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10th AUTO
EXPO
2010

The Complete Automotive Show



8th Pravasi Bharatiya Divas
Engaging with the Diaspora



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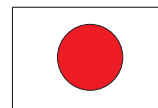
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CEOs Meet Yukio Hatoyama, Prime Minister of Japan



A select group of 18 CEOs of Indian companies, led by Mr Hari Bhartia, Vice President, CII, had an exclusive closed-door meeting with the Japanese delegation led by Prime Minister Dr Yukio Hatoyama in Mumbai on 28 December.

The Japanese and Indian industry delegates expressed strong support for the expansion of Japanese investment in India to extend to sectors like infrastructure, manufacturing, trade and education, beyond automobiles, where investment is mainly concentrated at present.

The Indian CEOs stressed on the need to create manufacturing collaborations between the two countries that look beyond this specific sector into process-based technology and research and development. CII has had



Hari S Bhartia, Vice President, CII, presenting a memento to Yukio Hatoyama, Prime Minister of Japan

a 20-year partnership with Japan in manufacturing and would like to take it further, said the delegates.

The participants also discussed other prominent sectors such as infrastructure, trade and education for Indo-Japanese collaboration to intensify and deepen bilateral economic cooperation. Indian industrialists were strongly of the view that Japanese companies should get more involved in the construction of infrastructure of the rapidly developing urban centres in India, and enhance understanding between Indian and Japanese

management for better efficiency and productivity.

The delegates opined that India and Japan need to do more work to conclude a comprehensive Economic Partnership Agreement (EPA) for the benefit of the two countries.

The CII Group

Mr Hari S Bhartia, President - Designate, CII and Co-Chairman & Managing Director, Jubilant Organosys Ltd

- Mr H K Singh, Indian Ambassador to Japan
- Mr Rahul Bajaj, Past President, CII, and Chairman, Bajaj Auto Ltd
- Mr Farhad Forbes, Past Chairman, CII (WR) and Director, Forbes Marshall Pvt Ltd
- Mr Adi Godrej, Chairman, Godrej Group
- Mr Jamshyd N Godrej, Past President, CII, and Chairman & Managing Director, Godrej & Boyce Mfg Co Ltd
- Mr Jai Hiremath, Vice Chairman & Managing Director, Hikal Ltd
- Ms Naina Lal Kidwai, Group General Manager and Country Head, HSBC Group Companies, India
- Ms Chanda Kochhar, Managing Director & Chief Executive Officer, ICICI Bank Ltd
- Prof Devang Khakhar, Director, Indian Institute of Technology, Mumbai
- Mr A M Naik, Chairman and Managing Director, Larsen & Toubro Ltd
- Mr Arun Nanda, Deputy Chairman, CII (WR) and Executive Director, Mahindra & Mahindra Ltd
- Mr R C Bhargava, Chairman, Maruti Suzuki Ltd
- Mr Rajesh V Shah, Past President, CII, and Co-Chairman & Managing Director, Mukand Ltd
- Mr Sabyasachi Hajara, Chairman, CII National Committee on Transport and Chairman & Managing Director, The Shipping Corporation of India Ltd
- Mr Banmali Agrawala, Immediate Past Chairman, CII (WR) and Executive Director - Strategy & Business Development, The Tata Power Company Ltd
- Mr U K Sinha, Chairman & Managing Director, UTI Asset Management Company Ltd
- Mr Chandrajit Banerjee, Director General, CII.



Yukio Hatoyama, Prime Minister of Japan, at an exclusive interaction with CII members in Mumbai

Singapore Symposium

CII, and the Institute of South Asian Studies (iSAS) Singapore, jointly organised the ‘Singapore Symposium’ on 16 December in New Delhi, with a 60+ strong delegation from Singapore.

Addressing the inaugural session, Mr. Kapil Sibal, Minister of Human Resource Development, India, identified infrastructure, education, and skill development as potential areas of cooperation between India and Singapore.

Stating that India was intensely grappling with the challenges of building architecture for the 21st century for Indian cities, he suggested that cooperation with Singapore, which has vast experience in this sector, could be mutually beneficial for the two countries. Singapore has achieved a very high level of excellence through innovation in education and skill development, he observed, pointing out that since India was rich in skilled manpower, greater cooperation between the two countries could result in win-win opportunities for both.

Mr Anand Sharma, Minister of Commerce and Industry, India, said India’s commitment with the ASEAN and East Asian countries will go beyond trade and investment and will be dynamic and multi-sectoral in the coming years. The India-Singapore CECA, which has boosted bilateral trade and investment in the past few years has huge potential for far greater engagement. Mr Sharma also said that although the CEPA with South Korea and the FTA with ASEAN generated loud criticism, the government was committed to enhancing India’s engagement within Asia.

The Minister said the developing economies of Asia, Africa and South America were increasingly demanding a fair share of representation in the global economic infrastructure. “In this century, Asia will write its own essay and will contribute in re-defining global economic architecture,” he said.

The highlight of the Symposium was the concluding session which had Mr. Lee Kuan Yew, Minister Mentor, Republic of Singapore in dialogue with Mr. Ratan Tata, Chairman, Tata Sons. Mr Lee suggested a four-pronged strategy for India to grow beyond the current 8-9 percent rate of economic growth:

1. cut down on red-tapism
 2. provide greater incentives for the private sector
 3. address the challenge of infrastructure shortage
 4. liberalize the norms of foreign direct investment
- He said greater liberalization in FDI norms would



Tarun Das, Former Chief Mentor, CII, Lee Kuan Yew, Minister Mentor, Republic of Singapore, and Ratan N. Tata, Chairman, Tata Sons



Philip Yeo, Chairman, Spring Singapore & Spl Advisor for Economic Development, Prime Minister’s Office, Singapore; Kapil Sibal, Minister of HRD, India and Gopinath Pillai, Chairman, Institute of South Asian Studies, Singapore



Chandrajit Banerjee, Director General, CII, Amb. Gopinath Pillai, Anand Sharma, Minister of Commerce and Industry, India, and N Kumar, Past President, CII and Vice Chairman, The Sanmar Group

enable India to shift its people out of agriculture into the industrial sector, which was essential for poverty reduction. On infrastructure, he said, greater and smooth connectivity among Indian cities would be essential for economic development of the country.

Mr. Tarun Das, Former Chief Mentor, CII, said the bilateral relationship between India and Singapore has witnessed significant upturn since the ratification of the Comprehensive Economic Cooperation Agreement (CECA) between the two countries in 2005. He hoped this symposium would lead to a new wave of economic cooperation between the two countries. ■

Pravasi Bharatiya Divas 2010



Dr Pratibha Devisingh Patil, President of India with Vyalar Ravi, Minister for Overseas Indian Affairs, India, and Chief Guest, Lord Hameed, CBE DL of Hampstead, UK, at the Valedictory Session of the Pravasi Bharatiya Divas 2010

Engaging with the Diaspora

The annual Pravasi Bharatiya Divas brought into focus the 25 million people of Indian origin scattered in all corners of the globe, who are India's bridge to the rest of the world

Eighth in the series, Pravasi Bharatiya Divas 2010 brought together the Overseas Indian community and India to address common issues and challenges, on 7-9 January in New Delhi. The annual flagship convention of the Ministry of Overseas Indian Affairs, (MOIA) partnered by CII, focused on strengthening the bilateral engagement of India and its overseas community, especially in the thrust areas of investment, knowledge, philanthropy and skills.

Dr Pratibha Devisingh Patil, President of India, at the valedictory session, presented the \$ 500 billion opportunity in India's infrastructure development in the next five years. "In the social infrastructure sector as also physical infrastructure development, India is looking at investment increasingly in the public-private partnership model," she said. Stressing that India's expenditure on healthcare infrastructure in the country is projected to grow at 5.8 per cent annually, she reiterated that the social sector presents an "unprecedented opportunity for



our overseas community to participate and benefit in India's unfolding growth story."

The President also conferred the prestigious Pravasi Bharatiya Samman Awards on 14 distinguished overseas Indians from different walks of life, who have made significant contribution for the welfare of diaspora, as also supported India's causes and concerns. Seven awardees were from the field of community service, three from Public Service, three from Medicine and one from business.

Inaugurating the Pravasi Bharatiya Divas, Prime Minister Dr. Manmohan Singh announced that the government is working on giving the right to exercise their franchise to Persons of Indian Origin by the next general elections. He urged Overseas Indians to public life and politics upon their return to India, just as they are joining business and academia. Pointing out that though India had become one of the top investment destinations in the world, Overseas Indians have remained conservative investors even though they are good savers,

- 1,300 delegates from 53 countries
- 3 plenary sessions and six concurrent sessions
- Addresses by 13 Union Ministers
- Sessions with 11 Indian states
- Addresses by the Chief Ministers of Delhi, Gujarat, Jammu & Kashmir, Maharashtra, and Madhya Pradesh
- Seminars on Property Issues and Nanotechnology
- Colourful cultural evenings



Dr Manmohan Singh, Prime Minister of India, with (L-R) Didar A Singh, Secretary MOIA, Vyalar Ravi, Lord Hameed, Sheila Dikshit, Chief Minister of NCT of Delhi, and Venu Srinivasan, President, CII, at the Inaugural Session of Pravasi Bharatiya Divas 2010

Dr Singh urged them to invest in their country.

Expressing concern about the welfare and security of overseas Indian workers and students, many of whom had been adversely affected by the global downturn, the Prime Minister said the government is working on proving a social security safety net for returning workers. Negotiations with the governments of countries with large emigrant Indian populations such as Malaysia, Bahrain and Qatar are also underway to improve the welfare and protection provided to Indian workers. He said that the Ministry of Overseas Indian Affairs has established the 'Indian Community Welfare Fund' in 18 countries but there was also a need to structure an appropriate 'Return and Resettlement Fund'.

The Prime Minister released an investment toolkit for Overseas Indians and also an electronic platform for business and investment facilitation.

Mr. Vayalar Ravi, Minister for Overseas Indian Affairs, stated that his Ministry is developing an agenda to engage with the Indian diaspora around the key pillars of Investment, Knowledge, Philanthropy and Skill Development. Mrs. Sheila Dikshit, Chief Minister of Delhi, said that her government was making an effort to make Delhi a truly global city.

Lord Khalid Hameed, CBE DL, who was the Chief Guest, in an inspirational address, called for inter-faith harmony as the only road to peace and prosperity in a globalizing world.

A lecture series was instituted at PBD 2010, delivered by Prof Jagdish Bhagwati, renowned intellectual,



on diaspora issues. Noting that India's present growth under economic liberalization owes much to overseas Indians, he said that their experience reveals that 'if only we are given the chance and the opportunity, we can work our way to the top', and that 'when the policies were good, Indians could perform at the most enviable levels.

At the plenary 'Interaction with Union Ministers: Diaspora – Interests & Concerns', Mr Pranab Mukherjee, Union Minister for Finance, said that India could achieve 9-10% growth and that the diaspora had an important role to play in this. PIOs could contribute in areas such as technology transfer, skill building, developing India as a knowledge society and the economy, he suggested. He also released the book 'Idea of Giving' on Indian PIOs who have given back to the country by sharing their fortunes and expertise.

At the interaction with PIO ministers, Mr SM Krishna, Minister for External Affairs, said that India has come a long way from the times when the best brains left the country. Outlining India's foreign policy, he stated that the overarching objective is to maintain peace globally and in the immediate neighborhood, and to maintain successful relations with countries across the world, keeping in mind India's economic as well as domestic interests.

Mr Anand Sharma, Minister for Commerce and Industry, spoke of India's expanding engagement with the world. Foreign investments in India have increased but investments by Indian corporates abroad have also shown tremendous momentum. India's industrial and economic



M. Veerappa Moily, Minister of Law & Justice, India, Vayalar Ravi, Pranab Mukherjee, Minister for Finance, India, Kamal Nath, Minister of Road Transport & Highways, India, and Sam Pitroda, Adviser to the Prime Minister of India



Anand Sharma, Minister for Commerce & Industry, India, S M Krishna, Minister for External Affairs, India, and Dato Seri Samy Vellu, Malaysia



Omar Abdullah, Chief Minister, Jammu & Kashmir, Shivraj Singh Chouhan, Chief Minister, Madhya Pradesh, Vyalar Ravi, Dr Montek Singh Ahluwalia, Dy Chairman, Planning Commission, Ghulam Nabi Azad, Union Minister, Health & Family Welfare, Narendra Modi, Chief Minister, Gujarat, Ashok Chavan, Chief Minister, Maharashtra, and Sukhbir Singh Badal, Dy Chief Minister, Punjab



S. Jaipal Reddy, Minister for Urban Development, India



Shashi Tharoor, Minister of State for External Affairs, India



Salman Khurshid, Minister of State for Corporate Affairs, India



Prithviraj Chavan, Minister of State, PMO, Science & Technology and Earth Sciences, India

and more green initiatives for sustainability.

Speaking at the plenary session on skill development, Dr. Montek Singh Ahluwalia, Deputy Chairman, Planning Commission, said that states need to partner with overseas Indians to address the challenge of skill development for achieving the growth rate of 9-10%. The Chief Ministers of four states: Gujarat, Jammu & Kashmir, Maharashtra and Madhya Pradesh, and the Deputy Chief Minister of Punjab highlighted the key areas in which overseas Indians could contribute, including infrastructure, tourism, healthcare and others.

At the concurrent session on Global Indian Network for Knowledge, Global INK, Mr Tanmoy Chakraborty, Vice President – Operations, TCS, explained the concept of the platform to link knowledge providers with recipients. He added that the primary areas of focus would be in line with the priorities of the 11th Five Year Plan. Mr Kasi V P Rao, Member Steering Group, Global INK, said that the network will provide an institutional mechanism to channel the knowledge and expertise of the diaspora on specific focus areas.

Concurrent sessions addressing the role of women, diaspora and Indian economic growth, diaspora philanthropy, Indians in the Gulf, and the future of the PBD, elicited widespread interaction and key recommendations.



Anil Kumar Bachoo, Minister for Public Infrastructure, Local Transport & Shipping, Mauritius, Lord Meghnad Desai, Economist, and Member, House of Lords, UK, and Chandrajit Banerjee, Director General, CII

growth is showing sharp recovery, sustained by high saving rates and huge domestic demand, he said.

Dato Seri S Samy Vellu, President, Malaysian National Congress, the Guest of Honour, outlined key areas of possible engagement for the Indian Diaspora: an investment arm for the Diaspora, expansion of global tertiary education for the Diaspora, venture capital fund, narrowing of the technological divide of India's rural and urban economies,



Dr Pratibha Devisingh Patil, President of India, with the Pravasi Bharatiya Samman Awardees

Strengthening Diaspora Links



As India takes its position as a dynamic, responsible and functioning democracy on the global stage, it can draw on a vast human capital resource that few other nations enjoy: its Diaspora.



do much to assist in India's development struggle, in its unceasing endeavour to alleviate poverty, and in its aspirations on the global stage. Indeed, People of Indian Origin living abroad represent a deep reservoir of knowledge and experience

as well as a source of philanthropic and charity activities in India. Their high desire to give something back to the land of their forebears in addition to their interest in reconnecting with the cultures and people of India translates into a continuous engagement that is of benefit to both sides. Many ancestral villages have been transformed due to the philanthropic and development activities of their sons and daughters from overseas.

Held every year in January in remembrance of the arrival of Mahatma Gandhi on Indian soil after many years, the Pravasi Bharatiya Divas convention salutes the relationship of the overseas Indian community with India. A flagship event of the Ministry of Overseas Indian Affairs, in partnership with CII, the eighth edition of Pravasi Bharatiya Divas, instituted in 2003, was held on 7-9 January in New Delhi.

The PBD Convention is the largest platform for Persons of Indian Origin (PIOs) and Non-Resident Indians (NRIs), a diverse community of some 25 million people

based in almost every country in the world. The convention enables exchange of views and networking on matters of common interest. This annual engagement has helped bring about a deeper mutual understanding between the Pravasis and their native land. CII has been partnering the Ministry since 2007 for the convention.

According to the United Nations Human Development Report 2009, India has an emigration rate of 0.8%. The 25 million people of Indian origin scattered in all corners of the world are India's bridge to the rest of the world, helping build greater understanding and cooperation with it. At the same time, India's global responsibilities also encompass the issues and concerns of its diaspora, and it must address some of the matters arising from recent global developments that have impacted these people.

India's large overseas community comprises different histories and experiences, ranging from traders and entrepreneurs, to unskilled labourers, to students and highly educated professionals. Each of these has emerged from a different crucible, and has different expectations and relationships with India. It is important to consider each section, each geographical region and each income group while evolving policies to strengthen diaspora links with the country. Separate platforms and institutions are needed to encourage the partnership of India and its overseas community across multiple dimensions. The needs of the vulnerable, in particular, including women, children and workers, require systematic and coordinated intervention.

It has often been reiterated that India's links with its overseas community do not flow in a single direction. Overseas Indians can



Among the decisions taken by the Government of India as a result of wider consultations held at these conventions are formulation of the Overseas Citizenship of India, establishment of the Overseas Indian Facilitation Centre, conceptualisation of the PIO University, formation of the Prime Minister's Global Advisory Council of People of Indian Origin, setting up of the India Development Foundation, enabling professionals holding Overseas Citizens of India cards to practice in India and the launching of The Global Indian Network of Knowledge (Global-INK).

The Convention provides the delegates a platform to interact with Cabinet Ministers from India on matters of interest and concern to the diaspora. PIO Ministers/dignitaries from other countries address the gathering on the expectations and aspirations of the overseas Indian community from the land of their ancestors and how they could work towards strengthening the relationship between India and the country of their residence. Finally, chief ministers of different States discuss the areas they need to address on priority, and elucidate on facilities and incentives available in their states for the overseas Indian community.

Over the years since 2003, when the first Pravasi



Bharatiya Divas was launched, a number of ideas have come forward to create and develop enhanced bonds between India and its diaspora. The objective has been to catalyse partnerships in economic, social and cultural spheres so that the expectations and aspirations of both sides are met to the utmost.

PBD 2010 carried forward the theme 'Engaging the Diaspora: The Way Forward' to strengthening the dialogue on issues such as development, philanthropy, and gender, and was geared, as always, towards evolving specific solutions to specific challenges. It was positioned at a crucial moment in world history, at a time when the world economy is recovering from a major blow and development imperatives have been relegated to the sidelines.

As India seeks to play a role of significance in the global political and economic arena, it must increasingly engage with and benefit from its overseas community in articulating its world view. Simultaneously, it must open an exciting array of opportunities for its overseas community to benefit from a fast growing economic power. In a rapidly changing world, the time to reconnect and reinforce this partnership is now. ■

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10th AUTO EXPO
2010



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Theme: Mobility for All
Gross Area: 125,000 sqms
Spread: 16 halls & 17 hangars
Exhibitors: 2105

Overseas Exhibitors: 802

Participating Countries: 30
 Austria, Bangladesh, Canada, China, Columbia, Czech Republic, UAE, Egypt, Finland, France, Germany, Hong Kong, Italy, Japan, Luxembourg, Malaysia, Mexico, Netherland, Russia, Singapore, Sweden, Switzerland, South Korea, Spain, Sri Lanka, Taiwan, Thailand UK, USA, India.

First timers: Luxembourg and Harley Davidson

Focused Pavllons: Enterprise, Diesel Planet, Design, Engine & Engine Technologies, Alternate Fuel, Vintage Cars, Garage Equipment, Asll Naqll Pavlllon





Chandrajit Banerjee, Jayant Davar, Dr Subas Pani, CMD, ITPO, Jyotiraditya Scindia, Union Minister of State for Commerce & Industry, Sunil Kant Munjal, Past President, CII and Dilip Chenoy, Director General, SIAM, at the Valedictory Ceremony of the 10th Auto Expo



Venu Srinivasan, President, CII, Gurudas Kamat, Union Minister of State for Communications & IT, Kamal Nath, Union Minister of Road Transport & Highways, Dr Pawan Goenka, President, SIAM, Vilasrao Deshmukh, Union Minister of Heavy Industries & Public Enterprises, Jayant Davar, President, ACMA and Chandrajit Banerjee, Director General, CII, at the inaugural of 10th Auto Expo 2010

The 10th Auto Expo, held in New Delhi from 5-11 January, in its silver jubilee year witnessed nearly 72 launches, including more than 10 global launches of passenger vehicles and two-wheelers.

The biennial mega-event, organized by the Automotive Component Manufacturers Association of India (ACMA), Confederation of Indian Industry (CII) and Society of Indian Automobile Manufacturers (SIAM), is a complete show for the automotive industry including automobiles, components, accessories and allied services.

Auto Expo 2010 was inaugurated by Mr Kamal Nath, Union Minister of Road Transport & Highways, and Mr Vilasrao Deshmukh, Union Minister of Heavy Industries and Public Enterprises. Also present on the occasion were Mr Gurudas Kamat, Union Minister of State for Communications and Information Technology, diplomats representing various countries, senior representatives from the automotive sector, and a host of international and domestic exhibitors.

Accentuating the need for governance and reforms in the automotive sector, Mr Nath said that his Ministry was carrying out a comprehensive review of the Motor Vehicles Act keeping in mind the requirements of today and the future. He also highlighted the Government's commitment to meeting international standards in roads and making travel seamless throughout the country using the appropriate technology and regulatory framework.

Mr Deshmukh hailed the Auto Expo as a great opportunity for the Indian auto industry to showcase its

capabilities and enhance its global reach. Emphasizing the Government's commitment to create a world class auto industry, he said that his ministry had taken measures to bridge the skill gap, set up a Technology Development Fund for the auto sector, facilitate adoption of cleaner technologies and promote linkages between global and Indian industry.

