोई गैस कनेक्शन उपलब्ध कराने वाली उज्ज्वला योजना के तहत अब तक 4.10 करोड़ से अधिक बीपीएल परिवारों को निःशुल्क कनेक्शन दिये जा चुके हैं। देश के हर गाँव तक बिजली पहुँचाने का लक्ष्य इस सरकार ने हासिल किया है। जन धन खातों की बढ़ोतरी देश में बैंक खाता रखने वाले वयस्कों की संख्या साल 2014 के 53 प्रतिशत से बढ़ कर 2017 में 80 प्रतिशत हो गयी। इस समय देश में 31.76 करोड़ जन धन खाते हैं, जिनमें

कुल जमा राशि 80,952 करोड़ रुपये है। इन सभी योजनाओं में पीएसयू इकाइयों ने बढ़-चढ़ कर भूमिका निभायी है।

इसीलिए अप्रैल में हुए सम्मेलन में प्रधानमंत्री ने सरकारी योजनाओं को सफल बनाने में सार्वजनिक उद्यमों की भूमिका को सराहा। उन्होंने याद दिलाया कि इन उद्यमों के लिए लाभ कमाना और सामाजिक लाभ उत्पन्न करना, दोनों बातें महत्वपूर्ण हैं। सभी गाँवों तक बिजली पहुँचाने और गरीबों को रसोई गैस कनेक्शन उपलब्ध कराने जैसी योजनाएँ सार्वजनिक उद्यमों के योगदान के बिना पूरी नहीं हो सकती थीं, यह बात प्रधानमंत्री ने स्वीकार की।

भारत की पीएसयू इकाइयों का एक स्वर्णिम इतिहास है। मगर प्रधानमंत्री ने यह उचित ही कहा है कि अतीत के गीत गाते रहना काफी नहीं होगा, उभरती हुई चुनौतियों के अनुरूप खुद को ढालना भी जरूरी है। इसके लिए उन्होंने उद्यमिता और नवोन्मेष पर खास जोर देने के लिए कहा है। नये भारत के निर्माण में प्रधानमंत्री ने पाँच पी का सूत्र दिया है – परफॉर्मेंस (प्रदर्शन),

प्रोसेस (प्रक्रिया), परसोना (छवि), प्रोक्योरमेंट (खरीदारी) और प्रीपेयर (तैयारी)। यानी एक तरफ जहाँ उन्हें अपना कामकाजी और वित्तीय प्रदर्शन सुधारना है, वहीं दूसरी ओर अपनी प्रक्रियाओं में पारदर्शिता और उत्तरदायित्व लाना है। खरीदारियों या प्रोक्योरमेंट के लिए प्रधानमंत्री ने पीएसयू कंपनियों को जीईएम के प्लेटफॉर्म का उपयोग करने की नसीहत दी। जहाँ तक तैयारियों या प्रीपेरेशन की बात है, उन्होंने इस संदर्भ में भविष्य की तकनीकों का जिक्र किया जिनमें कृत्रिम बुद्धि (आर्टिफिशियल इंटेलिजेंस), क्वांटम कंप्यूटिंग और रोबोटिक्स शामिल हैं। यदि पीएसयू कंपनियाँ इन पाँच सूत्रों पर बखूबी अमल कर सकीं तो वे न केवल अपने भविष्य को सुरक्षित रख सकेंगी, बल्कि भारत के भविष्य को सँवारने में भी अपना भरपूर योगदान दे सकेंगी।

इन पाँच सूत्रों के अलावा प्रधानमंत्री ने पीएसयू कंपनियों के सामने पाँच खास चुनौतियाँ भी रखी हैं, जो इस प्रकार हैं –

- वर्ष 2022 तक भारतीय पीएसयू कंपनियाँ किस तरह अपनी भू-रणनीतिक (जियो-स्ट्रेटेजिक) पहुँच को बढ़ायेंगी?
- वर्ष 2022 तक भारतीय पीएसयू कंपनियाँ किस तरह भारत के आयात बिल को घटायेंगी?
- वर्ष 2022 तक भारतीय पीएसयू कंपनियाँ किस तरह नवोन्मेष और शोध (रिसर्च) को एकीकृत करेंगी?
- वर्ष 2022 तक भारतीय पीएसयू कंपनियाँ किस तरह अपनी सीएसआर निधि का सर्वोत्तम उपयोग करने का

सार्वजनिक उद्यमों की ओर प्रधानमंत्री का विशेष रूप से ध्यान जाना अकारण नहीं है। उनकी कई महत्वाकांक्षी योजनाओं को सफलता दिलाने में पीएसयू ने बड़ी भूमिका निभायी है। देश के गरीब परिवारों को रसोई गैस कनेक्शन उपलब्ध कराने वाली उज्ज्वला योजना के तहत अब तक 4.10 करोड़ से अधिक बीपीएल परिवारों को निःशुल्क कनेक्शन दिये जा चुके हैं। देश के हर गाँव तक बिजली पहुँचाने का लक्ष्य इस सरकार ने हासिल किया है। जन धन खातों की बढौलत देश में बैंक खाता रखने वाले वयस्कों की संख्या साल 2014 के 53 प्रतिशत से बढ़ कर 2017 में 80 प्रतिशत हो गयी।

रोडमैप बनायेंगी?

- वर्ष 2022 तक भारतीय पीएसयू कंपनियाँ देश को विकास का कौन-सा नया मॉडल देंगी?



भू-रणनीतिक पहुँच

प्रधानमंत्री ने ध्यान दिलाया कि विश्व की 500 सबसे बड़ी कंपनियों में एक चौथाई ऐसी कंपनियाँ हैं जो किसी-न-किसी देश की सरकारी कंपनियाँ हैं। उन्होंने सुझाव दिया कि भारतीय पीएसयू कंपनियाँ अन्य देशों की सरकारी कंपनियों के साथ तालमेल करके विदेशों में निवेश के बारे में एक व्यापक रणनीति बना सकती हैं। इस दिशा में जहाँ सबसे महत्वपूर्ण प्रयास हो सकते हैं, वह है तेल-गैस क्षेत्र। सरकारी तेल-गैस कंपनियों ने पहले भी इस दिशा में काफी पहल की है, लेकिन अभी उससे भी ज्यादा बड़े स्तर पर काम करने की गुंजाइश लगती है। इसी तरह रक्षा क्षेत्र में भी भारतीय पीएसयू कंपनियाँ दूसरे देशों की सरकारी कंपनियों के साथ बड़ी साझेदारियाँ कर सकती हैं।

आयात बिल में कमी

यदि भारतीय पीएसयू कंपनियाँ विदेशों में अपनी भू-रणनीतिक पहुँच बढ़ाती हैं, तो इससे देश के आयात बिल को घटा देने में भी मदद मिल सकती है। देश के आयात बिल में सबसे बड़ी हिस्सेदारी तेल-गैस की है, लिहाजा इस क्षेत्र में



किये गये प्रयास सबसे ज्यादा कारगर हो सकते हैं। देश में रक्षा उत्पादन बढ़ाने पर जोर देकर भी आयात बिल को घटाने में अच्छा योगदान किया जा सकता है।

नवोन्मेष (इनोवेशन) और शोध (रिसर्च)

प्रधानमंत्री ने इस बात पर जोर दिया है कि नवोन्मेष और शोध को एकीकृत करने की जरूरत है। इसके लिए खुद केंद्रीय पीएसयू कंपनियों के पास आरएंडडी का आधुनिक बुनियादी ढाँचा है। साथ ही वे सीएसआईआर और आईसीएआर आदि की सुविधाओं का भी उपयोग कर सकती हैं। जरूरत इस बात की है कि पीएसयू इकाइयाँ आपस में सरकारी विभागों के साथ ज्यादा सूचनाएँ साझा करें। सबसे बड़ा बदलाव नजरिये में लाने की जरूरत है। जो शोध प्रयोगशालाओं में पड़ा है उसे

बाजार तक कैसे लाया जाये और बाजार में दिख रही जरूरतों को पूरा करने वाला शोध-अनुसंधान कैसे हो, इस पर जोर देने से काफी बदलाव आ सकता है।

सीएसआर निधि

केंद्रीय पीएसयू कंपनियों के पास सीएसआर की एक बड़ी निधि उपलब्ध है, जिसका उपयोग सामाजिक उद्देश्यों को पूरा करने में होता है। मगर इस निधि के उपयोग से प्रभावी परिणाम दिख सकें, इसके लिए प्रधानमंत्री ने सुझाव दिया है कि पीएसयू कंपनियाँ हर साल किसी एक खास विषय (थीम) पर केंद्रित होकर इस सीएसआर निधि का उपयोग करें। उन्होंने ध्यान दिलाया कि विद्यालयों में शौचालय निर्माण के लिए जब सीएसआर निधि का उपयोग हुआ तो इसमें बड़ी सफलता मिली। उन्होंने आगे चल कर देश के

आकांक्षावान (ऐस्पिरेशनल) जिलों के विकास और देश में कौशल विकास कार्यक्रमों को सीएसआर के अगले विषयों के रूप में चुनने का सुझाव दिया है। नीति आयोग ने देश में 115 आकांक्षावान जिलों की पहचान की है, जिन पर विशेष ध्यान दिये जाने की जरूरत है।

मोटी बात यह है कि प्रधानमंत्री की पहल ने देश की सरकारी कंपनियों को यथास्थितिवाद की धूल झाड़ कर उठ खड़े होने का अवसर दिया है। अप्रैल में प्रधानमंत्री ने 100 दिनों के अंदर 2022 तक का रोडमैप बनाने के लिए कहा था, जिसकी मियाद जल्द पूरी होने जा रही है। आशा की जानी चाहिए कि पीएसयू कंपनियाँ उत्साही दृष्टिकोण के साथ अपना यह रोडमैप प्रस्तुत करेंगी और सरकार भी इन कंपनियों को उस रोडमैप पर चल पाने के लिए हर तरह से पूरा समर्थन देगी। ■

* (लेखक जाने-माने आर्थिक पत्रकार हैं, जो कई समाचार चैनलों और अखबारों के लिए काम कर चुके हैं। इस समय वे मासिक पत्रिका 'निवेश मंथन' और समाचार पोर्टल 'शेयर मंथन' के संपादक हैं।)

SCOPE participates in ILO Summit at Geneva



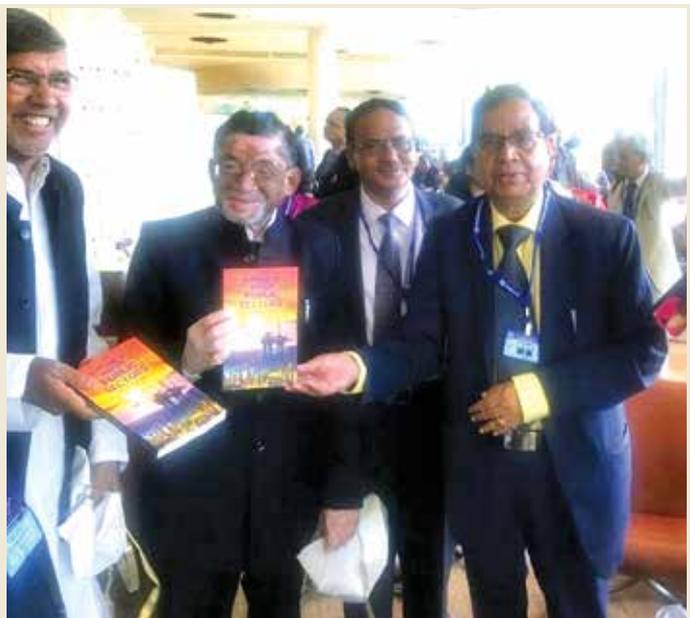
Dr. U. D. Choubey, DG, SCOPE addressing the 107th ILO Summit in Geneva.

