

KALEIDO **SCOPE**

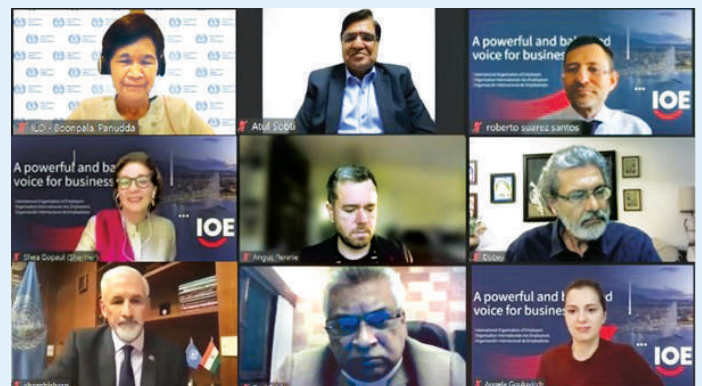
STANDING CONFERENCE OF PUBLIC ENTERPRISES



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



SCOPE represents PSEs at Meeting of Central Board of Trustees, EPFO



SCOPE represents PSEs at UN Virtual dialogue series on achievement of the SDGs by 2030

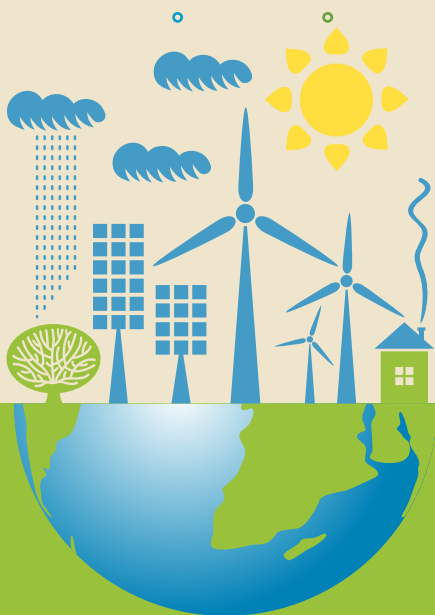
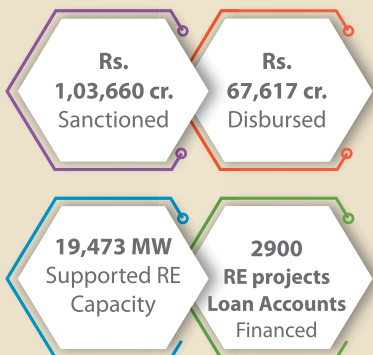
Indian Renewable Energy Development Agency Ltd.
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-Hon'ble Prime Minister, Shri Narendra Modi during the inauguration of Rewa Ultra Mega Solar project

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Message by Chairperson

As 2021 draws to a close, it is time to reflect on the milestones of the year gone by, the lessons learnt and dwell on SCOPE's renewed determination to create a conducive environment for learning and development of Public Sector Enterprises (PSEs) in India.

2021 has been one of the most challenging years with the second wave of the pandemic transforming lives and workspaces across the globe. PSEs as true nation builders offered unwavering support in this time of crisis and stood vanguard to the nation. With round the clock, non-stop services offered to the nation, PSEs catered to the nation's need with oxygen supply, mass inoculation drives, providing medical infrastructure including COVID Care Centres and new Jumbo Hospitals among others.

SCOPE continued its impetus to highlight PSEs as pillars of strength during these times of crisis which received a great response from all our members, for which I thank you all. Keeping up with its commitment towards policy advocacy, SCOPE is representing PSEs at the ongoing second segment of 109th International Labour Conference (ILC) of International Labour Organization (ILO) which is being attended by workers, employers and government representatives from across the globe.

SCOPE also conducted an Executive Development Program on the theme 'The Career Journey to Personal Effectiveness and Leadership' where leadership was emphasized as a pivotal part of success in one's career. Understanding the pertinence of grooming leaders for tomorrow in

today's globally competitive environment, SCOPE and Centre for Creative Leadership (CCL), USA have conducted a study on 'Developing Future Fluent Leaders in PSEs' which is in its final stages and will be released soon.

Climate Change Mitigation in PSEs has been another strategic area of work for SCOPE. While the Northern and Eastern training modules have been completed the Southern and Western regions training module are being held as part of the nation-wide training sessions to deliberate and suggest a roadmap for Climate Change roadmap for PSEs.

As the nation celebrates 75 years of India's independence through 'Azadi ka Amrit Mahotsav', SCOPE will continue to work in close association with Department of Public Enterprises (DPE) in celebrating the unique history, culture and achievements of the nation while accentuating PSEs' role in the country's socio-economic growth.

Looking ahead, I believe that SCOPE through its capacity building programs, workshops, research, studies and various brand building initiatives will explore newer opportunities of growth and development for the PSE fraternity.

As we enter into 2022, I wish you and your family good health, happiness and success.

Soma Mondal
Chairperson, SCOPE

SCOPE FORUM OF CONCILIATION AND ARBITRATION (SFCA)

With a view to expedite settlement of disputes and reduce avoidable expenditure by PSEs, a need was felt by Standing Conference of Public Enterprises (SCOPE), an Apex Body of Public Sector Enterprises, to institutionalize the prevailing system of arbitration which led to formation of SFCA in 2003. The forum was formally inaugurated by Shri Santosh Gangwar, the then Hon'ble Minister of State for Heavy Industries & Public Enterprises and Parliamentary Affairs at SCOPE Complex on 9th January 2004.

WHY SFCA?

Empanelment of more than 400 Arbitrators/ Conciliators

- Retired Judges of Supreme Court, High Courts,
- Retd. Secretaries, Joint Secretaries of Government of India
- Chief Executives, Directors and senior officials of PSEs
- Professionals including Advocates, Chartered Accountants.

Complete services for conducting Arbitration

- A dedicated Forum administering, overseeing and conducting arbitration and conciliation proceedings.

Cost effective and timely dispute settlement

- Settling disputes between PSEs and their associates within shortest possible time at more economical and cheaper cost in comparison to other institutions.

Dedicated Infrastructure

- Exclusive Arbitration Hall having sitting capacity of 15 persons.
- Facility of provision of halls with higher capacity in SCOPE Convention Centre at SCOPE Complex, Lodhi Road and SCOPE Minar, Laxmi Nagar, New Delhi.

Facilities and provisions

- Provision of modern equipments and facilities such as projector for live streaming of proceedings on a large screen, stationery etc.
- Complementary service of mineral water, tea/coffee with arrangements for high tea on request of parties.

Capacity Building

- Executive development programmes and workshops on various aspects of Alternate Dispute Resolution process (ADR).
- Annual National Seminar on various aspects of Arbitration and Conciliation.



For any queries relating to SFCA, you may contact

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Associate with us and adopt SFCA Clause for resolving disputes in a cost and time effective manner!

Director General 's Desk



Combatting Climate Change, one of the biggest trepidations of our times, Hon'ble Prime Minister said that India is committed to achieving Net zero emissions by 2070. Embarking on this journey, India is all set to follow 5-point climate change plan or 'panchamrit' that would include raising the non-fossil fuel-based energy capacity of the country; upscaling utilization of renewable energy; reducing carbon emissions and carbon intensity and becoming carbon neutral. SCOPE also partook in the Virtual dialogue series on achievement of the Sustainable Development Goals (SDGs) by 2030 organized by International Organization of Employers (IOE), Konrad-Adenauer-Stiftung (KAS) and the UN Development Coordination Office (UNDCO), representing the efforts of PSEs in achieving the Agenda 2030.

As Public Sector Enterprises (PSEs) have a strategic role to play in the country's Climate change Agenda, SCOPE has already collaborated with GIZ, Germany to enhance capacities of PSEs with a study that assesses capacities of PSEs. Followed by this training sessions have been conducted in Northern and Eastern regions of the country for exposure to climate perspective and developing climate plans.

Further, training programs are being conducted in the Southern and Western regions for raising awareness with respect to Climate Change Mitigation across PSEs in all regions. A dedicated webpage by SCOPE, showcasing the impeccable

actions and climate change achievements of Indian PSEs, has been created and will be launched as a reference point for all.

As the 109th International Labour Conference (ILC) of International Labour Organization (ILO) has resumed its second segment this month, I had the privilege of getting elected to be part of eight-member drafting committee of Employers in the 'Skills and Lifelong Learning Group.' The focus of discussions during the ongoing second phase is on 'Skills and lifelong Learning' and 'Inequalities and the world of work.' SCOPE also participated in the first segment of the ILO conference held in June this year.

SCOPE recently represented PSE employers at the Meeting of the Central Board of Trustees, EPF under the chairmanship of Mr. Bhupender Yadav, Union Minister for Labour & Employment, Environment, Forest and Climate Change that featured important decisions including centralized IT-enabled systems that enable employees to get their PF fund transferred swiftly among others.

The overall wellness of employees of PSEs has been a top priority for SCOPE, our recent webinar with World Wellness Icon, Dr. Deepak Chopra that received an overwhelming response was telecasted several times on Tata Sky Famhealth channel. SCOPE continues to bring world renowned experts through its various programs and workshops for capacity building of employees and with the encouraging response received in our recently held physical Executive development program of SCOPE, Academy of Public Enterprises (APSE) and program on RTI Act, we are looking ahead with enthusiasm and as we tread towards the new year, SCOPE will continue to navigate newer opportunities for excellence of the Public Sector fraternity.

Programmes & Initiatives launched (since last issue of KALEIDOSCOPE)
SCOPE APSE's 11 th Executive Development Program for Executives of CPSEs – 8 th -13 th November, 2021
Programmes & Initiatives in offing
Finalisation of SCOPE-CCL, USA Study to Develop Future Fluent Leaders in PSEs
Release of SCOPE Webpage on Climate Change Mitigation
SCOPE-GIZ Training of Southern Region & Western Region PSEs on 'Low-Carbon and Climate-Resilient Pathways for Indian Public Sector Enterprises- Training and Capacity Needs Assessment'
SCOPE Program on Health & Nutrition

Atul Sobti
Atul Sobti

Director General, SCOPE

SCOPE Academy of Public Sector Enterprises (APSE) organizes **11th Executive Development Program**



Mr. Atul Sobti, DG, SCOPE inaugurating the SCOPE APSE program and Mr. D. K. Patel, Director (HR), NTPC and member SCOPE Executive Board addressing the participants during the concluding session.

SCOPE Academy of Public Sector Enterprise (APSE) recently conducted Executive Development Program on the theme 'The Career Journey to Personal Effectiveness and Leadership' from 8th November -13th November 2021. Mr. Atul Sobti, Director General, SCOPE inaugurated the weeklong

program designed to create a talent pool of PSE executives in today's highly competitive business scenario. Mr. D. K. Patel, Director (HR), NTPC and Member, SCOPE Executive Board addressed the concluding session of the program. Participants from 13 Public Sector Enterprises of diverse sectors from across the country

attended the program.

Emphasising on leadership as an important ingredient of success in one's career, Mr. Atul Sobti said that power is not only delegated but also assumed and to truly accumulate power, executives must own their responsibilities and be representative of their organisation's purpose. He also suggested that after the challenging period of the pandemic, SCOPE APSE's program was one of the first programs being held in person and participants must utilize it as an opportunity to accrue and exchange knowledge and create a network of peers to share best practices.

Mr. D. K. Patel during his address in the concluding session said that participants must adapt to the learnings of the program for personal development and to ascend to greater heights in their career.

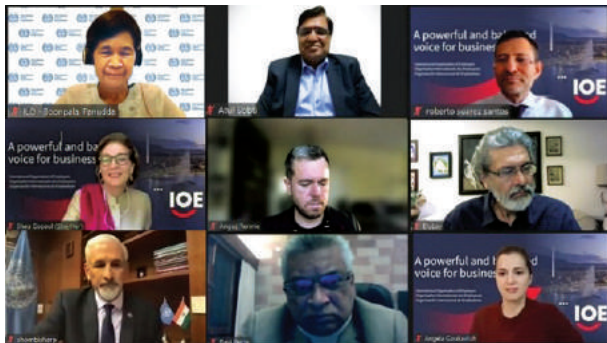
Participants of 11th Executive Development program of SCOPE APSE.



Interface with Stakeholders



Mr. Atul Sobti, DG, SCOPE representing PSE employers at Meeting of Central Board of Trustees, EPFO under the chairmanship of Mr. Bhupender Yadav, Union Minister for Labour & Employment.



SCOPE represents PSEs at 'International Organization of Employers (IOE), Konrad-Adenauer-Stiftung (KAS) and the UN Development Coordination Office (DCO), Virtual dialogue series' on achievement of the SDGs by 2030.



Mr. Atul Sobti, DG, SCOPE during panel discussion at Dr. Pritam Singh memorial conference on 'Future of Business: Public Sector and Cooperative Sector Realities Opening Session'.

Special Feature on Tata Sky Famhealth



SCOPE feature on 'Dr. Deepak Chopra on Alternative Medicines' telecast on the Tata Sky Famhealth channel.

To view the Special Feature please visit our official website : www.scopeonline.in



Comments/Feedback received for SCOPE APSEs 11th Executive Development Program for Executives of CPSEs – The Career Journey to Personal Effectiveness and Leadership on 8th – 13th November, 2021

It was a great initiative by scope. Getting training, sharing of experiences & knowledge with such eminent personalities - leaders of the subject was great. Only some sessions were more on theory, same can be built more case-study based. Also; meeting other peer colleagues is a great asset in building the network.

The program was well structured & handled by SCOPE. All the facilitators were quite engaging and their sessions were very insightful. Though some topics demanded more time but they managed to deliver quite a lot even in the limited-time. Look forward for more such sessions.

Thanks to team SCOPE to organised Such a wonderful executive development Program.

I have found Program very interesting with Lot's of opportunities to ask questions and talk about current Scenario of CPSEs, which made the Program really enjoyable & informative.

The platform is very well established for CPSEs in the Industry & Development.

Very well organized.

Excellent experience.

NO WORDS FOR APPRECIATION. GREAT WORK!



Scope covered was very vast. Time for some of the sessions was little constrained.

Overall it was a wonderful program to attend & learn many new things & refresh knowledge. Well organized.

A very enriching experience to have a classroom type of learning after a gap of 2 years due to pandemic. The coverage of topic was really great. The faculties were the stalwarts from their respective fields.

The programme support team managed the entire event very effectively.

I would like to thank Scope team for organizing this executive development program. The program has been a great learning experience.

The session taken by Dr Dewakar Goel was outstanding. His methodology of teaching the RTI was a true fruitful exposure. The sessions of Sri A. Bhat, Sri Akh Deyan, Sri H. Salim and Prof. Anant Kumar were also excellent and fruitful exposure. I would request for more such programs ~~from SCOPE~~ ^{to be held} on regular time in offline mode.

The program was very informative and give information especially on the issues which are very common but we have very limited information on them. So definitely the information given in this program will definitely help in our career in achieving goals and doing our duties in more efficient manner. Also, the program was having many group activities which helps us to learn how to work in team and take decisions in more better ways. So Overall the program was Excellent and Very Informative.

Learning all about Balance Score Card and its utilization in organization. Excellent presentation on RTI and its journey on latest development, and climate change were the topics which were eye opener. Mentoring & Coaching Career sessions topics were outstanding.

Thank you for the Springfield and worthwhile experience and it reflects 'SCOPE' team great planning & efforts. Specially selection of working & knowledgeable expertise plenary speakers. Realistic scheduling and sequence itself is appreciable.