Highlighting that the Indian industry had fared better than the global automotive majors despite the downturn, Mr Venu Srinivasan, President, CII, said, "Driven by our own robust internal demand conditions, and a proactive and effective government stimulus package, the automotive industry could even manage to grow during 2008-09".

Mr Jayant Davar, President, ACMA, said the organization would focus on showcasing greater capacity in creating intellectual property in collaboration with vehicle manufacturers, highlighting global outsourcing of auto components and facilitating a new wave of enduring global partnerships.

The Indian auto industry has been the showcase of resurgence of Indian economy. Regulation, road safety and international harmonization are the key for the sustainable growth of the Auto sector, declared Dr Pawan Goenka, President, SIAM.

The opening day of the Fair, marked as an Exclusive Day for the Media, witnessed the maximum number of vehicle launches for the Indian market, with the emphasis on the family or compact car. Thirty-two major vehicle manufacturers and more than ten electric vehicle manufacturers participated in Auto Expo.



The theme of 'Mobility for All' with the focus on 'Green Environment' had the green message going in a large number of stalls. Focused pavilions on alternate fuel, diesel planet, engine and engine technologies etc. and displays of hybrid and electric cars, further emphasized the 'green' efforts of the automotive sector.

A Goodwill Day for the Differently-abled drew visitors from various institutes for a special guided tour of the show.

With 1-7 January being observed as Road Safety Week, the Auto Expo featured a variety of road safety programmes including a Conference on Transport Solutions for a World Class City, Awareness Camps for Truck Drivers, Anti-Honking Campaign etc.

A Styling & Design Conclave, a Conference by the Indian Semi-Conductor Association, an Investment Promotion seminar, a session on IP Management through Brand Protection, various press conferences and Nukkad (street) plays to generate awareness on HIV/AIDS were among the other activities on the Auto Expo calendar.

The show was visited by media from over 19 countries.

"It is clear that the Auto Expo is indeed rapidly emerging as one of the key events of the global auto industry and this, as you and I know, is testimony to the emergence of India as an economic powerhouse in the global arena", declared Mr Jyotiraditya Scindia, Union Minister of State for Commerce and Industry, at the valedictory ceremony. He pointed out that while most of the key markets in

the US and Europe are still struggling, India and China are perhaps the only two auto markets that have shown sign of quick recovery from the slowdown. "Even today India has only seven car owners per thousand citizens. Compare that with China's 27 cars per 1000 citizens and you'll realise that the car market in India is still relatively virgin. Little surprise, global majors continue to show heightened interest in the Indian market," he said.

The Minister said that the number of new models launched at the 2010 Auto Expo underlines the robust recovery of the Indian auto market and its growing stature in the world. "Low cost, design innovation and economies of scale are now becoming the hallmark of the Indian automobile industry, and the nation is fast becoming a manufacturing hub for passenger cars, especially small cars," he said.

Mr Scindia said the government aims to give full support to automotive SMEs, particularly for technology upgradation.

On the culmination of the silver jubilee edition of the Auto Expo, several exhibitors were honoured for their various contributions to the show. The awards were given away by Mr Scindia.

The Silver Jubilee edition of the Auto Expo set a new milestone in the Indian automotive industry. Positioning the sector firmly on the global auto industry map, the event is expected to be the springboard for the future development of the industry, as well as the manufacturing sector in India.



India Corporate Week

The Ministry of Corporate Affairs commemorated the third week of December 2009 as the first India Corporate Week, to provide positive reinforcement to the contribution of the corporate sector in the economic and social development of the country. CII partnered with the Ministry of Corporate Affairs in this endeavour, and organised more than 15 events across the country to celebrate the event.

The Week was inaugurated on 14 December in Kolkata with a session organised by CII on the theme **'Going Beyond Compliance: Fostering a Culture of Good Governance.'** Addressing the session, Mr R Bandyopadhyay, Secretary, Ministry of Corporate Affairs, and senior industry representatives, deliberated on how to foster a culture of good governance in companies.

Detailed deliberations on the CII Report titled **'Corporate Governance: Recommendations for Voluntary Adoption'** were held in New Delhi and Ahmedabad on 15 - 16 December respectively to create a platform for necessary discourse and debate - essential for such voluntary measures to be adopted by stakeholders. During these sessions, it was emphasized that while the super-structure of corporate governance is built on laws and regulations, these cannot be anything more than a basic framework. Much of best-in-class corporate governance is voluntary - of companies taking conscious decisions of going beyond the mere letter of law.

CII's flagship event in the corporate governance domain, the **5th Corporate Governance Summit** was organized on 18 December in New Delhi to discuss the latest trends in corporate governance and share perceptions and experience on governance practices. The



Dr. Pratibha Devisingh Patil, President of India honouring the contribution of CII to India's corporate sector at the concluding function of the India Corporate Week 2009. The award was received on behalf of CII by Brijmohan Lall Munjal, Past President, CII, and Chairman, Hero Honda Motors Ltd; Rahul Bajaj, Past President, CII, and Chairman, Bajaj Auto Ltd; Hari S Bhartia, President - Designate, CII, and Co-Chairman and MD, Jubilant Organosys Ltd; and Chandrajit Banerjee, Director General, CII

Summit also provided an opportunity for an effective interaction on the recommendations of the CII Report on Corporate Governance. The government, regulatory bodies, industry, institutional investors and various other stakeholders participated in the Summit.

Addressing the Valedictory Session of the Summit, Mr Salman

Khurshid, Minister of State (Independent Charge) for Corporate Affairs and Minority Affairs, emphasized the need for the corporate sector to contribute to the inclusive growth of the country, the theme of India Corporate Week.

Industry representatives recognized that the scope of contribution by the corporate sector has widened in the last five years with aspects such as Climate Change, Affirmative Action, Safety in the work place, Innovation and Corporate Governance coming to the forefront. Eminent industry representatives including Dr J J Irani, Past President, CII, and Director, Tata Sons; Mr Uday S Kotak, Chairman, CII Corporate Governance Council, and Executive Vice Chairman & Managing Director, Kotak Mahindra Bank Ltd; Mr Rajesh V Shah, Past President, CII, and Co-Chairman & Managing Director, Mukand Ltd; Mr Firdose A Vandrevala, Chairman and Managing Director, Hirco Developments Pvt Ltd and Mr Adi B Godrej, Chairman, Godrej Industries Ltd addressed the Summit.



Firdose A Vandrevala, CMD, Hirco Developments Pvt Ltd, Rajesh V Shah, Past President, CII and Co-Chairman & MD, Mukand Ltd, Dr J J Irani, Past President, CII, and Director, Tata Sons and Uday S Kotak, Executive Vice Chairman & MD, Kotak Mahindra Bank Ltd at the Corporate Governance Summit

Mr Chandrajit Banerjee, Director General, CII, complimented the Minister for the success of first the India Corporate Week.

At the concluding function of India Corporate Week held on 21 December in New Delhi, CII was honoured for its excellent contribution in the growth and development of corporate sector in the country by Dr (Mrs) Pratibha Devisingh Patil, President of India.

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The Government is committed to reforms in agriculture, which will facilitate large-scale private investment in every stage of the value chain, declared Mr. K V Thomas, Union Minister of State for Agriculture. Inaugurating the Cold Chain Summit 2009, organized by CII in association with the Ministry of Agriculture, and the Ministry of Food Processing, on 9-10 December in New Delhi, he urged both industry and the state to play a pivotal role in the agriculture sector.

Bringing in the private sector – both as a competitor and as a complementary to the public sector adds greater strength and value for money. Both must work complementarily to benefit the farmers and the consumers, he said.

Mr Thomas said that the Government is working to implement relevant reforms in agriculture marketing, grading and standardization at the earliest to attract public and private investments in agriculture.

Mr. T Nanda Kumar, Secretary Agriculture, described the Special Purpose Vehicles (SPV), which will offer multi-modal logistic solutions for the movement of perishable commodities across the country, and spoke about the revision of subsidy norms. He said the National Centre for Cold Chain Development (NCCD) suggested by the Task Force on Cold Chain, is an excellent idea, which the Government supports in principle. He expressed concern that in spite of the 100% depreciation announced for Cold Chain investments in the 2009 budget, there were no visible results. Urging industry to come forward in a big way, he called for greater investment in horticulture



K V Thomas, Minister of State for Agriculture, inaugurating the Cold Chain Summit 2009 Also seen: (L-R) Rakesh Bharti Mittal, Chairman, CII Agriculture Council; B Thiagarajan, President, Blue Star Ltd, Chandrajit Banerjee, Director General, CII and T Nanda Kumar, Secretary (Agriculture)



Rakesh Bharti Mittal, presenting CII's 10 Point Agenda for the Farm Sector to Montek Singh Ahluwalia, Deputy Chairman, Planning Commission

production to ensure 4% growth in agriculture. We need to build trust between industry and farmers, so that they can work in partnership with minimal Government interference, he said, pointing out that the primary focus of the Government is to ensure better income to farmers, and more and diversified food and affordable prices to the consumers.

Mr. Rakesh Bharti Mittal, Chairman, CII National Council on Agriculture, said organised retail can be one of the main links in the cold chain. The backward integration of retailers through contract farming and direct marketing has led to increased demand for more organised supply chains for perishables with a focus on quality through climate controlled transportation and storage, he said. Mr Mittal was of the view that the sustained efforts of the private sector with the assistance of the Government to develop a thriving Agribusiness in the country would eventually open up a completely new frontier of economic development

Mr. Chandrajit Banerjee, Director General, CII, said that CII's Cold Chain Summit was a platform for

all stakeholders to come together to discuss different models of fruits and vegetable businesses in the country, and analyze the need gaps and financial viability of Cold Chains in the Indian context.

He noted that CII, on behalf of the industry, had commenced the consultative process of facilitating development of integrated cold chain infrastructure jointly with the Department of Agriculture & Co-operation, Ministry of Agriculture, in March 2007 by organizing

the first Cold Chain Summit in India. Based on the recommendations of this Summit, a Cold Chain Task Force was constituted for developing a roadmap for cold chain infrastructure in India. There has been significant progress with respect to technical standards, EFC document, creation of a National Centre for Cold Chain Development (NCCD) and the initiation of a pilot project, he said.

A CEOs Interactive Session was held with Mr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission, on the sidelines of the Summit. Issues relating to

investments in retail, subsidies related to cold chain development, cold chain infrastructure development, supply chain management etc were discussed at this session.

Mr. Ashok Sinha, Secretary, Ministry of Food Processing Industries, Mr. G C Pati Additional Secretary Agriculture, Mr. Asit Tripathy, Chairman, APEDA, and Mr. Bijay Kumar, Managing Director, National Horticulture Board, also addressed the Summit, along with distinguished speakers from Industry. The event also showcased new cold chain technologies through an exhibition.

Rejuvenating Indian Agriculture

Members of the CII Agriculture Council, led by Mr Rakesh Bharti Mittal, Chairman, CII National Council on Agriculture, and Vice Chairman & Managing Director Bharti Enterprises Ltd presented a document titled “**Ideas to Rejuvenate Indian Agriculture: Issues & Recommendations**” to Mr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission on 23 December in New Delhi.

The issues discussed at the meeting related to

- Raising farm productivity by strengthening the input side and improving the seed replacement rates
- Linking Agriculture to Markets by creating an enabling regulatory environment with focus on uniform implementation of the Model APMC Act in all the states
- Food Security for long term competitiveness and sustainability
- Land Consolidation by adoption of the Model Land Leasing Act
- Increasing private investments in Agriculture with a focus

on organized retail and infrastructure development.

An Agri Renewal Mission was proposed by CII as a critical factor to trigger the long due rejuvenation that Indian Agriculture needs.

Session in Udaipur

The CII National Council on Agriculture, under the chairmanship of Mr. Rakesh Bharti Mittal, Chairman, CII National Council on Agriculture and Vice Chairman & Managing Director Bharti Enterprises Limited, organized a brainstorming session on ‘Ideas to Rejuvenate Indian Agriculture’ in the short run as well as in the long run on 18 December in Udaipur.

The major issues discussed included the fertilizer subsidy and nutrient based subsidy, agriculture and water management, marketing reforms and linking agriculture to markets, diversification in agriculture through development of horticulture and the Dairy sector etc. The meeting was also attended by Mr. Satish Chander, Director General, Fertilizer Association of India, and other distinguished members of industry.



Montek Singh Ahluwalia, Deputy Chairman, Planning Commission, with CII Agriculture Council Members. Also seen: Arun Maira, Member, Planning Commission; Dr Abhijit Sen, Member, Planning Commission; and T Nanda Kumar, Secretary (Agriculture)

PPPs for Sustainable Agri Marketing



The highlight of the Summit was the participation of 18 State-level delegations led by Principal Secretaries in charge of Agriculture and Agriculture Marketing, as well as the Heads of the State Agriculture Marketing Boards

The Indian farm sector, which is very labour intensive, should be reoriented to make it more vibrant. This can be done only through providing better marketing facilities, infrastructure facilities and creation of stronger backward and forward linkages, said Prof. K V Thomas, Union Minister of State for Agriculture, at the Agri Marketing Summit 2009.



Anurag Bhatnagar, Director General, NIAM; Gokul Patnaik, Chairman, Global AgriSystem; K V Thomas, Minister of State for Agriculture and Rakesh Bharti Mittal, Chairman, CII Agri Council

The Summit, held on 16-17 December in New Delhi, was organised by CII in association with the Union Ministry of Agriculture, and the National Institute of Agricultural Marketing (NIAM).

Setting the tone of the two-day deliberations on 'Public Private Partnerships for inclusive growth', the Minister particularly emphasized on the need to bring accountability and transparency into the regulatory environment. He asked CII to send the specific recommendations of the Summit to the Ministry so that effective measures can be taken based on the outcome of the Summit.

Mr. Rakesh Bharti Mittal, Chairman, CII National Council on Agriculture, said that the ultimate objective of all efforts is to ensure that the fruits of development reach the lowest stakeholders, the marginal and landless farmers. He listed the key elements requiring attention in the Agri marketing reform process as follows:

- ensuring a level playing field for farmers by creating an atmosphere of competition among buyers
- organising farmers into formal and informal groups to meet requirements of volume and quality
- capacity-building for more efficient production and post harvest management
- adequate credit facilities to farmers

Speaking on 'Ideal Market Conditions and How We can Achieve them in India,' Mr. Sharad Joshi, Member

of Parliament, Rajya Sabha, emphasized the need for proper statutory minimum prices of sugar in India. He called for establishing a policy for reasonable price for both farmers and consumers, and stressed the need for a unified market.

The valedictory address was delivered by Mr T Nanda Kumar, Secretary (Agriculture).

The key theme of the Summit was reforms in the Agri Marketing Sector. Monopolistic practices and modalities of controlled markets have prevented private investment in this sector. To address this issue, the Model APMC Act was formulated, but the Act has still not been amended in several key States, even four years after the formulation of the Model Act. As of now, **only 16 States have amended the Act and 3 States have partially amended it.** In many cases, these amendments are not in keeping with the spirit of the Model Act. Also, there is virtually no uniformity of implementation of the APMC Act amongst the States.

CII strongly supports the view that it is necessary to understand the modalities of the APMC act legally so that it can be modified in the context of the present scenario. The Agri Marketing Summit 2009 was organised with this basic objective.

Delivering the theme address, Mr. Gokul Patnaik, Chairman, CII National Task Force on Agriculture Marketing, called for recognizing marketing as 'infrastructure'. This would ensure a change in the overall agri marketing scenario by bringing in private investments, which is the need of the hour, he said.

Mr. Anurag Bhatnagar, Director General, NIAM, said that the Agri Marketing Summit 2009 would take stock of the current reform process in Agricultural Marketing, related developments, the role and contribution of the private sector and the need to further strengthen farmer linkages with the supply chain. ■

11th Defence Acquisition Management Course

To facilitate greater participation of industry in defence production, and also to familiarise industry about the latest defence procurement policies and procedures, CII has been organising 'Defence Acquisition Management Courses' since 2003 in India and abroad. These courses have been well attended and received by industry members as well as the armed forces personnel in the past. The 11th Defence Acquisition Management Course was held on 16 – 17 December in New Delhi.



Participants of the 11th Defence Acquisition Management Course

The Government of India has been encouraging greater participation by Indian Industry defence production with the objective of import substitution through greater domestic production. The Union Budget 2009 – 2010 has earmarked Rs. 1,41,703 crores (US\$ 29 bn) for national defence. Of this, Rs. 54,824 crores is under the capital head to be spent on 'acquisitions,' which means buying new weapons, systems and equipment. Of the remaining Rs. 86,879 crores earmarked under the 'revenue' head, a proportion is for 'Purchases', which relates to buying of spares, general stores, fuel, clothing, food, medical stores, etc. India is among the largest importers of defence hardware.

The Defence Acquisition Management Course (DAMC) was designed to help Industry understand the procurement and acquisition- related procedures of the Defence establishment. It also covered the latest defence acquisition policy in detail. The 2-day certificate course provided the latest information on:

- Defence procurement organisation and structures
- Defence procurement procedure for capital procurements
- Defence Procurement Manual for revenue procurements
- Defence Offset Policy and Defence Offset Facilitation Agency

- Procurement procedure for supply of spares and components
- Procurement procedure for Information Technology products and services
- Procurement procedures of DRDO, Defence Public Sector Undertakings and Ordnance factories
- Quality assurance in Defence –DGQA / CEMILAC procedures
- Policy on FDI in Defence
- Policy on employment of agents

This course was directed by Maj Gen (Dr) Mrinal Suman, AVSM, VSM, Ph.D, M.Sc. (Def Studies), M.A. (Pub Adm), B.Tech (Civil). General Suman, in his capacity as Technical Manager in the Acquisition Wing of the Ministry of Defence, was closely associated in the evolution of the defence procurement procedure. He is a recognised expert in defence procurement processes and offsets.

Speakers from the Ministry of Defence, Service Headquarters, DRDO, DGQA, Defence Public Sector Undertakings (such as HAL and BEL) and Ordnance factories also discussed the modalities and practices to be adhered to while doing business with these organisations. More than 70 participants attended the course.



CII-CEO Delegation participates in International Negotiations on Climate Change in Copenhagen

Climate Change is now at the centrestage of discussions for governments, industry and civil society, the world over. For businesses, climate change has developed from a fringe concern to a central topic for strategic deliberations and decision-making.

Intense global negotiations took place in Copenhagen

aimed to achieve new climate change mitigation and other arrangements after 2012 (post Kyoto commitment period).

CII, reaffirming its commitment to facilitate and assist the growth of Indian Industry in a sustainable manner to build a low carbon economy, organised a CEOs delegation to participate at the Conference of Parties 15 (COP 15) round of United National Framework Convention on Climate Change (UNFCCC) negotiations on Climate Change at Copenhagen. The Delegation visited Copenhagen from 11-15 December, led by Mr Jamshyd N Godrej, Past President, CII, Chairman, CII Climate Change Council, and Chairman & Managing Director, Godrej & Boyce Mfg. Company.

The participation of CII in the Copenhagen Climate Summit and its support for the Indian Government's position was acknowledged by Mr Jairam Ramesh, Minister of State for Environment and Forests when he met the CII delegation on 15 December. The Minister stressed on the need to be open and flexible in approach and shared that he would use data from the Carbon Disclosure Project (CDP) report in his speech at Copenhagen to illustrate the voluntary disclosures being made by business and industry in India.

Besides supporting the Government of India in its engagement in the negotiation process, the CII delegation actively participated and presented its perspective on the role of Indian Industry in building a low carbon economy at the various official side events and private events organised



Jairam Ramesh, Union Minister of State for Environment & Forests in Copenhagen with (L-R) Jamshyd Godrej, Past President, CII, and CMD, Godrej & Boyce Mfg. Co. Ltd.; Pramod Choudhari, Chairman, CII Biofuels Committee, and Chairman, Praj Industries Ltd.; Seema Arora, Principal Counsellor & Head CII-ITC Centre of Excellence for Sustainable Development; Roop Salotra, President & CEO, SRF Ltd. and Suresh Prabhu, Former Union Minister

by its international MoU partners, including the Action for Global Climate Community; Business Europe; Carbon Disclosure Project; Confederation of Danish Industry; Renewable Energy and Energy Efficiency Partnership (REEP); The Climate Group; World Business Council on Sustainable Development (WBCSD); and World

Resources Institute (WRI) among many others.

Some important engagements were

- Mr Suresh P Prabhu, Chairman, CEEEW and Member, CII CEOs Delegation to Copenhagen, addressed the session on 'Strategies for a Low Carbon Future' by CDP, Business Council for Sustainable Energy and GHG Management institute, on the sidelines of the COP 15 in Copenhagen.
- Mr Suresh Prabhu's speech at the CDP event on 'Strategies for a Low Carbon Future'
- Mr Rakesh Sarin shared his views during the Dinner for the Major Economies Business Forum at the Danish Industry's headquarters
- Mr Godrej addressed the Major Economies Business Forum and the Climate Leaders' Summit organized by the Climate Group.

The CII delegation was invited for the dinner hosted by Mr Yogesh Gupta, the Indian ambassador in Denmark, in honour of Minister Ramesh on 15 December. The delegates also had an opportunity to interact with Ambassador Dasgupta, member of the Government of India negotiating team. Also present at the dinner were Members of Parliament Mr Murli Manohar Joshi, Mr Sitaram Yechuri, Dr M S Swaminathan, Mr Hamdulla Sayeed, and Mr Bhartruhari Mahtab.