Dr. U. D. Choubey, Director General, SCOPE participated in the 107th International Labour Organization (ILO) Summit in Geneva. Speaking in the plenary session as a Delegate from India, Dr. Choubey highlighted the initiative of Government of India in

the area of decent world of work, gender related issues, skill development, employment generation, security to formal and informal workers in India, innovative skill development programme and incentivizing small, medium enterprises (SMEs) and green initiatives. More than 4000 participants

from all over the world are participated in the ILO summit. A strong team of delegates, advisers from India comprising of employers, employees and government was led by Hon'ble Minister of State for Labour & Employment (Independent Charge), Shri Santosh Gangwar.

Book titled "Future of Public Sector in India (Will the Titan Fall?) by Dr. U. D. Choubey was released by Hon'ble Minister of State for Labour & Employment (I/C) Mr. Santosh Gangwar in the presence of Nobel laureate, Mr. Kailash Satyarthi in Geneva.



SCOPE- Academy of Public Sector Enterprises (APSE) conducts Executive Development Program



Padma Bhushan Dr. M. B. Athreya and Dr. U. D. Choubey, DG, SCOPE addressing the participants of SCOPE-APSE Executive Development Program.

The SCOPE -Academy of Public Sector Enterprises (APSE) conducted the current year's first Executive Development Program for CPSE Executives. The six day program commenced from 14th May, 2018 and concluded on 19th May 2018. Padma Bhushan Dr M.B. Athreya was the Chief Guest.

Dr U. D. Choubey, Director General, SCOPE in his welcome address gave a brief background of the APSE and the raison d'être of its establishment, to groom the CPSE executives at various levels and equip them with cutting edge skills and create pan industry talent pool within the Public Sector. Dr. Choubey, apprised the participants the unique features of the SCOPE APSE Executive Development Programs which provide a holistic view of the Public Sector and familiarize the participants with the challenges/opportunities the Public Sector provides.

Chief Guest Padma Bhushan Dr. M. B. Athreya, in his keynote

address said continuous endeavour at achieving Managerial Excellence is the key mantra not only for individual's success and overall wellbeing but for the organization growth too. Dr Athreya exhorted the participants to perceive their role as a "Karma Yogi" instead of a "Karmachari". He spoke on the KASH Model i.e. (K) Knowledge, (A) Attitude & Values, (S) Skills & (H) Habits which is very relevant for achieving the Mission and Vision goals. Organizations, Dr. Athreya said should also periodically revisit/readjust their Mission, Vision Statements. He also told participants to contribute to the formulation of Strategies, Structure, Systems & processes and be prepared for Top Management Roles. Dr Athreya congratulated SCOPE for setting up the SCOPE Academy which could all CPSEs and supplement their own respective in house training.

Mr Ashok Bhat, Director, Mindshare HR Consulting Pvt. Ltd. presented the program

perspective. While the behavioural and soft skills part of the program was taken care by Mr Bhat and the other sessions were taken by very eminent faculty from academic institutions, Government and domain experts from CPSEs.

Mr. B. V. K. K. Rao, Advisor (Finance) & Program Facilitator, introduced the dignitaries and the Chief Guest, Ms Hema Koul, Program Coordinator, proposed vote of thanks at the conclusion of the inaugural session.

The first technical session was taken by Dr Choubey, who an overview on the Public Sector and Governance in CPSEs. In his address he said Public Sector Enterprises (PSEs) are inseparable part of Indian economy. He spoke about genesis, contribution and achievements of the CPSEs to socio/economic development of the country. He also apprised the participants about the challenges faced by the PSEs in the globalized competitive environment. PSEs have successfully

adopted the change environment. They have entered into new activities, exploring new markets and forging joint ventures with global players included.

Mr. Ashok K Pavadia, a former bureaucrat and a leading expert on CSR, Corporate Governance and Sustainable Development, presented an overview of the Public Sector in India- its history, key developments and its key role as a vital driver in the Indian Economy. He also spoke on innovation as vital tool for continuous development.

CA Parveen Kumar, National Head - Assurance / Director, ASA & Associates LLP took the session on 'Basics of Balance Sheet & Numbers that Drive business.' Familiarizing the participants with the key fundamentals.

Prof. Simrit Kaur, Principal & Professor of Economics & Public Policy, Sri Ram College of Commerce, University of Delhi spoke on the subject 'The Public Sector - The Way Forward in the Context of Liberalization, Privatization and Globalization.

Mr.V.S.N.Rao, Additional General Manager, MMTC LTD. took the

session on "Conduct, Discipline and Appeal rules." He presented the participants with an overview of this important subject, the basics of which every executive is expected to know.

CA Mohd Salim, from Power Finance Corporation Ltd. & Member Indirect Taxes Committee, PHD CCI, gave an overview on the GST – as a major game changer in the Indian Tax reforms.

Mr. Ajay Shukla, Additional General Manager, NTPC Ltd. spoke on "Project Management" and analysed the root causes of cost and time overruns in a project, which could be avoided/minimized with a robust project management system in place, the aggregate effect of which would a massive savings to the national economy.

Prof. M. Sridhar Acharyulu, Information Commissioner, Central Information Commission discussed the importance of RTI in the CPSEs context and role and responsibilities of CPSEs in effective implementation of RTI Act.

Mr. Ashu Shinghal, Chief General Manager, (Corporate Strategy,

Planning & Advocacy), GAIL Ltd. Apprised the participants starting with the basic concepts of understanding (MOU) system its historical antecedents and its evolving architecture in CPSEs as a system for strategic performance accountability, and also spoke on setting of MOU Targets.

Dr. Garima Dadhich, Head, National Foundation of CSR, In-Charge, Centre for Business Innovation, Indian Institute of Corporate Affairs, Ministry of Corporate Affairs dealt with the structure of CPSE Board, procedures and functioning in the context of companies act. and also spoke on Corporate Governance.

Mr. Ashok Bhat, Director, Mindshare HR Consultancy Pvt. Ltd. and Dr. Punam Sahgal, Vice-President (HR & Capacity Building), National Institute for Smart Government, New Delhi took the sessions covered in 'Behavioural module'. The behavioral module of the program focused broadly on three themes critical to the success of executives in the early phase of their career. The first theme focused on thoughtful choices executives need to exercise to be able to

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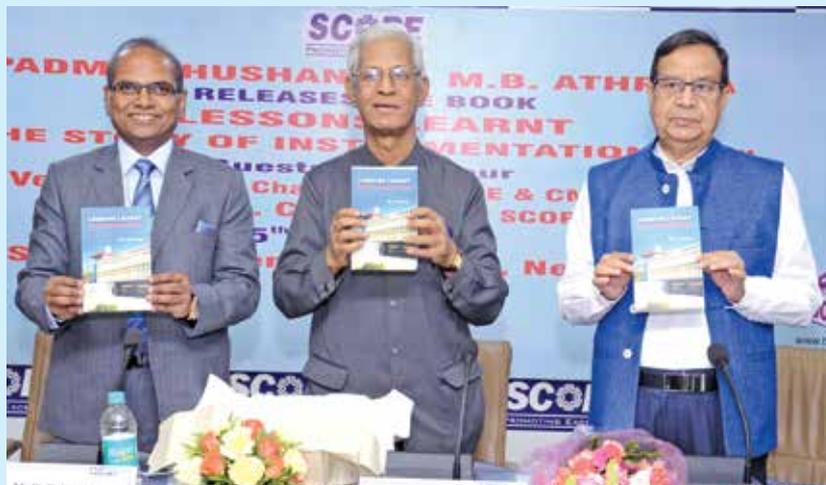


“Lessons Learnt: The Story of Instrumentation Limited” Book released

Standing Conference of Public Enterprises (SCOPE) organized a function for releasing the book titled “Lessons Learnt – The Story of Instrumentation Limited” authored by Mr. M. P. Eshwar, CMD, Instrumentation Ltd. (IL) recently. The Book captures the story of IL - its rise and fall and the Lessons Learnt from the experiences of the Company. Instrumentation Limited, a Government of India Enterprise under the Ministry of Heavy Industries & Public Enterprises, was a profit making and dividend paying company till 1988-89. However, after liberalization it could not keep pace with changing economic conditions and started incurring losses. Despite two revival packages, the company could not come out of losses and the Kota Unit has been closed in Nov 2016.

Padma Bhushan Dr. M. B. Athreya, Management Expert, the Chief Guest who released the book, appreciated the efforts of Mr Eshwar and spoke about ten key lessons for the top management executives to be learnt from the story of IL. He stated that ‘Lessons Learnt’ is a special book and suggested that SCOPE may conduct a series of one-day workshops for CEOs of CPSEs based on the book so that Lessons of IL can be gainfully applied.

Guest of Honour, Dr. U. D.



Padma Bhushan Dr. M. B. Athreya (Centre), Dr. U. D. Choubey, DG, SCOPE (extreme right) and Mr. M. P. Eshwar, CMD, IL during the release of the book “Lessons Learnt: The Story of Instrumentation Limited”.