SCOPE in Media

Hindustan Times

17.11.2021 Pg no : 20



SCOPE APSE conducted Executive Development Program on theme 'The Career Journey to Personal Effectiveness and Leadership.' Atul Sobti, DG, SCOPE inaugurated weeklong program designed to create talent pool of PSE executives.

Hindustan Times

28.10.2021 Pg no : 30

"Expedite RTI appeals by adhering to timelines," CIC at SCOPE Symposium

Calling RTI Act a landmark legislation that withstood the test of time, YK Sinha, Chief Information Commissioner, addressed SCOPE's symposium on Right to Information Act. Atul Sobti, DG, SCOPE; BK Sokhey, Director (Finance), NBCC and OP Khorwal, Consultant, SCOPE also addressed the concluding session of 2-day program, which saw large participation from senior PSU officials across country.

Excelsior

17.11.2021 Pg no : 9

SCOPE APSE conducts Executive Development Program

Excelsior Correspondent

JAMMU, Nov 16: SCOPE Academy of Public Sector Enterprise (APSE) conducted Executive Development Program on the theme 'The Career Journey to Personal Effectiveness and Leadership.'

Participants from 13 Public Sector Enterprises of diverse sectors from across the country attended the program.

Emphasising on leadership as an important ingredient of success in one's career, Atul Sobti said that power is not only delegated but also assumed and to truly accumulate power, executives must own their responsibilities and be representative of their organisation's purpose.

He also suggested that after the challenging period of pandemic, SCOPE's program is designed to create a talent pool of PSE executives in today's highly competitive business scenario.

Atul Sobti, Director General, SCOPE, inaugurated the program.

DK Patel, NTPC and M. Executive Board, concluding session.

पंजाब केसरी

आर्टीआई अपील का समयबद्ध पालन हो: सिन्हा

28.10.2021

NBT नवभारत टाइम्स

30.10.2021 Pg no : 12

RTI एक्ट पर स्कोप ने सिम्पोजियम आयोजित किया

नई दिल्ली: चीफ इन्फॉर्मेशन कमिश्नर यकीन सिंह ने राइट टू इन्फॉर्मेशन एक्ट पर SCOPE के सिम्पोजियम को संबोधित किया। यह कार्यक्रम दो दिन तक चला। स्कोप के डीजी अतुल सोबती, NBCC इन्फोर्मेटर (फाइनेंस) BK सोखे और स्कोप के कंसल्टेंट OP खोरवाल ने भी सम्मान समारोह के दिन प्रतिभागियों को संबोधित किया।

FINANCIAL EXPRESS

19.11.2021 Pg no : 34

SCOPE Academy of Public Sector Enterprise (APSE) recently conducted an Executive Development Program on the theme 'The Career Journey to Personal Effectiveness and Leadership.' Atul Sobti, Director General, SCOPE inaugurated the weeklong program designed to create a talent pool of PSE executives in today's highly competitive business scenario. D.K. Patel, Director (HR), NTPC and Member, SCOPE Executive Board, addressed the concluding session of the program. Participants from 13 Public Sector Enterprises of diverse sectors from across the country attended the program.

THE FREE PRESS JOURNAL

27.10.2021 Pg no : 6

'Expedite RTI appeals by adhering to timelines': CIC at SCOPE Symposium

Chief Guest
Mr. Y. K. Sinha, IFS (Retd)
Chief Minister's
Master Commissioner, CIC
5, 2017
(Wednesday, 27 October, 2021)
Press Information Commission
New Delhi

Calling the Right to Information (RTI) Act a landmark legislation that has withstood the test of time, Mr. Y.K. Sinha, Chief Information Commissioner, CIC addressed Standing Conference of Public Enterprises (SCOPE)'s symposium on Right to Information Act. Atul Sobti, DG, SCOPE; B.K. Sokhey, Director (Finance), NBCC and O.P. Khorwal, Consultant, SCOPE also addressed the concluding session of the two-day program, which saw large participation of senior officials of various PSUs from across the country. Atul Sobti addressing the participants called RTI Act the cornerstone of corporate governance enabling efficiency and transparency in processes. He added that SCOPE with the support of Central Information Commission has been continuously organising symposiums and workshops on RTI Act for capacity building of PSEs.

The Tribune

2.11.2021 Pg no : 12

Expedite RTI appeals by adhering to timelines: CIC

Chief Information Commissioner (CIC) YK Sinha recently addressed Standing Conference of Public Enterprises (SCOPE)'s symposium on the Right to Information Act. Atul Sobti, DG, SCOPE; BK Sokhey, Director (Finance), NBCC, OP Khorwal, Consultant, SCOPE, also addressed the participants.

NPT नवभारत टाइम्स

20.11.2021 Pg no : 16

एग्जिक्यूटिव्स के लिए डिवेलपमेंट प्रोग्राम आयोजित

नई दिल्ली: स्कोप एकेडमी ऑफ पब्लिक सेक्टर एंटरप्राइज (एपीएसई) ने एग्जिक्यूटिव डिवेलपमेंट प्रोग्राम आयोजित किया। स्कोप के डीजी अतुल सोबती ने कार्यक्रम का आयोजन किया। इसमें भाग लेने वाले कार्यक्रम का मकसद आज की तमड़ी प्रतिस्पर्धा के माहौल में पीएसई एग्जिक्यूटिव का टैलेंट पूल तैयार करना है। एनटीपीसी के डायरेक्टर (एचआर) और स्कोप के एग्जिक्यूटिव बोर्ड के मेबर डीके पटेल ने कार्यक्रम का समापन किया।

The Indian EXPRESS

19.11.2021 Pg no : 24

SCOPE Academy of Public Sector Enterprise (APSE) recently conducted an Executive Development Program on the theme 'The Career Journey to Personal Effectiveness and Leadership.' Atul Sobti, Director General, SCOPE inaugurated the weeklong program designed to create a talent pool of PSE executives in today's highly competitive business scenario. D.K. Patel, Director (HR), NTPC and Member, SCOPE Executive Board, addressed the concluding session of the program. Participants from 13 Public Sector Enterprises of diverse sectors from across the country attended the program.

वीर अर्जुन

17.11.2021 Pg no : 11

एपीएसई ने आयोजित किया एग्जिक्यूटिव डिवेलपमेंट प्रोग्राम

वीर अर्जुन संगठन द्वारा नई दिल्ली: स्कोप एकेडमी ऑफ पब्लिक सेक्टर एंटरप्राइज (एपीएसई) ने 'द करियर जर्नी टू पर्सनल इफेक्टिवनेस एंड लीडरशिप' पर एक एग्जिक्यूटिव डिवेलपमेंट प्रोग्राम आयोजित किया। स्कोप के डायरेक्टर जनरल अतुल सोबती ने कार्यक्रम का उद्घाटन किया। कार्यक्रम में भाग लेने वाले कार्यक्रम का उद्देश्य आज की प्रतिस्पर्धा के माहौल में पीएसई एग्जिक्यूटिव का टैलेंट पूल तैयार करना है। एनटीपीसी के डायरेक्टर (एचआर) और स्कोप के एग्जिक्यूटिव बोर्ड के मेबर डीके पटेल ने कार्यक्रम का समापन किया।

THE FREE PRESS JOURNAL

18.11.2021 Pg no : 14

SCOPE APSE organises Executive Development Program

SCOPE Academy of Public Sector Enterprise (APSE) recently conducted Executive Development Program on the theme 'The Career Journey to Personal Effectiveness and Leadership.' Atul Sobti, Director General, SCOPE inaugurated the weeklong program designed to create a talent pool of PSE executives in today's highly competitive business scenario. D.K. Patel, Director (HR), NTPC and Member, SCOPE Executive Board addressed the concluding session of the program. Participants from 13 Public Sector Enterprises of diverse sectors from across the country attended the program.

The Right to Information (RTI) during COVID-19 Pandemic



Dr. Muzaffar Ahmad*



Dr. Danish Ahmad**

Right to Information (RTI) is an act in India which sets out the rules and procedures regarding citizens' right to information. It replaced the former Freedom of Information Act, 2002. The RTI Bill was passed by Parliament of India in 2005 and came into force with effect from 12th October 2005. Under the provisions of RTI Act, any citizen of India may request information from a "public authority" (a body of Government or "instrumentality of State") which is required to reply expeditiously or within thirty days. In case of matter involving a petitioner's life and liberty, the information has to be provided within 48 hours. The Act also requires every public authority to computerize their records for wide dissemination and to proactively publish certain categories of information so that the citizens need minimum recourse to request for information formally. Information disclosure in India had traditionally been

restricted by the Official Secrets Act 1923 and various other special laws, which the new RTI Act overrides. Right to Information codifies a fundamental right of the citizens of India. RTI has proven to be very useful, Although Right to Information is not included as a Fundamental Right in the Constitution of India, it protects the fundamental rights to Freedom of Expression and Speech under Article 19(1)(a) and Right to Life and Personal Liberty under Article 21 guaranteed by the Constitution. The authorities under RTI Act 2005 are called public authorities. The Public Information Officer (PIO) or the First Appellate Authority in the public authorities perform quasi-judicial function of deciding on the application and appeal respectively. This act was enacted in order to consolidate the fundamental right in the Indian constitution 'freedom of speech'. Since RTI is implicit in the Right to Freedom of Speech

and Expression under Article 19 of the Indian Constitution, it is an implied fundamental right.

The COVID-19 pandemic put a brake on the Right To Information Act (RTI) not only because the postal department got paralysed but also because public authorities were focusing their energies on managing the coronavirus pandemic and, more importantly, because all but one of the 29 state information commissions closed their offices, scheduled to open only after the lockdown.

With the approach that transparency and accountability are indispensable during public health emergencies like the COVID-19 pandemic, the Commonwealth Human Rights Initiative (CHRI) recently conducted a rapid telephonic survey by calling up the 28 state information commissions (SICs) and the one Central Information Commission (CIC).

The findings revealed that all but one of the 29 information

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commissions established under The Right to Information Act, 2005 (RTI Act) had shut down, in the first and second phases of the national lockdown. It also revealed that, while the Delhi-based The CIC resumed hearings in appeal and complaint cases from 20th April 2020, its counterparts in the states were not yet functional. The CIC started working in right earnest during the first phase of the lockdown to resume case hearings on 20th April, 2020 onwards. Apart from internal consultations, it also held two rounds of external consultations with civil society advocates and former chief information commissioners about its plans for resuming work.

As for the SICs, none of them was functioning. In pandemics, till the lockdown was lifted.

With most SICs having ineffective RTI online application facilities, the picture of transparency under the RTI Act is even grimmer. "The lockdown has effectively prevented citizens from filing RTI applications by post. Post offices refused to accept mail that required transportation outside the same village, town or city. Few governments have put in place online RTI submission facilities like those at the Centre, and in Maharashtra and Delhi.

Media reports and adhoc helpline numbers are unable to effectively substitute the regime of transparency and accountability established by the RTI Act in which citizens play an active role as seekers of information. The COVID lockdown has turned most of the citizenry into passive consumers of information that the administration releases on a 'need to know' basis."

Some of issues on which RTI could be filed are:

The issue of lakhs of migrant workers being either in government or privately run camps due to quarantine restrictions or because borders between states were closed for passenger traffic. There is very little data in the public domain about their numbers and well-being across the 718 districts in the country.

State-wise data about the movement of food grains and other essentials is available in press releases put out by the concerned ministries and departments, but there is no transparency about distribution data at the district and fair price shop level.

Corona testing kits / equipment purchased by the government on emergency basis turned out to be faulty, although imported had to be returned. There is hardly any detail in the public domain about the decision making process or who has been held accountable for approving purchase of poor standard testing kits, although some information was given by Indian Council of Medical Research. A district-wise consolidated list of COVID-19 treatment facilities was also not available for the whole country during the start of the pandemic.

Scores of healthcare workers contracted COVID-19 infection amidst complaints of inadequate distribution or poor quality of personal protective equipment (PPE). Front line health care professionals lost their lives one by one trying to save other patients. There is no information about who is being held accountable for not providing adequate protection to the country's

primary line of defence against the virus.

Police highhandedness in enforcing restrictions on people's movement is surfacing every day. There is no information about action taken against security personnel who beat up people, particularly the poor who were out in search of food and drinking water. Nor is there follow-up information about what the police do after arresting miscreants for attacking frontline healthcare workers.

However, during these trying times, instead of proving its rigour and tenacity, the Right to Information (RTI) regime failed to deliver. People merely turned into passive consumers of media reports, TV debates, advertisements, and press releases churned out by various departments which can not replace the regime of transparency upheld by the RTI Act. The need of the hour in such adversity is to share data nationwide and reply to RTI queries to clarify doubts, dissipate insecurity, and bolster people's faith in the information system.

After the lockdown was imposed on March 25, the Central Information Commission (CIC) was perhaps the only one out of the total 29 commissions in the country to start work on April 20. As per a telephonic survey conducted by the Commonwealth Human Rights Initiative (CHRI), during the first and second phase of the lockdown, the State Information Commissions (SICs) just remained dormant. In the times of the COVID-19 pandemic when people have been looking up to the information commissions across the country for providing them assistance in getting information on all kinds

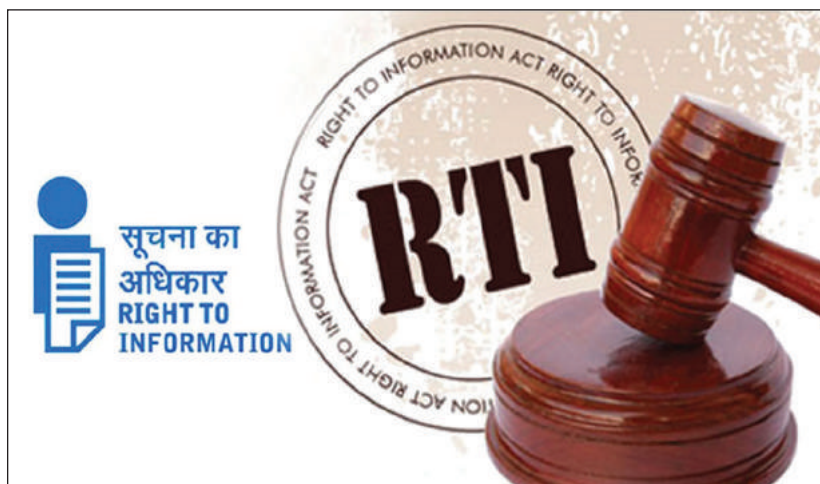
of issues, ranging from availability of beds and essential medicines to government schemes and programmes, many of these panels have failed to live up to expectations.

Some discussions on media said it had been 16 years now since the enactment of the RTI Act and it had proven to be so useful to the people, especially during the COVID-19 pandemic. "People have found it to be an important tool since the need for information has been more than it has ever been – whether it has been about hospital beds, availability of essential drugs or even the schemes or programmes run by the government."

The Central Information Commission (CIC) has in a significant decision decided to "accord precedence" to matters related to the COVID-19 pandemic "depending on the facts and circumstance of the case". With this the panel has fulfilled a major demand of RTI activists who had been seeking early hearings in issues related to the control.

The Central Information Commission (CIC) has worked assiduously even during the lockdown period and despite the challenges posed by the pandemic, the higher disposal rate of cases could be achieved due to an extensive use of e-office and use of latest technological tools for facilitating the hearings, the minister said.