The Minister, at the dinner, expressed his intent to have a follow up session with CII on the clean technologies required to transit to a low carbon intensity growth path. ■

Conference on Leadership



Harshavardhan Neotia, Chairman, CII-Suresh Neotia Centre of Excellence for Leadership, Lord S. K. Bhattacharyya, Warwick Manufacturing Group, University of Warwick and Tarun Das, President, Aspen Institute India



Dr. C. K. Prahalad, University of Michigan Ross School of Business Management, S. Ramadorai, Vice Chairman, TCS; H.M.Nerurkar, MD, Tata Steel; Sanjay Budhia, MD, Patton International Ltd., J. N. Godrej, Past President, CII and CMD, Godrej & Boyce Manufacturing Co. Ltd and Shekhar Datta, Director, BHEL

CII has set up its seventh Centre of Excellence, The CII-Suresh Neotia Centre of Excellence for Leadership, in Kolkata. The 35,000 sq.ft. facility will focus on Leadership and Human Resource Development and provide expertise and support services to industry, government entrepreneurs, non-government organisations, educational institutions, students, teachers and trade union leaders, in order to develop their competitive ability and promote inclusive economic and industrial growth.

The Centre was launched with a Conference on Leadership, highlighting the leadership challenges for the Indian corporate sector, and exploring strategies for India to ensure a leadership position in the 21st century.

Mr P Chidambaram, Union Minister for Home Affairs, reiterated the Government of India's resolve to maintain a secure environment to encourage investment for India's future economic growth and stability.

Surging food prices are a great concern, and the Centre is expediting steps to tame food inflation, said Dr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission. He said the Government is keen to explore public-private partnership models to shore up investment in energy, transport and infrastructure.

Dr C K Prahalad, Professor of



P. Chidambaram, Union Minister for Home Affairs

Corporate Strategy, University of Michigan Ross School of Business Management spoke on the revival of Bengal's economy. Given the intellectual vitality of the State, its geographical location and the presence of centres of academic excellence, the youth of Bengal could become entrepreneurs and the providers of small specialized services, he suggested.

Lord S K Bhattacharyya, University of Warwick, UK, speaking on 'Indian Leadership in a Global Environment' said that leaders must consider long-term responsibilities

while taking decisions. He felt that Kolkata, with its natural advantages, educated people, cultural and industrial heritage, could follow the growth path of Shanghai, Jakarta, Singapore and Bangalore.

Prof Sugato Bose, Harvard University, and Prof Soumitra Dutta, INSEAD, also addressed the conference, joining eminent speakers such as Mr S Ramadorai, Vice Chairman, Tata Consultancy Services, Mr H M Nerurkar, Managing Director, Tata Steel, Mr J N Godrej, Past President, CII, and Chairman and Managing Director, Godrej & Boyce Manufacturing Co. Ltd, Dr Jamshed J Irani, Past President, CII, and Director, Tata Sons Ltd, Mr Suresh Neotia, Patron, CII Suresh Neotia Centre

of Excellence for Leadership, Mr Harshavardhan Neotia, Chairman, CII Suresh Neotia Centre of Excellence for Leadership, and Mr Tarun Das, President, Aspen Institute India, amongst others. ■



CII-Godrej Green Business Centre

Water Management Awards

The 6th edition of the National Award for Excellence in Water Management 2009 was held on 9 - 10 December in Hyderabad. The Award recognises 'Excellence in Water Management' and facilitates sharing of best practices by water efficient companies.



N K Ranganath,
Chairman, Water
Management
Council, CII,
Godrej GBC

Mr N K Ranganath, Chairman, Water Management Council, CII – Godrej GBC, and Managing Director, Grundfos Pumps India Private Ltd awarded 17 industrial units as 'Excellent Water Efficient Units' and 15 units as 'Efficient Water Units' under the 'Within the Fence' category. Three units were recognized for excellence in the 'Beyond the Fence' category.

The 'Within the Fence' category recognises water management initiatives undertaken by industries within their facility, while 'Beyond the Fence' recognises initiatives in implementing water and watershed management practices with the involvement of public / private agencies and community, beyond their territory.

In addition, three units amongst the short listed companies were recognized for innovative water saving product/ services; three, for most useful presentation, and three as innovative case studies.

The evaluation was based on a detailed questionnaire submitted earlier by 88 companies followed by detailed presentations made by 35 short-listed companies before a panel of eminent judges on 9-10 December in Hyderabad.

Presenting a summary of the findings, Mr L S Ganapati, Chairman, National Award for Excellence in Water Management 2009, informed that 76 companies (Within the Fence) have achieved a cumulative water savings of 66 million cubic meters of water savings in the last three years. This is approximately equivalent to one month water supply of Delhi Municipal Corporation. Twenty-two participating units achieved the status of 'Zero Water Discharge'.



Recipients of the National Award for Excellence in Water Management 2009

Cost Congress



Dr T V Somanathan, Secretary to the Chief Minister of Tamil Nadu, and MD, Chennai Metro Rail Ltd, P Thiruvengadam, Chairman, Cost Congress 2009 & Sr Director, Deloitte Touche Tohmatsu India, and Dr Raef Lawson, Professor-in-Residence & Vice President of Research, Institute of Management Accountants, USA

The 8th edition of CII – Total Cost Management (TCM) Division's flagship event- 'Cost Congress' was held on 17 - 18 December in Chennai, with the theme 'Achieve world class excellence through TCM'.

Dr T V Somanathan, Secretary to the Chief Minister of Tamil Nadu, and Managing Director, Chennai Metro Rail Ltd, who was the Chief Guest, said that Total Cost Management is a systematic approach to manage cost in enterprises and companies. He urged the infrastructure and construction sector to take initiatives to enhance their cost management.

Dr Raef Lawson, Professor-in-Residence, and Vice President of Research, Institute of Management Accountants, USA, spoke on the strategic challenges of the Chinese cost advantage.

Mr P Thiruvengadam, Chairman, Cost Congress 2009 & Sr Director, Deloitte Touche Tohmatsu India, said the Cost Congress is a platform to develop cost strategies for achieving goal competitive advantage across the spectrum of industries.

The TCM Maturity Model Award was presented to nine companies in appreciation of their cost management initiatives at various levels: • Escorts Ltd, Agri Machinery Group, Faridabad • Godrej & Boyce Mfg. Co. Ltd, Material Handling Equipment Division, Mumbai • Godrej & Boyce Mfg. Co. Ltd, Precision Engineering Systems, Mumbai • Godrej & Boyce Mfg. Co. Ltd, Process Equipment Division, Mumbai • Godrej & Boyce Mfg. Co. Ltd, Security Solutions Division, Mumbai • Hi-Tech Arai Ltd, Madurai • JCB India Ltd, Ballabgarh • Kirloskar Brothers Ltd, Dewas • Subros Ltd, Noida. ■



LM THAPAR
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High Performance Coatings

When most people think about paints and coatings, they tend to consider how the coating will affect the appearance of the object. While improving appearance is indeed a key attribute of paints and coatings, high performance coatings protect valuable assets from corrosion, resulting in significant savings in cost and increase in life of the equipment. To make industry aware about corrosion protection through high performance coatings and to share the knowledge and expertise available within the country, the CII – L M Thapar Centre for Competitiveness organized a training programme on 'High Performance Coatings' in Chandigarh on 11 December. Issues relating to Safety, Health and environment were also discussed.

New Product Development Tools



S Khan,
Principal
Director,
Central
Institute of
Tool Design

SMEs can avail of new product development tools, such as CAD-CAM-PP-CAE, etc, for better quality, style and service to sustain competitiveness. A two day national seminar cum exposition on 'New Product Development Tools PLM-CAD-PP-CAE' on 15-16 December in Hyderabad offered insights into the potential of these tools and their application for developing future products.

More than 110 participants from 40 leading companies like Infotech Enterprises, Ministry of MSMEs, Indian Railways, DRDO labs, Toyota Kirloskar Motors, Electronics Corporation of India Ltd, Mahindra Satyam, Tecumseh, BHEL, and UCAL Fuel etc participated in the seminar.

CII Auto Component Manufacturing Cluster

Lean manufacturing is a systematic approach for identifying and eliminating waste in operations through continuous improvement for doing everything more efficiently, reducing the cost of operating the system and fulfilling the customers' desire for maximum value at the lowest price. Ten companies from the Auto Component manufacturing sector around Gurgaon formed a cluster under the Ministry of MSME Lean Manufacturing Competitiveness Scheme for providing financial support to cluster members.

The CII Auto Component Manufacturing Cluster, to be run under this scheme, was officially launched during the 17th Quality Summit. CII, with its strategic partners, has formed 167 clusters till date impacting 1871 companies across the country.

Daily Work Management

The employee is the most important resource of an organization. Researchers have found that highly motivated employees following a pattern of daily work management are the core strength of the most successful organizations.

A workshop on Employee Motivation and Daily Work Management for Enhancing Performance was held in Chandigarh on 23 December to help organisations achieve high motivation in their employees and guide them to the concepts of daily work management to enhance performance. ■



Confederation of Indian Industry

The latest edition of the **CII Directory of Members 2009** is now available. The Directory contains comprehensive information of over 7000 member organisations - large, medium and small – both from the public and the private sectors, as well as MNCs /associations affiliated to CII, which together form the powerhouse of India's economic growth.

The Directory, in a CD format, is priced at **Rs 5,000** per copy (plus Rs 50 for courier and handling charges). There is a discount of Rs 1000 off the regular price for members, who would pay **4000** (+Rs 50) per CD.

You may buy your copy

1. Online from our website www.cii.in
2. In person from CII offices at New Delhi, Gurgaon, Mumbai, Chennai or Kolkatta
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4th Sustainability Summit: Asia 2009

Winning Strategies for a Sustainable World

The 4th Sustainability Summit: Asia 2009, a flagship event of the CII-ITC Centre of Excellence for Sustainable Development, focused on how visionary businesses and institutions are turning crisis into opportunity to change our world into one that is sustainable and all-inclusive. With the theme of **'Winning Strategies for a Sustainable World'** the Summit provided real-world understanding, taking participants through the experience of ideating to transformation through action. Held on 25 – 26 November in New Delhi, the Sustainability Summit was organized in partnership with the Ministries of Corporate Affairs, External Affairs, Environment & Forests, and Science & Technology, the National Foundation for Corporate Governance (NFCG), InWEnt and WWF.

Since its inception in 2006, the Asia Sustainability Summit has become confluence point for sustainability practitioners and enthusiasts to raise awareness and debate on issues of sustainable development and business.

Dr. Farooq Abdullah, Union Minister for New and Renewable Energy, Mr. Jairam Ramesh, Minister of State for Environment & Forests (Independent Charge) and Mr. Salman Khurshid, Minister of State for Corporate Affairs and Minority Affairs (Independent Charge) were the Chief Guests at this year's Summit.

Recounting the clean energy initiatives undertaken by the Ministry of New & Renewable Energy, Dr. Abdullah

The Summit provided real-world understanding, taking participants through the experience of ideating to transformation through action



Dr. Farooq Abdullah, Union Minister for New & Renewable Energy, Inaugurating the 4th Sustainability Summit



Salman Khurshid, Union Minister of State for Corporate Affairs and Minority Affairs



Jairam Ramesh, Union Minister of State for Environment & Forests

7 thematic areas

- Climate Change
- Natural Resources
- Corporate Governance
- Emerging Economies
- Sustainable Infrastructure
- Responsible Tourism
- Information Communication & Technology

said the National Solar Mission aims at 20 GW solar capacities by 2022. India has achieved 15,500 MW of grid interactive installed renewable power, which is around 8% of the total installed grid capacity of the country, he said, pointing out that his ministry has been instrumental in raising awareness and accelerating development of all renewable energy sources to realise the vast potential within the country. Citing projections in the Integrated Energy Policy Report (IEPR) that India would rely increasingly on imported oil, gas and coal in the medium term, he said the role of new and renewable energy assumes added significance.

Mr. Jairam Ramesh said the National Green Tribunal Bill and the creation of a National Environmental Protection Authority would be instrumental in future jurisdiction, regulation and decisions related to the environment. Through such mechanisms the Government wants to ensure economic growth and demonstrate

environmental sensitivity, he said, opining that public confidence in rapid economic growth can be ensured through sustainability.

The Minister said a domestic cap-and-trade certification system involving energy efficiency is being developed. Companies exceeding the requisite benchmark levels could sell to those who lag, paving the way for a market-based mechanism for energy efficiency norms. He also announced that the Ministry was releasing a Comprehensive Environment

Protection India Report, based on a study of 80 industrial clusters. The ranking of these clusters will be undertaken based on their sensitivity towards the environment; land and water, ensuring pollution norms are being met. Today sustainability concerns are not just CSR but part of corporate mainstream.

Mr. Khurshid said that the government foresees CSR credit as a tool to internalise sustainability commitments from enterprises. An active society can play a key role in filling the gap between the Government and corporates, he added.

Mr. B.J. Panda, Member of Parliament, Lok Sabha, said the threat of climate change is frighteningly real and it is imperative for all nations to mitigate GHG emissions. At the same time, he pointed out, our country has bottom up demands e.g. for electricity, which need to be given equal priority by the government. This leads to situations where difficult choices have to be made.

Mr. Deepak Gupta, Secretary, Ministry of New & Renewable Energy, said that energy conservation and energy efficiency are now a moral imperative for businesses. Maximising the usage of renewable energy can be harnessed in a decentralized way, to ensure a low emissions energy development pathway for the nation, he said.

Mr. Ricardo Young, President, Ethos Institute, Brazil, in his keynote address, shared Brazil's efforts in reducing deforestation, saving the Amazon forests and proper utilization of water resources.

Mr. Y C Deveshwar, Past President, CII, Chairman, CII-ITC Centre of Excellence for Sustainable Development and Chairman ITC Ltd. wanted sustainability to be made an integral part of economic development. Aligning the efforts of government with the business community is imperative in establishing a low carbon, clean energy economy, he said.

CII-ITC Sustainability Awards 2009

Corporate India's Commitment to Inclusive Growth

In a telling testimony to the increasing awareness and relevance of Sustainability in Corporate India, this year, despite the economic slowdown, 84 companies from diverse sectors expressed interest in participating in the Awards process, the highest number of applications since the inception of the awards

The CII-ITC Sustainability Awards 2009 were given away by Mr. Jairam Ramesh, Union Minister of State for Environment & Forests (Independent Charge) on 26 November at the 4th Sustainability Summit: Asia 2009 in New Delhi. Stating that public confidence in rapid economic growth can be ensured through such sustainability-oriented practices, Mr Ramesh appreciated the stringent standards adopted for selecting the winning companies and said that the norms must remain undiluted for companies of all categories.

Mr. Y.C. Deveshwar, Past President, CII, Chairman, CII-ITC Centre of Excellence for Sustainable Development,



Jairam Ramesh, Minister of State (IC), Environment & Forests, presenting the Sustainability Prize to Kapil Mehan, Executive Director, Crop Nutrition & Agribusiness, Tata Chemicals, on behalf of Tata Chemicals, Babrala Plant

and Chairman, ITC Ltd said that the Centre has been emphasising that a major transformational change can take place if market drivers are created through a system of incentives and disincentives in favour of companies that contribute to the Triple Bottom Line. Whether it is through fiscal means or through some form of preference

in procurement, or by way of consumer franchise, a policy framework needs to be developed to support such exemplary companies. He also said that the magnitude of the problem makes it imperative that we form effective public-private-people partnerships to deliver projects of high social value at the least cost possible.

The awards, one of the most coveted in Indian industry, were instituted in 2006 to identify and recognize Indian businesses with exemplary performance in environmental, economic and social dimensions. They help to promote role models in Indian industry by embedding tenets of inclusive and sustainable growth into a company's strategies, processes and imperatives. Based on the Sustainability Excellence Model adapted from the internationally acclaimed European Foundation for Quality Management (EFQM) approach, the CII-ITC Sustainability Awards assign equal weights to the three dimensions of sustainability performance: Economic, Environment, and Social.

A pool of specially trained assessors from diverse professional backgrounds carries out the assessment over 5 months, utilizing about 1,000 hours per application. Their findings are reviewed in two stages by the 13-member jury, which takes the final decision. The number of applications has steadily increased, and reached a total of 300 so far. In 2009 alone, despite the economic slowdown, 84 companies from diverse sectors such as mining & metallurgy, power & energy, chemical / petrochemical / pharmaceutical, services, engineering, automobile & automobile components, cement & construction, textiles & fibre, etc. expressed their interest in participating in the Awards process (the highest number of applications since the inception of the awards). This is a testimony to the increasing awareness and relevance of the subject.

The prestigious Sustainability Awards, now in their 4th year, have been established as a brand among businesses which acknowledge the reputation attached, thereby motivating them to perform well and to integrate sustainability in their core business strategies. The awards also serve as a tool for imparting knowledge, through which CII aims to strengthen the capacity of Indian businesses to adopt sustainability practices.

The Winners

Commendation Certificates for Strong Commitment: Durgapur Steel Plant (SAIL), Hindustan Zinc Ltd., Maruti Suzuki Ltd. ONGC Hazira Plant, Tata Consultancy Services Ltd., Yes Bank Ltd., NTPC Rihand Plant, The Tinsplate Company of India Ltd., BHEL Hyderabad Plant, GTL Ltd., Shree Cement Ltd. and Binani Cement Ltd.

Commendation Certificate for Significant Achievement: Toyota Kirloskar Motor Pvt. Ltd., Ultratech Cement - Hirni Works, Chemicals Division - SRF Ltd., NTPC Ltd., Philips Electronics India Ltd. - Vadodara Light Factory, Bhilai Steel Plant - SAIL, Essar Steel Ltd. - Hazira Plant and Tata Steel Ltd.

The Sustainability Prize: The Babrala Plant of Tata Chemicals Ltd.

No company qualified for the 'Role Model' Trophy category, which is the most prestigious of the awards. This recognition has not yet been conferred in the four years of Sustainability Awards.

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Industry & Government must work together towards Sustainability Goals



Ricardo Young, President, The Ethos Institute, Brazil, shares his country's experiences on Sustainability

Q In today's context, what has been the evolution of topics such as the 'environment' and 'climate change' in Brazil?

People in Brazil have been concerned about the environment and climate change for long. There is a bill on the environment in place from 1988. Essentially, since 1996 there has been much more awareness on the topics of environment and climate change.

On the political front, Ms. Marina Silva, former Environment Minister, has started a new Green Party, and is considering contesting for the position of the President of Brazil in 2010.

So far, business has not resisted any action or legislation on climate change; rather they have sought ways to make the environment better and also looked at opportunities to make their business grow. In contrast, and surprisingly, it has been the agricultural sector that has resisted the imposition of binding legislation on them.

Q Please give some examples of how business and industry have worked to improve the environment, and contributed to sustainable development?

There are several examples that come to mind. Let me highlight a few prominent instances. Companies are

1. building capacity in municipal authorities to better manage their finances and funds
2. providing a boost to education and literacy
3. Donating old computers to slums to enable 'digital inclusion'
4. Using solar panels for computers in the Amazonian region
5. Working with the community to offset the environmental damage arising out of mining activities
6. Working in public health to address two major problems - diabetes and cataract.

Also, the Sustainable Cities Initiative looks at space, mobility, entertainment, security and other diverse sources to cover health, education, food. And, people are now using 'sustainability values' to assess the performance of public servants; e.g., Mayor of a city.

Q What are some of the major challenges facing industry in Brazil in the context of sustainability?

Like India, Brazil, too, has a desire and pressure to grow its economy. Though the last six years have seen a lot of

effort on social inclusion possible, several concerns need to be addressed on a priority basis. Some of these are:

1. Nearly 44 million people in Brazil (i.e., 20% of the population) live below the poverty line, with minimum wages less than \$ 230 per family; the challenge is to improve their quality of life
2. About 70% of the energy in Brazil is sourced from hydropower, and the ability to enhance this is limited. Therefore, industry is looking at combinations of thermal and oil, or thermal and biofuels.
3. The lack of basic infrastructure in many parts of the country.
4. The biggest challenge is [lack of] primary education. Although 100 million persons out of a total population of 190 million have access to the internet, there are not enough scientists and engineers in Brazil.
5. The annual growth rate of Brazilian GDP has shrunk over the last 2 years, due to the global slowdown.
6. Issues like lack of ownership of land, combined with large tracts of unproductive land, have compelled the population to migrate to the cities. This can be reversed only with the help of a biomass-based economy.

Q How can these barriers be overcome?

Industry and government will necessarily have to work together; and continuous dialogue is a must. The lending institutions are now beginning to include social responsibility, or CSR, as a sort of pre-condition to lend money. Also, these institutions are now stopping lending to those organisations that are in the 'dirty labour' list of companies. Finally, businesses are now very receptive to international good practices. Brazil would look not only towards the developed countries, but also to Indian businesses.

Q Where do the SMEs figure in this path?

SMEs are the key to our future. It doesn't matter whether they belong to India, or Brazil, or anywhere else. While we need to encourage them and provide a level playing field, they in turn also have to be accountable and must be responsible for their acts. The government policy now is to levy lesser taxes for SME businesses. There is also a new Bill in the anvil, designed to encourage self-entrepreneurship. Finally, SMEs must be able to leapfrog in CSR through the value chain, i.e., supply chain.

Release of Carbon Disclosure Project Report 2009 – India 200

The **Carbon Disclosure Project (CDP) Report 2009 – India 200** was released in New Delhi on 3 December. The report, third in the series, targeting 200 of India's largest companies, shares interesting and significant insights for industry to integrate the long-term value and cost of climate change into their assessment of the financial health and future prospects of their business. The CDP process has led many companies to adopt a climate change strategy, including emissions reduction targets.

In 2009, the CDP, backed by 475 leading global institutional investors representing over \$ 55 trillion of funds under management, requested information from more than 3,700 of the world's largest corporations on their greenhouse gas emissions, the potential risks and opportunities climate change presents, and strategies for managing those risks and opportunities.