Choubey, Director General, SCOPE, complemented Mr. Eshwar for writing the book and also for coordinating the event so well at such a short notice. He said that leadership qualities required to run a financially stressed PSE are no less compared to profit making PSEs. In fact, the challenge is bigger. The story of IL brings out the lapses. When Mr. Eshwar joined IL in 2013, the die was cast. However, with his leadership, transparency and motivation to employees, he turnaround Palakkad Unit of IL in 2017-18.

Mr. M. P. Eshwar, author of the book, while welcoming the gathering gave a brief background of the book and its various sections. He shared how he had taken a bold decision to join IL for revival

rather than to live in comfort zone in Navratna Company HPCL and spoke about the visions he had while joining IL in July 2013. He highlighted vigorous efforts made by him in revival of the Company and the lessons learnt which could be useful to other organizations.

In the end, Mr. A K Shringi, Chief Advisor, IL, proposed a vote of thanks to the Chief Guest, Guest of Honour, CMDs, MDs, past and present Directors and CVOs of IL, Govt. officials and various distinguished dignitaries, etc., for gracing the occasion. He also thanked the SCOPE for organizing the function.

The Book Line, Delhi, has published the book.



Speaking in the Hydro Vision Conclave 2018, Dr. U. D. Choubey, Director General, SCOPE suggested review of the hydro power policy in India. Incentivising small and medium hydro power on local basis will help farmers as power generated will not be required to be wheeled in main grid and shall be consumed locally he said.

Contd from Page 66

successfully make career in the dynamics of interpersonal communication role play and transitions that help them progress towards better integration with organizational roles. The second theme highlighted the role executives play in the strategy execution process and driving strategy through performance, conflict management and negotiation skills and managing career in competitive times – exploring one's anchor measurement of its outcomes and impact. The third theme dealt with the development of psycho social capabilities and emphasized the need for executives to enhance understanding of the self (self awareness)

and others and using that understanding to effectively manage people in the context of interpersonal, team, decision making and leadership processes.

The behavioral module was delivered through a mix of case studies, group exercises, simulations and instrument based assessments.

On the valedictory day Mr D.S. Sudhakar Ramaiah, CMD, Project & Development India Ltd. and Member of SCOPE Executive Board, Guest of Honour gave away the certificates of participation to the participants and thereafter interacted with them. The participants shared their

impressions and their learning from the six-day program. He felt that the participants' feedback in such programs is a very useful tool in further improving the program content and design. The participants from different CPSEs, who attended the program, appreciated the entire program and expressed that the entire program content (Contextual and Behavioural Modules) was very informative and useful.

Mr D.S.Sudhakar Ramaiah, appreciated the untiring efforts of Mr. B.V.K.K. Rao, Advisor (Finance) and Program Facilitator, and Ms Hema Koul, Program Coordinator and making this program a success..

Conference Facilities at SCOPE Convention Centre

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

Auditorium



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

Mirza Ghalib Chamber



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

Tagore Chamber



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

Bhabha Chamber



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

Fazal Chamber



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

Business Centre



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

Banquet Hall



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

Annexe I



The Annexe-I having capacity of 25 Persons.

Annexe II



The Annexe-II having capacity of 25 Persons.

Tansen Chamber at UB



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

Amir Khusro Chamber at UB



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

For Booking & Tariff details please contact

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

Mr. Nitin Kulshrasta, Asst. Manager, Engineering (Elect.)
Mobile: 9313989067 • Email: scope.convention@gmail.com

STANDING CONFERENCE OF PUBLIC ENTERPRISES

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

New and Improved Conference Facilities at SCOPE Minar Convention Centre

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

Convention Hall



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

VIP Lounge



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

Board Room



Board room having “U” shaped table, with a sitting capacity of 55 delegates with modern facilities - projector, screen, table mic etc.

SCOPE Academy of Public Sector Enterprises



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

Meeting Hall



Meeting hall having “U” shaped table, with a sitting capacity of 60 delegates. Most widely used for small size meetings and training programmes, group discussion, power point presentations etc.

There is a wide space for vehicle parking that cater for a capacity of 550 cars, including the newly built good quality Banquet Hall wherein 300 delegates can comfortably dine at a time, makes it special to deliver an all-round conducive meeting environment .

For Booking & Tariff details please contact

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

SCOPE Forum of Conciliation and Arbitration (SFCA)



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

SFCA has framed its own rules prescribing consolidated fee structure and expenses with the assurance that arbitration proceedings shall be completed in the shortest possible time and shall be more economical in comparison to other institutions. A panel of expert Conciliators and Arbitrators has also been drawn which consists of retired Judges

of Supreme Court, High Court, retired Secretaries, Joint Secretaries of Govt. of India, Chief Executives, Directors and senior officials of Govt. of India and PSEs, besides Advocates and C.As and other professionals.

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

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

For further details please contact

Mr. M.L. Maurya, General
Manager (Technical)
Mobile No.9313375238.

Ms. Radhika
Executive - Legal (SFCA)
(M) 8920574097, 24360559
e-Mail: scopesfca@gmail.com

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Venue: SCOPE Convention Centre, Core 8, SCOPE Complex, 7 Lodhi Road, New Delhi-3

Nominations may please be forwarded / mailed to

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SCOPE

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Sr. Manager(Finance)
Mobile: 9868260296, Landline: 24360661
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Shashi Bala Mathur

Executive Secretary
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Fax: 24361371

ICAI

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Assistant Secretary, ICAI
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Prime Minister Narendra Modi lays foundation stone for **Patratu Super Thermal Power Project**



Prime Minister Narendra Modi laying foundation stone for Patratu Super Thermal Power Project in the presence of dignitaries in Jharkhand.

Prime Minister Narendra Modi laid the foundation stone for the 2400MW first phase of NTPC's Patratu Super Thermal Power Project in Jharkhand recently. The project is a 74: 26 Joint Venture between Government of Jharkhand (GoJ) and Patratu Vidyut Utpadan Nigam Ltd. (PVUN), a subsidiary company of NTPC establishing a total capacity expansion of 4,000MW. Ms. Droupadi Murmu, Governor, Jharkhand; Mr. Raghubar Das, Chief Minister, Jharkhand; Mr. R. K. Singh, Union Minister of State (I/C), Power and New & Renewable Energy; other dignitaries and senior officials from Ministry of Power and NTPC were present on the occasion. Envisioning the brighter future for India's 19th State, NTPC's PVUNL is

set to develop the project in two phases: 2,400 MW (3x800MW) in Phase-I and 1,600 MW (2x800 MW) in Phase-II, which will be developed later. This project will allocate 85 per cent of the power to Jharkhand that will benefit the state in the long run and help in the economic growth of the region. Under the Pradhan Mantri Sahaj Bijli Har Ghar Yojana (Saubhagya) scheme, this project will ensure providing 24x7 power availability to the households.

Micro & Small Enterprises Vendor Meet at NTPC

Micro & Small Enterprises (MSEs) Vendor Meet was organised by Corporate Contracts & Materials for an interaction with MSE vendors to understand their concerns and to increase their participation

in business with NTPC.

During the meet Mr. Gurdeep Singh, CMD unveiled a Mobile App to help vendors track their payments. In his address, CMD emphasized the need for speedy payments to vendors and development of an online system for faster award of purchase orders.

Presentations were made about features of the Vendor Portal and Enlistment Policy of NTPC on the occasion. Queries of Vendors regarding payment and enlistment issues were also addressed. About 50 Small and Micro Enterprises were represented in this meet.

NTPC intends to organise such meets regularly Pan India basis to strengthen contribution of MSE's in NTPC growth story.

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भारतीय स्वर्ण सिक्का



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BEML achieves the Highest Ever Sales Turnover; Registers 30 percent growth

BEML Ltd. has achieved the highest ever net sales turnover of Rs. 3246 crs, for the year 2017-18 registering a growth of 30 percent over the previous year.

Mining and Construction business registered a growth of 11 percent; while Rail and Metro business achieved record production/sales of 244 Metro Cars, registering a growth of 114 percent over the previous year. Despite constraints Defence Business too registered a growth of 10 percent. Such commendable performance has helped the Company to register a PBT of Rs 164 crs after a gap of 5 years, which is a jump of over 67 percent.

The Mining and Construction market continued to be highly competitive and unpredictable and there was a perceptible shift in the market trend towards deployment of high capacity equipments. In this regard, while High capacity 150 T and 190 T dumpers designed and developed in house are being deployed for user trials, during the year 2017-18, other high capacity equipments viz. 850 HP Bulldozer (BD475-1), and 180 T Diesel Excavator (BE1800D) were designed and developed in house, as a part of "Make in India" initiative.

Despite challenges, the revenue increase in sale of equipment to the coal sector was 79 percent

and in non-coal segment it was 28 percent. Concerted efforts were put in to reduce parts inventory and finished goods inventory. In order to give thrust on after-sales-service and spare parts supply, BEML has opened more Activity Centres nearer to the customer sites.

Rail and metro segment achieved significant landmarks during FY 2017-18; such as (i) supply of more than 240 metro cars, the highest ever number produced in a year by BEML, (ii) the delivery of the first 3-car train set to BMRCL ahead of schedule which is part of the 150 intermediate cars contract, (iii) delivery of two train sets to KMRCL, (iv) and stabilization of 3rd line metro car facility for increased production.

The signing of the 'Memorandum of Understanding' (MoU) with Hitachi for Railway sector will provide BEML with the technological advantage and likely to open up a world of local production opportunities to BEML. Pre-production activities for 300 numbers of 3ph- MEMUs and manufacture of 20 sets of shells and bogies for LHB coaches are well underway.

In the Defence segment, though the sales turnover of OE during FY 2017-18 remained almost at the same level, the spares turnover business almost doubled. BEML continued to supply



Mr. Deepak Kumar Hota, CMD, BEML addressing the media persons.

vehicular platforms for various weapons and equipment for the armed forces and also for the Nation's strategic missile projects.

A significant achievement during the year has been the in house design, development and supply of Arjun Repair and Recovery vehicle (ARRV) to CVRDE. BEML also manufactured Trawl Assembly for T-72 tank to R&DE(Engrs), Pune and developed aggregates for the Quick Reaction Surface to Air Missile (QRSAM) for DRDL.

BEML began, Financial year 2018-19 with a healthy order book position of over Rs. 6700 crs and we set a challenging business target for the coming year. There are encouraging business prospects emerging in the near horizon, which brings great hope and optimism to surpass the laid down targets, realising the true potential of the Company.