"The CIC also ensured that audio and video hearings were resorted to pave the way for a smooth conduct of the hearings and facilitate participation of both the appellant and the respondent," he said.



In this manner, the commission ensured a continuous disposal of cases, Singh added.

It was observed at a meeting that the RTI Act has contributed immensely to transparency and availability of information to the public, despite several challenges faced over the years, including repetitive RTI applications, issues related to personal grievances and the like which has inflated the number of RTIs and appeals, the statement said.

"From time to time, the CIC has been holding seminars, workshops and annual conventions to ensure interactions with RTI activists, general public, and the CPIOs and First Appellate Authorities for a proper appreciation of the provisions of the RTI Act," it added.

Through this mechanism to obtain feedback, qualitative improvements have been brought about amongst all the stakeholders. During the pandemic, video meetings were held with the stakeholders, including RTI activists and former chief information commissioners and information commissioners, to assist the commission in

moving forward with the disposal of cases.

Over 3.86 crore people did not get their second dose of anti-Covid vaccines - Covishield and Covaxin - within the stipulated period of time, the government has said in response to an RTI query. According to information on the CoWIN portal,

Activist Raman Sharma had filed a query under the Right to Information (RTI) Act, seeking to know from the government the number of people who had received the first dose of vaccines - Covishield and Covaxin - but did not take the second within the stipulated time period. In response to the query, the COVID-19 Vaccine Administration Cell of the Union Health Ministry said it is recommended the second dose of Covishield be taken within 84-112 days after the first, while in case of Covaxin the gap should be between 28-42 days. The total number of vaccines (beneficiaries) who got their first dose of Covishield Vaccine but did not get their second dose within stipulated period of time as prescribed by the Govt. of India as per the Due Report

in Co-WIN portal is 3,40,72,993 (data as on 17th August 2021)," the response said. It further said the total number of beneficiaries who got their first dose of Covaxin Vaccine but did not get their second within the stipulated period of time as prescribed by the government as per the due report in Co-WIN portal is 46,78,406 (data as on 17th August 2021). On 26th June, the Government of India filed an affidavit in the Supreme Court on the COVID-19 vaccination program including procurement, distribution and a timeline on vaccinating people of India. The Quint found that the details of the procurement of COVID vaccines provided by the government does not match with information shared by the Ministry of Health and Family Welfare (MoHF) under Right To Information (RTI Over 3.86 crore people did not get their second dose of anti-Covid vaccines - Covishield and Covaxin - within the stipulated period of time, the government has said in response to an RTI query.

Governments across the world are facing extraordinary decision-making challenges about the health, safety, and well-being of their people. Engaging citizens is especially important during the COVID-19 pandemic; it can provide insight into how the crisis affects communities and can enable real-time course correction where needed. This pandemic has also exposed deep inequalities that demand a more inclusive approach so that response and recovery efforts consider everybody, regardless of ethnicity, income, geography, gender, disability, religion, or sexual orientation.

As the World Bank targets resources to address the pandemic, we seek input from those most affected, including the most marginalized. With the benefit of timely ideas and feedback from citizens, responses to the crisis will be more effective and better informed about the rapidly evolving situation in each country. To ensure that the voices of the poorest and most vulnerable are being heard, the World Bank and its client countries have been navigating the challenges posed by the pandemic. Even though many projects are now on a fast track, we still work with governments so that operations are informed by consultations with key stakeholders. And we continue to establish new modalities for citizens to express their views at a time when public gatherings and travel face widespread restrictions aimed at reducing the spread of the virus.

The World Bank has worked closely with client countries to rapidly design, approve, and launch a first round of projects to help countries implement emergency health operations, protect the poorest households, save jobs and businesses, and get money to people who need it most. Stakeholder Engagement Plans are required as part of preparation for each project under the World Bank's Environment and Social Framework (ESF). These are critical to ensure that stakeholder engagement takes place, either during the design phase or in the implementation period.

In light of the growing disruptions caused by the COVID-19 pandemic, the monitors for freedom of expression and freedom of

the media for the United Nations, the Inter-American Commission for Human Rights, and the Representative on Freedom of the Media of the Organization for Security and Co-operation in Europe issued the following joint statement:

"We share the grave concern of people everywhere in the face of the COVID-19 pandemic. At a moment of such gravity, we fully understand and support the efforts of public health professionals and governments to develop and implement strategies to protect human health and human life. The fundamental and non-derogable right to life is at stake, and governments are obligated to ensure its protection.

"Human health depends not only on readily accessible health care. It also depends on access to accurate information about the nature of the threats and the means to protect oneself, one's family, and one's community. The right to freedom of expression, which includes the right to seek, receive and impart information and ideas of all kinds, regardless of frontiers, through any media, applies to everyone, everywhere, and may only be subject to narrow restrictions. In this connection, we urge the following:

"First, it is essential that governments provide truthful information about the nature of the threat posed by the coronavirus. Governments everywhere are obligated under human rights law to provide reliable information in accessible formats to all, with particular focus on ensuring access to information by those with limited internet access or

where disability makes access challenging.

“Second, internet access is critical at a time of crisis. It is essential that governments refrain from blocking internet access; in those situations where internet has been blocked, governments should, as a matter of priority, ensure immediate access to the fastest and broadest possible internet service. Especially at a time of emergency, when access to information is of critical importance, broad restrictions on access to the internet can not be justified on public order or national security grounds.

“Third, the right of access to information means that governments must be making exceptional efforts to protect the work of journalists. Journalism serves a crucial function at a moment of public health emergency, particularly when it aims to inform the public of critical information and monitors government actions. We urge all governments to robustly implement their freedom of

information laws to ensure that all individuals, especially journalists, have access to information.

“Fourth, we share the concern that false information about the pandemic could lead to health concerns, panic and disorder. In this connection, it is essential that governments and internet companies address disinformation in the first instance by themselves providing reliable information. That may come in the form of robust public messaging, support for public service announcements, and emergency support for public broadcasting and local journalism (for instance, through government health advertisements).

Resorting to other measures, such as content take-downs and censorship, may result in limiting access to important information for public health and should only be undertaken where they meet the standards of necessity and proportionality. Any attempts to criminalise information relating to the

pandemic may create distrust in institutional information, delay access to reliable information and have a chilling effect on freedom of expression.

“Fifth, we are aware of growing use of tools of surveillance technology to track the spread of the coronavirus. While we understand and support the need for active efforts to confront the pandemic, it is also crucial that such tools be limited in use, both in terms of purpose and time, and that individual rights to privacy, non-discrimination, the protection of journalistic sources and other freedoms be rigorously protected. States must also protect the personal information of patients. We strongly urge that any use of such technology abide by the strictest protections and only be available according to domestic law that is consistent with international human rights standards. We close by thanking all the medical and health care professionals putting themselves at the frontline of treating the unwell. ■

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Social Capital: The overlooked variable to Economic Growth



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The Perspective

Since the foundation economists have been carrying out extensive research in an attempt to explain the process of development of countries and how a country can achieve economic prosperity. Several determinants have formed the basis of such studies. In 1957, American Economist Robert Merton Solow stated that the classical view perceives labor and capital as the main factors which affect the level of development within a nation, and economic growth rests on this theory as well. Since then many studies have been conducted to trace the effect of capital on economic growth.

It is generally believed by economists that innovation, research, and education are the main determinants affecting the capital formation and their relationship with the development of a country. A new line of study tries to explain the other hidden factors which lead to a nation with similar endowments developing faster than others. Researchers have not realized the impact of social organizations, networks, institutions, co-operation, and trusts among individuals to elucidate these growth differences

amongst countries, commonly termed as 'Social Capital'. Social capital promotes economic growth by stressing the importance of co-operation and trust within institutions, companies, and the state, as well as between individuals.

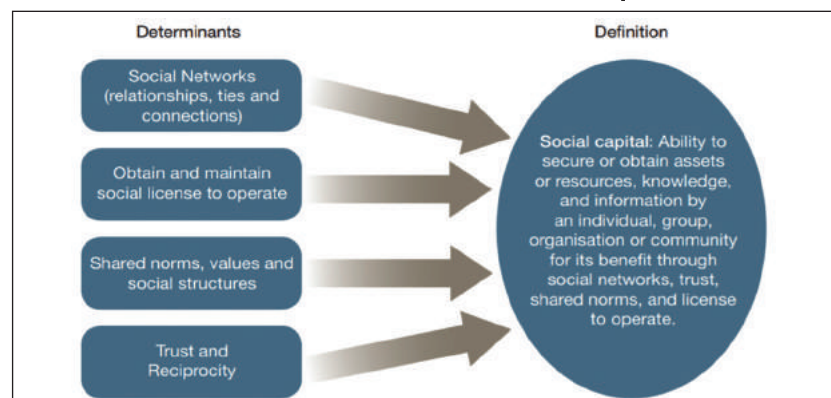
Whether social capital impacts the growth of a country or not? This question has been part of many inflamed conversations amongst various economists recently. Research is now deviating from the belief that the growth of a nation can only be explained by the traditional inputs such as capital, labor, and natural resources. This paper analyzes the relationship between social capital, economic

performance, and the development of a country.

What is social capital?

The concept of social capital has been around for decades, making a relevant impact in many disciplines. Yet this concept lacks a universal definition that could describe every aspect of it. In economics, social capital is a relatively new line of study. Most Economists have used words such as trust, networks, or shared actions to define what is social capital. The most honored definition among scholars is "anything that facilitates individual or collective action, generated by networks of relationships, reciprocity, trust, and social norms."

Determinants and Definition of Social Capital



Source: Network for Business Sustainability South Africa.

The term *Social Capital* has been used in many different ways for a long and became widely popular by the late 1990s. As per Oxford Dictionary, Social Capital is defined as: 'The networks of relationships among people who live and work in a particular society that enable the society to exist and be successful.' With the presence of shared identity, trust, co-operation, norms, values, and reciprocity, various social groups function effectively to produce public goods for a common purpose.

According to the OECD (Organization for Economic Co-operation and Development), social capital is defined as: 'networks together with shared norms, values, and understandings that facilitate co-operation within or among groups.'

Social capital like human capital or labor is a very critical facilitator. However, social capital cannot produce economic growth on its own. Thus, considering social capital as either substitute or complement for various other types of capital is the most viable option. The reason for this consideration is quite simple: in times of lack of access to financial capital, social capital can act as a substitute by making it possible for individuals to rely on close relationships, such as family and friends.

Types of Social Capital

Social capital can be categorized under two broad perspectives, namely: The network perspective and the Social Structure perspective.

Network perspective: From a network perspective we can classify social capital into 3 broad types:



- **Bonding Social Capital:** Bonding ties relate to a high degree of network proximity among individuals belonging to the same group. It is correlated with norms and trust between the local communities, where people in the community tend to know each other.
- **Bridging Social Capital:** Bridging ties operate by the way of formal hierarchical structures, or more formally it relates to the vertical links between individuals of distinct social groups. Due to its power of networking outside normal circles, Bridging social capital offers a variety of individual and group benefits to people.
- **Linking Social Capital:** The linking social capital works on similar lines as bridging social capital. It describes norms relating to networks and respect for the relationship among people who interact across formal or institutional powerful authority in society.

From this viewpoint, we can get three types of social capital, however conceptual ambiguity of each of these types leads to further complications while measurement.

Social structure perspective: Under this viewpoint, we can categorize social capital based on structure, source, and cognitive forms. Description of each of them is as follows:

- **Structural Social Capital:** Structural social capital points towards various properties of the social system which helps in the formation of social organizations in a society. It also aids in laying down certain rules, precedents, and procedures, while encouraging collaboration, exchange, and interaction between people.
- **Cognitive Social Capital:** Cognitive social capital is associated with elucidating the proper way of acting in social culture, directing individuals to collective actions. A common understanding of shared language and a shared sense of belonging is pre-disposed when communities tend to share values, norms, and beliefs.
- **Relational Social Capital:** Relational social capital connects with the idea of the personal relationships shared by people. These relationships are stand on the pillar of trustworthiness, identity, norms,

sanction, obligations, and expectations.

Social Capital and Economic Growth

Several studies revolving around growth economics make use of social capital to assess the relationship between output growth and social capital employment, by deploying either cross-country data sets or segments of macroeconomic data from different countries. These studies about the macroeconomic effect of social capital are a recent phenomenon, we still face methodological difficulties in defining and measuring social capital as compared to human capital. On one hand, where human capital has a fairly well-researched body of study which seizes the effect of investment in human capital on economic performance, the theory of social capital is still under review. Many studies point towards the positive correlation between economic growth and social capital. The assumption underlying this study reveals that social capital facilitates cooperation among individuals and promotes economic efficiency by lowering transaction costs. In empirical studies, the proxy for social capital is frequently taken to be levels of trust, and levels of corruption.

‘Social Capital’ provides a possibility for economists, to think about differentiating between countries and their respective growth prospects based on differences in social capital endowment. It presents a unique way to introduce intangible aspects of human behavior, which might affect economic growth, in the society’s production function. Even though it is difficult to measure

and incorporate social capital into formal models, the notion of ‘social resource’ at least provides a very strong reason to outweigh shortcomings of theoretical underpinning and make way to explain the process of economic growth.

For a long time, Gross Domestic Product (GDP), an economic parameter, has been taken as a benchmark of national development and a measure of success for an economy. Additionally, social, demographic, political, and cultural facets have also contributed to this development theory. However, today’s development is looked at through the

The concept of social capital has been around for decades, making a relevant impact in many disciplines. Yet this concept lacks a universal definition that could describe every aspect of it. In economics, social capital is a relatively new line of study. Most Economists have used words such as trust, networks, or shared actions to define what is social capital.

lens of a new multi-dimensional paradigm of social structure, behavior, and national institutions. (Sugianto, 2010). One can find changes appearing in many social perspectives, such as mutual trust, participation, and networking within the society, such a social perspective is known as social capital. Keeping this point of view in mind, the Organization for Economic Co-operation and Development (OECD) has placed social capital as one of the inputs in development.

The early evidence on how social capital contributes to economic and social development is explicit. Even though this issue is burdened with a lot of debates, some studies indicate the potential impacts social capital can have on local economic development, the performance of public agencies, and the provision of local public goods.

The question of course is what precise actual forms such social capital might take, and how it might come to occur. Experts claim that social capital might include:

- **Obligations and expectations:** which serve as a form of credit agents in societies from where social trust may be draw upon.
- **Information potential:** informal social relations which store and convey information.
- **Norms and effective sanctions:** which assist the regulatory devices to constrain agents to act in the public interest, increasing the predictability of actions and lowering chances of uncertainties in action.
- **Authority relations:** which prevent agents from engaging in free riding practices.

- **Intentional organization:** specifically created to reduce transaction costs.

All of these forms of social capital (and there may be more) serve to reduce the transaction costs of interaction between agents, and thus facilitate exchange.

Literature Review

The relationships between social capital and economic development are complex, partly because of the ambiguity and complexity of the initial concept. There exist many ways to define, measure, and apply the concept of social capital. In general, social capital includes networks along with shared norms, values, and understandings that facilitate co-operation within or between groups. The foundation of social capital and its outcomes can be analysed at three levels, a.) micro-level (trust and information relationship between individuals), b.) meso-level (connection shared at community level) and c.) macro-level (regional, national, institutional, and international networks). Social capital is contemplated over a wider range at the macro level.

At this stage, the usage of social capital can be incorporated in the functioning of the government sector, political freedom, enforcement of civil laws, public sector development and on the economic achievement of the country. It is essential to incorporate government involvement in the public sector, to make room for development to take place even in the state of internal cohesion and imbalance between external social ties.