The report was jointly released by Sir Richard Stagg, the British High Commissioner to India, and Mr. N K Singh, Member of Parliament, Rajya Sabha.

Mr. Anurag Behar, Chief Executive, Wipro Infrastructure Engineering, Mr. Anupam Srivastava, Senior Director, IDFC, Mr. Paul Simpson, Chief Operating Officer, CDP.

"I'm pleased, and hugely impressed, at the way Indian companies are seeing the benefits of measuring and managing their carbon emissions. Hard-headed and far-sighted businessmen are recognising that making money in the medium term will mean making a transition to a low-carbon model. And, as Indian business so often does, they're getting ahead of the pack. This can only be good for Indian business and for our shared, low carbon future" said Sir Richard Stagg.

Mr. N K Singh said, "We need to act with innovation and flexibility harmonizing national interest with global

consensus for a satisfactory outcome."

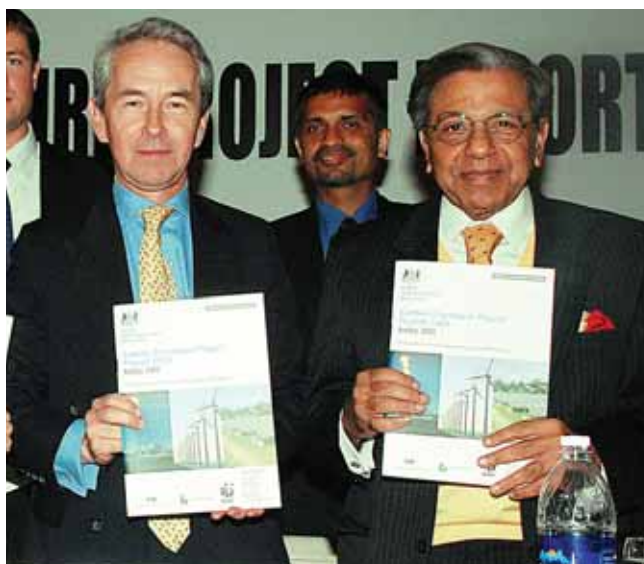
Mr. Anurag Behar spoke of the role that business needs to play in turning climate risks into opportunities and gave examples of Wipro's success story in reducing emissions and the associated benefits reaped by the company. Mr. Anupam Srivastava, commented that financial institutions such as his support initiatives like CDP

because it brings the right information to a broad range of stakeholders.

The launch was followed by a stimulating discussion amongst industry representatives who were keen to know how financial institutions were using the information disclosed by respondents to CDP. Companies were also curious to learn what sets CDP apart from the numerous other initiatives which ask companies to disclose information related to GHG emissions. Mr. Paul

Simpson explained that unlike other initiatives, the CDP database is primarily for use by investors, both global and Indian, making it an important resource which influences investment decisions across the globe.

The report release coincided with the landmark session in Parliament where India's Environment Minister, Mr. Jairam Ramesh, announced that India will reduce its carbon intensity levels by 20-25% from its 2005 levels over the next 11 years. It is interesting to note that the *Economic Times* carried an article in the following week which quoted the findings of the CDP India Report and said that India Inc. is well positioned to achieve the 20-25% emission intensity reduction targets given that companies are already voluntarily disclosing their carbon footprints and undertaking measures to reduce them. This is a clear indication that voluntary initiatives such as CDP are influencing policy decisions and will in future play a significant role in India's climate change strategy.



Sir Richard Stagg, British High Commissioner and N K Singh, MP, India, releasing the CDP Report 2009 – India 200 in New Delhi

Japanese Innovative Technologies in Energy & Environment

The eco-business market in Japan is projected to grow from 28.9 trillion yen in 2000 to 47.2 trillion yen in 2010. Eco-businesses provide technology, products or services that contribute to the protection of the environment and play a vital role in the creation of a sustainable socioeconomic system with a low environmental impact.



Hiroaki Ishii, Executive Vice President, JETRO

To enhance business linkages between Japanese and Indian businesses in the field of energy and environment technologies, the Japan External Trade Organization (JETRO) and CII-ITC Centre of Excellence for Sustainable Development jointly organised a Seminar on Exploring Business Opportunities in India on 12 December in New Delhi. The seminar was followed by exclusive one to one business meetings between the Japanese business delegation and companies in India.

There are 27 FDI projects projected in the Japanese media, and it is estimated that Japan's FDI to India over five years (2006-2010) will amount to US \$ 5.5 billion, given the substantial increase in trade between the two countries. Some of the major FDI projects are Maruti Suzuki, Toyota Motor Corporation, MCC PTA, Nissan Motor, Honda Siel Cars and Asahi Indian Glass.

The seminar was addressed by Mr. Hiroaki Ishii, Executive Vice President, JETRO, Mr. Amit Chugh, Founder & CEO, Cosmos Ignite Innovations Pvt. Ltd,

Mr. Amit Chugh, in his presentation on 'India-Japan: Partners for a Sustainable Future,' enumerated the various initiatives that CII has taken to boost the trade and bilateral co-operation between the two countries. He talked about the emerging areas of future collaboration mainly in the fields of renewable energy technology, considering the technological prowess of Japan in this field and India's strong commitment in the form of the Solar

Mission under the National Action Plan for Climate Change.

Mr. Hiroaki Ishii described the operations and outreach of JETRO across India, highlighting initiatives including the Neemrana specific investment zone in Rajasthan and the 'Indo-New Window' together with CII which serves as an online business match making site.

Presentations were made by Japanese company representatives in the field of environment and energy, such as Solar Lighting by Sharp Technologies, Advanced Carbon Recycling by Teijin, and Myspot Welding Technology by Koyo Giken. Research bodies and industry association representatives like NEDO and JASE World also profiled their current activities.

Post seminar, the participating Indian companies showed great interest in Japanese technologies and were found discussing ways to incorporate them in their operations with the Japanese members during the B2B meetings.

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17th Quality Summit

Quality for a Resurgent India: Economy, Infrastructure and Governance

“We need new leadership to provide for a resurgent India” Mr Arun Maira, Member, Planning Commission, told over 400 captains of industry, domain experts, top bureaucrats, senior quality and strategic planning professionals from across the nation and abroad, at the CII-IQ’s 17th Quality Summit held on 17-18 December in New Delhi.

India has remarkably stayed unscathed and fairly insulated from the global meltdown, Mr Maira said. In this scenario, “we need to empower local bodies and equip them with appropriate tools to take the nation to the next level of quality and excellence.”

Mr K N Shenoy, Past President, CII, and Chairman, CII Institute of Quality said that “Quality is again poised to play a key role in the realization of the aspirational goals under the India@75 vision. The strategy for this would involve enhancing the quality of human resources, adopting new metrics for development, improving governance and improving the quality of resource management. This strategy needs to be pursued both at the organizational and national level, with coordination across industry, government and social groups.” He gave a five-point mantra to India Inc, calling for caution on

- the euphoria on corporate growth
- undisciplined growth
- overlooking of risk
- grasping for salvation
- capitulation to irrelevance and debt.

Mr Chandrajit Banerjee, Director General, CII, observed that the Indian economy, after a brief hold back, is once again back on its feet and hopes to touch GDP 9% growth by next fiscal.

In his valedictory address, Mr Shashi Tharoor, Union Minister of State for External Affairs, drawing a new vision for India, said that the quest for quality should be the top priority for India Inc. He listed three specific pursuits: Noble Cause for Society, Good Governance and Quality Solutions to meet National Problems. Admitting that the government is yet to meet the *aam admi*’s basic necessities of *roti, kapada* and *maakan*,



Chandrajit Banerjee, Director General, CII Arun Maira, Member, Planning Commission, and K N Shenoy, Past President, CII and Chairman, CII Institute of Quality



Prem Shankar Jha, Economist, Journalist/Author and Shashi Tharoor, Union Minister of State for External Affairs

Plenary Sessions

- Indian experiences in implementing new Quality concepts
- Re-examining the role of Quality in the emerging context: Quality Gurukul
- 2010 Revisions to EFQM Business Excellence Model
- “Economic Growth thru Quality Infrastructure: A Case for Partnerships
- Designing the Organisation for Excellence: The TCS Global Process Excellence Framework
- The new generation Improvement tools
- Promoting Business Excellence: Learning from Best Practices

he asked India Inc to pitch in to play an important role by partnering with government to further provide *pani, kitab and kaam*.

Mr. Prem Shankar Jha, Economist, Journalist/Author and Former Media Adviser to the Prime Minister, called for enhancing the quality of life. The four areas of action suggested by him are Urban Development, improving Social Balance, taking care of of the Unorganized Sectors' needs and expectations, and Land Management through equitable land acquisition.

Ever since reforms were initiated, India Inc. has traversed a long way on the path of best practices, not deviating from ethical values. With strong fundamentals that helped the country withstand the global crisis. The Summit reiterated that it is time for India to groom more quality leaders to take the nation to the next level of business excellence.

Lean Scheme for SMEs

At the Plenary Session on Launching of Lean Scheme for SMEs, Mr U S Singh, Deputy Director General, National Productivity Council, said that as India moves into the highly competitive business



environment, the Micro, Small and Medium Enterprises (MSME) sector has to implement best practices to stay afloat in business. He said: "Wherever the Lean Manufacturing tools are in place, companies have seen huge tangible benefits in the shortest possible timeframe. It has not only benefited the MSMEs directly but has also helped the Original Equipment Manufacturing (OEMs) to completely cut down on inventories which was a major bottom-line drainer."

Realising the tremendous contribution of MSMEs in industrial production, employment generation and exports, CII launched its first Lean Manufacturing cluster involving 10 MSMEs during the 17th Quality Summit.

Mr Yogesh Munjal, Managing Director of Munjal Showa Limited, and Chairman, CII Clusters for Competitiveness, said that over 150 SMEs which have implemented Lean Manufacturing quality tools have completely changed the way they operate. He said: "Implementing Lean Manufacturing, these MSMEs now have all the processes and practices operating in a highly organized way in turn helping them to stay lean, clean and customer oriented."

Safe Fleets

CII-IQ signed an MOU with Shell India to launch a safe fleet initiative to reduce accidents on Indian roads at the Summit.

The MoU was signed by Mr. P Girish, Head CII-IQ on behalf of CII and Mr. Vikram



Vikram Mehta, Chairman, Shell Group of Companies in India and K N Shenoy, Past President CII and Chairman, CII Institute of Quality

Mehta, Chairman, Shell Group of Companies in India. The first of the initiatives called Safe Fleets was flagged off during the 17th Quality Summit.

The project encourages the adoption of a Voluntary Code of Conduct for Road Safety under the People Move People Project. The aim is to prevent deaths/injuries caused by road accidents by developing Road Transportation Safety Management Standards. Mr Vikram Mehta said that Safe Fleets would generate awareness of the importance of road safety in a systematic manner. He said "Shell has the resources and experience while CII has the network and membership. Together we can create and extend the culture of road safety to the wider area of the corporate world."

The voluntary code on Road Safety initiative is already being implemented in three companies and the objective is to cover 15 companies by the end of this year.

The EFQM Model

The EFQM Excellence Model is a practical, non-prescriptive framework that enables organizations to assess where they are on the path to excellence, in order to provide a basic structure for the organization's management system.



Pierre Cachet, CEO, EFQM with P Girish, Principal Counsellor and Head, CII Institute of Quality

This model contains three integrated components

- The fundamental concepts of excellence describing the underlying principles to achieve sustainable success.
- A dynamic assessment framework called RADAR logic which provides the backbone to support an organization attain sustainable success
- The framework for the excellence model to help organisations convert the fundamental concepts and RADAR logic into practice.

A MoU was signed during the Summit to continue the close co-operation that CII has with the EFQM.

Recognising Excellence

A Special Plenary was held on Recognising Excellence to congratulate the Award Winners of the CII-EXIM Bank Award for Business Excellence, 2009.

Bosch Diesel Systems Business bagged the prestigious Award for 2009.

In all, 36 organisations were felicitated for achieving different levels of excellence, with 8 winners in the category of Significant Achievement for Large Organisations/ Operating Units, 23 winners for Strong Commitment to Excel for Large Organisations/ Operating Units and 4 winners for Strong Commitment to Excel for SMEs.

The CII-EXIM Bank Award recognises companies that have effectively used the quality philosophy to bring about business excellence by integrating a set of universally accepted standards and practices in the three facets of People, Processes and Performance.



Ravneet Kaur, Chairperson & MD, EXIM Bank of India, K N Shenoy, and P D Sudhakar, Special Secretary, Ministry of Corporate Affairs



The winning team from Bosch, Bangalore – Diesel Systems business

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Soaring Food Prices: Causes, Impact & Recommendations

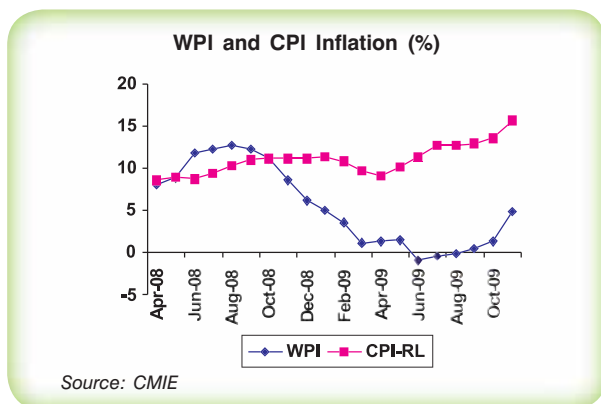
In recent times, inflation has become one of the most closely watched economic indicators in India due to the considerable volatility and uncertainty about its trajectory.

Inflation, as measured by the annual increase in the WPI (Wholesale Price Index) declined continuously from a peak of 12.8% in August 2008 and turned negative during June-August 2009 but has moved back into positive trajectory since September 2009. The latest monthly data shows WPI inflation at 4.8% in the month of November. It is feared that if inflation continues to rise at the current rate, it could be as high as 6.5-7.0% by March 2010.

Inflation based on Consumer Price Index (CPI) has been



probability that firms may pass on the higher cost to consumers. This, in fact, is already reflected in rising inflation in the case of manufactured products, which is up at 3.99% for November 2009 against 1.36% in the previous month.



Food Items are Driving Inflation

While the double digit level inflation rate last year was primarily due to global factors, mainly led by record crude oil prices, the build up of inflationary pressures since the start of the third quarter of 2009-10, has been due to soaring food prices. Inflation in food articles has remained in double digits for six months in a row and has risen to 20% in the week ending 19 December 2009. The price increase has been particularly severe in the case of products such as cereals (rice), pulses, vegetables (potatoes) and sugar. This unprecedented increase in food prices has come on the back of supply side shortages, exacerbated by the decline in kharif output.

rising even more sharply since the past few months. In November 2009, CPI for rural workers reached 15.7%, while for industrial workers it was 13.5%. The recent divergence between WPI and CPI inflation could be attributed to the higher weight of food articles in the CPI. The combined index of food articles and food products in the WPI and CPI-RL is around 25% and 67% respectively. When there is an upward pressure on food prices, CPI inflation in general appears to increase at a faster rate, and remains at the elevated level for a longer period than the WPI inflation.

Rate of Inflation based on Wholesale Price Index for November 2009

Commodities	Latest month over month		Build up from March		Year on Year	
	2008-09	2009-10	2008-09	2009-10	2008-09	2009-10
All Commodities	-2.01	1.32	3.86	7.54	8.48	4.78
Primary Articles	-0.24	2.63	6.36	13.05	12.06	11.84
Food Articles	0.20	3.20	8.51	17.76	10.31	16.71
Cereals	0.99	2.59	6.57	8.33	9.21	13.57
Pulses	0.26	10.39	8.46	32.33	10.99	35.22
Vegetables	3.99	3.90	33.60	64.90	24.35	16.92
Fuel, Power, Light & Lubricants	-5.74	-0.03	1.90	7.45	6.39	-0.89
Manufactured Products	-1.31	1.25	3.52	5.23	7.81	3.99

The food price inflation is not a phenomenon of recent

months; food prices have been elevated since the last 12 months despite the economy reaching a phase of deflation for the overall wholesale price index.

Also, prices of agricultural products normally come down during October-December, as the arrivals (harvest) come into the market. But this year, the price index has been rising sequentially even during the harvest period, indicating a supply failure. Poor monsoons, a weak distribution system and distortions in the supply chain mechanism are some of the key supply side factors that have possibly contributed to the rising rate of inflation.

Poor Monsoons & Fall in Kharif Production

As per the Indian Meteorological Department, the cumulative seasonal rainfall for the country as a whole during June – September 2009 has turned out to be 23% below the Long Period Average (LPA), making 2009 the most deficient year since 1972. The scanty South-West monsoon has impacted the kharif foodgrain production, which is about 18.0 per cent below that of last year. The shortfall is expected to depress the overall food grains production by 8-10% during 2009-10, provided the rabi crop is the same as last year's.

Production of Major Crops in Kharif Season

(Million tonnes)

Crop	2008-09*	2009-10**	% change
Rice	84.6	69.5	-17.9
Coarse Cereals	28.3	22.8	-19.6
Pulses	4.8	4.4	-7.9
Oilseeds	17.9	15.2	-14.9
Total Kharif Foodgrains	117.7	96.6	-17.9

* Fourth Advance estimates

Source: Ministry of Agriculture

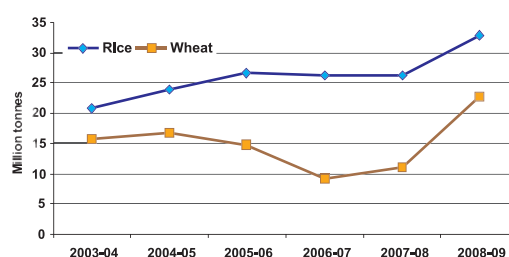
** First Advance estimates

Weak Public Distribution System

For three consecutive years (2005-06 to 2007-08), food grain production recorded an average annual increase of 10 million tonnes. As per the fourth advance estimates 2008-09, there was a record all-time high production of foodgrains at 233.9 million tonnes (mt). Consistent increase in foodgrain production led to huge procurements by the government. In 2008-09, rice procurement was 32.8 mt and for wheat it was 22.7 mt, the highest ever. This was almost 6 mt higher than the previous year in case of rice and almost 11 mt higher in case of wheat.

As per the latest available data, as of 1 October 2009, the actual stock of food grain remains much higher than the buffer norms. This excess stock could have been

Procurement of Wheat and Rice under the Central Pool



Source: Economic Survey 2008-09

offloaded to ease the supply side shortages. However, the government's response in terms of distribution has been weak so far. A comparison with the experience in 2002-03, another period of severe drought, makes it clearer. In 2002-03, rainfall was 19.0% lower than the average and total output of food grain fell by 17.9%. Despite this, the inflation in food articles was only 1.85% in November 2002. In sharp contrast, the index of food articles in November 2009 is up 16.71%. Whereas government responded proactively in 2002-03 by aggressively drawing down strategic food stocks and by stepping up public distribution programmes, government response so far this year has not been up to the mark.

Actual Stock of Grains versus Buffer Norms (lakh tonnes)

Date	Rice		Wheat		Total	
	Actual, 2009	Buffer	Actual, 2009	Buffer	Actual, 2009	Buffer
1 January	175.76	118	182.12	82	357.88	200
1 April	216.04	122	134.29	40	350.33	162
1 July	196.16	98	329.22	171	525.38	269
1 October	153.49	52	284.57	110	438.06	162

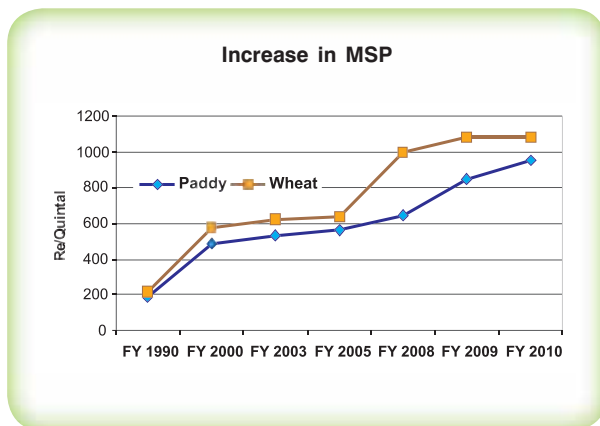
Source: Ministry of Consumer Affairs, Food & Public Distribution

Distortions in Supply Chain

The higher order of inflation at the retail level (as captured in the CPI) is also on account of higher intermediation costs, transportation and labour costs between wholesale and retail markets. Thus, the divergence between WPI and CPI inflation is not only because of differences in weights and coverage, but also because of the actual price differences for similar commodities at the wholesale and retail levels. In the Azadpur mandi in Delhi, for example, officially, the commission is 6% while in practice it goes up to 10%. At the retail end, the push-cart vendors often operate with 20% to 30% margins due to their low volumes. This clearly reflects serious distortions in the supply chain mechanism.

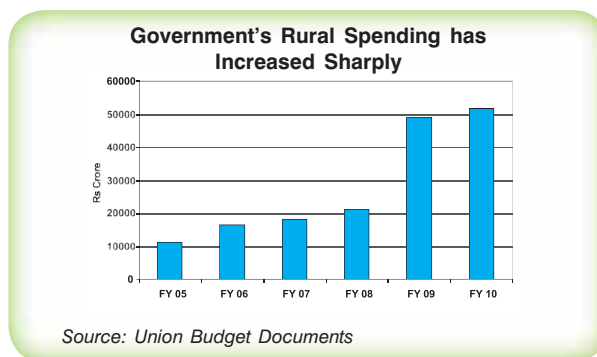
Increase in MSP

The Price Policy for agricultural commodities seeks to ensure remunerative prices to farmers through Minimum Support Prices. The support prices have been raised by around 50% over the past three years, as a result of which food prices in India have defied the softening of global prices and continued to rise. This has also led to an increasing level of food subsidies for the government, which may not be sustainable.