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NMDC's Spectacular Performance in 2017-18: Best Ever Physical Performance

- **4th Quarter 2017-18 Annual 2017-18**
- **Iron Ore Production (Million Tonnes) 11.35 35.58**
- **Iron Ore Sales (Million Tonnes) 10.54 36.07**
- **Turnover (Rs. In Crore) 3,883 11,615**
- **Profit Before Tax (Rs. In Crore) 1,992 6,179**

The Company's production of iron ore during the 4th quarter was 11.35 million tonnes (MT) registering an increase of 9 percent over the corresponding period last year (CPLY) while sales of iron ore was 10.54 MT, which is about 8 percent more than that of the CPLY.

NMDC's turnover during the 4th quarter is Rs. 3,883 Cr, representing an increase of 35 percent in turnover of CPLY. NMDC has recorded profit before tax (PBT) of Rs. 1,992 Cr and profit after

tax (PAT) of Rs.1,106 Cr, up by around 61 percent and 116 percent respectively over 4th quarter of CPLY. The company for the year 2017-18 registered a growth of 5 percent in production and 1 percent in sales of iron ore over the corresponding period last year (2016-17). It has produced 35.58 million tonnes and sold 36.07 million tonnes of iron ore during 2017-18 against production of 34.01 million tonnes and sales of 35.62 million tonnes in corresponding period last year.

NMDC posted a turnover of Rs.11,615 Cr, representing an increase of 32 percent in turnover of CPLY. It has recorded profit before tax (PBT) of Rs.6,179 Cr and profit after tax (PAT) of Rs.3,806 Cr in which is up by around 44 percent and 47 percent respectively over CPLY.

The 4th quarter results for 2017-18 were approved by the Board of Directors of the Company under the Chairmanship of Mr. N. Bajjendra Kumar, IAS in its meeting held recently.

Oil India Q4 & FY 2017-18 results highlights

- Impressive growth of 72.27% in PAT during FY 2017-18 at Rs. 2,667.93 crore as compared to PAT of Rs. 1548.68 crore during 2016-17. For Q4 FY 2017-18, PAT stood at Rs. 866.50 crore as against Rs. 19.31 crore for corresponding period last year
- EBITDA Margin 44.4% in FY 2017-18 as compared to 42.7% in FY 2016-17.
- Crude Oil production registered a growth of 3.57% in FY 2017-18 to 3.394 MMT as compared to 3.277 MMT during FY2016-17.
- Crude Oil price realisation increased by US\$ 8.36/BBL to US\$ 55.72/BBL in FY 2017-18 as compared to US\$ 47.36/BBL during FY 2016-17.
- Natural gas price realisation during FY 2017-18 declined to US\$ 2.69/MMBTU from US\$ 2.78/MMBTU in FY 2016-17.
- Company has proposed final dividend of Rs 1 per share for FY 2017-18 on post bonus equity share capital. This is in addition to Interim Dividend of Rs. 14 per share paid earlier on pre-bonus equity share capital.

Innovative Technologies Available for Commercialization



NRDC is engaged in the development, promotion and transfer of technologies emanating from various national R&D institutions/universities. The Corporation offers its IPRs and Technology Transfer services in wide ranging areas like: Agriculture, Chemical, Agro & Food processing, Life Sciences, Mechanical, Electrical & Electronics, Energy and Telecom. It acts as an effective catalyst in translating innovative research into marketable industrial products. NRDC has the largest repository of Indian technologies and licensed about 2,500 technologies to more than 4,900 entrepreneurs/start-ups/corporate in India and abroad. Some Innovative technologies are available with NRDC for commercialization having great potential in India and Abroad:

- Extraction of Azadirachtin from Neem Seeds Kernel and its Pesticide formulation
- Super absorbent Hydrogel
- Biopesticidal NemaGel
- Potassium Humate
- Krishi Sakti (10 HP Tractor)
- Updated Enquiline Influenza Vaccine
- A Rapid test for Rabies Virus Antibody Detection
- Slow or Controlled Release Mosquito Larvicidal Composition and Process of preparation thereof
- Low Cost Jute Based Sanitary Napkin
- Karnataka Rice Hybrid (KRH-4)
- Silver Nano Particle as Antidandruff Agents
- Live-attenuated Salmonella Typhimurium Vaccine
- Lyposomal Amphotericin-B
- Thrombinase-A Thrombolytic agent
- Environment Friendly Solvent Extraction
- Annona Seed Extract
- Pyriproxyfen
- Anaerobic Gas Lift Reactor (AGR)
- Thermostable ELISA Kits
- Novel Method for Simultaneous Detection and Discrimination of Bacterial, Fungal, Parasitic and Viral Infections of Eye and Central Nervous System
- Non-invasive Breath Analyzer for Diabetes Monitoring
- Ayush-82, Ayush-64, Ayush SG
- Bala Rasayana
- Anti-Arthritis and Anti Fungal Ointments
- Mobile Bridge Inspection Unit (MBIU)
- Domestic Arsenic Filter Unit
- TOCO (Toilet Care Unit)
- Brick Making Machine (Extrusion type)
- Mosquito larvicidal Formulation based on Bacillus Thuringiensis var. israelensis
- DNA Markers for Assessing Seed Purity
- DNA Sequence for Root preferred Gene Expression in Plants
- Vijetha-A Silkworm Bed Disinfectant
- Azotobacter Biofertilizer for Mulberry
- Chawki Leaf Chopper
- Phosphate Rich Organic manure (PROM)
- Ksheer Scanner, Ksheer Tester



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Prime Ministers of India and Bangladesh jointly inaugurate NBCC built 'Bangladesh Bhavan' at Visva Bharati Campus



- A project of Rs 24.22 Crore, Bangladesh Bhavan has been built by NBCC
- Bangladesh Bhavan is a barrier-free building with 453 seat state-of-the-art auditorium
- NBCC is the only public sector enterprise which develops and redevelops properties for the government
- The company has recently secured an order worth Rs 2,000 crore to build high-capacity convention centres in nine African countries

Prime Minister Mr. Narendra Modi and Bangladesh Prime Minister, Ms. Sheikh Hasina inaugurated 'Bangladesh Bhavan' at the campus of Visva Bharati University, founded by Rabindranath Tagore in 1921 at Bolpur in Santiniketan, in the presence of Smt Mamata Banerjee, Chief Minister of West Bengal recently. NBCC (India) Ltd, was the implementing agency for this Rs. 24.22 cr. project. Describing the Bangladesh Bhavan as a symbol of cultural ties between India and Bangladesh, Prime Minister Modi said, "I feel glad to inaugurate Bangladesh Bhavan which is an image of craftsmanship, connections, training and language. Gurudev Rabindranath Tagore's credo of Universal Humanism is reflected in the Union Government's guiding principle of "Sabka Saath,

Sabka Vikas." He said that the shared resolve of India and Bangladesh, against cruelty and terrorism, will continue to inspire future generations through the Bangladesh Bhavan.

Highlighting the construction concept of the Bangladesh Bhavan, Dr. Anoop Kumar Mittal, CMD, NBCC, said, "Bangladesh Bhavan is a symbol of strengthening cultural connect between India and Bangladesh and we are proud to have executed this and become part of history."

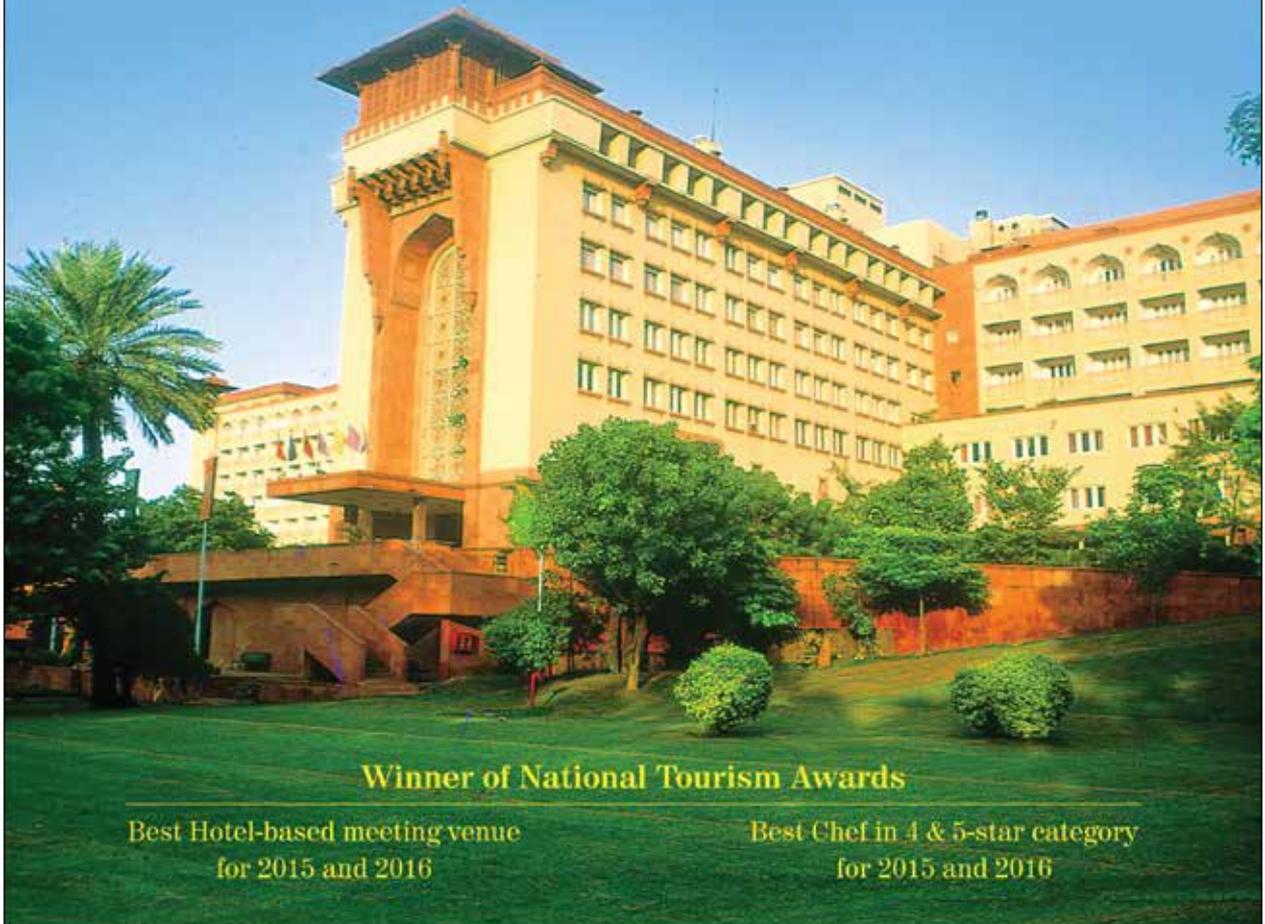
The Bhavan, would house a cultural complex including a library and a museum. Not just India, but NBCC has made a significant name for itself in the overseas markets as well. The state-run organization has executed projects of diverse nature in Libya, Iraq, Yemen, Nepal, Maldives, Mauritius, Turkey and Botswana.