At the macro-level social capital

relates to people's ability to work together for mutual benefit which gets affected by governmental institutions (Knack, 1999). Government social capital embodies the rule of law, contract enforcement, absence of corruption, transparency in decision making, efficient administrative systems, reliable legal systems - in short, state capability and credibility (Meier, 2002). There is a positive and significant relationship between social capital at the macro-level and economic growth (Kaldaru, 2005). Human capital gets influenced by civil social capital (Parts, 2003). In 2013 Parts conducted a study of 45 countries in Europe. The results of this study indicate that the most influential factor on social capital is education and satisfaction with democracy.

Social capital as an asset: Woolcock and Narayan (2000) note a distinctive feature of the social capital approach in understanding poverty. "Living on the margins of existence, the social capital of the poor is the one asset they can potentially draw upon to help negotiate their way through an unpredictable and unforgiving world" (Woolcock, 2000, p. 19)

Social capital has intrinsic and instrumental value: intuitively, the basic idea of social capital is that a person's family, friends, and associates constitute an important asset, one that can be called on in a crisis, enjoyed for its own sake, and leveraged for material gain. Moreover, whatever is true for individuals, will also hold for groups. Communities which are endowed with varied stock of social network and civic associations behold a more stronger position to antoginize poverty and vulnerability (Moser 1996,

Narayan 1995), resolve disputes (Schafft 1998; Varshney 2000), and take benefit of new opportunities (Isham 1999).

Social capital can be exclusionary: conversely, the absence of social ties can have an equally important impact. A profound feature of being poor is that they are excluded from actively taking part in major employment opportunities, social networks, and institutions. Thereby, debarring them from securing a decent job and standard of living (Wilson 1987, 1996).

Social capital has costs as well as benefits: intuition and everyday language also recognize an additional feature of social capital: that it has costs as well as benefits, that social ties can be a liability as well as an asset.

Social capital has stocks and flows with access to the quantities: The poor, for example, may have a close-knit and intensive stock of "bonding" social capital that they can leverage to "get by" (Briggs 1998; Holzmann and Jorgensen 1999), but they lack the more wordy and wide-ranging "bridging" social capital arrayed by the non-poor to "get ahead" (Barr 1998; Kozel and Parker 2000; Narayan 1999). These two types are referred to as 'horizontal' linkages.

Social capital can be combined in different forms: different combinations of bonding and bridging social capital are responsible for the range of outcomes observed above and incorporate a dynamic component in which optimal combinations of these dimensions change over time.

Social capital can be appropriated: individuals and households (as members of a given

community) can appropriate social capital and communities are structured in ways that turn in large part on their relationship with the state. Weak, hostile, or indifferent governments have a profoundly different effect on community life and development projects, for example, then do governments that respect civil liberties, uphold the rule of law, honor contracts, and resist corruption (Isham and Kaufmann 1999).

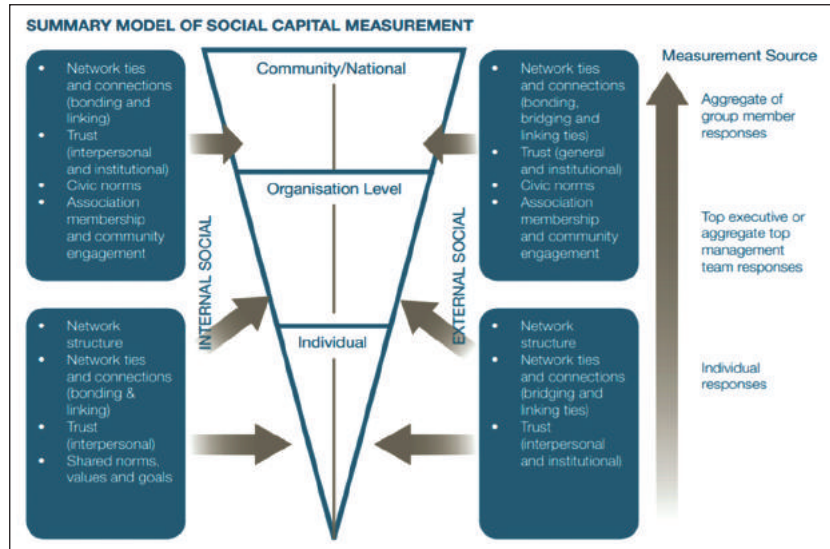
Social capital has a vertical dimension: as Fox (1996), Heller (1996), and Bebbington (1999) have stressed, social capital also has a vertical dimension: poverty is largely a function of powerlessness and exclusion, and as such a key task for development practitioners and policymakers is ensuring that the activities of the poor not only “reach out”, but are also “scaled up”.

Measuring Social Capital

Although Impact measurement of social capital throws some light on how to measure social capital or what is required to measure social capital, lack of precise definition makes it inherently difficult to propose a list of indicators for social capital. However, for meaningful use of indicators, we need a conceptual framework to measure linkage between policy and outcome variables, assess policy options and current state.

Practically, the selection and development of indicators for social capital can prosecute along two lines: (1) according to the spread of relationships and institutions involved; and (2) according to the types of influence social capital has on the development process,

Summary model of Social Capital Measurement



Source: Network for Business Sustainability South Africa.

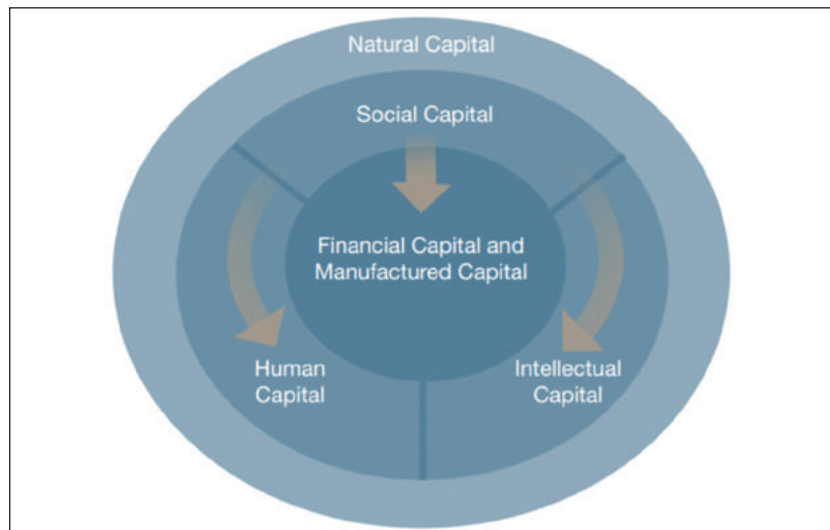
in which the key dimensions are growth, equity, and poverty alleviation.

Undoubtedly, it becomes important to develop indicators at the micro and macro-level, to seize the full scope of social capital and measure it accurately. At the micro-level impact of social capital can be determined

by the extent to which institutions contribute to efficient market outcomes (by reducing information and incentive problems) or to allocating the ‘optimum’ amount of public goods (by making collective decision-making efficient).

According to the macro-point of view, social capital is being

Relationship among the capitals



Source: Network for Business Sustainability South Africa

placed in the fourth category of the form of capital used in the production function, along with physical, human, and natural capital. To assess the contribution of social capital to economic, investment, and equity growth, an approximation needs to be obtained using an accounting-type production function model, which could help explain GDP growth as a function of growth in labor, capital, and technology. Subsequently a 'residual' could be obtained, after considering the impact of physical and natural capital, which merges the effect of social and human capital. However, this approach has not been successfully applied yet.

Conclusions

The term social capital has found its way into economic



analysis only recently, although various elements of the concept have been present under different names since a long time. Economists have started exploring the contribution social capital can make to the economic growth of a nation. At the micro-economic level,

this is seen primarily through the ways social capital advances the functioning of markets. At the macro-economic level institutions, legal frameworks, and the government's role in the organization of production are seen as affecting macro-economic performance. ■

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COP26 has reaffirmed the value of India's energy efficiency journey



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COP26 in Glasgow was a pivotal moment for governments and industry to review global climate actions as they set a collective multi-lateral agenda towards the future. The climate action conference shone a light on the sustainability pathways undertaken, the gaps and opportunities, as a multi-lateral course is charted for the future.

For India, COP26 was a matter of pride. India showcased the major climate action wins that have made us the only G20 nation (and among just a few nations) on track to meet the climate change commitments it made at the last COP, under the Paris Agreement. Our honourable Prime Minister also unveiled a visionary and highly ambitious climate roadmap for India. The five-point climate action plan, called “panchamrit (five values)” by our Honourable Prime Minister will intensify to India’s plans to increase renewable energy, and moving towards clean energy transportation. He committed to India achieving net zero by 2070, developing 500 GW of non-fossil fuel capacity by 2030, reducing carbon emissions by 1 billion tonnes and cutting carbon intensity by 45%. He also underpinned the need for urgent



and effective climate finance, for mitigation of emissions.

These are ambitious and intersectional targets. Herein, Energy efficiency is poised to be a key enabler behind achieving these goals. EESL has been steering India’s energy transition for the last decade and will now have a pivotal role to play. EESL’s Street Lighting National Programme (SLNP) – one of India’s two flagship energy efficiency initiatives will be highly significant. Today the world’s largest streetlighting programme, SLNP’s impact is now visible in every corner of the country. SLNP’s success is founded on three pillars: EESL’s compelling Pay As You Save (PAYS) model to obviate the need for municipalities to make an initial

investment; the benefits of digitally connected, smart lights; as well as their immediate carbon and cost benefits.

Over 1.22 crore LED connected streetlights have been installed nationwide. They have mitigated over 5.66 million tonnes in CO₂ emissions and save 8222.89 MUs in energy consumption every year. Safety, energy efficiency cost savings, a lower carbon footprint, and a better overall living experience– these benefits have made SLNP a global case study whose mechanisms are being replicated internationally.

SLNP has underlined Prime Minister Narendra Modi’s vision of a cleaner, greener, and brighter India. It has spurred on domestic manufacturing of LED lights, a sector for which India was heavily import-dependent. It has also set a precedent that lasting and sustainable change can be brought about.

There is also the success story of EESL’s second energy efficiency initiative, Unnat Jyoti by Affordable LEDs for All (UJALA) to consider. Launched in 2015, UJALA was founded on a carefully crafted approach of bulk procurement, which stimulated a new market for energy-efficient

LED bulbs. Given India's huge appetite and pent-up need for such products, prices for LED bulbs fell, bringing the appliance into the reach of every Indian. EESL's UJALA approach attracted a price-conscious consumer base to quickly join India's energy efficiency mission.

Over 36 crore LED bulbs have been distributed nationwide, enabling cost savings of over Rs. 19,000 crore, and reducing 47,770 million kWh in energy demand, every year. In terms of greenhouse gas emissions, UJALA mitigates the emission of over 3.86 crore tons of CO₂ emissions, every year.

Together, these two energy efficiency programmes have created a new paradigm for sustainability, one in which market-led changes can transform how sustainability goals are achieved. The two initiatives are much bigger than just installing streetlights and distributing LED bulbs. They intersect several national goals: reducing India's energy consumption and energy dependence, mitigating carbon emissions thereby

SLNP has underlined Prime Minister Narendra Modi's vision of a cleaner, greener, and brighter India. It has spurred on domestic manufacturing of LED lights, a sector for which India was heavily import-dependent. It has also set a precedent that lasting and sustainable change can be brought about.

facilitating climate action, and enabling a safer and better way of life for citizens. They have unlocked a cascade of inter-linked diverse socio-economic benefits, all aligned with India's larger vision of energy efficiency.

That India was able to achieve so much, even as developmental initiatives in healthcare, sanitation, nutrition, and poverty

alleviation, took place in tandem, demonstrates the robust value of such approaches. They also underline the value that energy efficiency brings to the global energy transition.

Considering that UJALA and SLNP are two examples of EESL's myriad of previous, ongoing, and anticipated large-scale initiatives in the field of energy efficiency and sustainability, India is today the flagbearer of a global energy revolution.

The world today needs such revolutionary and resilient approaches to unlock the dramatic reductions in CO₂ emissions needed to achieve a more sustainable energy future. Energy efficiency and EESL's bespoke approach will form a key component of India's climate action machinery. At COP, India presented a strong business case that an ecosystem of technologies, business, and best practices and knowledge from Indian and international research centres and innovation at an unprecedented scale will be needed to achieve the vision of a greener world.



Book Review

'Making the Elephant Dance: The Turnaround Story of SAIL' by Arvind Pande and Sanjay Kumar, Sage: Spectrum, New Delhi, 2021, pp xvii+323. Price Rs. 895

Reviewed by: Dr. R K Mishra, Senior Professor and ONGC Subi Raha Chair on Corporate Governance, Institute of Public Enterprise, Hyderabad, 500007

Ms Kiranmai J, Registrar, Coordinator Centre on Corporate Governance and Corporate Social Responsibility, Institute of Public Enterprise, Hyderabad, 500007

This is a thought provoking book describing at length the successful turnaround story of the Steel Authority of India Limited (SAIL) during 1997-2003. The first author had the privilege to lead SAIL from January 1997-September 2002. He had spent earlier 11 years in SAIL in the board level positions. Prior to joining SAIL, he was a member of the Indian Administrative Service for 21 years. He joined SAIL at the inspiration of Dr. V. Krishnamurthy, who was then Chairman SAIL. Mr. H. D. Deve Gowda, then Prime Minister, approved his appointment as Chairman, SAIL. In 1997-1998, SAIL was close to being declared a sick company. This book details the diagnosis of the situation in 1997, formulation of action plan to revive the company and steps taken to successfully implement the required actions across the steel plants and various functions of the company. IDBI and McKinsey were involved in preparing the turnaround strategy; however, the major inputs were evolved through interaction with a large cross-section of management and employees at different levels. Chairman Arvind Pande

allocated seven specific areas to the functional directors / managing directors to draft strategy reports and action plans for bringing improvements in marketing, technology and product strategy, cost reduction, raw materials, non-core areas and non-viable units, manpower planning and finance.

The steep decline in demand resulted in the liquidity constraint in 1995-1996. The company was finding it difficult to borrow more due to a weak balance sheet. The sources of cash started drying up. Liquidity management became one of the most critical things for SAIL. Chairman Pande appointed Dr. Sanak Mishra to head the corporate planning function at SAIL to prepare a comprehensive turnaround plan for the company. The following interventions were proposed to bring SAIL out of the deep morass:

- Restore the financial foundation
- Refocus on the viable and the core
- Restructure the organization
- Rejuvenate marketing
- Reduce operational, social, purchasing and inventory expenses

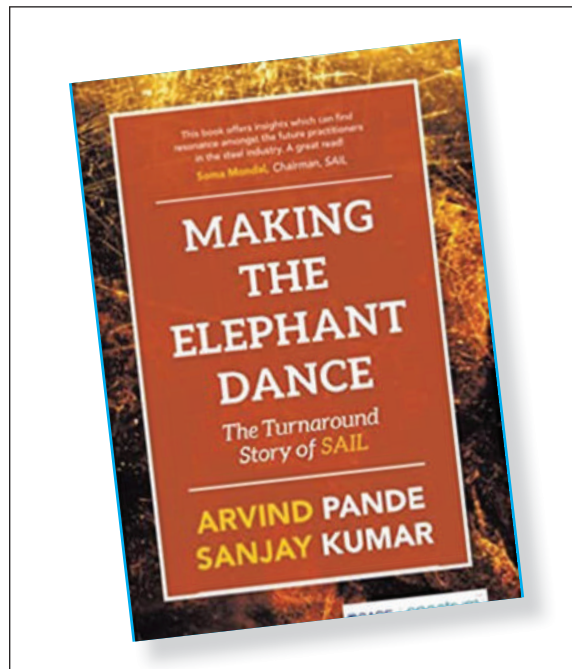
- Reprioritize capital expenses

The financial foundation was restored through financial and business restructuring. The business portfolio of the integrated steel plants, namely BSP, DSP, RSP and BSL was restructured. This gave rise to the prospect of these plants becoming internationally competitive and even loss making units such as DSP and RSP to develop potential to make profits. It was proposed to reorganize the top-heavy multi-layered organization into strategic business units (SBUs). The manpower was to be right sized. Incentive systems needed to be modified and aligned, among other things, to productivity. The marketing function was rejuvenated. It was planned to protect its existing share in the low and mid-end segments. It was decided to invest in the long products market to meet the quality requirements. Improvements in work practices were planned through technological discipline and optimum utilization of the new facilities. A dealer's network was conceived to enhance market share. Introduction of Key Account Management (KAM)

was to follow. Cost reduction was to be achieved through controlling operational costs in the plants, purchasing costs, working capital, and social infrastructure costs. Reprioritizing capital expenses was considered to be very vital and related to the market dynamics, rate of return and minimum technical solution.