Increase in Government Rural Spending

Government's spending on rural development programmes has increased tremendously over the years. According to revised estimates, government spending has increased more than 100% in 2008-09 from the previous year. Spending increased sharply to Rs 48,884 crore in 2008-09 as against Rs 21,147 crore in 2007-08. For the current financial year as well, government has budgeted an increase of 6.0% in rural spending over last year. This has led to an increase in income in the rural economy, leading to higher demand for food items.



CII Recommendations

CII suggests short term as well as medium / long term measures to respond to food price inflation. In the short term, CII strongly feels that

1. The government needs to urgently respond by offloading its stock of grains, which are currently far in excess of the buffer norms. State governments, in particular, need to put in place mechanisms for the widespread distribution of wheat and rice in order to check the shortages.
2. Agricultural commodities should be brought under the GST, so that all state-level taxes and cesses on these products are abolished.
3. The private sector should be allowed to participate in the warehousing and distribution of agricultural commodities.

On the medium and long term measures, CII suggests

1. Revamping the MSP policy and making it more market oriented
2. Inclusion of pulses as a part of the buffer stock maintained by the Government in addition to cereals such as rice and wheat
3. Announcing a 'New Green Revolution in Pulses and Oilseeds' on the lines of the Green Revolution for Rice and Wheat to help beef up the supply side
4. Government could also consider involving the private

sector to make farming in the non-MSP crops more attractive.

On Agri-market reforms, the CII suggestions include

1. Linking agriculture to markets so that wastage is reduced and processing of agricultural produce is increased
2. Development of post harvest infrastructure
3. Encouraging private sector investments through tax incentives could alleviate the supply side bottlenecks
4. Encouraging investments in organized retail could also shore up the entire supply chain and ensure good prices to farmers as well as consumers

Finally, the government must address the issue of stagnating productivity in the agricultural sector. CII has suggested

1. Increasing public investment in irrigation and effective extension services through private sector participation
2. Promotion of adoption of innovative technologies such as hybrids, biotechnology applications, drip irrigation, sprinkler irrigation, micro irrigation to help improve farm productivity

To address the issue of land fragmentation CII suggests that Government could consider a 'Model' Land Leasing Act which can be adopted by all the State Governments, as land aggregation can stimulate farm mechanization and improve productivity and efficiency of investments in the farm sector. ■

CII's Broad pre-Budget Recommendations

CII submitted its Pre-budget Memorandum 2010-11 to the Ministry of Finance on 14 December and also made a crisp presentation to the Revenue Secretary and his team. The memorandum has three broad sections – Key Policy Issues, Direct Taxes and Indirect Taxes. The broad recommendations in each of the three sections are presented below.

Key Policy Issues

In this section, five core issues were identified in the broad framework of the need to slash the fiscal deficit (without impairing the recovery process), and to sow the seeds of a much stronger manufacturing sector in future.

1. Reducing Fiscal Deficit to 5%

The pre-budget memorandum has shown that fiscal deficit for 2010-11 could be brought down to 5% (of GDP) level, without jeopardizing the recovery process. While 1 percentage point reduction is possible through rationalization of expenditures, another 0.8 percentage point reduction could come through augmentation in revenues.

2. Rationalize Expenditures

While a good portion of government expenditure stands to be rationalized by default next year, many others would require strong policy interventions. The absence of the arrears on account of the 6th Pay-Commission and low outgo on farm-loan-waivers are a big relief to the next Budget, having a potential to reduce fiscal deficit to the extent of 0.5 percentage point. The scope of policy intervention, however, exists in many areas including the rationalization of expenditure on various flagship programmes (NREGA) of the Central Government.

The pre-budget Memorandum argues that instead of increasing the absolute amount on such schemes, there is a need to ramp up the efficiency of expenditure by fixing the huge leakages that exist in the system. This will not only enhance the social welfare of the schemes manifold, but would also bring down the fiscal deficit to the extent of 0.5 percentage point next year.

Among other measures, CII has suggested the need for shifting towards outcome budgeting and creating a third-party monitoring cell to ensure proper utilization of funds. Rationalization of expenditure is also sought through implementation of long-pending reforms in petroleum prices and subsidies (food and fertilizer). Over the past

two years, the capital expenditure (as a %age of GDP) has declined considerably and the budgetary allocation of plan outlay in many critical areas of infrastructure stands at a mere 19%. The Memorandum has asked for necessary policy intervention in this area too.

3. Boost Revenues

Several avenues with a huge potential to raise revenues for the central government have been laid down in the pre-budget Memorandum. The Memorandum has suggested enlarging the base of the service tax to include items such as railways' fare and freights, believing this itself has the potential to reduce the fiscal deficit by 0.5 percentage points. Further, the Memorandum has drawn the attention of the government to the over Rs. 2 lakh crores that CII believes is locked up in various disputes and litigations. Clearing at least a fourth of this next year through some special measures has been recommended by CII. Expediting disinvestment to yield revenues to the tune of at least Rs 40,000 crore during 2010-11 is another significant recommendation of CII.

4. Promote Investment

Towards sustaining and even accelerating the recovery process, CII has recommended measures which directly aim at promoting investment and employment. In line with the tax incentives offered to select sectors (setting up and operation of 'cold chains', warehousing facilities for storing agriculture produce, and laying-out and operating a cross-country natural gas or crude or petroleum oil pipeline network for distribution on common carrier principle)) last year, the pre-budget Memorandum has stressed on widening the fiscal incentives to include the entire manufacturing sector. It has also sought government attention on issues pertaining to rigid labour laws, high transaction costs and the poor state of infrastructure that heavily discourage overall investment in the economy.

5. Strengthen the Manufacturing Sector

The manufacturing sector in India has very low share

in overall GDP (around 17%), and the share has not improved much over the last several decades, crippling the output and employment growth in the economy. CII has suggested initiating steps which especially help in creation of depth (rather than only scale) in the manufacturing sector, and setting the stage for the “next generation of SMEs”. India’s challenge is two-fold – continue to capture a large market share by building scale in assembly and production of some basic parts in relevant industries; and at the same time, build deeper manufacturing capabilities which allow greater share of the total value chain. To take Indian SMEs to the next generation, the Memorandum has highlighted the need for initiating several measures including the creation of SME-specific Stock Exchanges, providing flexibility in labour laws, simplifying the process of land acquisition, streamlining the cost and availability of credit, and so on.

Indirect Tax Proposals

In its recommendations on indirect taxes, CII has asked for continuation of 10% rate of customs duty. Any reduction in customs duty at this juncture would be counter-productive, as the surge in import from

countries extraordinarily supporting their domestic firms could mar the recovery prospects of domestic industry, cautioned the Pre-Budget memorandum. However, it has recommended the abolition of customs duty on inputs such as non-coking coal, petroleum coke, scrap of copper, zinc, ferro-nickel etc to reduce the user cost for the concerned industries. CII is also in favour of continuation of the general rate of excise duties at 8% level, as the green shoots of recovery have barely taken roots.

CII has asked for exemption from Service Tax on exploration, development and production operations of oil and gas, construction activities for infrastructure and trade and industry associations. To encourage the use of natural gas, CII has recommended it to be brought under the declared goods, which attract only 4% duty.

Direct Tax Proposals

On recommendations pertaining to direct taxes, CII is against the amendments being made with retrospective effect. Retrospective amendments result in unnecessary penalty and harassment to the assesseees, says the Memorandum. It has also asked for removal of taxation on perquisite and reduction of the MAT rate. ■



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'CEPA will boost India-Canada SME Cooperation'

Confederated of Indian Industry, in association with the Indo-Canada Chamber of Commerce (ICCC) organised a Roundtable Discussion on "Fostering Canada - India Trade: Role of SMEs" on Thursday, 7 January, in New Delhi.

The proposed Comprehensive Economic Cooperation Agreement (CEPA) between India and China will present Small and Medium Enterprises in the two countries a raft of opportunities for mutual economic and technical cooperation, stated Mr Dinesh Rai, Secretary, Ministry of Micro, Small & Medium Enterprises (MSMEs). Addressing the inaugural session of the Roundtable Discussion on 'Fostering India-Canada Trade', he said the close cooperation will yield greater transfer of technologies between the SMEs in both countries and facilitate a higher volume of outsourcing of business and manufacturing processes to India.

Mr Rai said the CEPA will set the ground for Indian and Canadian SMEs to enter into joint ventures, franchising arrangements and sub-contracting. He said the National Small Industries Corporation (NSIC) which has a database of 250,000 MSMEs could include data pertaining to Canadian SMEs and thereby facilitate SME e-trading between the two countries. He suggested that Canadian SMEs could look to invest in financial services, educational services, trade services, environment technology, energy, water services, IT and computers segments in India with a focus on developing innovative products.

Mr Rai noted that while merchandise trade between the two countries has grown appreciably, this has not translated into commensurate bilateral investment growth.

Mr Harinder Takhar, MP, and Minister of Government Services, Ontario, Canada, said that the Indian diaspora in Ontario is the largest Indian community anywhere in the western hemisphere. They are playing a key role in strengthening the India-Canada economic cooperation, he said.

Ontario, he said, has one of the best banking systems in the world. The province, which has been making



Dinesh Rai, Secretary, Ministry of MSME, at the Roundtable Discussion on 'Fostering Canada - India Trade: Role of SMEs'. Also seen: Asha Luthra, President, Indo-Canada Chamber of Commerce, Dr Ruby Dhalla, MP, Canada, Harinder Takhar, MPP and Minister, Government Affairs, Ontario, Canada, and Kiron Chopra, Chairman, CII (NR) MSME Sub-committee

special efforts to build trade ties with India, offers immense opportunities for collaboration in green technologies.

Mr Thakar said that cultural ties will also add to the cooperation efforts. To strengthen trade ties, he said that both regions should look to lower the tariff barriers.

Canadian industry could contribute significantly to the growth of Indian business sectors, particularly in the areas of infrastructure, engineering, agriculture, manufacturing and education, said Dr Ruby Dhalla, Member of Parliament, Canada. The big opportunity lies in enhancing people-to-people contacts between the two countries. These relationships will translate into SME networking, she observed, and urged industry in both countries to form a joint SME business advisory council to promote SME cooperation between the two countries, and organise mentorship programmes for enterprises to scale up. Information pertaining to opportunities for cooperation should be made accessible to the vast multitude of small enterprises that do not have the wherewithal to access up-to-date information, she said.

Dr Dhalla called for efforts to increase Canada's branding in India, and India's branding in Canada. She asserted that it was important to bring more young people and women in particular into the broad framework of India-Canada SME cooperation.

Ms Asha Luthra, President, Indo-Canada Chamber of Commerce, said that Canada would be particularly interested to contribute to India's Skills Development Mission programmes. ■

MSME Exports on the Rise, finds CII Survey

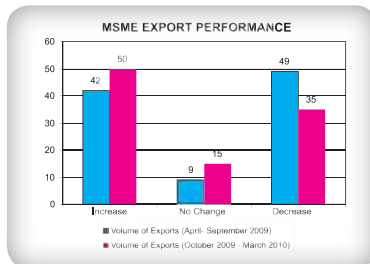
Exports from MSMEs are on the rise, in spite of the rising cost of raw materials, difficult global market and stiff international competition, finds a CII MSME Outlook Survey

The Micro, Small and Medium Enterprises (MSME) Outlook Survey on Exports was undertaken to analyse the actual export performance of MSMEs during the first half (H1) of the year 2009-2010, and to understand their future export prospects/plans during the second half (H2) of the year, besides identifying key factors that are limiting exports, and emerging export markets for the Indian MSMEs.

The findings of the survey are based on responses from a broad spectrum of industry groups and activities of the MSME members of CII all over the country .

Volume of Exports

According to the Survey, 42 % of the respondents registered an increase in volume of their exports over the past six months. For 9 % of the respondents, there

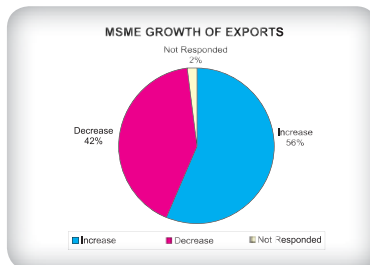


was no change in volume of their exports while 49 % registered a decline in volume of their exports.

Over the next six months (October 2009 – March 2010), 50 percent of the surveyed respondents anticipate an increase in the volume of their exports, while 15 percent expect no change, and 35 percent expect their volume of exports to decline.

Growth of Exports

According to the Survey, 56 percent respondents expect an increase in growth of exports for their company in \$ terms, and 42 % expect their export growth rate to decline. Only 2 % of them did not respond to this question.



Of the 56 % who expect an increase, 26 % expect the rate of export growth for their company to be between

0-10% in \$ terms, 20 % expect a 10-20% export growth rate and 10 % expect export growth rate more than 20 % for their company.

Limiting Factors for Export Growth

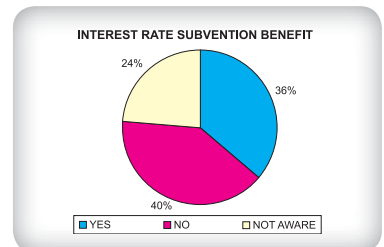
The key limiting factors for export orders over the next six months for MSMEs, as listed in the CII survey are, rising cost of raw material, international competition, price competitiveness and delay in payments.

Present and Potential Export Market

The survey finds that the top five regions for exports by Indian MSMEs are Europe, North America, South East Asia, Middle East Asia and Far East Asia. A majority of the surveyed respondents foresee Europe and North America as growing markets for their exports.

Benefit of Interest Rate Subvention

The Survey finds that 40 % of respondents have not availed the benefit of the interest rate subvention proposed by the RBI in the economic stimulus package for SMEs. While 36% have availed the benefits, 24 % said they were not aware of this benefit.



According to Mr Salil Singhal, Chairman, CII National MSME Council, the growth in MSME exports is a positive shift and may be attributed to the ‘trickle down effect’ of the various measures in the stimulus packages announced by the Government and the RBI in December 2008 and January 2009. He appreciated that Indian MSMEs have overcome a challenging, yet successful year, and are preparing themselves for a more vibrant and dynamic future.

CII had earlier submitted a Development Agenda for Indian MSMEs, to Dr Manmohan Singh, Prime Minister of India, that was followed by the constitution of a High Level Task Force, under the Principal Secretary in the Prime Minister’s Office, to look into the issues being faced by MSMEs.



Development Initiatives

Government & Industry to strengthen PPPs in Health

India's total healthcare spending (1 % percent of GDP) is way below most developed countries. At the same time, over 80 percent of the healthcare spend is in the private sector. There is a huge need to focus attention and energy towards basic public health issues in the country such as malnutrition, accessibility to potable water, sanitation etc, declared Mr Dinesh Trivedi, Union Minister of State for Health & Family Welfare. Addressing a conference on **'Dealing with HIV/AIDS: Business Response to Prevention, Care, Support & Treatment,'** in Gurgaon on 29 December, the Minister called for more on ground PPPs to fight the war against HIV/AIDS. He assured full cooperation from his Ministry to help execute more PPPs in public health as also to help scale up corporate Anti-Retroviral Treatment (ART) centres across the country. He emphasized the fact that PPPs would play a major role in encouraging private players to move into the semi urban and rural areas.

Mr Trivedi called upon CII to set up a Task Force in Health on the same lines as the one on the National Health Portal to help institutionalize the framework of private – public partnership. He also released a brochure on the Corporate ART Centres.

Mr Suresh Neotia, Chairman, Ambuja Foundation, called for discrimination-free workplaces where HIV positive employees were given equal opportunity as their peers for promotion and other benefits. He described the work being done by the Ambuja Foundation on HIV/AIDS such as a call centre for information on HIV in Himachal Pradesh as well a streamlined programme for truckers at the operational sites of Ambuja Cement.

Mr Tarun Das, Managing Trustee, Indian Business Trust for HIV/AIDS, in his introductory remarks, acknowledged



Dinesh Trivedi, Minister of State for Health & Family Welfare, Suresh Neotia, Chairman, Ambuja Foundation and Tarun Das, Managing Trustee, Indian Business Trust for HIV/AIDS

the enormous contribution made by industry in India against HIV/AIDS. He stressed the need to scale up the numbers of corporate ART Centres in the country which was a lifelong commitment of CII.

Mr Chandrajit Banerjee, Director General, CII, highlighted the need to deepen and strengthen the response in the country in health and to harness more opportunities and partnerships to build on what had been achieved. With leadership and partnership, industry had to move quickly to meet the challenge of prevention, care, support and treatment in HIV/AIDS, which had already crossed into the general population in many parts of India, he said.

The conference was organised by CII was under the aegis of Project 'Access to Care and Treatment' – Global Fund Round 4, to highlight industry's contribution to the care and treatment for HIV in India, through the Corporate ART Centres, which are a global example. The Avantha Group, ACC, Godrej & Boyce, Reliance Industries, Bajaj Auto, and L&T have set up ART centres at different locations across India.

The conference also included a session on corporate ART centres – experience sharing by Bajaj Auto and Reliance Industries.



Renewable Energy for Rural Livelihood Project

The lack of access to convenient and efficient energy services is a major barrier to achieving meaningful and long-lasting solutions to the problems of underdevelopment. Towards developing sustainable livelihood opportunities through non-conventional energy (Bio-gas, Solar energy and Gasifier), which would not only improve the quality of life of rural people, but also help in better management of natural resources, CII, in association with the Ministry of New and Renewable Energy (MNRE) and supported by UNDP, CII facilitated and implemented a project on developing sustainable livelihood through renewable energy, in partnership with industry. This first-ever project was carried out as an exemplary Public Private Partnership, with industry participation of the Krishi Gram Vikas Kendra, the CSR wing of Usha Martin, the Lupin Human Welfare & Research Foundation (LHWRF) CSR wing of Lupin Pharmaceuticals and the Tata Steel Rural Development Society (TSRDS) CSR wing of Tata Steel.

The project was implemented in 15 villages in the States of Jharkhand and Rajasthan with a tribal or Scheduled Caste population, below the poverty line. The residents of these villages have never had any access to, or experience with, living with electricity. Further, they have suffered because of poor access to all the public services.

A detailed village survey (entailing demography, natural resources, social capital, plus resources mapping and economic



projections) was carried out to determine the existing conditions and explore the potentiality for socio-economic capital generation in each village, in terms of agriculture, animal husbandry, rural Industries, Women Empowerment, Education, Health, Civic Infrastructure etc.

Based on the survey details, CII, its industry partners and the villagers mapped the need for energy and non energy based activities in the identified villages. Strategies for each activity were finalized with all minute details. To involve the villagers in this new process, a series of awareness generation camps and training programmes were organized about the benefits that would accrue as a result of these initiatives. This led to the formation of Village Development Committees (VDCs) with various roles and responsibilities. To enthuse the villagers, field visits to villages in Orissa, Karnataka, Gujarat etc were conducted, to give them firsthand experience of the benefits of other similar projects.

To ensure that villagers experienced a sense of ownership of the project and saw themselves as the first stakeholders, some innovative steps were taken. The procurement of all the materials, the choice of the suppliers; cost finalization, quality of the product and even after-sales services were finalized by the VDC at the village level. In simple terms, the entire tendering processes were held at the village level. This was an extraordinary and remarkable step towards transparency about the project and helped foster a strong feeling of ownership amongst the villagers.

Energy based activities like solar-lights, bio-gas systems and gasifiers

were installed with the participation of the local community. After installation, villagers were trained about the maintenances and operations. To ensure sustainable livelihood; certain non-energy based activities were initiated like piggery, fishery, poultry, floriculture and mushroom cultivation etc.



have started regular study under solar lights

- Direct health benefits in terms of freedom from respiratory infections and other problems related to a smoky environment
- Creation of Social Capital – along with other resources. The beneficiaries were able to save money to buy radios, TVs, scooters, motor cycles etc.

What's the Gain?

Some major outcomes with regard to the viability of the project are reflected in the achieved indicators:

- During the lean season, migration of the villagers has fallen by 100% in Jharkhand and 70-80% in Rajasthan
- Family incomes have increased substantially
- Saving forest and regeneration of forest through energy plantations
- Elephant attacks on paddy fields have been almost eliminated. Snake and insect bites have also been reduced
- Improvement in the socio-economic status of the villagers
- Greatest benefit obtained in Education, as students

The project was evaluated by the Indian Institute of Public Administration, New Delhi and UNDP. The evaluation observations are very positive and inspiring; they have marked this as a referral model so far as industry, government and peoples' partnership is concerned particularly in the field of Renewable Energy for Rural Livelihood. Case studies of industry majors such as Tata Steel show a significant reduction in the use of no-energy based Mandays. Clearly, replicating these best practices could result in a quantum difference to energy consumption.

CII's Development Initiatives Special Projects Division looks forward to an era where Renewable Energy gains greater acceptance with very positive benefits for the environment.

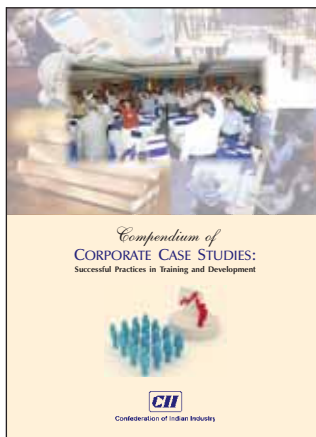
CII Compendium of Corporate Case Studies

Successful Practices in Training & Development

Increased competitiveness through globalisation has compelled organisations to focus on their most important differentiator - their Human Resources.