Recently, NBCC secured projects at Mauritius which comprise construction of the new Supreme Court building valuing Rs. 250 cr. and a 956 unit housing unit worth Rs 300 cr. Some other notable projects successfully completed include a 200-bed Indira Gandhi Memorial Hospital and a National Prison Academy in Maldives, a 3,600 unit Meer Housing Project in Turkey and Indira Gandhi Centre for Indian Culture in Mauritius.



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Rebuilt Blast Furnace-1 'Parvati' of SAIL, Rourkela Steel Plant blown in

Steel Authority of India Ltd. (SAIL) first blast furnace 'Parvati' situated at SAIL's Rourkela Steel Plant (RSP) has been rebuilt under company's modernization and expansion program and is successfully blown in recently. SAIL-RSP's Blast Furnace No.1 – Parvati is rebuilt with state-of-the-art features and additional capacity. The useful volume of this rebuilt furnace, in its new avatar, has increased from 1139 cubic meter to 1710 cubic metre, as a result of which the annual production capacity of the furnace will go up from 0.438 MT per annum to 1.015 MT per annum. The rebuilt blast furnace was blown-in by Mr. Ashwini Kumar, CEO, RSP.



Blow in of BF-1

Algerian Ambassador visits Goa Shipyard Limited

Mr. Hamza Yahia Cherif, Ambassador of Algeria to India, visited Goa Shipyard Limited recently. RAdm Shekhar Mital, NM (Retd) CMD GSL conducted the Ambassador around the shipyard and apprised him of the various shipbuilding, ship repair activities and the expertise available at GSL, besides the recent Export Projects, successfully completed by GSL in last 2 years. He was taken around Coast Guard Ships that are under various stages of construction at GSL. The Ambassador was apprised of the ambitious GSL modernization plan and progress thereof. The modernization will result into tripling the shipbuilding capacity of the company, by which GSL can build 14 OPV class ship concurrently, besides creating of one of its kind facility for GRP based MCMVs indigenously.

During the visit, a presentation



Mr. Hamza Yahia Cherif, Ambassador of Algeria to India during his visit to GSL with RAdm Shekhar Mital, NM (Retd) CMD GSL.

was made to Ambassador on the emergence of GSL to a sophisticated shipyard & largest exporter of warships from India, capable of designing and building ships for various customers, from concept to commissioning. Notably, GSL has nearly tripled its turnover in last 4 years and has successfully completed multiple prestigious export orders for friendly countries like Myanmar, Srilanka & Mauritius, by delivering all the ships much ahead of delivery

schedules. GSL is also working on much complex and weapon intensive Corvettes projects for a foreign Navy.

The ambassador appreciated GSL's efforts in up gradation of the Shipyard, making it future ready and congratulated them for successful completion of Quality Ship building projects, including Exports Projects, well within contractual timeframe. The visit is seen as opening of new avenues for GSL in Mediterranean region.

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- Providing financial support to Home Lighting Systems at backward & remote areas
- Construction of toilets under 'Swachh Bharat Swachh Vidyalaya Abhiyaan' at schools and also at village households located in backward districts which do not have toilet facilities
- Upgradation of facilities at Adult Education Centres
- Support to States hit by natural calamities
- Promotion of education, arts, culture, music & dance, sports, etc. through sponsorship support



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Surge in BHEL's Profit: PBT up by 152 percent, PAT up by 63 percent, Huge Leap of 74 percent in Order Booking

As a result of strategic initiatives taken, Bharat Heavy Electricals Limited (BHEL) has registered quantum growth in its profit and order booking in fiscal 2017-18, ending the year with significant traction in growth drivers.

During the year, the company achieved a profit before tax (PBT) of Rs.1,585 Cr., compared to a PBT of Rs.628 Cr. in the year before, registering a surge of 152 percent. Net profit (PAT) for the year stands at Rs.807 Cr., against Rs.496 Cr. in the previous fiscal, a 63 percent jump. Maintaining the trend of topline growth for the second consecutive year, BHEL has also recorded a turnover of Rs.27,850 Cr., as against Rs. 27,740 Cr. in the previous year. Notably, on a comparable basis, the turnover for FY 2017-18 would have been higher by Rs.488 Cr. totaling to Rs.28,338 Cr., a jump of 2.2

percent over the previous year, considering the duties and taxes on bought-out items and Civil Turnover which were forming part of the turnover in the pre-GST regime.

For the fourth quarter ending on 31 March 2018, the PBT stood at Rs.1140 Cr. against Rs.269 Cr. in the previous year - a jump of 324 percent. PAT was declared as Rs.457 Cr. as against Rs.216 Cr. last year, registering a jump of 112 percent. The turnover for the quarter was Rs.9,833 Cr. as against Rs.9,479 Cr. in the last year.

An interim equity dividend of 40 percent has been paid for 2017-18, on the enhanced equity following a bonus issue earlier in the year, maintaining the track-record of paying dividends uninterrupted since 1976-77. In addition, the company has recommended a final dividend of 51 percent, subject

to the approval of shareholders. With this, the total dividend for the year 2017-18 would stand at 91 percent, on the enhanced equity. This will be the highest dividend in last four years.

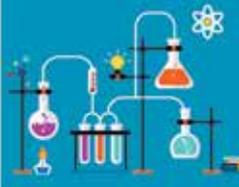
Prudent strategies of garnering higher market share in a shrunk and highly competitive business environment enabled BHEL to book orders worth Rs. 40,932 Cr. in FY 2017-18. Significantly, this is a quantum jump of 74 percent over FY 2016-17. The orders comprise of Rs.33,342 Cr. in the Power segment and Rs.7,590 Cr. in the industry and overseas segments combined. Significantly, BHEL has maintained its leadership position with 100 percent market share in the conventional thermal power equipment business. With this, BHEL has ended the year with a total order book of over Rs. 1,18,000 Cr. – the highest in the last five years.

Secretary (DP)'s visit to MDL

Dr Ajay Kumar, IAS, Secretary (Defence Production) visited the Country's premier warship building yard, Mazagon Dock Shipbuilders Ltd. recently. He was received by Cmde Rakesh Anand, CMD, MDL. He reviewed the ongoing Submarine and Warship projects, visited the yard production facilities and a presentation was made to showcase MDL's capabilities. Dr Ajay Kumar exhorted the top management to make MDL a world class ship and submarine building facility matching the best in the world.



Dr. Ajay Kumar, IAS, Secretary (Defence Production) along with Cmde Rakesh Anand, CMD, Capt Rajiv Lath, Director (Submarine and Heavy Engineering) and other senior officials of MDL at SSA workshop during his visit.

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<p>Most Profitable India's most profitable public sector enterprise for the year 2016-17.</p>			
	<p>Leader Bagged the prestigious Platts Global Energy Award-2017 for Industry Leadership - Downstream</p>		<p>Best Emerged as 'Best PSU Company to work For' in India</p>



PSEs Take Lead in CSR Activities

NLC India presents a Battery Operated Vehicle to the Meenakshi Temple, Madurai

NLC India Ltd under its CSR initiative provided a Battery Operated vehicle for the Meenakshi Temple, Madurai for the use of senior citizens, Divyangs and Devotees visiting the temple at Madurai recently.



Dr. Sarat Kumar Acharya, CMD, NLCIL inaugurating the Battery Car provided by NLCIL under its CSR initiatives to the Meenakshi Temple, Madurai. Also Seen, Mr. R. Vikraman, Director (HR), Mr. R. Mohan, CGM(CSR) of NLCIL and officials of temple management.

Dr. Sarat Kumar Acharya, CMD, NLCIL formally inaugurated the Battery Car in the presence of Mr. R. Vikraman, Director (HR), NLC India Ltd and handed over to the representatives of the Temple Management

NLC India Ltd, spends crores of rupees for the welfare of the people every year under its CSR initiatives. Health, Hygiene, Potable water, Education, Water for irrigation, Infrastructures for the people in rural areas are some of the welfare measures taken up by the company. Recently the company has initiated to equip the ancient temples and places of heritage for the benefit of the devotees and public visiting to worship at these heritage sites. One such measure is to provide battery operated vehicle for senior citizens to go around the temple.

The company has already provided such facilities at, Chidambaram Nataraja Kovil and extended to Thirupathi, Virudhachalam, Veilankanni and Puri in Odisha State.

Mr. R. Mohan, CGM, CSR, Education and Sports, Ms. R. Rajameenakshi, GM/ HR, NTPL, Senior officials of NLC India Ltd, representatives of the temple and many devotees participated in the function.

NMDC contributes under CSR for 'Victims Assistance Fund' of Police Authorities, Telangana State

NMDC a leader in the realm of Corporate Social Responsibility has taken yet another pioneering step by providing financial assistance of Rs. One Crore to enable them create a corpus fund - 'Victims Assistance Fund' – a fund maintained by the Police Authorities of Telangana State, which is aimed at supporting victims of various crimes like domestic violence, rape, Prevention of Children From Sexual Offences (POCSO) etc.



MoA document being exchanged between Mr. S. P. Himanshu, General Manager (Personnel), NMDC and Ms. Swati Lakra (IPS), IG (Law & Order) & In- Charge Women Safety, Hyderabad.

NMDC is the first Corporate contributor to the Corpus Fund of the above Victims Assistance Fund by contributing an amount of Rs. One Crore from its CSR fund, by signing a MoA with the O/o The Commissioner of Police, Hyderabad recently.

The MoA was signed by Mr. S. P. Himanshu, General Manager (Personnel) on behalf of NMDC and Ms. Swati Lakra (IPS), Inspector General of Police (Law & Order) & In- Charge Women Safety, Hyderabad on behalf of Police Department.



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NMDC bags S&P Platts Global Metals Award 2018 under CSR category

NMDC Ltd. has bagged the S&P Global PLATTS Global Metals Award 2018 in corporate social responsibility category held recently at London Grosvenor Square Marriott Hotel, UK. Mr. N. Bajjendra Kumar, IAS, CMD and Mr. Sandeep Tula, Director (Personnel), NMDC Ltd. received the coveted award. This is the first time since inception of this awards, an Indian Company bagged an award in this category.