Chairman Pande and his team were successful in selling the turnaround plan for full support to SAIL Board, Ministry of Steel, Ministry of Finance and the Union Cabinet. The company practiced the philosophy that cost multiplication divides profits. A detailed comparison of the process cost across the five integrated steel plants was undertaken to introduce internal benchmarking. Teams were setup to identify areas have been potential for savings. Heavy savings accrued in coal imports. SAIL decided to make a change in favour of entering a long-term contract over the spot purchases. Signing annual MoUs with the customers was taken up as also the 'total package deal'. The company reversed the practice of 'produce first and then sell' to 'sell first and then produce'. Revenues increased due to the implementation of formulated price policies. The company led the thrust on exports. Rationalization of the stockyard was taken up to streamline to improve the marketing supply chain. A number of initiatives were taken to enhance sales force effectiveness which was accustomed to function in the regime of short supply of steel.

The market for steel underwent a change where there was a glut in the market for steel. Many customer measures were introduced which included flexible and market driven pricing mechanism, strengthening the Application in Engineering Group for technical support to customers and appointment of service agents. This transformed the customer service scenario in the company. The marketing executives were spending



more time on customer contact and less on paper work. The sales force was driven to acquire new skills and the incentive system for the sales force was modified to aid high performance. Supply chain management was considered as a critical factor. Inventory holdings were rationalized. Sale of Idle Assets was a pertinent innovation. This was done through the formation of JV Power companies, Divestment of Oxygen Plant-2 of BSP, divestment of Rourkela Fertilizer Plant (RFP).

SAIL faced numerous internal and external challenges in divesting loss-making units and asset transfer. However, much of this could be done because of the realization by Chairman Pande right at the inception that employees were central to the turnaround endeavor. Rather than seeing employees in an adversarial role, Chairman Pande made all efforts to co-opt them in the turnaround initiative. Accordingly, the communication channels were kept in a hyper-active mode with all the concerned thus paving the way for manpower right sizing, manpower planning, voluntary retirement schemes, sabbatical leave scheme and contract labour management. Several HR policy initiatives were taken including redesigning performance systems, training and development, incentives, rewards and punishment, succession planning, and communication and feedback. Chairman Pande benefited from the rich experience and wisdom of Board members of SAIL including D. Basu, ex-

MD SBI, Mr. R.V. gupta, Former Deputy Governor RBI, economists Professor Isher Ahluwalia. Dr. Ramprasad Sen-gupta, Prof. Atul Sarma and Dr. Y. R. K. Reddy.

The turnaround plan had several implications for employees. These were amicably negotiated by taking the trade unions in confidence which put up posters in defence of the turnaround plan. A supporting factor in the endeavor to win the trust of employees was the structure for managing the

Industrial Relations which facilitated wage revision negotiations for workers for ten years and the age for superannuation. The icing on the cake was introducing the 'own your house scheme' for employees and the decision to drop the implementation of the SBU structure.

The turnaround plan was monitored by crack teams overseeing employee motivation, leadership practice, plant maintenance, sustained operations, cash generation, cost reduction and enhancing gross margin. A new credo was started to reduce the 'distance between minds' and 'sharing concern' was initiated.

The turnaround strategy started producing positive results and gathering momentum. The complexion of operations of the entire SAIL underwent a rapid transformation. SAIL's marketing performance improved dramatically both in the domestic and the International markets. SAIL overcame PSU limitations by conducting business online. Corporate communications were put on a new keel. Radiff PR was picked up to provide professional guidance as the first step to reinventing SAIL's image. Communicating with the stakeholders received a shot in the arm. 'Large Group Interactive Events' were organized to enable sharing of ideas and renewal of commitment at different levels besides conducting focused workshops. Media Relations were made central to the company's activity. The restructuring initiatives saw a continual improvement in all business parameters of the company.

What was unique in SAIL restructuring? It was proactive.

The company's strengths and weaknesses were ruthlessly analyzed. The tough decisions of asset restructuring, divestment of power plants, divestment of special steel units came from internal decision making. Human dimension was given foremost attention. The scheme was completely transparent. The restructuring was in the all-encompassing nature of the improvement in the company it imparted to SAIL a momentum to last more than a decade. The restructuring succeeded because of Chairman Pande's strong resolve: 'We have no choice but to be decisive, daring and different, take calculated risks and not seek refuge in conventional alibis'. (p 311)

The book makes an interesting reading on the successful turnaround of SAIL. It incorporates the deep engagement of the CEO and his insights into the working of the company, his leadership style of taking employees at all the levels together, the significance of constituting and building effective teams, gaining confidence of the stakeholders planning suitable mechanisms to overseeing the implementation of the turnaround plan and keeping communication at the centre of the entire exercise. The presentation of the various developments is lucid. A comprehensive bibliography at the end incorporates valuable references. The authors could have shared with us more about the intricacies in the Government's approval of the turnaround plan. The decision making process of SAIL's Board could have been elaborated in greater details. The consolidated impact of the turnaround plan in terms of its various elements would have

added further value to the Book.

It could be a tool book for turnaround of similarly stressed enterprises. Some of the important lessons that can be drawn from the SAIL experience are: committed, bold leadership with credible track record, developing partnership with stakeholders generally and employees in particular, transparency in reform processes and constant communication with stake holders, in-house assessment of weaknesses and preparing remedial action plan and getting them vetted/modified in terms of intensive study based recommendations by reputed external agencies, focusing on core activities, unbundling an action plan into micro processes for execution, careful selection of crack teams to ensure right people at right job with freedom to strategize and execute micro processes, designing of an incentive scheme for smoothening difficult execution process, giving credit to those who deserve, putting in place an effective monitoring and path correction wherever needed. All these are observable in the turnaround story of SAIL. The book offers a powerful recipe to keep insolvency and bankruptcy at bay.

'Making the Elephant Dance' is a brilliant story of the turnaround of SAIL-the crown jewel of India. This Book brings the turnaround narrative of the steel giant at a time when businesses operate in an uncertain world. This Book is a must read for policymakers, CEOs, practicing managers, social scientists and post graduate students in social sciences, humanities and engineering. It is an invaluable addition to the literature on management sciences. ■

New and Improved Convention Centre at SCOPE Complex and SCOPE Minar

Conference Halls and facilities are being sanitized and fumigated on a regular basis.
Booking of halls are now open in line with Government guidelines.

Conference Facilities at SCOPE Convention Centre Lodhi Road, New Delhi

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

Auditorium



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

Mirza Ghalib Chamber



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

Tagore Chamber



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

Bhabha Chamber (Board Room)



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

Fazal Chamber



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

Business Centre



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

Annexe II



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

Banquet Hall



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

Tansen Chamber at UB



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

Annexe I



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

Amir Khusro Chamber at UB



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

For Booking & Tariff details please contact

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Conference Facilities at SCOPE Minar Convention Centre, Laxmi Nagar, New Delhi

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

Auditorium



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

VIP Lounge



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

Board Room



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

SCOPE Academy of Public Sector Enterprises



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

Meeting Hall



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

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

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gopal@scopeonline.in

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.

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NTPC needs to keep growing as the demand for energy in India also increasing at a rapid pace: Power Minister

NTPC celebrated its Raising Day completing 46 years of excellence and leadership. On the occasion, Power Minister Mr. R. K. Singh congratulated NTPC for its exemplary journey and its contribution towards nation building.



left: Mr. R.K. Singh Union Minister of Power, New & Renewable Energy addressing the NTPC Raising Day Function
on right: Mr. Gurdeep Singh, CMD, NTPC welcoming Mr. R.K. Singh Union Minister of Power, New & Renewable Energy at the function.

NTPC is a special company; it is the largest provider of energy to our country, the most important input for growth, said Mr. R. K. Singh, Union Minister (Power, New & Renewable Energy).

Mr. Singh was speaking on the occasion of NTPC's Raising Day addressing the gathering including the senior management of NTPC at PMI, NTPC-Noida and other dignitaries along with the employees and their family members through the digital platform. In his address, Mr. Singh shared Company's achievements, expertise, future goals and NTPC's

role in leading India's energy transition.

The Raising Day celebrations commenced with Mr. Gurdeep Singh, CMD, NTPC Ltd. hoisting the flag at the Engineering Office Complex (EOC), Noida. The ceremony was attended by NTPC officials from locations across the country via online platforms.

Mr. Ashish Upadhyaya, Additional Secretary & Financial Adviser, Ministry of Power, Mr. Vivek Dewangan, Additional Secretary, Ministry of Power, Government of India along with Mr. Anil Kumar Gautam, Director (Finance), Mr. Dillip Kumar

Patel, Director (HR), Mr. Ramesh Babu V, Director (Operations), Mr. Chandan Kumar Mondol, Director (Commercial), Mr. Ujjwal Kanti Bhattacharya, Director (Projects) and senior officials of NTPC were also present during the ceremony.

Mr. R. K. Singh presented the Swarn Shakti Awards to NTPC plants in the areas of Productivity, Safety, Protection and Improvement of Environment, Rajbhasha, Best Health Facilities, CSR & Community Development and Project Management Awards. He also inaugurated the Shram Kaushal portal.

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CM, Haryana, inaugurates Phase II construction of Daulah Smartgram Secondary School in Gurugram under PFC's CSR initiative



Mr. Manohar Lal, Chief Minister of Haryana inaugurates Phase-II construction of Daulah Smartgram Secondary School in Gurugram under PFC's CSR initiative.

Mr. Manohar Lal, Chief Minister of Haryana inaugurated construction of Phase-II of Daulah Smartgram Secondary School in Gurugram, Haryana in the presence of Mr.

Ravinder Singh Dhillon, CMD, PFC. PFC has signed a MoA with Haryana State Corporate Social Responsibility Trust for construction of phase-II of Daulah Smartgram Secondary School in Gurugram as part of its CSR initiative. As per the agreement PFC will provide financial assistance for construction of onsite Sanitation Sewerage Management System, Solar Roof top, Fire Fighting System etc. The school has been built with a new and sustainable technology.

The present CSR project of construction of Phase-II of school with all necessary facilities is also aimed to cater to the needs of educational infra development in the State of Haryana. The school will benefit students from nearby villages.

PFC hopes that, new school building with latest sustainable technology will encourage more parents from marginal sections of the villages/local community to come forward and enroll their children into school for providing quality education.

The inauguration event was attended by Mr. Bodh Raj Sikri, Vice Chairman, Haryana State CSR Trust, Mr. T.V.S.N. Prasad, Additional Chief Secretary, Govt. of Haryana, Mr. Sudhir Rajpal, Additional Chief Secretary, Govt. of Haryana, Dr. Yash Garg, Deputy Commissioner, Gurugram, Mr. Praveen Kumar Singh, Director (Commercial) PFC, Mr. R. Rahman, Executive Director (CSR) and various other senior officers.

Union Mines Secretary inaugurates NALCO's Lean Slurry Project at Angul



Mr. Alok Tandon, IAS, Secretary (Mines) inaugurating the NALCO project at Angul

Mr. Alok Tandon, IAS, Secretary, Ministry of Mines, Govt. of India, inaugurated NALCO's Lean Slurry Project at Angul, marking a significant milestone in the journey for Business Excellence and adopting outstanding practices in environmental management. Completion of the Lean Slurry Project by the Company will ensure 100% utilization of ash generated at the Company's Captive Power Plant (CPP) and marks a big step forward in its commitment

towards environment - friendly & sustainable operations. Mr. Alok Tandon, accompanied by Mr. Sridhar Patra, CMD, NALCO visited the Smelter and Captive Power Plants of NALCO at Angul and appreciated the efforts of NALCO in achieving the targets and scaling new heights of success amidst challenging business environment. The Union Mines Secretary also interacted with officials and employees, and motivated them to maintain the tempo of production and productivity.



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NBCC celebrates its 62nd Foundation Day 2021

A remarkable journey of 61 Years

NBCC (India) Limited founded on November 15, 1960, celebrated its 62nd Foundation Day at its Corporate Office in New Delhi. The occasion began with a lamp lighting ceremony by Mr. P. K. Gupta, CMD, NBCC; Ms. B. K. Sokhey, Director (Finance), NBCC in the presence of senior officials and employees of NBCC. During the momentous day, Mr. Gupta addressed the gathering highlighting upon the key milestones achieved by NBCC throughout its remarkable journey of 61 years and congratulated employees for their dedication, urging upon them to continue with the good work and bringing laurels to the organization in the years ahead.



A Glimpses of the 62nd Foundation Day Celebrations of NBCC held recently.

NTPC in pact with IndianOil for collaboration on renewable energy

NTPC Ltd. and Indian Oil signed a memorandum of understanding (MoU) to collaborate in the field of renewable energy and mutually explore opportunities for supply of low carbon/RE RTC captive power.



Mr. Gurdeep Singh, CMD-NTPC, Mr. Shrikant Madhav Vaidya, Chairman, IndianOil & other senior officials during the signing of MoU.

The MoU was signed recently at New Delhi in the presence of Mr. Gurdeep Singh, CMD-NTPC, Mr. Shrikant Madhav Vaidya, Chairman Indian

Oil and Mr. C. K. Mondol, Director (Commercial), NTPC, Mr. S. S. V. Ram Kumar Director R&D and P&BD Indian Oil. The signatories of the MoU were Ms. Sangeeta Kaushik, Chief General Manager (BD) NTPC and Mr. V. K. Raizada, Executive Director (M&I) Indian Oil.

Mr. Gurdeep Singh, CMD, NTPC, said, "NTPC is taking various steps to make its energy portfolio greener by adding significant capacity of renewable energy sources so that our non-fossil fuel-based capacity will become equal or greater than our thermal portfolio by 2032. Through this MoU, the strengths of both the organizations can be leveraged to achieve the aim of the country to meet its net zero commitments."

Speaking on the occasion, Mr. Shrikant Madhav Vaidya, Chairman, Indian Oil said, "As a global energy major, environmental priority is being weaved into every business aspect of Indian Oil and now, we intend to use green energy to power new projects and refinery expansions."