Training and Development has become an effective and potent tool in the hands of experienced practitioners to 'retain and develop' this differentiator. Organisations are increasingly providing more opportunities for continuous learning to their employees in order to achieve organisational goals and at the same time enhance the employee's professional growth and development.

In an effort to share best practices and add impetus to this movement of professional growth, CII has prepared a Compendium on 'Successful Practices in Training & Development' comprising of case studies of



companies. These companies can act as role models for others to learn from.

The following companies have shared their experiences in Training and Development:

- Accenture, Ashok Leyland, Behr India Ltd, Cisco, Claris Lifesciences Ltd, CSC, Dabur India Ltd, Essar Group, EXL Service, Fullerton India Credit Company Ltd, Hero Corporate Service Ltd, Infosys technologies Ltd, Intel Technology India Pvt Ltd, Ispat Industries Ltd, JK Organisation, Lemon Group, Mahindra Group, Mindtree Ltd, Murugappa Group, NDPL, NIIT Ltd, Perot Systems, Saviance Technologies, SKF, Sona Koyo, SRF Ltd, Tata Capital Ltd, Tata Refractories Ltd, Tata Steel, TCS, Teamlease Services Pvt. Ltd, Vardhman Group and Yes Bank. ■



Nation

2nd World Young Leaders Forum: Yi partnered the BMW Foundation Herbert Quandt, in organizing the Indo German Young Leaders Forums in Germany and India. The Foundation organised the 2nd World Young Leaders Forum from 26-28 November in Mumbai, with Yi as one of the supporting partners. Built around the theme of 'Leading by Example: How we can build Social Cohesion', this forum convened the 250 most active members of the Foundation's global network to mobilize and harness their resources, experiences and knowledge to work on concrete projects. Mr Jamshyd N Godrej, Past President, CII, and Chairman and Managing Director, Godrej & Boyce Manufacturing Company Ltd, and Mr Nachiket Mor President, ICICI Foundation for Inclusive Growth, addressed the Forum.



Nandan Nilekani,
Chairman, Unique
Identification
Authority of India

Yi also organised a special session on 'India@75: A Vision of India as a Global Leader by the Year 2022' on 27 November, during the 2nd World Young Leaders Forum. Addressing the exclusive session, Mr Nandan Nilekani, Chairman, Unique Identification Authority of India & former Chairman, Infosys Technologies Ltd, spoke about the plan and process for providing the unique identification number for every Indian citizen. The ensuing panel discussion was moderated by Mr Rajan Navani, Managing Director, Jetline Group of Companies; Chairman, CII Mission on India@75 with Mr G.V. Sanjay Reddy, Vice Chairman, GVK Power & Infrastructure Limited & Founder Chairman, Yi, Mr Niranjani Hiranandani, Managing Director, Hiranandani Constructions Pvt. Ltd and Ms Uma Ganesh CEO, Global Talent Track Pvt Ltd as panelists.

Agriconclave & Agromax Haryana 2009: On 29 - 30 November, Yi, in partnership with CII and the Government of Haryana organised the 6th edition of Agromax Haryana 2009 at the Charan Singh Haryana Agricultural University, Hisar, with the theme 'Towards Building Good Agriculture Practices and Latest Technology'. The agri-conclave was inaugurated by Mr Bhupinder Singh Hooda, Chief Minister of Haryana. Over 200 faculty members and 100 industry delegates attended the two day conclave, where 3500 visiting farmers were given expert updates on soil mapping and agri inputs, water management and irrigation techniques

Chapter Updates

Chandigarh

On 4 December, Yi Chandigarh took another step forward towards supporting the education of under privileged girl children. An Art and Wine Appreciation session was held with the city's glitterati, the proceeds of which were given to support the cause. Mr Y.Saboo Past Chairman, CII Chandigarh Council, and Founder President, Chandigarh Wine Club, shared his insights on the subject.

Hyderabad

On 17 December, Mr. M R Vikram, Chartered Accountant & Partner, M Anandam & Co. discussed Democracy and Corporate Governance in an interactive session. He stressed the need for accountability to society as the basic driving force for any organisation.

Indore

On 29 December, Yi Indore organized a session on Entrepreneur Motivation, with. Mr. Amiya Pahare, Head Department of Communications, Holkar Science College, Indore.

On 19 December, Yi Indore in association with Keshav Hospital organised an awareness and cardiac check-up camp at Hoshangabad for 210 patients.

Kolkata



Yi Kolkata members celebrating Christmas at the Behala Girls Home

Yi Kolkata celebrated a Christmas carnival on 25 December, at the Behala Girls Home Orphanage. The Yi members played games, decorated a Christmas tree and sang Christmas carols with the children. Members also carried food, used books and clothes, medicinal plants, balloons, papers and gifts for the kids. Deworming of the children was also carried out.

Pune

On 30 December, Yi Pune under its employability initiative conducted the valedictory session of the 12th batch of Yi PCC LABS (Livelihood Advancement Business School). Mr Ganesh Natrajan, Chief Executive Officer, Zensar Technologies, gave away the certificates to the students.



East Asia

China

Economic indicators

PMI (Manufacturing) (Nov):	55.2%
FDI (Jan-Oct 2009):	\$70.871 billion, down 12.61%
China's retail sales (Nov):	up 15.8%
Retail sales (November):	Up 15.8% to 1.13 trillion yuan (\$166 billion)
Urban fixed-asset investment (Jan-Nov):	Up 32.1% to 16.86 trillion yuan (\$2.47 trillion)
CPI (Nov):	Rose 0.6%
PPI (Nov):	Down 2.1%
Electricity power production (Nov):	Up 26.9%
Industrial output (Nov):	Up 19.2%
Software industry Revenue (Jan-Oct):	\$112.6 billion, up 20.2%
Auto production (Jan-Nov):	12.27 million units, up 41.59%

GDP per capita

China's GDP per capita is expected to approach \$4,000 by the end of next year. From 1978 to 2000, China's GDP per capita increased from less than \$400 to more than \$800. In 2008, it reached \$3,000.

9.6% Growth in 2008

According to the National Bureau of Statistics, China's economy grew by 9.6% to 31.405 trillion yuan (\$4.6 trillion), 0.6 percentage points more than earlier estimates. The service sector accounted for 41.8% of GDP. If China's GDP is calculated on the basis of 'purchasing power parity,' the country may already have become the world's second largest economy.

Foreign Trade Up

Trade	November 2009		January-November 2009	
	Value	% Change	Value	% Change
Total trade	\$208.2 bn	+ 9.8%	\$1960 bn	- 17.5%
Exports	\$113.65 bn	- 1.2%	\$1070 bn	- 18.8%
Imports	\$94.6 bn	+ 26.7%	\$893.02 bn	- 15.8%
Trade surplus	\$19.05 bn		\$177.96 bn	- 30.6%

Source: MOC, PRC

China-Central Asia Gas Pipeline

Chinese President Hu Jintao and his counterparts from Turkmenistan, Kazakhstan and Uzbekistan on

14 December jointly put into operation a 1,833-km natural gas pipeline linking the four nations.

HK-Zhuhai-Macao Bridge

China on 15 December began construction of the world's longest cross-sea bridge linking its southern economic hub of Guangdong to Hong Kong and Macao. The Y-shaped Hong Kong-Zhuhai-Macao bridge will have a total length of almost 50 km, of which about 35 km will be built over the sea.

Agricultural Mechanization

China's comprehensive plowing, sowing and harvesting mechanization level is expected to exceed 48.8% in 2009, indicating an increase of over 3 percentage points in four consecutive years.

Urbanization Rate

China's urbanization rate will reach 48% in 2010, according to the Blue Book on Chinese Society released by the Chinese Academy of Social Sciences (CASS). The country's urbanization rate is expected to exceed the critical 50% mark in 2012 or 2013.

Cash Injection for Sovereign Fund

China Investment Corp (CIC), China's sovereign wealth fund, is expected to get a new capital injection of about \$200 billion from the government in the coming months. CIC was set up in 2007 with a capital of \$200 billion to help China find more lucrative ways to invest its foreign exchange reserves.

Bumper Harvest

China's grain output is likely to reach a record 530 million tons in 2009. It would be the third consecutive year in which the country's grain production exceeded 500 million tons and the sixth straight year of an increase year-on-year. China's grain reserves account for about 45% of annual consumption, much higher than the international safety level of 17-18%.

World's Fastest Rail Journey

The Wuhan-Guangzhou high-speed railway, with the world's fastest train journey with a 350-km-per-hour average speed, started operation on 26 December.

Infosys in China

In a far-reaching move, Infosys Technologies has decided to make China its biggest development centre outside India. Currently, Infosys has two development centres in China (Shanghai and Hangzhou) with a total of 1,258 people working there. The US will be the largest market in terms of revenues.

India-China Trade (Jan-Oct 2009)

Trade	Value \$ bn	Change
Total trade	34.338	-24.6%
India's imports from China	23.596	-12.4%
India's exports to China	10.742	-42.2%
Trade deficit	-12.855	

Source: MOC, PRC

Indian Auto Companies

Tata Motors' luxury automotive brand, Jaguar, bagged a three-year order to supply 13,000 units of its range to a Chinese company. Its Land Rover, jointly with Jaguar, is charting new territories for expansion. In little over a year, China has become the third largest market for Jaguar and Land Rover, up from the fifth position in 2008.

Mahindra & Mahindra (M&M) is also planning to double the production of tractors from its two manufacturing sites in China over the next few years. The domestic market for tractors in China has grown at over 30% annually over recent years, to reach the 200,000-level, making it the second largest market in the world, after India. M&M operates in China through two JV companies — Mahindra China Tractor Company and Mahindra Yueda Yancheng Tractor Company.

Seminar on Collaboration Opportunities

The CII India Business Forum (IBF) China, jointly with the China Europe International Business School organized a seminar on 'Opportunities for Collaboration Between Indian and Chinese Business' on 11 December in Shanghai. Attended by over 70 representatives of Chinese and Indian companies, the event enabled Chinese companies to understand the emerging opportunities for potential cooperation with Indian companies in healthcare, IT, engineering and infrastructure development. Mrs Riva Ganguly Das, Consul General of India in Shanghai, in her keynote address said, "It is widely



J. J. Shrikhande, Chairman CII IBF China, Riva Ganguly Das, Consul General of India in Shanghai, Ambassador Hua Junduo and Prof Rama Velamuri, Associate Professor, CEIBS

believed that India and China will reshape the world in the coming decades as the focus of the global economy shifts towards Asia".

Ambassador Hua Junduo, Commissioner General, Shanghai 2010 World Expo, and former Ambassador of China in India, and Mr J. J. Shrikhande, Chairman CII IBF China also addressed the inaugural session. Prof Rama Velamuri, Associate Professor, CEIBS, made a presentation on the contribution of India and China in the world economy.

India China Business Seminar

A ten-member CII delegation led by Mr A P Mull, Director, TCE Consulting Engineering Ltd, participated in a Seminar on 'India China Business' on 15 December in Chengdu, capital of the Sichuan province. Dr S Jaishankar, India's Ambassador to China, addressing the session, urged Indian companies to localize in China and become more creative in their operations in the country if they wish to correct the flaws in India's trade basket. He said that Indian companies must appreciate that they can address the demand of being readily available and overcome pre-established vendor loyalties. Sichuan is committed to developing close economic relationship with India, said Mr. Liu Qibao, Sichuan Party Secretary, who had recently visited India.



Ambassador Dr S Jaishankar and Xie Heping, President, Sichuan University, interacting with members of Indian delegation

The delegates participated in interactions with scholars and students of Sichuan University apart from visiting the manufacturing facilities of Dongfang Electric Corporation Ltd and Sichuan Chuanlong Tractors Ltd in Chengdu. They joined Ambassador Dr S Jaishankar to meet with senior government leaders of Sichuan Province.

Tarun Das meets Yu Ping

Mr Tarun Das, former Chief Mentor, CII, met Mr Yu Ping, Vice Chairman, CCPIT in Beijing on 8 December to discuss areas of mutual cooperation with CII. Mr Yu Ping expressed CCPIT's desire to work with CII for intra-regional cooperation apart from activities for enhancing bilateral trade and investment between India and China. They discussed specific initiatives to commemorate the 60th anniversary of establishment of diplomatic relations between the two countries, in 2010. Dr S Jaishankar, Indian Ambassador to China, stressed on the need for



Tarun Das, Former Chief Mentor, CII, and Yu Ping, Vice Chairman, CCPIT

greater people-to-people contacts to promote business engagement between the two countries.

South Korea

Industrial Output Grows

South Korea's industrial output grew at the fastest pace

in 38 months in November, augmenting upbeat views that the economy is fast rebounding from a steep downturn, a government report showed on 30 December. Production in the mining and manufacturing sectors expanded 17.8% last month from a year earlier. The figure marked the largest on-year growth since September 2006 when it expanded 18.1% and also the fifth straight month that output has advanced since July.

Economy May Grow 5.5%

South Korea's economy is likely to grow 5.5% in 2010 on expectations of a continued depreciation of the local currency and China's growth, according to a forecast by Nomura Securities Co. The Bank of Korea's prediction is for 5% growth for next year.

South East Asia

Australia

Australia heads into 2010 with more business activity and expectations of higher share prices as company earnings recover.

The recovery will be tempered by the higher Australian dollar making exports less competitive, higher interest rates and slow growth in new jobs.

Mr Alan Oster, Chief Economist, National Australia Bank, said that although business was over the phase of shedding labour and cutting hours, new hiring was subdued because firms could meet the demand by increasing hours. Although businesses were using their plant and equipment more, owners did not want to borrow to expand, so the demand for credit remained weak, he added.

Mr Oster said the bank's monthly survey of business showed that confidence had bounced back from the despair of earlier this year. Although some of that renewed confidence

could be attributed to relief that Australia had avoided the severity of the downturn elsewhere, it was also justified by better domestic demand and orders, he felt. It will take time for that to flow through to profits, however, which is why analysts see the market tracking sideways.

New Zealand

New Zealand's economy grew less than economists estimated in the third quarter, driving the nation's currency to a three-month low on speculation that the central bank may not need to raise interest rates until mid-2010.

Gross domestic product rose 0.2 percent from the previous quarter, according to Statistics New Zealand.

That was half the median forecast of a 0.4 percent gain in a Bloomberg survey of 12 economists.

A decline in construction, manufacturing and business investment hobbled New Zealand's recovery from its worst recession in 30 years.

CIS and Russia

Russia

Members from industry, government, academia and the think-tank community participated in the CII Russia Committee meeting, chaired by Mr V B Soni, Chairman, Overseas Infrastructure and Finance, on 18 December in New Delhi. They discussed issues of bilateral relations between India and Russia and formulated a strategy for CII's work with Russia going forward. Members not only shared their experiences of working in Russia and the issues they faced while doing business there, but also highlighted the areas of opportunities like Energy, ICT, Biotech and Pharma, Services etc.

Mr Ajay Bisaria, Joint Secretary (Eurasia), Ministry of



Ajay Bisaria, Jt. Secretary (Eurasia), Ministry of External Affairs;
V B Soni, Chairman, Overseas Infrastructure & Finance;
Andrey Sorokin, Dy Chief of Mission, Embassy of the Russian
Federation and Vladimir Agafanov, Deputy Trade Commissioner,
Trade Representation of Russia in India

External Affairs, India, briefed the participants on the recent visit of the Prime Minister of India to Russia and the various agreements signed. He also highlighted the need to increase business-to-business contacts, engage

in PPP projects and deeper engagement in sectors like pharma, diamonds and gems, aerospace, ICT, and consumer durables.

Mr Amrendra Khatua, Joint Secretary, Ministry of Commerce and Industry, India, spoke about the recovery of Russia after the financial crisis, need for patience while doing business in Russia, and called for a focus on small scale and medium scale term

projects, which are relatively easy to execute and operationalise.

An informal interaction with Mr Andrei Sorokin, Deputy Chief of Mission, Embassy of Russian Federation and other officials from the Trade Representation of the Russian Federation in India was also organised soon after the meeting, to seek their views and thoughts on India- Russia economic and commercial relations.

Europe

France

Government & Politics

After public contrition last month at his often impulsive handling of sensitive issues, President Sarkozy's claims on his successes in the new EC raised a hue and cry in London, where the French interventionist tendencies are regarded with great suspicion, leading the British Prime Minister, Mr Gordon Brown, to advise the French President to postpone his London visit !

Later, promptly following the British move to tax bonuses of bankers this year, Mr Sarkozy created a storm among French bankers, who accused him of turning on them as easy targets for his populist gestures ahead of the Regional polls in March. It took all the diplomatic skill of Mr Barnier, a former Foreign Minister, to assure the City that he would be impartial in his new job. Equally, Finance Minister Lagarde had to mollify the French bankers by saying that this was a one off measure.

There were other controversies too, the idea of starting a debate on 'French National Identity' was criticised as a thinly-disguised attempt to draw attention to the perceived failure of France's 5 mn Muslims to integrate fully, in order to wean away supporters of ultra-nationalist parties in the regional polls, particularly in the wake of the Swiss referendum result to ban minarets, which has found a deep echo in France. It is likely that this polarisation would help the opposition Socialists, finally showing signs of papering over their differences, to regroup.

If the economic recovery stalls, all these factors could snowball in defeating Mr Sarkozy's ruling UMP in March.

Economy

Details of the ambitious €35bn National Bond, meant to boost public investment schemes, were finally unveiled. €22bn will come from new public borrowing and €13bn from amounts repaid by French banks benefiting from the stimulus plan. Out of this, €10bn will go for higher education and formation; €8bn for research, €6.5bn for industry and SMEs, €5bn for durable development and €4.5 bn for digitalisation of French cultural heritage.

In Q3 of 2009, the rate of jobless was surprisingly stable at 9.1%, probably due to stimulus measures still in place. However, the recovery, though France continues to do better than its EU partners, will be slow, with estimated

GDP at 1.5% in 2010. Withdrawal of stimulus measures like low interest rates, car purchase subsidies, etc, could slow consumer spending and affect growth.

Ten years after the working week was reduced to 35 hrs, France pays €15bn annually to partially compensate for the 11% rise in the hourly cost of work it entails!

The ECB estimates Eurozone bank lending losses since the financial crisis to end 2010 to be € 553bn.

Business & Industry

Prime Minister Fillon visited China with a large business delegation. Peeved at France for its pro Dalai Lama stance, China had recently kept French companies from large contracts; Mr Fillon succeeded partly in reversing that with defence and communications group Safran getting a €6bn contract. He was careful in sidestepping sensitive issues like human rights, Tibet and the Chinese role in the failure of climate talks!

Medef President Parisot suffered a setback in her likely bid for re election next year when ANIA, the federation of agro food industry, which was one of her early supporters when she was elected, decided to leave Medef saying membership costs far outweighed the benefits it derived.

Thales, the biggest European defence electronics group, plans on restructuring to cut costs by €1.3bn. The government is behind moves for its potential asset swap with Safran to create a French industrial giant.

The world's top lenses maker, Essilor, acquired 17 companies worldwide in 2009.

India

CII organised an interactive session for Mr Christian Sautter, Deputy Mayor of Paris, and a former Finance Minister, during his India visit to attract Indian investment to Paris.

The CII Advisor was invited to speak about India at a Round Table on the 'Role of Business in Society.'

The French media highlighted VW's taking a stake in Suzuki to boost its Asian presence, including in India. It also covered India's role in the Climate Summit.

The dates for President Sarkozy's India visit in early March 2010 are likely to change because of their clash with the crucial regional polls that month.

United Kingdom

CII-North West Seminar

“There are more than 500 big and small Indian companies doing business in the UK. These Indian companies are the second largest job creators in the country,” said Mt Gururaj Rao, Consul General of India, Birmingham, UK. Addressing the ‘Doing Business with India’ seminar on 15 December in Warrington, organised by CII, in cooperation with the North West Development Agency and UKIBC, Mr Rao highlighted the various opportunities present in India for UK companies especially in Infrastructure, retail, real estate, auto sector, food processing, healthcare, and telecom. India is the second largest small car manufacturer and 100 of the Fortune 500 companies have set up R&D facility in India, he added.



Steven Broomhead, CEO Northwest Development Agency; Gururaj Rao, Consul General of India in Birmingham; R Dinesh, MD, TVS Logistics Ltd; Keith Johnston, Event Chairman, and Addleshaw Godard LLP; Gaurav Bhandari, Head, EXIM Bank of India, Europe; and Sandra Brusby OBE, Head, UKTI's India Unit in the NW

Mr R Dinesh, Managing Director, TVS Logistics, stressed the importance of getting SMEs involved in growth and investment projects as SMEs provide most of the services and products to large industry for final products. He

also highlighted the huge opportunity for investments offered by the 2nd and 3rd tier cities in India.

Mr Gaurav Bhandari, Head, EXIM Bank of India, Europe, described the various finance schemes offered by the EXIM Bank of India to promote Export and Imports. The 10 lines of credit that the bank runs in Europe can be accessed by importers and exporters alike, he said, pointing out that loans are also provided for import of capital goods, expansion of companies, to finance civil engineering and turnkey projects, green field projects and overseas acquisitions.

In the ensuing discussion, the panelists, Mr Anshul Kapoor from Image Foundry Studio, a creative industry that has set up business in India; Mr V Venkatesan from Hinduja Automotive Ltd, and Mr R Dinesh, agreed that it is essential to get your basic homework done; keep an open mind; be patient, hire locally, and have a local partner.

Mr Steven Broomhead, Chief Executive Officer, North West Development Agency, said the ‘North West region of would like to be a part of the growth of India.’