Mr. N. Bajjendra Kumar, IAS, CMD and Mr. Sandeep Tula, Director (Personnel), NMDC Ltd. receiving the award.

NMDC's CSR engagement has grown over the years which gets reflected in the CSR expenditure which has increased from Rs.86 crore (13.25 million USD) in 2011-12 to an average of Rs.190 crore (30 million USD) during the last three (03) years. The company has been supporting initiatives on Education, Health, Skill development, Infrastructure creation, drinking water etc. with a view to enhance the quality of life and empower the local population. Mr. N. Bajjendra Kumar congratulated all the employees of the company for winning this award and stated that it is the collective efforts and collaborative approach of all the employees which has made it possible.

PFC signs MoA with Central Agricultural University

PFC extended financial assistance of Rs. 2.24 Cr. towards Skill development for Unemployed Youth belonging to SC/ST/OBC/PwD/Women and EWS of society in six states of North East Region through Central Agricultural University (CAU), Manipur under PFC's CSR initiatives for FY 2018-19.



Mr. Rajeev Sharma, CMD, PFC, Prof. Premjit Singh, Vice-Chancellor, CAU, Mr. D. Ravi, Director (Comm.) PFC and Mr. Dinesh Vij, ED (CSR) during the MoA signing ceremony.

A Memorandum of Agreement has been signed between PFC and CAU for execution of this project at the College of PG Studies, Barapani, Meghalaya in presence of Mr. Rajeev Sharma, CMD, PFC, Prof. Premjit Singh, Vice-Chancellor, CAU and Mr. D. Ravi, Director (Comm.) PFC. Mr. Dinesh Vij, ED (CSR) signed the MoA documents on behalf of PFC. Faculty members and other senior officials of CAU were also present on this occasion. This CSR Project intended to train 390 nos. of unemployed youth belonging to SC/ST/OBC/PwD/Women/EWS of society across six North East Region States.

REC to train 1000 Women in Mewat under CSR



Mr. Rajpal Singh, DGM(CSR), REC, Mr. R. K. Singh, President, MASS with the MoA documents in the presence of Mr. Ajeet Agarwal, Director (Finance), REC and other senior officials from REC and MASS.

REC Foundation, the CSR arm of REC Ltd., has partnered with Matrix Society for Social Services (MASS) to provide job-oriented skill-development training to women in 100 Self Help Groups

in Mewat (Haryana). Under the project, doorstep training in stitching, tailoring, embroidery, food processing, beauty and wellness will be provided to 1000 women enabling them to gain financial independence and raise their family income.

The agreement committing financial assistance of Rs. 77 lakh from REC to MASS was signed recently in New Delhi by Mr. Rajpal Singh, DGM (CSR), REC and Mr. R. K. Singh, President, MASS in the presence of Mr. Ajeet Agarwal, Director (Finance), REC and other senior officials from REC and MASS.

REC to support Infrastructure Development in Government Schools of Ghaziabad

REC Foundation, the CSR arm of REC Ltd., signed a memorandum with the District Magistrate, Ghaziabad extending a support of Rs. One crore for the project 'Development of model schools'. The project is aimed at improving infrastructure and providing quality education to primary and



Dr. P V Ramesh, CMD, REC, and Ms. Ritu Maheshwari, DM, Ghaziabad during the signing ceremony of the memorandum.

upper primary government schools. As part of the project, REC will identify 20 government schools in Ghaziabad and provide furniture, projector, smart boards, sound system, solar light panel and RO water purifier. The agreement was signed recently between Dr. P V Ramesh, CMD, REC, and Ms. Ritu Maheshwari, DM, Ghaziabad in the presence of Mr. Sanjiv Garg, ED (CSR) & other officials of REC and DM office.

Best Chief Executive Award to CMD MCL



Mr. A. K. Jha, CMD, Mahanadi Coalfields Limited (MCL) was conferred the award of Best Chief Executive by GeoMineTech at Bhubaneswar recently.

At Geo-Mine-Tech Symposium organised coinciding with National Technology Day celebrations, Dr T K Chand, CMD NALCO and Prof Sammadar, Ex-Professor IIT(ISM), Dhanbad, presented the award, which was received by Dr Shambhu Jha, Technical Secretary to the CMD, MCL.

The award was presented to Mr Jha for outstanding performance by MCL during the year 2017-18. Meanwhile, Dr Nisha Thakur, President Jagriti Mahila Mandal-MCL was also conferred the Excellence Award for contribution towards CSR works being undertaken by the company.



PSEs Sign MoU for FY 2018-19

BHEL signs MoU with DHI



Dr. A. R. Sihag, Secretary, DHI, MoHI&PE and Mr. Atul Sobti, CMD, BHEL exchanging the MoU documents.

Bharat Heavy Electricals Limited (BHEL) signed a Memorandum of Understanding (MoU) with Government of India outlining the performance targets for the year 2018-19 in New Delhi. The MoU was signed by Dr. A. R. Sihag, Secretary, Department of Heavy Industry (DHI), Ministry of Heavy Industries & Public Enterprises and Mr. Atul Sobti, CMD, BHEL in the presence of senior officials of DHI and BHEL.

Hindustan Copper signs MoU with Ministry of Mines



Mr. Anil Mukim, Secretary (Mines), and Mr. Santosh Sharma, CMD, HCL signing the MoU documents.

A Memorandum of Understanding was signed between the Ministry of Mines (MoM) and Hindustan Copper Limited (HCL) recently in New Delhi outlining business plan for the financial year 2018-19.

Mr. Anil Mukim, Secretary (Mines), and Mr. Santosh Sharma, CMD, HCL, signed the MoU on behalf of

the Ministry of Mines and the Company respectively. Mr. N. K. Singh and Mr. A. K. Nayak, Joint Secretaries, MoM, and Ms. Farida Naik, Director, MoM, were also present during the signing of the MoU. The MoU sets 11 percent higher capacity utilisation as compared to last year.

ITI Limited inks MoU with Department of Telecommunications



Ms. Aruna Sundararajan, IAS, Telecom Secretary and Chairman (Telecom Commission), Department of Telecommunications and Mr. S. Gopu, the then CMD, ITI Limited signing the MoU for 2018-19.

ITI Limited signed a Memorandum of Understanding (MoU) with the Department of Telecommunications, Ministry of Communications & IT for the year 2018-19. Ms. Aruna Sundararajan, IAS, Telecom Secretary and Chairman (Telecom Commission), Department of Telecommunications and Mr. S. Gopu, the then CMD, ITI Ltd. signed the MoU recently. The MoU envisages ITI's significant role in the field of Telecommunications to pursue opportunities of indigenous telecom equipments, viz., GPON manufacturing with indigenous technology (C-DoT) arising out of Government's National Telecom Policy, IoT Space, Digital India and Make in India campaigns and also to play an important role in the Government of India funded projects of national importance like BharatNet Phase II, Network for Spectrum (NFS) and Encryption projects of Ministry of Defence.

MECL signs MoU with Ministry of Mines

Mineral Exploration Corporation Limited (MECL) signed a Memorandum of Understanding (MoU) with Ministry of Mines, Government of India for the Financial Year 2018-19 recently in New Delhi. The MoU was signed by Mr. Anil Gopishankar Mukim, Secretary, Ministry of Mines and Mr. R. N. Jha, CMD (I/c), MECL in the presence of Dr. K. Rajeswara Rao, Add. Secretary, Mr. Bipul Pathak, Jt. Secretary and Dr. Joyesh Bagchi, Director (Technical) from Ministry of Mines and Mr. Yogesh Sharma, General Manager (BD/E), MECL.



Mr. Anil Gopishankar Mukim, Secretary, Ministry of Mines and Mr. R. N. Jha, CMD (I/c), MECL exchanging the MoU documents.

The salient features of the MoU include more than 6 lakhs meters of drilling with enhanced productivity, development of In-house Bore-well Deviation Camera, completion of client order without time over run, assessment of level in line with People Capability Maturity Level (PCML), online Human Resource Management System (HRMS) in MECL as well as Registration of new MSE Vendors, etc.

PFC signs MoU with Ministry of Power

Power Finance Corporation Ltd (PFC) has signed a performance-based 'Memorandum of Understanding' (MoU) with Ministry of Power detailing various targets to be achieved by PFC during FY 2018-19. The MoU has been signed by Mr. Ajay Kumar Bhalla, Secretary (Power) and Mr. Rajeev Sharma, CMD, PFC in presence of various senior officials of MOP and PFC. The MoU contains various parameters relating to financial viz., Revenue from operations, Loan Disbursements, Loan Assets, Cost of raising funds and Non-financial



Mr. Ajay Kumar Bhalla, Secretary (Power) and Mr. Rajeev Sharma, CMD, PFC with the MoU documents.

parameters viz., Human Resource management and IPDS-related parameters.

NALCO inks MoU with Ministry of Mines



Mr. Anil Gopishankar Mukim, Secretary, Ministry of Mines and Dr. Tapan Kumar Chand, CMD, NALCO during the MoU signing ceremony.

National Aluminium Company Limited (NALCO) signed MoU with the Ministry of Mines setting highest ever target of Rs 9,350 cr. revenue from operations for FY 2018-19 which is 15 percent higher than last year. The MoU was signed between Mr. Anil Gopishankar Mukim, Secretary, Ministry of Mines, GoI and Dr. Tapan Kumar Chand, CMD, NALCO in New Delhi, recently. Mr. Mukim, Secretary, Mines complimented NALCO management for the excellent performance of the company, high standard of





Corporate Governance in 2017-18 and robust business plans for 2018-19.

The MoU has also set a target of 2.1 million tons for production of Alumina with 100 percent capacity utilisation and an optimum Aluminium production target of 4.15 lakh tonnes. It sets a target of reduction in net carbon consumption as part of improvement in production efficiency, apart from giving thrust to commercialisation of new R&D products. The Company has set a challenging CAPEX target of Rs. 1,100 cr. for the year 2018-19.

NBCC signs MoU with Ministry; Targets Growth of 15 percent in Profit

NBCC, signed Memorandum of Understanding (MoU) for the FY 2018-19 with its Ministry recently. The signed MoU outlines 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. 7200 Cr., operating profit has been targeted at Rs 367.20 crore which shall be a hike of 15 percent from the previous year's profit. Further, this year's MoU has laid specific emphasis on achieving set milestones with respect to NBCC's subsidiary companies and HRM parameters. The annual MoU has been signed recently by Mr. Durga Shanker Mishra, IAS, Secretary (HUA) on behalf of the MoHUA and Dr. Anoop. K. Mittal, CMD, NBCC, on behalf of NBCC. Senior Executives from the Ministry and NBCC were also present on the occasion.