This is a first-of-its-kind novel initiative by two leading national energy majors of India, to support the country's commitment to achieve renewable energy targets & reduce greenhouse gas emissions. ■

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PSEs pay Dividend

BEL pays Rs. 149.51 crore Final Dividend to Govt of India



Mrs. Anandi Ramalingam, CMD (Additional Charge), BEL, presenting the 120% Final Dividend cheque for Rs. 149.51 crore, payable on the shares held by the Hon'ble President of India to the Raksha Mantri, Mr. Rajnath Singh, along with Mr. Dinesh Batra, Director (Finance), BEL, at New Delhi.

Bharat Electronics Limited (BEL) has paid a total dividend of 400% on its paid up capital to the Government of India for the Financial Year 2020-21.

Mrs. Anandi Ramalingam, CMD (Additional Charge), BEL, presented the 120% Final Dividend cheque for Rs. 149,51,68,773.60/- (Rupees One hundred & Forty-nine Crores Fifty-one Lacs Sixty-eight Thousand Seven Hundred Seventy-three and sixty paise only), payable on the shares held by the Hon'ble President of India, to the Raksha Mantri, Mr. Rajnath Singh, along with Mr. Dinesh Batra, Director (Finance), BEL, at New Delhi. The Company had paid the First Interim Dividend of 140% (on face value of Re. 1 per equity share) in February 2021 and the Second Interim Dividend of 140% (on face value of Re. 1 per equity share) in March 2021.

NHPC pays Final Dividend of Rs. 249.44 crore to Govt. of India for the FY 2020-21

NHPC has paid a final dividend of Rs. 249.44 crore to Government of India for the F.Y. 2020-21 recently. Mr. A. K. Singh, CMD, NHPC handed over the payment intimation advice to Mr. R. K. Singh, Cabinet Minister of Power and New & Renewable Energy

at New Delhi in the presence of Mr. Alok Kumar, Secretary (Power), Govt. of India and Mr. S.K.G. Rahate, Additional Secretary, Ministry of Power, Govt. of India. Mr. N. K. Jain, Director (Personnel), NHPC, Mr. Y. K. Chaubey, Director (Technical), NHPC, Mr. R. P. Goyal, Director (Finance), NHPC, Mr. Biswajit Basu, Director (Projects), NHPC and Mr. K. K. Goel, Executive Director (Finance), NHPC were also present on the occasion. In addition, an interim dividend of Rs. 890.85 crore for the F.Y. 2020-21 was paid on March 05, 2021 aggregating total dividend of Rs. 1140.28 crore for the F.Y. 2020-21.



Mr. A. K. Singh, CMD, NHPC handing over payment intimation advice to Mr. R. K. Singh Cabinet Minister of Power and New & Renewable Energy at New Delhi in the presence of Mr. Alok Kumar, Secretary (Power), Govt. of India and Mr. S.K.G. Rahate, Additional Secretary, Ministry of Power, Govt. of India. Mr. N. K. Jain, Director (Personnel), NHPC, Mr. Y. K. Chaubey, Director (Technical), NHPC, Mr. R. P. Goyal, Director (Finance), NHPC, Mr. Biswajit Basu, Director (Projects), NHPC and Mr. K. K. Goel, Executive Director (Finance), NHPC.

The Board of Directors of the Company in its meeting had recommended a final dividend at the rate of Rs. 0.35 per Equity share i.e. 3.50% of the face value for the F.Y. 2020-21 which was approved in AGM recently. In addition, an interim dividend at the rate of Rs. 1.25 per Equity share i.e. 12.50% of the face value was paid on March 05, 2021. Thus, total dividend of Rs. 1.60/- per share has been paid for the F.Y. 2020-21. NHPC has seven lakh shareholders (approx.) and total dividend pay-out for the F.Y. 2020-21 including interim dividend worked out to Rs. 1607.21 crore as against Rs. 1506.76 crore for F.Y. 2019-20. NHPC had earned net profit of Rs. 3233.37 crore for the F.Y. 2020-21 as against the previous period corresponding figure of Rs. 3007.17 crore. ■

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NHPC celebrates 47th Raising Day

NHPC Limited celebrated its 47th Raising Day at NHPC Corporate Office, Faridabad and across all its regional offices, power stations and projects with great enthusiasm and fervour.

Mr. R. K. Singh, Union Minister of Power and New & Renewable Energy. In his address, the Minister praised NHPC employees for their expertise, hardwork and dedication. He said that hydro power is environment friendly and need of the hour. He said that NHPC is growing steadily and is on the way to become a 50000 MW company and one of the largest companies globally in its field. He particularly appreciated the achievements of NHPC in hydropower development in the last few years.

In his address, Mr. A. K. Singh, CMD, NHPC informed that NHPC



Mr. R. K. Singh, Union Minister of Power and New & Renewable Energy, Mr. S.K.G. Rahate, Additional Secretary, Ministry of Power and Mr. A. K. Singh, CMD, NHPC lighting traditional lamp at 47th Raising Day of NHPC. Also present on the occasion are Ms. Sheila Singh, wife of Mr. R.K. Singh, Union Minister, and Ms. Sudha Singh, President, NHPC Ladies Welfare Association.

currently has a total installed capacity of 7071 MW from its 24 power stations. He also said that Union Minister of Power had laid down the target for NHPC towards becoming a 50000 MW company and NHPC has since been working hard towards this goal and will become a 50000 MW by 2040.

Speaking on the occasion, Mr. S. K. G. Rahate, Additional Secretary, Ministry of Power lauded NHPC for its efforts and execution of projects in most difficult and challenging areas. He also said that NHPC will be playing a major role in meeting the electricity demand of the nation through its clean energy portfolio.

SAIL declares consolidated net profit of Rs 4339 crore in Q2 FY'22

Steel Authority of India Limited (SAIL) declared the financial results of the company for the second quarter (July – Sep'21) and H1 (Apr – Sep'21) of this financial year (FY 2021-22).

Key highlights of SAIL's performance during Q2 FY'22:

- **Crude Steel Production:** 4.468 Million Tonnes
- **Saleable Steel Sales:** 4.280 Million Tonnes
- Best ever Quarterly EBITDA, Profit Before Tax (PBT) and Profit After Tax (PAT).

SAIL's Financial Performance at a glance

(in Rs. Crores)

	Standalone				Consolidated			
	Q1 FY'22	Q2 FY'22	H1 FY'22	H1 FY'21	Q1 FY'22	Q2 FY'22	H1 FY'22	H1 FY'21
Revenue from Operations	20642	26827	47469	25991	20643	26828	47471	25993
EBITDA	6674	7248	13921	1973	6741	7290	14031	2078
PBT	5145	5753	10898	(1374)	5212	5795	11007	(1270)
PAT	3850	4304	8154	(877)	3897	4339	8236	(790)

- Gross borrowings at Rs. 22,478 crore as on 30.09.2021 as against Rs 35,350 crore as on 31.03.2021, which is a reduction of Rs 12,872 crore

- during H1 FY'22
- Company's Board has approved an interim dividend of Rs 4 per share for FY'22 to the shareholders.



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- Funded acquisition on 12,341 locomotives, 69,345 passenger coaches and 251,191 freight wagons*
- Total revenue from operations increased by 17.51% between Fiscal 2020-2021
- Zero non-performing assets and Capital Adequacy Ratio of 420.46%*
- Rolling Stock Assets worth ₹25,23,718.69 million*

[^] Cumulative funding of ₹4421.77 billion as of 31st March 2021 *As of 31st March 2021.

Registered Office : Room No. 1316-1349, 3rd Floor, The Ashok, 50-B, Diplomatic Enclave, Chanakyapuri, New Delhi - 110021 Tel. No. 011-24100385 | Email: info@irfc.nic.in | www.irfc.nic.in



PSEs observe Vigilance Awareness Week 2021

MDL



Observation of vigilance Awareness Week at MDL.

Vigilance Awareness Week 2021 was observed in Mazagon Dock Shipbuilders Limited (MDL) from 26th Oct '21 to 1st Nov '21.

VAdm Narayan Prasad, AVSM, NM, IN (Retd), CMD, MDL inaugurated the Vigilance Awareness Week-2021 on 26th Oct '21 by administering the Integrity pledge to Senior Executives of MDL. He also released the In-house Vigilance journal SUCHARITA-Vol. XXIV. CMD & Mr. Mahesh Chandra, Chief Vigilance Officer, MDL addressed the MDL personnel and threw light on the current year's theme of "Independent India@75: Self-Reliance with Integrity".

CVO and his team organized number of events such as Training sessions on Preventive Vigilance, Skit on Self-Reliance with Integrity, Online Quiz, Essay writing, Slogan writing and Poster competition for MDL employees during the week.

PFC & PFCCL

Power Finance Corporation (PFC) observed Vigilance Awareness Week 2021 w.e.f. 26.10.2021 to 01.11.2021 on the theme 'Independent India@75: Self Reliance with Integrity'. Beginning with Integrity



Mr. P. K. Singh, Director (Commercial) & Mr. R. R. Jha, Director (Projects), PFC administering the 'Integrity Pledge' to the employees.

Pledge, various awareness activities were carried out during the week. As a new initiative, Vigilance Corner is created on the website of PFC and PFCCL for outreach to the general public as well as other stakeholders. Employees were sensitized to the Corporation Rules & Regulations and introduced to improvements in business practices.

NRL

Vigilance Awareness Week (VAW) for the year 2021 was observed at Numaligarh Refinery Limited from 26th October to 1st November 2021 with the theme 'Independent India @75: Self-reliance with Integrity'.





MSTC Stimulating e-Governance through innovative e-Commerce solutions



DEEP (Discovery of Efficient Electricity Price)

e-bidding & reverse auction portal developed for power procurement by DISCOMS on Short/Medium/Long Term on behalf of Ministry of Power

SHAKTI (Scheme for Harnessing and Allocating Koyala)

MSTC provided a tailor made software solution for execution of the scheme online for allocation of coal linkage for regulated sector

eBKray Portal

- Developed e-auction portal as an integral part of IBA's eBKray website for sale of mortgaged properties of different banks under SARFAESI Act.
- The portal will be used by all PSU Banks to sell their NPAs under SARFAESI Act. through a single window for prospective buyers

Coal Linkage e-auctions

e-bidding platform developed for allocation of coal linkages for non-regulated sectors by CIL/SCCL

UDAN (Ude Desh Ka Aam Nagarik)

Regional Connectivity Scheme
Developed portal for Ministry of Civil Aviation



e-RaKAM

Developed an e-platform for farmers to sell agricultural produce on pan India basis. The portal is a joint initiative by MSTC and Central Warehousing Corporation arm CRWC

M3 MSTC Metal Mandi

Developed 'M3' portal, which is a virtual marketplace for B2B & B2C transactions for sale and purchase of iron, steel and Non Ferrous products

Allocation of Mineral Blocks:

Two-stage e-Auction System (Technical Bid with IPO-Initial Price Offer first, then Forward e-Auction) developed for Mining Lease & Composite License on behalf of Ministry of Mines (MOM) including Odisha Mining

Other Milestones...



Red Sander Wood multi-currency Auctions for AP/Telangana forest Department



Timber auctions for Kerala forest Department



Developed Portal for Export of Petroleum Product for IOCL



TTD Price Quantity Human Hair auctions



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Integrity'. Vigilance Awareness Week – 2021 at NRL commenced with the integrity pledge taken by employees of the Company at all locations. All initiatives during the week were taken up as per CVC directives and under guidance of NRL CVO Mr. Rajiv Kumar Gupta, IFS.

Various in-house and outreach activities were undertaken to sensitize and reaffirm the collective responsibility towards integrity and probity in public life. In-house programmes like a webinar on 'Preventive Vigilance and Awareness of PIDPI', quiz, essay, slogan competitions etc. were held for NRL employees/CISF unit and their family members.

Closing function of the Vigilance Awareness Week was held on 01-11-2021 at Refinery. Ms. Pronita Deka, DGM (Vigilance) delivered the welcome address. Mr. Rajiv Kumar Gupta, the CVO of the Company conveyed his best wishes to NRL management through a video message and also acknowledged the contribution of NRL in successful observance of VAW. The chief guest of the meeting Mr. Bhaskar Jyoti Phukan, Director (Technical) delivered a speech about self-reliance and the principles of integrity. Mr. Indranil Mittra, Director (Finance) was also present in the meeting. In his speech, he emphasized on strengthening good governance practices in business transactions. About 70 employees along with senior officials of NRL attended the function.

NMDC



Chief Guest Mr. Sumit Deb, CMD, NMDC; Mr. Somnath Nandi, Director (Technical); Mr. Dilip Kumar Mohanty, Director (Production); Senior Officers from Head Office and R&D during the event.

NMDC observed the Vigilance Awareness Week - 2021 (VAW-2021) which concluded with valedictory function at its Head Office and all projects. NMDC observed the Vigilance Awareness Week from 26.10.2021 to 01.11.2021 on the theme "Independent India @75: Self Reliance with Integrity", as per the directives of the Central Vigilance Commission.

Chief Guest Mr. Sumit Deb, CMD, NMDC; Mr. Somnath Nandi, Director (Technical); Mr. Dilip Kumar Mohanty, Director (Production); Senior Officers from Head Office and R&D were present at the AW-2021 event.

During the awareness week, NMDC organised various competitions namely Quiz, Slogan Writing, Elocution and Essay Writing for its employees. The company also conducted a session on 'Corporate Governance - Leveraging Technology & Whistle Blower Mechanism' with Dr. Praveen Kumari Singh, Additional Secretary, Central Vigilance Commission delivering the Keynote Address. Various awareness & sensitization programmes were also arranged during the week.

The winners of the competitions were given the prizes by the Chief Guest Mr. Sumit Deb, CMD and Mr. Somnath Nandi, Director (Technical); Mr. Dilip Kumar Mohanty, Director (Production) during the Valedictory Function.

Speaking on the occasion, Mr. Sumit Deb said that organisations must constantly aim to achieve greater transparency in their operations. He also said, "NMDC's digital transformation is designed to make our system more transparent and accountable. In this transformation, the insights of the Vigilance department will play a crucial role and they have been very supportive in suggesting to all Departments to adopt new SoP_s for business growth and for becoming citizen friendly."