Business Networking Evening

Mr Nalin Surie, the High Commissioner of India in the UK, addressed a year-end Business Networking Evening organised by CII in cooperation with the High Commission of India in UK and the Nehru Centre, London, on 16 December. Sharing his views on India 2010. Mr Surie invited businesses to share his vision and work towards taking bilateral trade between India and UK to US \$ 24 billion in the next five years.

The participants included senior representatives of UK industry, government, think tanks and Indian companies based in the UK.



Nalin Surie, High Commissioner of India to the UK, with members of the CII-India Business Forum, UK, in London. The IBF-UK is a Forum of Indian companies having invested in the UK and doing business with the UK. The Forum was formally launched by Anand Sharma, Minister for Commerce and Industry, India, in June 2009, in London. The High Commissioner is the mentor of the Forum.

United States of America

Interactive Session with Robert Zoellick



Vinayak Chatterjee, Chairman, CII Infrastructure Council and Chairman, Feedback Ventures, Robert Zoellick, President, World Bank and Chandrajit Banerjee, Director General, CII

Select CII members had an exclusive interactive session with Mr Robert Zoellick, President, The World Bank, on 2 December, in New Delhi. They discussed industry-wide developments in various sectors in India, including low cost-high quality healthcare, models of entrepreneurship and community shareholding for rural development, and the power sector. Mr Zoellick, while appreciating an exciting dynamism in India, expressed concern regarding India's infrastructural bottlenecks. He forecasted water and energy as major challenges for India, going forward.

Mr Zoellick proposed the idea of co-investing with some Indian companies in global projects and taking successful Indian business models and applying them to other countries, especially from a development perspective. Acknowledging CII as a good partner to work with, he urged CII to also promote The World Bank as a good partner in meetings with US officials, in order to facilitate a more seamless work flow between the two institutions towards common developmental causes.

Meeting with Admiral Willard

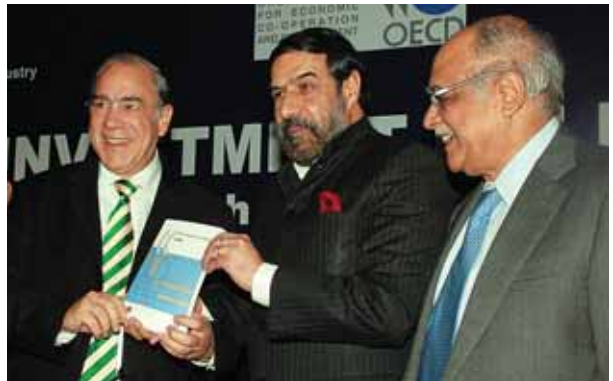
Admiral Robert Willard, US Navy Commander, US Pacific Command met key CII members, who presented an overall picture of Indian industry, on 4 December, in New Delhi. They had the opportunity to lay out strategic concerns over Pakistan, Afghanistan and China. Admiral Willard explained that there is a



Admiral Robert Willard, USN Commander, Pacific Command with Atul Punj, Chairman, Punj Lloyd

dividing line between the US Pacific Command and the US Central Command (which operates in the region containing the territory of Pakistan) and that he intended to help facilitate more coordinated effort between the two Commands. Post the Mumbai attacks, India, Admiral Willard felt, must now introduce structural changes in its security system to be much better equipped and well prepared.

OECD Report Launch



Angel Gurría, Secretary General, OECD; Anand Sharma, Minister of Commerce and Industry, India; and Arun Bharat Ram, Past President, CII and Chairman, SRF Ltd.

Launching the Organisation for Economic Co-operation and Development (OECD) Report 'India Investment Policy Review,' on 4 December in New Delhi, Mr. Anand Sharma, Commerce and Industry Minister, India, said that India has managed to attract over USD 120 billion worth of FDI since 2000-01, and set the target of achieving \$50 billion FDI annually by 2012, and \$100 billion by 2017.

Mr. Angel Gurría, Secretary General, OECD, lauded India's investment policies, which have made India a major destination for FDI and also a major source of FDI. Noting that some challenges still remain to be tackled, he called for a relaxation in FDI norms for the banking and insurance sector.

The OECD has proposed to undertake joint future work on green growth, an important driver for India's sustainable development, promoting infrastructure development through public-private partnerships, nationally consistent regional FDI statistics and launch of a review of the regulatory policies of India.

US German Marshall Fund

CII held a meeting with delegates led by Mr Craig Kennedy, President, German Marshall Fund of the United



Delegation from the German Marshall Fund of the United States with CII representatives

States on 1 December in New Delhi. Mr Rajiv Kumar, CEO, ICRIER, in his overview of the Indian economy, expressed Industry's anticipation for deep structural reforms in governance, education, infrastructure and agriculture for sustained economic growth. He proposed reforms through disinvestment, accreditation standards, energy production/ distribution reforms and tax reforms. Discussions also revolved around political and strategic concerns, in addition to economic relations. The German Marshall Fund sought CII's support in a series of programmes/ studies they are launching on India-US-Europe relations and also the participation of key CII members at the GMF conferences in Brussels and Halifax.

USIBC Commercial Nuclear Mission



R Chidambaram,
Principal Scientific
Adviser to the
Prime Minister of
India

"Nuclear Energy is inevitable to satisfy India's future energy needs" stated Dr R Chidambaram, Principal Scientific Adviser to the Prime Minister of India, while addressing the members of the CII-USIBC (US India Business Council) Task Force on Commercial Nuclear Cooperation, on 7 December in New Delhi. The USIBC delegation comprised almost 60 senior executives from the US representing the world's top nuclear companies. With the allocation of sites in Andhra Pradesh and Gujarat, the US delegates expressed optimism that they will be able to start work on the ground by 2010 - 11. The US companies are looking to bring advanced reactor technologies to India with robust and additional safety features to mitigate risks.

US-Japan-India Strategic Dialogue

Recognizing the strategic potential for expanding cooperation on regional and global challenges and the shared values among the United States, Japan and India, the Centre for Strategic and International Studies (CSIS), the Confederation of Indian Industry (CII), and the Japan

Institute for International Affairs (JIIA) initiated the US-Japan-India Strategic Dialogue.

Co-chaired by Mr Yoshiyuki Kasai, Chairman, Central Japan Railway Company, Mr Tarun Das former Chief Mentor, CII, Mr John Hamre, President, CSIS, and Mr Richard Armitage, former US Deputy Secretary of State, the Strategic Dialogue convened for

the sixth time in Tokyo from 4-6 December. This was the first US-Japan-India Strategic Dialogue held under the administration of Prime Minister Yukio Hatoyama, and just weeks before his first official visit to India. Topics discussed included the economic situation; the US-Japan-India alliance, international security challenges, regional architecture, and climate change/energy.

Special Focus: CII Engagement with Canada

Clean Technology Delegation Visits India

Mr Dalton McGuinty, Premier of Ontario, Canada, led a Clean Tech Mission to India from 6 - 11 December, to strengthen India-Canada collaboration in green energy and clean technologies. Ms Sandra Pupatello, Minister for Economic Development & Trade, Ontario, accompanied the delegation, which comprised of 26 leading Canadian organizations. The CII and the High Commission of Canada facilitated their interaction with Indian business leaders and investors in Delhi, Mumbai and Hyderabad.

In New Delhi, Premier McGuinty and the Ontario delegation met with Indian business leaders and investors, to highlight Ontario's expertise in environmental technology and infrastructure. The Premier discussed how Ontario can help India fulfill its goal of building a greener economy, and suggested collaborative initiatives between Indian and Canadian companies to generate solutions for India's energy and water supply challenges, in a session moderated by Mr Chandrajit Banerjee, Director General, CII. Ontario clean technology companies signed over \$200 million in agreements with partners in New Delhi.

Addressing members of Indian Industry at an exclusive CII interaction in Mumbai, Premier McGuinty emphasized the significance of green energy in tackling climate change and the need to take collective action. Mr Arun Nanda, Deputy Chairman, Western Region and Executive Director, Mahindra & Mahindra, said India



and Canada need to work towards a greener India without compromising on economic development with a sustainable perspective. MoUs were signed between Canasia Power Corp and Chem Process Systems Pvt Ltd; PCI Geomatics and Rolta India; RV Anderson, Mott MacDonald Ltd and PHE Consultants.

In Hyderabad, Premier McGuinty and the delegation visited the CII – Sohrabji Godrej Green Business Centre to understand its contribution in initiating, expanding and promoting the green building movement in India.



Dalton McGuinty, Premier of Ontario, Canada, at the CII – Sohrabji Godrej Green Business Centre, Hyderabad

IBF Members in the Spotlight

Tata Low-cost Water Filter

The Tata Group has unveiled a new low-cost water purifier, which it hopes will provide safe drinking water for millions and cut the toll of deadly diseases. The Tata 'Swach', named after the Hindi word for 'clean', is designed for use in rural households that have no electricity or running water, using ash from rice milling to filter out bacteria, the company said.

FIR Project

A contract of the Ministry of Home Affairs pegged at Rs 2,000 crore will come up for bidding. Around 12 companies, including Tata Consultancy Services, Infosys, Wipro, IBM and Accenture would participate in the bid to devise the system, called CCTNS—Crime and Criminal Tracking Network and Systems.

L&T Bags Order

Larsen & Toubro said it has won an order worth Rs 8.44 billion from the Nuclear Power Corp of India, for construction work at an atomic power project in Western India.

Lupin Plans to acquire Japanese firm

Pharma firm, Lupin Ltd is looking to acquire a company in the injectibles space in Japan.

Infosys sets up US Unit

Infosys Technologies, India's second-largest software

services exporter, has set up a wholly owned unit in the United States to win outsourcing deals from government departments, a senior official said. "The subsidiary in the US has been formally set up and now we have to commit a business plan and hire people there," Infosys Chief Financial Officer V. Balakrishnan told Reuters.

US-India Economy / Policy Watch

- US Gross Domestic Product: Real GDP increased at an annual rate of 2.2 % in the third quarter of 2009, according to the Bureau of Economic Analysis. This follows a decrease of 0.7% in Q2.
- US International Trade Deficit: The US Department of Commerce announced that total October exports of \$136.8 billion and imports of \$169.8 billion resulted in a goods and services deficit of \$32.9 billion, down from \$35.7 billion in September, revised.
- US, India on Climate Change: White House adviser David Axelrod had said recently, "Following the Accord, we (the US) will be able to review what India and China are doing (on climate front). We are going to be able to challenge them if they do not meet those goals." However, UN Intergovernmental Panel on Climate Change Chief R K Pachauri said "I don't think the provisions of international consultations and analysis in the Accord gives anybody the right to challenge anybody. It does not carry any weight."
- India-US Trade (2009)

Month	Exports to India	Imports from India	Trade Balance
January 2009	1,138.4	1,830.4	-692.0
February 2009	1,044.8	1,580.7	-535.9
March 2009	1,126.4	1,771.8	-645.4
April 2009	1,270.5	1,768.8	-498.3
May 2009	1,506.1	1,611.8	-105.7
June 2009	1,397.7	1,568.9	-171.2
July 2009	1,681.4	1,819.3	-137.9
August 2009	1,666.1	1,647.3	18.8
September 2009	1,640.2	2,069.8	-429.7
October 2009	1,505.4	1,998.5	-493.1
TOTAL	13,977.1	17,667.5	-3,690.4

East

World AIDS Day

1 December: Patna, Raipur, Ranchi, Bhubaneswar

On World AIDS Day, CII Bihar State Council organised an AIDS Awareness Walkathon to spread awareness regarding HIV/AIDS and to support those living with HIV/AIDS, and fight the stigma associated with the disease. Over 1000 participants participated in the walkathon.

In Raipur, Chhattisgarh, CII along with Young Indians organised a 'Run for Life' on AIDS awareness with over 2000 people on World AIDS Day. An awareness session on HIV/AIDS prevention was organised, with Mr Brijmohan Agrawal, Minister for School Education, Tourism, Culture and PWD, Chhattisgarh, as the Chief Guest on this occasion.

In Jharkhand, CII reached out to over 5000 people through an awareness campaign on prevention of AIDS. Free condoms were distributed in factories, bus terminuses and railway stations in Ranchi and Jamshedpur. Human Chains spreading the message of 'Stop Aids, Keep the Promise' were formed on the roads.



Screening of 'Phir Milenge' in Kalighat, Kolkata

CII and Yi joined hands with the Orissa State AIDS Control Society and Orissa Television to organise an 8 km Mini Marathon on World AIDS Day in Bhubaneswar. The Mini Marathon was flagged off by Mr Prasanna Aacharya, Minister of Health & Family Welfare, Orissa and Ms. Jagi Mangat Panda, Past Chairman, CII Orissa State Council. Mr M C Bhandare, Governor of Orissa, addressed the concluding session.

In West Bengal, CII tied up with Airtel and reached out to over 20,00,000 people through an SMS campaign on

HIV/AIDS awareness. CII slides on HIV/AIDS were shown during the interval at select cinema halls in Kolkata and Howrah. Hoardings with messages on HIV/AIDS prevention were put up at busy locations in Kolkata. CII, along with the Young Indians, distributed free condoms in the red light area of Kalighat. Food packets along with AIDS prevention leaflets were distributed there, followed by the screening of a film on AIDS – 'Phir Milenge.'

An awareness session on HIV/AIDS was organised in Siliguri and posters on HIV/AIDS were put up in Haldia and Siliguri.

Chhattisgarh**Development in the Areas of Conflict**

9 December, Raipur

CII Chhattisgarh organised a session on Development in the Areas of Conflict to address the challenges that industry faces in such areas, and the development opportunities in these areas.

CII Delegation meets Union Ministers

21 – 22 December, Delhi

A CII Chhattisgarh delegation headed by Mr .Virendra Goel, Chairman CII Chhattisgarh State Council met with Mr Shriprakash Jaiswal, Union Minister of Coal, and Mr Virbhadra Singh, Union Minister of Steel, in Delhi, to discuss issues related to allotment of Coal Blocks in the State.

Jharkhand**Exploring Partnerships with the UK**

10 December, Jamshedpur

A Session on Exploring Partnership Avenues with the United Kingdom was held to showcase opportunities for local businesses to work with industry in the United Kingdom and to generate awareness on the investment potential for Indian companies in the UK.



Session on Exploring Partnership Avenues with the United Kingdom

Orissa

Health Camp for Differently-abled Kids

3 December, Bhubaneswar

CII Orissa State Council and Yi Bhubaneswar organized a Health camp for differently-abled children on World Disability Day on 3 December at Ruchika Primary School, Bhubaneswar.

Port Conclave

9 December, Bhubaneswar



Port Conclave in progress

The heightened level of activity in the port sector makes Orissa a critical node in this network. CII Eastern Region organized the 'Port Conclave' with the theme of 'Enhancing Competitiveness through Connectivity' in Bhubaneswar. Mr Sanjeeb Sahoo, Minister of Transport and Commerce, Orissa, Mr Micheal Pinto, former Secretary Shipping, Government of India, and Mr Satyabrat Sahoo, Commissioner-cum-Secretary, Commerce & Transport, Orissa, addressed the gathering.

West Bengal

CSR Meet 2009

3 December, Kolkata

Corporate Sustainability practices, as a concept, in practice and in businesses strategy, are evolving rapidly.

Ms Rekha Goswami, Minister, SHG & Self-Employment, West Bengal, addressed a CSR Meet which discussed sustainability as a holistic response to several looming threats.



Rekha Goswami, Minister, SHG & Self-Employment, West Bengal

Healthcare East 2009

4 December; Kolkata

The fourth edition of Healthcare East 2009 dealt with various issues in the healthcare industry with a special emphasis on the tertiary healthcare hub. Dr. Suryakanta Mishra, Minister, Health & Family Welfare, West Bengal was the Chief Guest at the seminar.



Nirupam Sen, Minister, Commerce and Industry, West Bengal

Steel Conclave 2009

5 December, Kolkata

The eastern states, especially West Bengal, Bihar, Orissa, Jharkhand and Chhattisgarh, have traditionally been a steel hub. The Steel Conclave 2009 was held in Kolkata with Mr Nirupam Sen, Minister, Commerce and Industry, West Bengal, as the Chief Guest.

Biz Bridge 2009

16 – 19 December, Kolkata

The second edition of Biz Bridge, a B2B International Manufacturing and Engineering Exhibition and Conference, served as a unique platform of business synergy through interaction, networking, exchange of ideas, product display, distribution of industry information, focused business presentation, live demonstrations, new development and innovation and showcasing new technologies for various stakeholders. Dedicated sessions on Infrastructure, Defence, Power & Energy, International Linkages, Metals and Minerals, MSME and Railways were organised concurrently with Biz Bridge 2009.



Manabendra Mukherjee, Minister, Tourism, MSME and Textiles, West Bengal, inaugurating Biz Bridge 2009

Mr Manabendra Mukherjee, Minister, Tourism, MSME and Textiles, West Bengal inaugurated Biz Bridge 2009.

Mr M M Pallam Raju, Union Minister of State for Defence, Mr Pratim Chatterjee, Minister, Fire, West Bengal, Mr Kshiti Goswami, Minister, Public Works, West Bengal, visited the exhibition.

Building Healthy Human Resources

16 December, Kolkata

In a breakfast session on 'Building Healthy Human Resources,' Dr Prathap C Reddy, Chairman, CII National Healthcare Committee, and Chairman, Apollo Hospitals Group, shared his insights on healthy human resource requirements.

International Business Opportunities

16 December, Kolkata

The Conference on 'Business Opportunities & International Linkages' unfolded new vistas of international business



Conference on Business Opportunities & International Linkages

exchanges for West Bengal. Ms. Nandini Chakravorty, Executive Director, WBIDC; Mr. Sanjay Wadwani, British Deputy High Commissioner, Eastern India; Mr. Manop Mekprayoonthong, Consul General, Royal Thai Consulate and Mr. Namit Shah, Honorary Consul, Consulate of Netherlands, addressed the gathering.

Power & Energy: The Way Forward

16 December, Kolkata

The Conference on 'Power & Energy: The Way Forward' highlighted the critical need for good quality power at reasonable rates for economic activities, to increase competitiveness.

Infrastructure: Arteries for Development

17 December, Kolkata

With the average growth of vehicular movement in India rising at the rate of 10.16%, because of which the demand for infrastructure is also rising by 10%, CII Eastern Region organised Conference on Infrastructure: Arteries for Development. Mr Kshiti Goswami, Minister, Public Works, West Bengal, Dr. Subrata Gupta, Managing Director, West Bengal Industrial Development Corporation, Lala K.K. Roy, Chief Executive Officer, Second Vivekananda Bridge Tollway Company, Mr. Samiran Sen, Executive Director, Consulting Engineers Services (I) Pvt. Ltd, and Mr. Subrata Paul, Chief Executive Officer and Director, Bengal Aerotropolis Projects Ltd deliberated on issues and aspects related to the growth and development of infrastructure in the eastern region.

Conference on Metals and Minerals

17 December, Kolkata

In line with the salience of the mineral sector in the Eastern Region, CII Eastern Region organised a conference on 'Metals & Minerals: Drivers for Development'.

Industry – Railway Partnership

18 December, Kolkata

The recent endeavour made by the Ministry of Railways to develop business models and innovative funding initiatives through PPP instruments and to formulate strategies for commercial utilization of railway land and air space has

opened up a plethora of opportunities for Industry – Railway partnership in the engineering and manufacturing sector. The conference on Industry – Railway Partnership deliberated on these opportunities.

Building Competitiveness of MSMEs

18 December, Kolkata

The conference discussed the role of information in building MSME competitiveness.

Director's Colloquium

18 – 19 December, Kolkata

The Director's Colloquium was a short, intensive and interactive programme for directors, on the corporate governance issues which confront the Boards. The Colloquium provided participants an opportunity to discuss issues critical to Board governance with industry experts.

Industry-Defence Partnership

19 December, Kolkata



Lt. Gen. V K Singh, PVSM, AVSM, YSM, GOC-IN-C, Eastern Army Command HQ; M M Pallam Raju, Union Minister of State for Defence, and Mukul Somany, Chairman, CII Eastern Region

The Conference on Industry – Defence Partnership – The Way Forward was held to foster the partnership between industry and defence sector. Mr M M Pallam Raju, Union Minister of State for Defence, was the Chief Guest. Lt. Gen. V K Singh, PVSM, AVSM, YSM, GOC-IN-C, Eastern Army Command HQ also addressed the conference.

KideX 2009 - Exhibition and Carnival

31 December – 3 January, Kolkata

To develop ethical standards of marketing to kids, provide market linkages for corporates and to educate kids on the latest technologies and branded products available to promote inclusive growth, CII organised a unique initiative for the young generation – KideX. The initiative, with a focus on school-going children, showcased the wide range of products, technologies and services available for the 'World of Kids.'



Rimjhim Mitra, film personality, inaugurating KideX

North

Climate Change & Carbon Market

8 December, Ludhiana
 9 December, Baddi
 10 December, Chandigarh
 11 December, Dehradun



Workshop on Climate Change & Carbon Market in Dehradun

The recent boom in the carbon market offers an opportunity for Indian industries to cash in on the carbon trading business. As a part of the efforts to build a low carbon economy, a series of workshops on Climate Change & Carbon Market-Challenges & Opportunities were held in various cities to help participants to identify in-house projects with the potential to generate Carbon Credits. The workshops were conducted by officials of Agrinergy, pioneers of Indian CDM services.