Giving broad outlook to the Company's future operations and growth scale, Dr. Anoop Kumar Mittal,



Mr. Durga Shanker Mishra, IAS, Secretary, HUA and Dr. Anoop. K. Mittal, CMD, NBCC with the MoU documents.

CMD, NBCC said – “The Company during the financial year 2018-19 aims to secure new business in overseas market, diversify its work portfolio and partner strongly in the flagship programmes of the Central Government”. “We would be in a position to consistently register a 30-40 percent Growth in CAGR this year onwards, banking on the completion of a number of high value projects.

MoU between Government of Bihar and NTPC signed



MoU signing ceremony between the Government of Bihar and NTPC in the presence of CM, Bihar, MoS (I/C) for Power & NRE and other dignitaries,

A Memorandum of Understanding (MoU) was entered amongst Government of Bihar (GoB), Bihar State Power Holding Co. Ltd. (BSPHCL), Bihar State Power Generation Co. Ltd (BSPGCL), North Bihar Power Distribution Company Ltd.(NBPDC), South Bihar Power Distribution Company Ltd. (SBPDCL), Bihar State Power Transmission Company Limited (BSPTCL) and NTPC Limited recently at Patna for Performance improvement of Power Sector in the State of Bihar. The MoU was entered in the presence of Mr. Nitish Kumar, Chief Minister of Bihar, Mr. R. K. Singh, Minister of State (Independent Charge) for Power and New & Renewable Energy and Mr. Bijendra Prasad Yadav, Energy Minister, Government of Bihar, Mr. Pratyaya Amrit, Principal Secretary, Department of Energy, Govt. of Bihar, Mr. Gurdeep Singh, CMD, NTPC Limited, Mr. Anand Kumar Gupta, Director (Commercial), NTPC, Mr. R. Lakshmanan, MD, BSPGCL and other dignitaries.

The MoU envisages transfer of Barauni Thermal Power Station (720 MW) and transfer of Bihar State

Power Generation Company's (BSPGCL) equity in Kanti Bijlee Utpadan Nigam Limited (KBUN) & Nabinagar Power Generating Company (Pvt.) Limited (NPGC) to NTPC.

REIL inks MoU with MoHI&PE



Mr. A. K. Jain, MD, REIL and Dr. A. R. Sihag, Secretary, DHI, MoHI&PE with the MoU documents.

Rajasthan Electronics & Instruments Limited has signed MoU with the Department of Heavy Industry, Ministry of Heavy Industries & Public Enterprises setting highest ever target of Rs. 280 crore revenue from operations for FY 2018-19 which is 17 percent higher than last year.

Mr. A. K. Jain, MD, REIL signed MoU for performance targets of the Company for the year 2018-19 with Dr. A. R. Sihag, Secretary, Department of Heavy Industry, Ministry of Heavy Industries & Public Enterprises.

On this occasion, Mr. Jain stated that growth vision will be carried through product enhancement and cost reduction by wider geographical reach, diversification, absorption of new technology, corporate governance and aligning its activities in line with mission of Government such as Make in India, National Solar Mission, National Dairy Plan, Digital India and Skill India.

PDIL signs MoU with Department of Fertilizers

Projects & Development India Ltd (PDIL) signed



Ms. Bharathi S. Sihag, Secretary, Department of Fertilizers and Mr. D. S. Sudhakar Ramaiah, Director (Finance) and CMD, PDIL during the MoU signing ceremony.

MoU for 2018-19 with Department of Fertilizers. The MoU was signed between Ms. Bharathi S. Sihag, Secretary, Department of Fertilizers and Mr. D. S. Sudhakar Ramaiah, Director (Finance) and CMD, PDIL recently. Senior Officials from DoF & PDIL were present on the occasion.

MoU signed between SCI and Ministry of Shipping



Mr. Gopal Krishna, IAS, Secretary (Shipping) and Capt. Anoop Kumar Sharma, CMD, SCI exchanging the MoU documents.

The Memorandum of Understanding (MOU) for the year 2018-2019 was signed between Ministry of Shipping (MoS) and The Shipping Corporation of India Ltd (SCI) recently at New Delhi. Mr. Gopal Krishna, IAS, Secretary (Shipping) and Capt. Anoop Kumar Sharma, CMD, SCI respectively signed the MoU in the presence of senior officials of Ministry of Shipping.



PSEs Celebrate Environment Day 2018

CMD, NBCC pledges Green Construction before PM on World Environment Day



Dr. A. K. Mittal, CMD, NBCC taking the pledge at the World Environment Day Celebrations at Vigyan Bhawan.

Dr. A. K. Mittal, CMD, NBCC (India) Ltd. was among the select group of CEOs who took pledge in presence of Prime Minister Mr. Narendra Modi at global World Environment Day 2018 function held at Vigyan Bhawan, New Delhi recently. United Nations Environment Programme has selected India to be the global host of World Environment Day 2018. In his pledge Dr. Mittal said, "NBCC will lead by example ensuring total adoption of environment friendly and sustainable technologies, and use of dry technology & modular products at its projects to make them 'Green' and dust free, setting new standards for the sector."

Airports Authority of India celebrates World Environment Day

With an objective of creating awareness about conservation of environment, AAI Officers Institute celebrated the World Environment Day recently. On this occasion, Mr. Sudhir Raheja, Member (Planning) and Mr. Anuj Aggarwal, Member (HR) planted saplings. Board Members were also apprised of the organic waste converter machine



Mr. Sudhir Raheja, Member (Planning) & Mr. Anuj Aggarwal, Member (HR)/President (AAOI), Airports Authority of India and senior officers of AAI planting the trees at Airports Authority of India Officers Institute, Safdarjung Airport, New Delhi.

placed at the institute, which convert the food waste into compost. A painting camp was also organized on the "Environment Conservation" on this occasion.

While addressing the participants, Board Members gave innovative ideas to protect environment specially reducing use of plastic. In order to make plastic free environment, all the participants pledged towards using environment friendly garbage bags and containers in place of plastic.

World Environment Day at KIOCL



World Environment Day Celebrations at KIOCL.

KIOCL Ltd. celebrated World Environment Day in its true spirit at all its Units. In the Corporate Office, Bengaluru on 5th June 2018 while celebrating the Environment Day, Mr. N. Vidyanand; Director (P &P), present on the occasion, emphasized the need for having Clean and Green environment and requested everyone to contribute in their own way to protect the environment.

Director (Finance), Mr. S K Gorai also emphasized that “World environment Day” is very important one in our life. Speaking on the theme of World Environment Day - “Beat Plastic Pollution”, he urged to all employees and individuals to come together and explore sustainable alternatives and avoid the production and usage of plastic which is polluting our oceans, other water bodies, damaging marine life and threatening human health.

Directors, Chief Vigilance Officer and Senior Officers of the company participated in the celebration by planting saplings at KIOCL office premises. Saplings were also distributed to the employees.

NALCO CMD flags off Mini-Marathon to ‘Beat Plastic Pollution’ on the eve of World Environment Day 2018



Dr. Tapan Kumar Chand, CMD, NALCO flagging off the Mini-Marathon.

Dr. Tapan Kumar Chand, CMD, NALCO, flagged off the 3 km Mini-Marathon from IDCO Exhibition Ground to Kalinga Stadium, on the eve of World Environment Day 2018, which focuses on the theme – ‘Beat Plastic Pollution’.

Thousands of citizens, including school students, senior citizens, residents of Bhubaneswar, employees



of PSUs comprising NALCO, Indian Oil, MCL, NTPC, Power Grid Corporation of India, pledged to beat the menace of plastic pollution and participated in this noble initiative.

NLCIL celebrates World Environment Day

As a new approach to induce the young hearts to reduce use of plastic materials, a mini PLOGGING Race (picking of plastics by jogging) was conducted for school students from Double bridge to Gandhi statue about 2.0 km and it was an encouraging event to see young kids involved themselves actively to make our place clean. It was flagged off by Mr. V.Thangapandian Director, Power and Mr. R.Vikraman, Director (HR), NLCIL.

As part of the celebration mass tree plantation was undertaken in Thermal, Mines and township. In the evening a special lecture programme was arranged



Mr. Rakesh Kumar, Director Finance addressing gathering during the observance of World Environment Day 2018 organized by NLCIL Environment Cell at L&DC, Neyveli. Also Seen are, Mr. R.Dhanasekaran, E O.TNPCB, Functional Directors and Senior Officials of NLCIL



in L&DC centre and Mr. N. M. Rao, OSD, NLCIL welcomed the gathering and spoke about the importance of eradication of plastic for the welfare of future generation. A Pledge was administered to say 'No Plastics'.

Mr. R. Dhanasekaran, Environment officer from Tamilnadu Pollution Control Board delivered a lecture on the theme "Beat plastic pollution". Mr. Rakesh Kumar, Director/Finance presided over the function and welcomed new ideas for eradicating plastic menace. Mr. V. Thangapandian, Director/Power stressed the need to completely phase out single use or disposable plastics. Mr. R. Vikraman, Director/HR welcomed the move of Govt of Tamilnadu to ban disposable plastic from next year and encouraged Neyveliians to completely phase out disposable plastics. The meeting ended with vote of thanks by Dr. M. Velan, DGM/Environment

Oil India Limited celebrates World Environment Day



Mr. Utpal Bora, CMD, OIL planting the sapling during the World Environment Day 2018.

Oil India Limited (OIL) celebrated, the World Environment Day-2018 recently at its Corporate Office in Noida, with whole-hearted enthusiasm and commitment to the cause. Various events were organised during the day long program which was celebrated around the theme for this year, "Beat Plastic Pollution", which urges us to reduce use of plastic in all our day to day activities.

The program was attended by Mr. Utpal Bora,

CMD, OIL along with the members on the Board of OIL. As part of 2018 celebrations, ceremonial Tree plantation was organised, along with screening of a documentary film (made by OIL) on "Global Warming". Also, saplings were distributed and an environmental quiz for the employees was also conducted.

The World Environment Day-2018 was also celebrated in all other spheres of the organisation across the country, including OIL Field Headquarters (FHQ) in Duliajan, Assam.