Balmer Lawrie

Vigilance Awareness Week was observed from 26th October – 1st November, 2021 at all the units and establishments of Balmer Lawrie. The observance of the week commenced with employees taking the vigilance pledge. A series of events like quiz, essay, slogan writing and drawing competition was organised for employees throughout the week to highlight the importance of integrity. An online drawing competition was also arranged for the employees' children. Employees attended a webinar on vigilance. An online interactive sessions for vendors,



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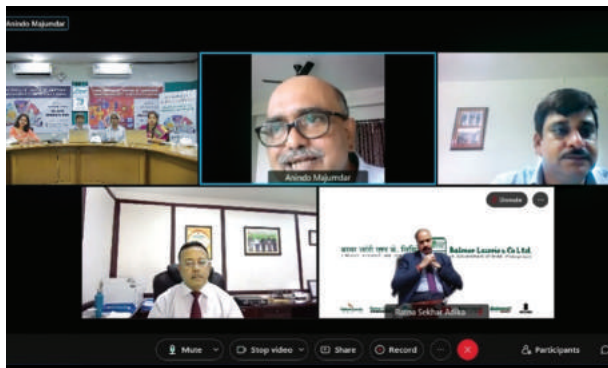
स्वच्छ विकास तंत्र परियोजना • वैश्विक मीथेन पहल • गैस फ्लेयरिंग में कमी • नवीकरणीय ऊर्जा
• एलईडी कार्यक्रम • बारिश के पानी का संग्रहण • ग्रीन बिल्डिंग • कागज रहित कार्यालय

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Oil and Natural Gas Corporation Limited

To know more about how we are leaving a greener footprint behind, please visit ongcindia.com



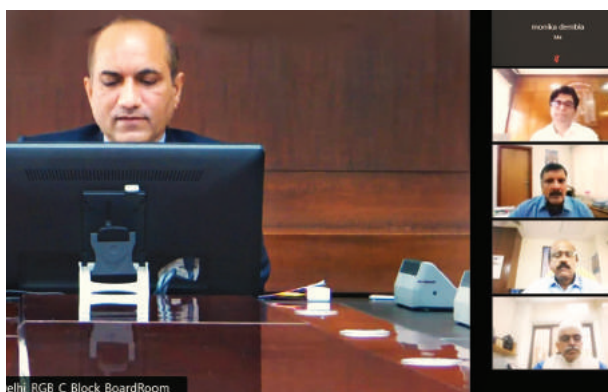
Online webinar on Independent India @75: Self Reliance with Integrity addressed by Mr. Adika Ratna Sekhar, C&MD, Balmer Lawrie, Mr. Anant Kumar Singh (IPS), CVO, Balmer Lawrie and guest speakers Mr. Anindo Majumdar, Former Secretary, CVC and Mr. Akhilesh Kumar Singh (IPS), DIG, CBI (Anti-Corruption Branch), Kolkata during Vigilance Awareness Week 2021.

customers and contractors of Balmer Lawrie was also organized. Virtual outreach programmes have been planned for schools and colleges in Kolkata to make the youth more cautious and vigilant.

AAI

Airports Authority of India observed Vigilance Awareness Week 2021 from 26th October 2021 to 1st November 2021, with the theme "Independent India @ 75: Self Reliance with Integrity" across all its airports and establishments.

In an online event recently at AAI Corporate headquarters, Rajiv Gandhi Bhawan which was chaired by Mr. Sanjeev Kumar, Chairman, AAI and



Mr. Sanjeev Kumar, Chairman, AAI in an online event in the presence of Mr. I. N. Murthy, Member (Operations), Mr. A. K. Pathak, Member (Planning & HR), Mr. K. S. Rao, Member (ANS) & Mr. M. Suresh, Member (ANS), Mr. Amal Garg, IRS, CVO & Mr. Anurag Sharma, GM(Vig) along with other AAI officials.

attended by all senior officers of AAI comprising of Board Members i.e. Mr. I. N. Murthy, Member (Operations), Mr. A. K. Pathak, Member (Planning & HR), Mr. K. S. Rao, Member (ANS) & Mr. M. Suresh, Member (ANS) along with Mr. Amal Garg, IRS, CVO & Mr. Anurag Sharma, GM(Vig) amongst others. Integrity Pledge was administered online by the Chairman to 100 Officers (approx.) on this occasion. Chairman, AAI laid emphasis on importance of Vigilance in effective functioning of the organization. He advised airports to increase awareness among public and employees regarding Preventive Vigilance, which is an important way of removing corruption.

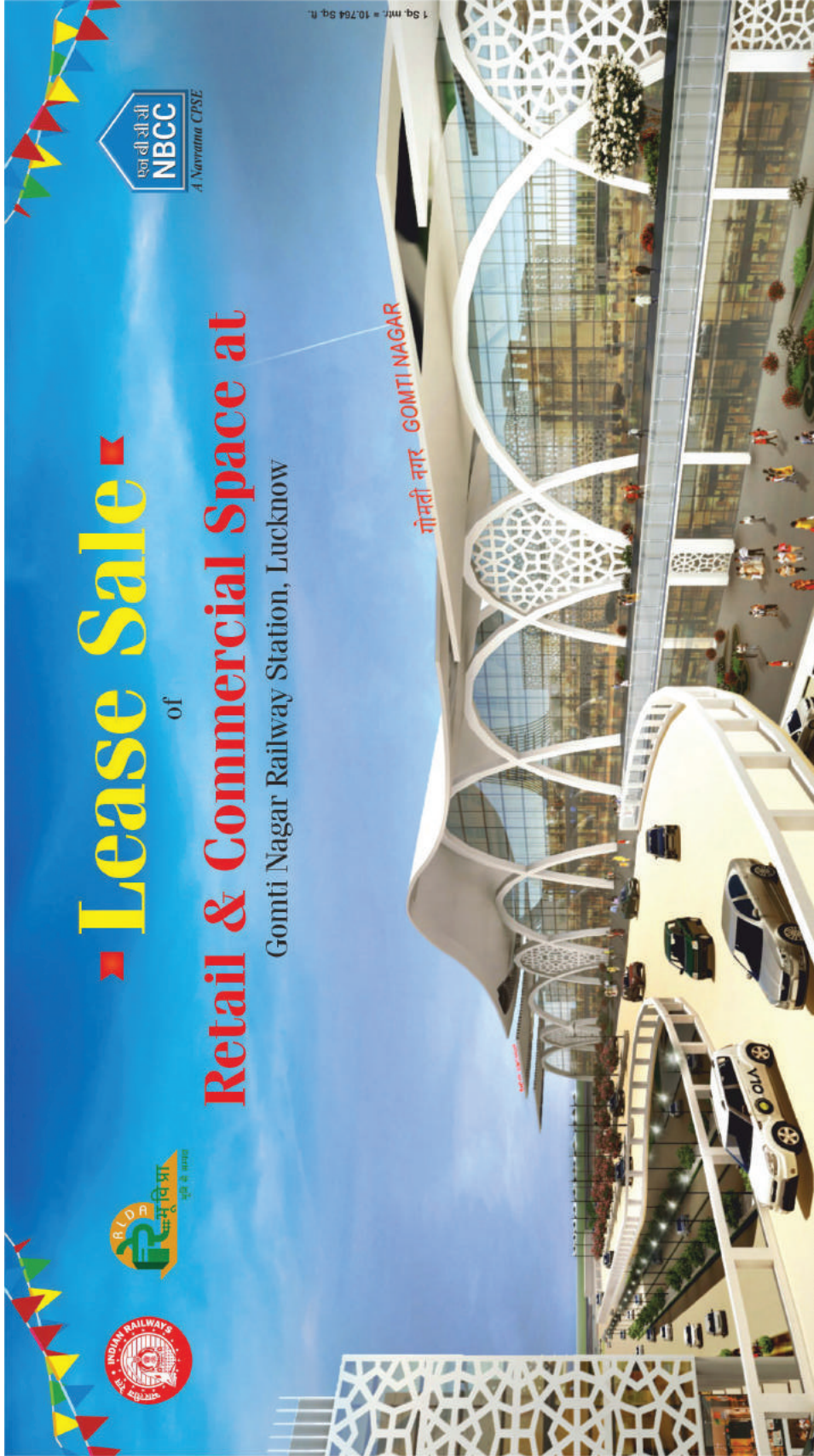
On this occasion, Mr. Amal Garg, CVO, AAI mentioned about the achievements of Vigilance Department during the last one year. He brought out that AAI is marching ahead with resoluteness to build a New India that is Self-reliant, a nation that continuously expands its capabilities and focuses on skill acquisition.

NBCC



Mr. P. K. Gupta, CMD, NBCC, Ms. B. K. Sokhey, Director (F.), & Ms. Shalini Darbari, CVO, NBCC, administering the Integrity Pledge.

NBCC observes the week-long "Vigilance Awareness Week 2021" with full enthusiasm commencing from 26th October to 1st November, 2021 on this year's theme "Independent India @75: Self Reliance with Integrity." Mr. P. K. Gupta, CMD, NBCC accompanied by Ms. B. K. Sokhey, Director (Finance) and Ms. Shalini Darbari, CVO, NBCC, administered the Integrity Pledge and released thought-provoking Vigilance Posters at NBCC Headquarters recently. NBCC being a responsible organization, holds a track record of maintaining Integrity, Transparency and Good Governance in all its operations since inception. The week-long awareness campaign is lined up with insightful interactive sessions on the



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theme, relevant workshops & competitions to generate awareness on vigilance administration among employees.

BEML



Justice P Vishwanatha Shetty, Lokayukta, Karnataka addressing the gathering.

Justice P. V. Shetty, Lokayukta, Karnataka calls for quality and transparency at work

Coinciding with Vigilance Awareness week, BEML Limited organized a special address programme from Justice P. Vishwanatha Shetty, Lokayukta, Karnataka at its headquarters.

Talking on the theme 'Independent India at 75; self-reliance with integrity' Mr. Shetty called upon the gathering to play a vital role in their assigned jobs with quality work and transparency, so as to compete with private sectors.

Earlier Mr. Amit Banerjee, CMD, BEML lighted the lamp to mark the beginning of Vigilance Week and administered the vigilance pledge. Mr. M. V. Rajasekhar, Director Mining & Constructions, Mr. D



Mr. Amit Banerjee, CMD, BEML lighting the lamp to mark the beginning of Vigilance Awareness Week at BEML.

Venkateshwara Reddy, IRS, Chief Vigilance Officer of BEML, senior executives and employees were present.

Various programmes such as lectures on vigilance, distribution of pamphlets, workshop, vendor meet, essay, slogan writing, painting, drawing and poster making competitions are being organized for the employees and their families.

OIL



Mr. Rajiv Kumar Gupta, IFS, CVO & Mr. Harish Madhav, Director (F) administering the integrity pledge to all employees.

Oil India Limited observed 'Vigilance Awareness Week 2021', under the aegis of Central Vigilance Commission (CVC), from 26th October, 2021 to 1st November, 2021 on theme "Independent India@75: Self Reliance with Integrity" across all its spheres/offices of OIL.

Mr. Harish Madhav, Director (Finance) took Integrity Pledge on behalf of the organisation while Mr. Rajiv Kumar Gupta, IFS, Chief Vigilance Officer (CVO), administered citizen's pledge to all employees on the occasion of inauguration of Vigilance Awareness Week 2021 on 26th October 2021.

On the occasion, Mr. Gupta in his address highlighted the importance for all the citizens to develop a strong sense of Integrity as we seek to achieve self-reliance as a nation and encouraged all stakeholders to collectively participate in prevention and fight against corruption. A webinar by an expert faculty Ms. Garima Bhagat, IRS was also organized on the topic "Stage-wise Assessment of Integrity Risks in Procurement".



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NMDC

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IRFC



CMD, IRFC, Mr. Amitabh Banerjee administers the integrity pledge to the officers and staff of the organization.

Mr. Amitabh Banerjee, CMD, Indian Railway Finance Corporation Limited (IRFC) administered the integrity pledge to the officers and staff of the organization to mark the beginning of Vigilance Awareness Week 2021.

This year, Vigilance Awareness Week was observed from 26th October to 1st November, 2021 with the theme – ‘India@75: Self Reliance with Integrity’.

Administering the integrity pledge to the employees, Mr. Banerjee asked them to bring transparency in their working and take a lead in maintaining highest standards of integrity in all aspects of operations. He also stressed on the need to create awareness among the people about their role in the making of a corruption-free society. On the occasion, the officers and staff of IRFC took the pledge

to bring integrity and transparency in all spheres of their activities, besides working unstintingly for eradication of corruption from all spheres of life. The Vigilance Awareness Week is observed every year to encourage all stakeholders to collectively participate in the fight against corruption.

BHEL



Mr. Nalin Shinghal, CMD, BHEL administering the integrity pledge to the employees

Dr. Nalin Shinghal, CMD, BHEL, administered the Integrity Pledge to employees across the company through Video Conferencing in the presence of the functional Directors and the Chief Vigilance Officer on the inaugural day of the Vigilance Awareness Week 2021. Messages of the Hon'ble President of India, the Hon'ble Vice President of India, the Hon'ble Prime Minister of India and the Central Vigilance Commission were also read out on the occasion. ■

Personalia



Mr. Adika Ratna Sekhar
assumes charge as
Chairman and Managing
Director of Balmer Lawrie and
Company Limited.



**Mr. Satish Kumar
Vaduguri**
assumes charge as Director
(Marketing) of IndianOil
Corporation of Limited.



Mr. Rajiv Ranjan Jha
assumes charge as
Director (Projects) of
Power Finance
Corporation Limited.



Mr. Sanjeev Tokhi
assumes charge
as Director (Exploration)
of ONGC Videsh
Limited.

Zenith of the Diamond Jubilee Celebrations of the Shipping Corporation of India Ltd.

The Shipping Corporation of India Ltd. (SCI) held the Valedictory Function of its year-long Diamond Jubilee Celebrations recently which was graced by the Union Cabinet Minister, Ministry of Ports, Shipping & Waterways and Ministry of AYUSH, Mr. Sarbananda Sonowal, as the Chief Guest, and Minister of State for Ports, Shipping & Waterways Mr. Shantanu Thakur, as Guest of Honour. In the presence of Mr. Manoj Kotak, Member of Parliament and Mr. Rajiv Jalota, Chairman Mumbai Port Trust embellished the commemorative event. Secretary (Shipping), Dr. Sanjeev Rajan, joined the event virtually along with other eminent dignitaries including veteran Board Members of SCI.

Ms. H.K. Joshi, CMD, SCI, welcomed the dignitaries present and thanked them for their gracious presence on the event of the Diamond Jubilee which held great significance and memories for SCI. She hailed the contribution of SCI's predecessors. She stated that SCI's innovative measures,



A Glimpse of the Diamond Jubilee celebrations of SCI held recently.

encompassed with SCIans' resilient spirit, backed with financial prudence had made the organisation a fierce contender in the maritime sector.

Minister Mr. Sarbananda Sonowal released the Digital Coffee Table Book which reflected the journey and initiatives of the Shipping Corporation of India for the past 6 decades in commemoration of its rich heritage.

Minister of State for Ports, Shipping & Waterways Mr. Shantanu Thakur congratulated the SCI family and stressed on the importance of Inland Waterways for future and urged the Organization to scale greater heights. He stated that the populace of India needs to be educated about the advantages as well as the opportunities in the maritime sector. Minister Mr. Sarbananda Sonowal

congratulated SCI on successful completion of six glorious decades being the premier shipping company of India. He commended SCI's selfless service towards India and lauded the many achievements that SCI has accomplished on behalf of the nation. He lauded the endeavours of the Company to make the country self-reliant which was the vision of the Hon'ble Prime Minister Mr. Narendra Modi ji. The programme concluded with a Vote of Thanks rendered by Mr. Atul Ubale, Director (Bulk Carrier & Tanker Division). The Diamond Jubilee year of the Shipping Corporation of India Ltd. (SCI), inaugurated on October 2nd, 2020 by the erstwhile Minister of Ports, Shipping & Waterways Mr. Mansukh Mandaviya ji was a year-long celebration finally culminating into a mega event on the 3rd of October, 2021.





ONGC CMD unanimously nominated President of All India Public Sector Sports Promotion Board

Oil and Natural Gas Corporation Limited (ONGC), CMD, Mr. Subhash Kumar has been unanimously nominated as the President of the All India Public Sector Sports Promotion Board (AIPSSPB). The decision was taken during the 13th Annual General Meeting (AGM) held recently in New Delhi. Earlier, Mr. Kumar was serving as the Executive Vice President of the Board.