REC commits USD 1 million to ISA on Environment Day

In view of the World Environment Day 2018, REC Limited, contributed one million USD to the International Solar Alliance (ISA) becoming a corpus contributor. REC's CMD, Dr. P.V. Ramesh handed over the cheque to Interim Director General of ISA Mr. Upendra Tripathy in the presence of the Power Minister Mr. R.K. Singh, REC's Director (Technical) Mr. S.K. Gupta and other senior officials from the two organisations. The pact was inked recently at the World Environment Day exhibition at Vigyan Bhawan in New Delhi.



Dr. P.V. Ramesh handed over the cheque to Interim Director General of ISA Mr. Upendra Tripathy.

Dr. Ramesh, on the occasion said, "REC is extremely proud to partner with ISA and promote sustainability through global collaboration, especially with India hosting the World Environment Day this year." REC finances projects throughout the power sector value chain and has been focusing on increasing its renewable energy portfolio as well as venturing into the e-vehicle and storage infrastructure.

AAI to modernize India's Air Traffic Management Communications Infrastructure

Airports Authority of India (AAI) has signed a 15-year contract worth Rs. 945 cr. with Harris Corporation for its Futuristic Telecommunications Infrastructure initiatives. Harris Corporation will serve as the prime contractor and systems integrator for the same. This initiative will upgrade network operations, enhance security, and improve the performance, reliability and quality of India's air traffic management communications network, while reducing telecommunications costs. The contract was signed by Mr. A.K. Banerjee, ED (CNS-OM) and Mr. Rick Simonian, Vice President, Harris Corporation at the 6th U.S.-India Aviation Summit in Mumbai. "India's exponential air traffic growth is creating demand for new aircraft, air navigation technologies, airport security equipment and infrastructure," said Dr. Guruprasad Mohapatra, Chairman, AAI. "The Futuristic Telecommunications Infrastructure provides a



Mr. R.N. Choubey, Secretary, Ministry of Civil Aviation (1st from right), Dr. Guruprasad Mohapatra, Chairman, AAI (Centre), Mr. A.K. Dutta, Member- ANS, AAI (5th from right) and Mr. Rick Simonian, Vice President, Harris Electronic Systems (2nd from right) during the signing of contract between AAI & Harris Corporation

dedicated nationwide telecommunication network to support air traffic management operations, with an emphasis on safety and high reliability and the ability to expand for growth."

FTI Project will provide high availability SLA based Telecommunication links using latest technology equipment and

communications infrastructure at each AAI location. Performance of all telecommunication links will be continuously monitored at Network Operation Control Centre (NOCC) at Delhi and Bangalore for various performance parameters to meet the global ATM application performance requirement.

Employee Wellness Initiative at GRSE

The 'Out Door Gym' was inaugurated recently by Rear Admiral V K Saxena(Retd), CMD, inside Garden Reach Shipbuilders & Engineers Ltd Main Unit. The Management is keen on ensuring that the employees remain physically fit and healthy, which would thereby increase the productivity. In an environment of stress and strain, which is obvious in the Shipbuilding Industry, due to tough time lines of Ship's deliveries, these kind of employee friendly initiatives will go a long way in keeping a bonhomie amongst the employees.





Commencement of Pawan Hans Heli Taxi Services from Shimla to Chandigarh & Back

Government of Himachal Pradesh in association with PHL introducing Heli Taxi between Shimla-Chandigarh-Shimla to promote Heli Tourism in the State this initiative of Government of Himachal Pradesh will give a major boost to the Tourism Industry and also to connect the State capital of three states i.e. H.P., Punjab and Haryana.

Chief Minister, Himachal Pradesh Mr. Jai Ram Thakur will flag off the First Flight of Pawan Hans Heli Taxi recently from Shimla Airport. Pawan Hans have deputed a 20-seater chopper to ferry passengers and promote heli tourism. The minimum fare has been fixed at Rs. 2,999/-.

It will be a twenty - minute



morning flight between the two destinations. The chopper will take off from Shimla at 8am and reach Chandigarh at 8:20 am. For passengers planning their journey from Chandigarh to Shimla, the flight will take off at 9am from

Chandigarh airport and reach Shimla at 9:20 am.

In the beginning, the service will be available every Monday & Friday. The frequency will be increased depending upon the response from the passengers.

SAIL supplies 43000 tonnes of steel for Eastern Peripheral Expressway

Matching the pace and partnering with country's fast developing infrastructural architecture, Steel Authority of India Ltd. (SAIL) is consistently supplying its quality steel for various prestigious infrastructure projects. SAIL has supplied 43000 tonnes of steel for the recently inaugurated Eastern Peripheral Highway by Prime Minister Mr. Narendra Modi. The total quantity supplied by SAIL for this project includes TMT Rebars, Plates and

Structurals which have been supplied for construction of this 135 Km long eastern peripheral highway. SAIL is also supplying steel for the swiftly upcoming Western Peripheral Expressway. SAIL has been supplying steel for various infrastructure projects including road & highways, bridges, hydropower projects, rail & road tunnels, metro lines, etc. Numerous projects which have been inaugurated in the recent times like Kishanganga and Tuirial hydropower projects,

Sardar Sarovar project, Dhola - Sadiya bridge, Chenani - Nashri tunnel, Agra-Lucknow expressway which facilitated the landing of Air Force's super Hercules, various metro projects across country, etc. have all used SAIL steel for the construction. These projects which are constructed in tough terrains need to be sturdy and caters heavy duty usage as well. SAIL is proud to supply the adequate quantity of steel for such national projects.

PM lays the Foundation Stone for the **Development of Deoghar Airport in Jharkhand**

Deoghar Airport in Jharkhand is getting developed to provide better services to the air passengers of the region. The Foundation Stone of the development of Deoghar Airport was laid by Prime Minister of India through a video link from an event in Sindri, Jharkhand. The foundation stone laying ceremony took place in the presence of Ms. Droupadi Murmu, Governor of Jharkhand; Mr. Raghubar Das, Chief Minister, Jharkhand, Mr. R. K. Singh, Union Minister for Power and New & Renewable Energy, Mr. Ashwini Kumar Choubey, Union Minister of State for Health & Family Welfare and other

dignitaries. Airports Authority of India, under the supervision of the Ministry of Civil Aviation is committed to provide air connectivity to currently underserved and unserved airports. Due to the proactive measures being undertaken by the government, India is already one of the fastest growing civil aviation markets in the world and is soon expected to welcome many first-fly customers.

Deoghar Airport is being developed by the Airports Authority of India, in collaboration with Defence Research & Development Organization (DRDO) and the Government of Jharkhand at an estimated cost of Rs.401.32 Crores.



Prime Minister Narendra Modi, during foundation stone laying ceremony for Development of Deoghar Airport in presence of Ms. Droupadi Murmu, Governor of Jharkhand, Mr. Raghubar Das, Chief Minister, Jharkhand and other dignitaries

Good Samaritan NALCO extends **Electric Vehicle Transport Services to Dibyangs, sick persons and old persons in Bhubaneswar & Cuttack Railway Station**

After successfully launching Electric Vehicle (EV) service free of cost at Puri railway station in March this year, NALCO has once again extended EV service in Bhubaneswar and Cuttack, for the benefit of senior citizens, differently-abled passengers and sick people, in association with East Coast Railways.

The free EV initiative, which comes after receiving widespread appreciation from all quarters, has been rolled out recently in the twin cities of Bhubaneswar and Cuttack, and will also cater to large number of people who throng the State for tourism and religious purpose every year.

The free EV service was flagged off by Dr. Tapan Kumar Chand, CMD, NALCO and Mr. Braj Mohan Agarwal, Divisional Railway Manager, Khurda.

It may be noted that in keeping with its objective of



Launch at Cuttack.

inclusivity and all round development of Puri as a Swachh Iconic Place, NALCO launched EV service free of cost at Puri railway station in association with Khurda Railways Division on March 24.



SCI starts new Chennai Port Blair Service

The Shipping Corporation of India Ltd (SCI) has started a new service called 'Chennai Port Blair Service (CPBS) to run between Chennai and Port Blair. The first voyage of CPBS was inaugurated at DP World Terminal, Chennai recently in the presence of Capt. R. Venkatesh, Terminal CEO, DP World Chennai and Mr. J.S.Kishore, Deputy General Manager, SCI Chennai.

This service is expected to facilitate and augment the movement of cargo from ports on the western coast of India (such as Kandla, Mundra etc) to Port Blair via Chennai. This service will immensely benefit the shippers and the trade between east and west coast of India. SCI expects



Capt. R. Venkatesh, Terminal CEO, DP World Chennai and Mr. J.S.Kishore, Deputy General Manager, SCI during the first voyage of CPBS.

to obtain higher volumes of cargo by targeting high revenue project cargoes which are moving towards the A&N Islands for various infrastructure developments. On this occasion, Capt. Anoop Sharma, CMD said 'SCI has always been on the forefront in

terms of providing yeomen service to the Union Territory of Andaman & Nicobar Islands. This service is one more step in that direction. I am happy to announce the beginning of this much awaited coastal connectivity between Chennai & Port Blair'.

Personalia



Mr. A. K. Jha takes over as Chairman, Coal India.



Mr. Atul Srivastava assumes charge as Director (Personnel), SAIL.



Mr. S. Balakrishnan is appointed Director (Industrial Systems & Products), BHEL.



Mr. A Ratna Sekhar takes over as Director [HR & Corporate Affairs], Balmer Lawrie.



Mr. Pravin Agrawal is appointed Part-time official Director on BHEL Board.



WAPCOS

(A Government of India Undertaking)

Ministry of Water Resources, River Development & Ganga Rejuvenation

- ISO 9001 : 2015
- Consultancy Services
- ISO 9001 : 2008
- Engineering, Procurement & Construction (EPC)

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Consultancy & Engineering Procurement & Construction (EPC) providing Integrated and Customised Solutions for Sustainable Development of Water, Power and Infrastructure Projects

	Irrigation Drainage and Water Management		Ground Water Exploration, Development of Wells and Minor Irrigation		Flood Management, Reclamation and River Morphology		
Dam and Reservoir Engineering		Rainfed and Irrigated Agriculture		Water Supply and Sanitation		System Studies and Information Technology	
Lakes and Wetlands			Natural Resources Management		Watershed Management		
	Environmental Engineering				• Hydro Power • Pumped Storage Projects		
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दिल में देश और सांसों में जोश लिए, हम पिछले साठ वर्षों से भारत की ऊर्जा सुरक्षा के लिए समुद्र की लहरों से जूझ रहे हैं। आज हम भारत के घरेलू तेल एवं प्राकृतिक गैस का 72 प्रतिशत से भी अधिक उत्पादन कर रहे हैं।

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