During the tenure of ONGC CMD as the Executive Vice President of the All India Sports body, the Board has made phenomenal contributions towards the promotion of sports across the country. The hard work of AIPSSPB was



ONGC, CMD, Mr. Subhash Kumar at the 13th AGM of AIPSSPB.

illustrated after nine (9) officers of central PSUs ONGC and IOC were recently conferred with the Arjuna and Dhyanchand Awards for 2021. During the AGM, ONGC Executive Director Mr. H. P. Singh was also unanimously nominated as the Vice President of the Board.

The Board decided to enhance its efforts to revive the sporting activities, which have been affected due to the COVID-19 pandemic, by conducting inter-PSU events in some games. In this line, the first event of the Financial Year will be a PSU Cricket Tournament to be conducted with financial assistance from ONGC preferably in December 2021.

Representatives of 18 member organizations namely ONGC, AAI, Oriental Insurance, Bank of Baroda, Central Warehousing Corporation, Reserve Bank of India, EPFO, NALCO, BHEL, Air India, MTNL, HPCL, LIC, FCI, NFL, Coal India, BSNL and Oil India participated in the AGM.

MCL celebrates 47th Coal India Foundation Day

Mahanadi Coalfields Limited (MCL) celebrated 47th Coal India Foundation Day with much fanfare and enthusiasm.

The celebrations began with flagging off of 'Run for Excellence' which was organised at company Headquarters in Sambalpur where in employees and their family members participated. Run was flagged off by Mr. O. P. Singh Director (Technical/Operations) in the presence of Mr. Keshav Rao, Director (Personnel) and other senior officers. Run was followed by unfurling of Coal India flag and 47th CIL Foundation Day cake cutting at office courtyard by Directors in the presence of employees.

Later in the day, 15th J.G. Kumarmangalam Memorial Lecture was organised at Company Headquarters in Sambalpur where in Dr. Sasmita Samanta, Pro-Vice



Chancellor, KIIT University, Bhubaneswar delivered keynote address on 'Trust & Respect: Strategies For Building Peaceful Community'. Prizes were also distributed to the best performing employees.

Financial Results of NLCIL for the quarter and half year ended 30.09.2021 NLCIL achieves a record performance – Power Generation up by 37%

Key Highlights – Physical performance

Standalone and consolidated power generation during the Half Year ended 30.09.2021 is 13,043 Million Units (MU) and 15,619 MU as against 9,490 MU and 12,100 MU respectively in the corresponding period of the previous year, registering a growth of 37% and 29% respectively.

Renewable Energy power generation during the Half-Year ended 30.09.2021 is 1,177MU as against 1,075 MU in the corresponding period of the previous year, registering a growth of 10%.

Lignite Sales during the Half Year ended 30.09.2021 is 18 Lakh Tonnes (LT) as against 8 LT in the corresponding period of the previous year, registering a growth of 130%.

On commissioning of Talabira

Coal Mines, Coal sales during the Half-Year ended 30.09.2021 is 19 LT with revenue addition of Rs. 248 crore.

Key Highlights – Financial Performance Consolidated

The total income of the group during the Half - Year ended 30.09.2021 is Rs. 6,536 crore as against Rs. 5,575 crore in the corresponding period of the previous year, registering a growth of 17%.

Profit after tax (PAT) for the Half Year ended 30.09.2021 is Rs. 555 crore as against Rs.405 crore in the corresponding period of the previous year, registering a growth of 37%.

Standalone

The total income of the company

for the Half-Year ended 30.09.2021 is Rs.5,377 crore as against Rs. 4,236 crore in the corresponding period of the previous year, registering a growth of 27%.

Profit before tax (PBT) before exceptional items for the Half-year ended 30.09.2021 is Rs. 1,305 crore as against Rs. 690 crore in the corresponding period of the previous year, registering a growth of 89%.

Profit after tax (PAT) for the Half-year ended 30.09.2021 is Rs.567 crore as against Rs. 313 crore in the corresponding period of the previous year, registering a growth of 81%.

Robust collection of dues resulting in reduction of debtors by 47% (Rs. 9,249 crore in September 2020 to Rs. 4,859 crore in September 2021).

First Visakhapatnam Class Destroyer Delivered to the India Navy

Mazagon Dock Shipbuilders Limited (MDL) has delivered First Ship of Project 15B Class Destroyer i.e. Yard 12704 (Visakhapatnam) to the Indian Navy recently. The Acceptance Document was signed by VAdm Narayan Prasad, AVSM, NM, IN (Retd) CMD, MDL and RAdm K. P. Arvindan, VSM, CSO (Tech) at MDL in the presence of Commanding Officer

(Designate), MDL Directors and Navy personnel.

The ship can accommodate a crew of 312 persons, has an endurance of 4000 Nautical Mile and can carry out a typical 42 days mission with extended mission time in out of area operation. The ship is equipped with two helicopters on-board to further extend its reach. The ship is propelled by a powerful Combined Gas and

Gas Propulsion Plant (COGAG), consisting of four reversible Gas Turbines, which enables her to achieve a speed of over 30 knots (approx 55 Kmph). The Ship Boasts of a very high level of automation with sophisticated digital networks such as Gigabyte Ethernet based Ship Data Network (GESDN), Combat Management System (CMS), Automatic Power Management System (APMS) and Integrated Platform Management System (IPMS).



Awards & Accolades to PSEs

NALCO bags IIM Non-Ferrous Best Performance Award 2020-21



Mr. Sridhar Patra, CMD, NALCO during a special award presentation virtually.

National Aluminium Company Limited (NALCO) has bagged the Non-Ferrous Best Performance Award 2020-21 by the Indian Institute of Metals (IIM), under the large scale manufacturing unit category.

On behalf of the company, Mr. Sridhar Patra, CMD, NALCO, received the award during a special award presentation virtual session held recently as part of the 75th Indian Institute of Metals Annual Technical Meeting.

Worth mentioning that the Non-Ferrous Division of the Indian Institute of Metals has been organizing the National Quality Competition since 2002 to encourage and recognize Quality Control aspects in the Non – Ferrous sector.

REIL gets "Best Employer Award - 2021"

The Rajasthan Electronics and Instruments Limited, (REIL) Jaipur was awarded the "Best Employer

Award-2021" by the Employers Association of Rajasthan for the 12th time. The award was presented by Speaker of Lok Sabha, Mr. Om Birla, Speaker of Rajasthan Legislative Assembly, Mr. C. P. Joshi and Secretary, Rajasthan Chamber of Commerce, Mr. K. L. Jain to Mr. Rakesh Chopra, MD, REIL along with REIL officials and staff in a grand ceremony organized at Hotel Marriott.



Mr. Om Birla, Speaker, Lok Sabha presenting Best Employer Award to Mr. Rakesh Chopra, MD, REIL

On this occasion, MD, Mr. Rakesh Chopra said that every industry should strengthen its Employee and Employer relationship so that a good industrial environment can be created and the targets set can be easily accomplished on time. He said that, REIL is committed towards social security, health and labor welfare policies of its employees and due to good industrial relations and positive attitude, the Company strives to meet its business goals. Stating that Corporate Social Responsibility (CSR) is important, he said that REIL is fully dedicated to the responsibilities laid down under CSR.

Five ONGC Officers conferred with Arjuna Awards 2021

Five officers of Oil and Natural Gas Corporation Limited (ONGC) have been conferred with the Arjuna Awards for 2021. The ONGC Energy Soldiers will receive the top National Sports Award from the Hon'ble President of India at the Rashtrapati Bhavan.

ONGC Hockey players Gurjant Singh, Mandeep Singh and Sumit, Athlete Arpinder Singh and Tennis player Ankita Raina are conferred with Arjuna Award outstanding performance in Sports and Games.



Mandeep Singh



Gurjant Singh



Sumeet



Arpinder Singh



Ankita Raina

Speaking after the awards were announced, ONGC CMD, who is also the Executive Vice President of All India Public Sector Sports Promotion Board (AIPSSPB), said that ONGC has been championing sports and nurturing sportspersons for bringing laurels to the country. "ONGC is pleased to have a high number of its employees making it to the list of awardees once again. In the Indian Contingent for Tokyo Olympics 2020 also, there were seven ONGC sportspersons – highest from any single organization. These are a recognition of our best-in-class sports development efforts. We will continue to promote sports to leverage the energy of youth of our great nation."

OIL felicitates its officer Mouma Das, Padma Shri awardee 2021

Oil India Limited (OIL) felicitated Mouma Das, a renowned Table Tennis player & an officer of OIL, at its corporate Office in Noida for her outstanding achievements and on being conferred with Padma Shri award in recognition of her exceptional and distinguished service in the field of sports by Hon'ble President of India in a Civil Investiture Ceremony held at Rashtrapati Bhawan in New Delhi.

Mr. S. C. Mishra, CMD, OIL along with Mr. Harish Madhav, Director (Finance) & Director (HR) additional charge and Mr. P. K Goswami, Director (Operations) felicitated Mouma Das in the presence of senior officials of OIL. On the occasion, Mr. Mishra congratulated Ms Das for her achievements and also presented a cheque of Rs. 6.00 lakhs to her. Ms. Das is working with OIL since 1999 and is currently serving OIL as Manager (OSD) at its Kolkata Office. Ms. Das is also a recipient of Arjuna Award in 2013 for her outstanding performance in Table Tennis.



Ms. Mouma Das, Padma Shri Awardee with CMD, Director (Finance), Director (Operations) and other senior officials of OIL.

Mouma Das is an Indian Table Tennis player; she has represented India at various national & international games including Athens 2004 and Rio 2016 Olympics, Commonwealth Games, Commonwealth Championships, World Championships and many others. She has won 19 Commonwealth Medals including 5 in Commonwealth Games and 14 in Commonwealth Championship, most be any Indian women Table Tennis player, She has also participated in 17 World Championship since 1997 which is a record participation by any Indian player.

MCL adjudged best company for Quality Assurance & CSR

Mahanadi Coalfields Limited (MCL) was adjudged the best Coal India subsidiary for highest Quality Assurance to the consumers as well as its best practices in the Corporate Social Responsibility (CSR).

At the 47th Coal India Day celebrations and Corporate Awards ceremony held in Kolkata recently, MCL received first prize for both highest



Mr. Pramod Agarwal, Chairman, CIL presenting the award to Mr. P.K. Sinha, CMD, MCL

Quality Assurance as well as best practices in CSR, based on performance during the last financial year 2020-21.

Mr. Pramod Agrawal, Chairman, Coal India, presented the awards to Mr. P. K. Sinha, CMD, MCL. The heads of Quality Control & CSR departments also accompanied the CMD to receive the honours.

Mr. Pralhad Joshi, Union Minister of Coal, Mines and Parliamentary Affairs and Mr. Raosaheb Patil Danve, MoS Coal, Mines and Rail also joined the award presentation ceremony through video-conferencing.

MCL also received the second prize for Corporate Performance in 2020-21.

Meanwhile, in the individual category, Mr. A. K. Singh, General Manager, Lakhanpur Area was adjudged the Best Area General Manager in MCL while Mr. P. B. Reddy, General Manager, Jagannath Area received the award for special contribution.

Mr. A. K. Gupta, General Manager (Marketing & Sales), the head of Team M&S in 2020-21 received the Best HoD award.

POWERGRID posts Profit After Tax (PAT) of Rs. 3,376 Cr. for Q2 FY22. Total Income rises by 7% to Rs. 10,515 Cr.

Power Grid Corporation of India Limited (POWERGRID) has announced unaudited financial results for Q2 FY22 ending 30th September 2021. The company has reported PAT of Rs. 3,376.38 crore and Total Income of Rs. 10,514.74 crore on consolidated basis registering a YoY growth of 9% and 7% respectively. On standalone basis, the Company has posted PAT and Total Income of Rs. 3,338.27 crore and Rs. 10,472.00 crore respectively registering a YoY growth of 7% and 6% respectively during Q2 FY22.

For six-month period (H1 FY22), the PAT and Total Income on consolidated basis are Rs. 9,374.66 crore and Rs. 20,906.35 crore respectively, which are about 82% and 6% higher with respect to the corresponding period of FY21, while on standalone basis, the PAT and Total Income are Rs. 9,423.68 crore and Rs. 20,757.38 crore respectively, registering a growth of 85% and 6% respectively.

The Company incurred a Capital Expenditure of Rs. 1,939 crore and capitalized assets worth Rs. 7,633 crore (excluding FERV) on consolidated basis during

Q2 FY22. POWERGRID's Gross Fixed Assets on consolidated basis stood at Rs. 2,54,997 crore as on September 30, 2021.

At the end of Q2 FY22, the total transmission assets of POWERGRID and its subsidiaries stood at 1,70,724 ckm of transmission lines, 262 substations and 4,54,350 MVA of transformation capacity.

POWERGRID maintained average transmission system availability of 99.82 % during H1 FY22 compared to 99.83% in the corresponding period of the previous year.

NMDC delivers **Strong Q2 and H1 financials**

NMDC delivered another strong financial performance, with a 205% and 196% increase in turnover and PBT respectively in the second quarter of FY22. During Q2, NMDC has been able to outperform both production and sales over the CPLY. In this quarter, NMDC produced 8.77 million tonnes (MT) and sold 8.99 million tonnes (MT) of iron ore.

NMDC's turnover for the Q2 of 2021-22 is Rs. 6794 crore as against Rs. 2230 crore over CPLY. NMDC's Profit before tax (PBT) for the Q2 of 2021-22 is Rs. 3142 crore as against

Rs. 1063 crore during Q2 of 2020-21, an increase by 196%. Profit after tax (PAT) for Q2 of 2021-22 increased by 202% to Rs.2341 crores against Rs. 774 crores during Q2 of 2020-21.

Particulars	Q2 of CY Vs Q2 of PY		% up	H1 of CY Vs H1 of PY		% up
Production (MT)	8.77	5.64	56%	17.68	12.24	44%
Sales (MT)	8.99	6.60	36%	18.43	12.88	43%
Turnover (Rs. In Crore)	6794	2230	205%	13306	4167	219%
PBT (Rs. In Crore)	3142	1063	196%	7405	1822	306%
PAT (Rs. In Crore)	2341	774	202%	5534	1307	323%
EBITDA (Rs. In Crore)	3203	1118	187%	7525	1944	287%

NMDC has produced 17.68 MT & sold 18.43 MT during the H1 of FY22 which is 44% & 43% more than CPLY.

NMDC's Turnover during the H1 of FY22 is 13,306 crore and PBT is 7,405 Crore in H1 which is 219 % and 306% more respectively than CPLY. This is the best ever H1 results for the company.

Mr. Sumit Deb, CMD, NMDC

said, "The demand for iron and steel has witnessed a boom in the emerging markets. As a key player in the mining industry, We responded with proactive production enhancement initiatives and are now reaping benefits of our agile response to the demand with an exceptional quarter. We aim to focus on capacity expansion initiatives and enforcement of digital infrastructure."

Shri Naresh Kumar, Senior General Manager

Corporate Communications POWERGRID Passes Away



Lt. Shri Naresh Kumar

Mr. Naresh Kumar, Senior General Manager, Corporate Communications of Maharatna entity, Power Grid Corporation of India Limited (POWERGRID) passed away on 13th November, 2021. Mr. Naresh Kumar was one of the founding members of communications team in POWERGRID who played a pivotal role in formulation of communication practices and procedures of the Company. An alumni of the prestigious Indian Institute of Mass Communication, (IIMC) (Batch of 1991-92) he served as Chairman of Public Relations Society Delhi and wrote feature articles for leading National and Regional newspapers apart from delivering lectures in India's premium education institutes and universities, central and state government and PSU setups.

He was closely associated with SCOPE activities and we regret his untimely demise.



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