Interactions on GST

9 December, Jammu
 10 December, Baddi



R C Gupta, Director- Finance, Glaxo Smithkline Asia Pvt Ltd, Abdul Rahim Rather, Finance Minister, J&K, Sanjay Puri, Chairman, CII J & K State Council, and Pratik Jain, Executive Director, KPMG, at the session on GST in Jammu

At the interactive session on the implications of Goods & Service Tax (GST) in Jammu, Mr Abdul Rahim Rather, Finance Minister, Jammu & Kashmir, said that globalization of the economy had necessitated a review of the prevailing hybrid indirect tax system. The technical session was conducted by Mr Pratik Jain, Executive Director, KPMG New Delhi and Mr R C Gupta Director Finance Glaxo Smithkline Asia Pvt Ltd. Mr R K Koul, Special Secretary, Finance, Mr B S Dua Director, Industries, and other senior officials represented the State Government.

A similar awareness session on (GST) and its impact on Himachal Pradesh was held in Baddi too

Chandigarh

Session on Investor Relations

8 December, Chandigarh



Kevin Mammel,
 CFO, Quark
 Inc.

A session on Investor Relations was held with Mr Kevin Mammel, Chief Financial Officer, Quark Inc. to enable members to understand the concept, importance and challenges of Investor Relations.

Delhi

Water Resource for Delhi

14 December, Delhi

At a meeting with Delhi Jal Board, Mr Lim Chee Onn, Special Adviser, Keppel Corporation, Singapore, who was visiting India on a Fellowship Programme organized by the Singapore India Partnership



Ramesh Negi, CEO, Delhi Jal Board with Lim Chee Onn, Special Adviser, Keppel Corporation, Singapore

Foundation (SIPF) shared that Singapore has pursued a very robust environmental and water policy, which has helped it become a self sufficient in water resources. While Singapore does import water, it has also added three more avenues to collect water – water harvesting, recycling and de-salination, he said.

Mr Ramesh Negi, Chief Executive Officer, Delhi Jal Board, said the Delhi Government would be keen to explore the areas of collaboration as Singapore and Delhi have a lot in common, such as not possessing any natural water resources, and concerns of urbanization and environment. Mr Onn offered the Singapore Business Federation's assistance in this area.

Meeting on Delhi Infrastructure

17 December, New Delhi

The Singapore Business Federation – South Asia Business Group (SABG) organised a business mission to Delhi to network with key business and government agencies in India. CII organized a meeting of the delegation with Mr Chetan Sanghi, Managing Director, Delhi State Industrial and Infrastructure Corporation Ltd, to understand business opportunities in Delhi.

Himachal Pradesh

Industrial Safety Management

4 December, Baddi

A booklet on Industrial Safety Management was released by Ms Mamta Chaudhary, Chief Executive Officer, Baddi Barotiwala Nalagarh Development Authority during the seminar on Industrial Safety. The seminar also highlighted the importance of risk assessment of the BBN industrial area.

Workshop on Autonomous Maintenance

21 December, Parwanoo

Mr K N Rattan, faculty for the workshop, shared his knowledge on autonomous maintenance, its team-based approach to maintain activities and its role in the Total Productive Maintenance (TPM) process.

Jammu & Kashmir

CII reaches out to Jammu Farmers

12 December, Jammu



Training Programme for Farmers in Jammu

CII J&K State Council in collaboration with Sher-e-Kashmir University of Agricultural Sciences & Technology, (SKUAST) Jammu, and the J & K Agriculture Department, organized a day training session for farmers from Samba, Kathua and Jammu. The session was held to educate the farmers on the latest farming techniques, display of latest irrigation equipment and agriculture related finance / credit schemes.

Punjab

Irrigation in Punjab

13 December, Chandigarh

A team of senior experts from world renowned irrigation



Delegates from Valmont Irrigation visiting a farm in Jalandhar

firm Valmont, USA interacted with prominent agriculturists, senior government officials and progressive farmers of the region to explore the feasibility of new irrigation solutions suited to our conditions. The delegation's visit was a follow up of the CII -Punjab Government joint delegation's visit to Israel, Egypt and Dubai in November. The delegation had visited the work site of Valmont in Jabel Ali (UAE) and invited them to visit Punjab.

A delegation of visiting officials of Valmont Irrigation, Jain Irrigation Systems and CII officials also visited the farms of Bharti Del Monte at Ladowal near Ludhiana, and other progressive farmers.

Session with Ms Preet Kaur

25 December, Chandigarh



Preet Kaur, Union Minister of State for External Affairs

In an exclusive session, Ms Preet Kaur, Union Minister of State for External Affairs, interacted with industry and trade professionals from India and Pakistan. "India and Pakistan are the two largest economies in the South Asian region and provide tremendous potential for bilateral trade" she said, pointing out

that bilateral trade between the two countries has the potential to grow manifold. Mr. Khurhsid Balras, CEO, Pakistan World Trade & Promotions and Rawalpindi Chamber of Commerce reiterated the same sentiments.

Rajasthan

Interaction on Labour & Employment

18 December, Jaipur

CII Rajasthan organised interaction with Mr Rajendra Bhanawat, Managing Director, RIICO Ltd and Mr Ajit K Singh, Principal Secretary, Labour & Employment, Rajasthan.

Marwar Krishi Utsav 2009

8 - 9 December, Jodhpur

Mr Ashok Gehlot, Chief Minister of Rajasthan, inaugurated the Marwar Krishi Utsav, organized by CII and the Government of Rajasthan to showcase and share best practices and techniques in agriculture. Mr Mahipal Maderna, Minister for Water Resources,



Ashok Gehlot, Chief Minister, Rajasthan inaugurating the Exhibition

Rajasthan, and Mr Gurmeet Singh Kunnar, Minister of State, Rajasthan and Mr Badriram Jakhad, MP from Pali, were the Guests of Honour.

The programme featured an Exposition with participation from 56 organisations with 90 stalls spread over an area of over 1200 sqm. For the first time, a Kisan Paramarsh Kendra was also established to address the queries of the farmers. Kisan Goshthies were addressed by more than 35 speakers on various topics.

Uttar Pradesh

Exclusive session with MSMEs

3 December, Lucknow

A Seminar on 'Institutional Initiatives for MSME Empowerment' was organised by CII in association with National Small Industries Corporation (NSIC) to enable MSMEs to get to know about new technology, markets, various government schemes and financing options available to them.

Mr Mohd Iftikhar-ud-din, Director of Industries, Uttar Pradesh, said that MSMEs were being strongly supported by both the Central and State Government with various schemes and incentives, which the industry should fully leverage.

Uttarakhand

Environment Summit

2-3 December, Dehradun

On the occasion of National Pollution Prevention Day and National Conservation Day, CII Uttarakhand organized a conference in partnership with the Uttarakhand Council of Science & Technology (U-Cost) and Uttarakhand Environment Protection and Pollution Control Board (UEPPCB).

Mr Ramesh Pokhriyal Nishank, Chief Minister of Uttarakhand and Mr Bishan Singh Chufal, Minister for Forests, Uttarakhand, were the Chief Guest and the Guest of Honour respectively. The Summit discussed balancing the imperatives of industrial development & environment and building an organic green Uttarakhand.



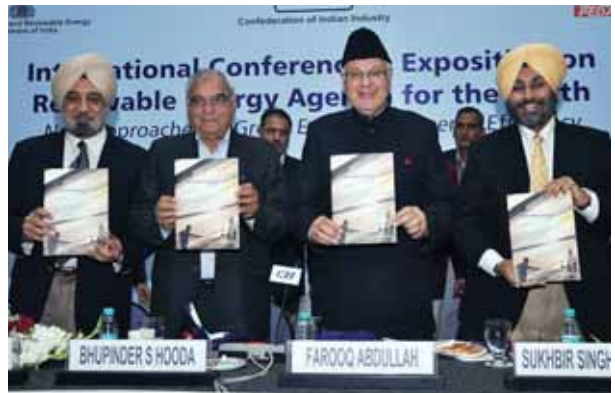
Ramesh Pokhriyal Nishank, Chief Minister, Uttarakhand

Events

Conference on Renewable Energy

16 December, Chandigarh

CII Northern Region's International Conference & Exposition on Renewable Energy: Agenda for North concluded with Mr. Farooq Abdullah, Union Minister



Harpal Singh, Chairman, CII (NR) and Mentor & Chairman Emeritus, Fortis Healthcare Ltd; Bhupinder Singh Hooda, Chief Minister of Haryana; Dr Farooq Abdullah, Union Minister for New & Renewable Energy, and Sukhbir Singh Badal, Deputy Chief Minister of Punjab, releasing the report on Renewable Energy

for New and Renewable Energy, Mr. Bhupinder Singh Hooda, Chief Minister, Haryana, and Mr. Sukhbir Singh Badal, Deputy Chief Minister, Punjab, collectively resolving to make India a leading force in Renewable Energy by the year 2020.

The conference was organised in collaboration with the Punjab Energy Development Agency (PEDA) and the Haryana Renewable Energy Development Agency (HAREDA). A report on 'Renewable Energy – The Next Wave' was released on the occasion

Made in Pakistan Fair

23-27 December, Chandigarh

'Made in Pakistan' is indeed a great event and would prove to be a major precursor to more such interactions between the trade and industry of the two countries," stated Mr Pawan Kumar Bansal, Union Minister of Parliamentary Affairs & Water Resources, when he visited the first edition of CII's Made in Pakistan Fair. Ms Preet Kaur, Union Minister of State for External Affairs, during her visit to the fair, appreciated this exclusive showcase of the products, craftsmanship and ethnicity of Pakistan.

Among the dignitaries who visited the fair were Ms Surinder Kaur Badal, wife of the Chief Minister of Punjab, Ms Jean Rodrigues, wife of Governor of Punjab and Administrator UT Chandigarh, and Mr Pradeep Mehra, Advisor, Chandigarh Administration. and other senior bureaucrats

CII's ode to the spirit of Indo Pak 'dostana' drew huge crowds on all five days, not only an opportunity for trade and business but also to reach out to people of India and engage with them, stated the exhibitors from Pakistan in unison.

South

Environment, Health & Safety Award

10-11 December, Chennai



Winners of CII-Shriram EPC Award on Environment, Health & Safety 2009

The 8th edition of the Leadership and Excellence Award in Environment Health & Safety (EHS) 2009 was conducted to recognize, motivate and facilitate Corporates to adopt innovative practices in EHS in their organisations. Mr Debendranath Sarangi, Principal Secretary, Environment and Forests, Tamil Nadu, inaugurated the competition.

The winners of the CII-Shriram EPC Award on Environment, Health & Safety 2009 are Taegu Tec India Pvt Ltd, Bangalore, Ashok Leyland, Plant II, Hosur, and Binani Zinc Limited, Kerala in the Manufacturing category; and Visakha Container Terminal Private Ltd, Visakhapatnam, and Wipro Technologies, Bangalore in the Service Category. In the general category, the Best Presentation Award went to Infosys, Chennai, the Best Innovation Award to Grundfos Pumps India Pvt Ltd, and the Agents of Change Award to Hirco, Chennai.

Chinese Labour Practices

15 December, Chennai



Participants at the Session on Chinese Labour Practices

Organized in association with WABCO TVS (India) Pvt Ltd, the session aimed at helping members understand the HR and labour practices implemented in China. The faculty for the session was Ms Elizabeth Chow, HR Director, WABCO Vehicle Control Systems, Asia Pacific Business Unit. Topics dealt with in the session included staffing, training and development, compensation and benefits, labour relations, expatriates management. The participants were also given a brief talk on the Total Employee Involvement (TEI) at WABCO TVS followed by a shop floor visit to observe TEI practices.

22nd QC Regional Finals

22 December, Chennai

The winning teams of the QC state-level conventions in the southern region participated in the Regional QC Convention. Hi-tech Arai Ltd, Madurai, Apollo Tyres Ltd, Kalamassery and TVS Motor Company, Mysore won the first, second and third places respectively. The regional winners will compete in the national finals.

Sessions on Goods & Service Tax (GST)

9 December, Bangalore

22 December, Vishakapatnam

29 December, Erode



R Sreenivasa Murthy, Additional Chief Secretary, Finance, Karnataka, S Madhavan, Leader-Indirect Tax Practice, PwC, B Jayaraman, Convenor, CII Karnataka Economic Affairs Panel and Pradeep Singh Kharola, Commissioner- Commercial Taxes, Karnataka

The session in Bangalore brought together the key stakeholders, government and industry to understand the proposed GST framework, the roll-out plan and the impact on various business sectors. Faculty from PwC discussed the impact of GST on Manufacturing and Services.

In Vishakapatnam, Mr B Shankar, Senior Advisor, Ernst & Young, was the key speaker at the the session, which discussed in detail the operational issues pertaining to GST and its impact on various sectors.

In Erode, Mr Muthusamy, Additional Commissioner of Central Excise & Customs, interacted with members on GST.

MSME Buyer-Seller Meet

23 December, Hyderabad

The MSME Buyer-Seller Meet facilitated presentations on doing business with various PSUs like BHEL, ECIL, APGENCO, IDPL, Ordnance Factory, DMRL, HAL, MIDHANI, HMT MTL, and NMDC. Dr. P V Ramesh, Commissioner of Industries, Andhra Pradesh, said that decentralized infrastructure development will help MSME

units grow. He listed technological up-gradation, quality certification and clusterization as important areas of focus for the growth of MSMEs.

Andhra Pradesh

Healthcon '09

2 December, Hyderabad



At Healthcon

The conference on 'Quality Healthcare for All: Emerging Challenges & Solutions' was organized to deliberate on how quality healthcare could be provided to all through Public Private Partnerships. The discussions focused on strategic planning for better health systems, understanding NABH and NABL accreditation processes, role of technology in healthcare delivery, capacity building and skill development, and building successful PPPs in healthcare.



Ajeya Kallam,
Chairman
& CEO
Visakhapatnam
Port Trust

PPPs in Ports & Logistics

5 December, Visakhapatnam

Organized in association with the Government of Andhra Pradesh, the conference focussed on 'Enhancing Competitiveness through PPPs.' The conference was a platform for interaction and deliberation on various issues of concern from PPP challenges in ports, integrated approach to port-centric development, logistics development, etc. The Conference was inaugurated by Mr Ajeya Kallam, Chairman & CEO, Visakhapatnam Port Trust.

Conference on Natural Gas

22 December, Hyderabad

The conference, inaugurated by Mr. K Rosaiah, Chief Minister, Andhra Pradesh, discussed various aspects of the natural gas industry and highlighted the industrial gas demand, regulatory issues, and HR demand. The technical sessions broadly deliberated on the Industrial growth trajectory through Natural Gas, infrastructure for best utilization of City Gas Distribution (CGD); and Andhra Pradesh as the Hub of Natural Gas in India.



K Rosaiah, Chief Minister of Andhra Pradesh; Shakti Sagar, Vice Chairman, CII AP and MD, ADP Pvt. Ltd; Busi Sam Bob, Principal Secretary, Industries & Commerce, AP; Kanna Lakshmi Narayana, Minister for Major Industries, Commerce, Export Promotion & Food Processing, AP

Karnataka

Low Cost Automation

7 December, Bangalore

The mission was organized to expose member companies to some of the best practices in Low Cost Automation implemented in Bosch Ltd and Fanuc India.

Manufacturing Excellence Mission

17-18 December, Bangalore



Delegates of the CII Karnataka Manufacturing Mission at Dell India

A best practices learning mission from CII Karnataka visited leading manufacturing companies in Tamil Nadu, such as Ford India Company, Saint Gobain Glass India, Hyundai Motor India and Dell ICC.

Session on Corporate Governance

14-21 December, Bangalore



Breakfast Session on Corporate Governance in Bangalore

On the occasion of India Corporate Week being observed by the Union Ministry of Corporate Affairs,

CII in partnership with the Ministry, organized a series of sessions on Corporate Governance across the country. In Bangalore, a Special Breakfast Session on Corporate Governance included a panel discussion on the Importance of Corporate Governance and its impact on Economy and Society.

Foundation for Profitability for SMEs

19 December, Hubli

The first session of the CII Hubli - Belgaum Zone Foundation for Profitability for SMEs highlighted the use of Internet for marketing products, and the importance of technology and innovation for SMEs. Mr Narayan Rajan, Chief Executive Officer, i-Vista Digital Solutions explained how small actions like creating a company website with the company name on the URL adds credibility to the enterprise

Kerala

India IT Summit 2009

10 - 11 December, Thiruvananthapuram



Release of the CII-KPMG Report on Changing Landscape of IT-ITES Outsourcing India at the IT Summit 2009

Continuing CII's ongoing efforts to make Kerala a premier IT destinations in India, the IT Summit focused on the theme 'Changing Role of India in Global IT Business.' Mr V S Achuthanandan, Chief Minister of Kerala, who inaugurated the Summit also released a CII - KPMG Report on 'Changing Landscape of IT-ITES Outsourcing.'

Trends in IR Scenario

31 December: Kochi

The session generated ideas for establishing a positive work culture and projecting it to the outside world, for HR and IR professionals.

Puducherry

IR Issues for HR Managers

18 December, Puducherry

The workshop enabled the HR fraternity to reflect on the competencies of an IR Manager, to facilitate the development of IR professionals at various levels.

Competency Development in Healthcare

20 December, Puducherry

The workshop was organized to upgrade the existing skill level of the medical fraternity on various competencies. Dr Dilipkumar Baliga, Director, Health & Family Welfare Services, Puducherry was the Chief Guest.

Tamil Nadu

S'Marketing Convention '09

17-18 December, Chennai



At the S'Marketing Convention 09

The convention brought together some of the best marketing thinkers and practitioners who reviewed the fundamental shifts in the marketing scenario that were influencing the way smart marketers operate. The Convention focused on the fast-changing needs of the consumer; leveraging data for better decisions; exploiting digital power; and ways to create and retain better talent.

Zones

Chennai

Employee Involvement for Improvement

11 December, Chennai

The 14th edition of the Convention, with theme 'Profit through Quality,' The competition focused on maximizing the effectiveness of manufacturing businesses by enhancing employee participation in their quality mission. Thirteen teams from various manufacturing companies in Tamil Nadu participated in the Competition. The winners were Wabco TVS, Rane Brake Lining and Ford India Ltd. respectively.

Erode

Session on Electricity Distribution

15 December, Erode

Mr N Shankar, Chief Engineer, Erode Electricity Board, updated member companies on the present situation and issues prevailing in the Electricity Board, regarding distribution of electricity to industries.

FinExe 2009

23 December, Erode

FinExe helped showcase current approaches and strategies on the various issues that confront MSME financing. The programme helped members gather information on DIC schemes, bankers' schemes and financial support available.

Karur

Session on Mutual Funds & Shares

18 December, Karur

The session helped members understand the functioning of mutual funds, shares and commodity trading and how to enter into these businesses.

West

Gujarat

UK India Partnership

1 -2 December, Ahmedabad



UK Delegation in Ahmedabad

The seminar with a visiting UK delegation explored the business opportunities in Ahmedabad vis a vis UK's interest and capabilities to work with Gujarat-based companies.

On 2 December, a roundtable on 'Building Sustainable Cities' was held to discuss the future infrastructure needs of the city, including the needs of finance and skills to meet these needs.

Session with British Dy. High Commissioner

3 December, Vadodara

Ms Vicki Treadell, British Deputy High Commissioner, updated MSME members in Vadodara about the larger investment and business collaboration avenues possible in the UK.

Cluster Awareness Session

5 December, Vadodara

CII facilitated the first ABB Vendor Cluster to be launched in Vadodara. ABB is expecting to launch the cluster with the help of CII in January 2010.

Mysore

Problem Solving for SMEs

7 December, Mysore

The session for SMEs in Mysore discussed various approaches to problem solving and decision making through case studies and examples.

Interaction on Income Tax

9 December, Mysore

The session with Mr P K Prasad, Commissioner of Income Tax, provided an excellent opportunity for members to interact with the Department of Income Tax on income tax related procedural issues, matters relating to e-filing, tax provisions, tax compliance, employers' obligation and other issues pertaining to direct tax.

Meeting with Singapore Delegation

10 December, Ahmedabad

The meeting was held to understand the bilateral opportunities for business between India and Singapore.

CFO Forum 2009

16 December, Ahmedabad

The CFO Forum 2009 – Chapter 2 on 'Corporate Governance – The New Strategic Imperative' offered a distinctive opportunity for genuine peer-to-peer debate among CEOs and CFOs on the latest trends in corporate governance, sharing perceptions and experience on the governance practices, and the new challenges ahead. It highlighted the issues raised in the report compiled by CII Task Force on Corporate Governance.



D J Pandian,
Principal
Secretary, Energy
& Petrochemicals,
Gujarat

Conference on Natural Gas

21 December, Ahmedabad

The Conference was held to project Gujarat as a 'Natural Gas Hub' of India and highlight the potential in Gujarat to tap and maximize gas demand through rapid infrastructural development.

Madhya Pradesh

Hazardous Waste Management

1 December, Indore

The Workshop on Hazardous Waste (Management, Handling & Transboundary Movement) - Rules 2008 was held to clarify and increase the understanding of the rules and how they impact businesses, and how best industries can comply with them.

Central Excise & Service Tax

1 December, Bhopal

An orientation workshop was held to create awareness about a new software application called Automation of Central Excise and Service Tax (ACES), developed by the Central Board of Excise and Customs, which aims at improving tax payer services, transparency, accountability and efficiency with regard to indirect tax.

Interactive Session for MSMEs

7 December, Indore

In an interactive session, Mr S Vijay Kumar, Director, MSME - Development Institute, described the implementation of "Lean Manufacturing" and other available schemes for MSMEs.

MSME Mission to Dewas

22 December, Indore



Mission Members at Cummins Technologies India Ltd

The mission was organized with a view to adding competitiveness in the times of meltdown and to sensitize MSMEs about a systematic approach to explore best practices on the Shop Floor.

Awareness Programme on PMEGP

22 December, Chhindwara

An awareness programme on Prime Minister's Employment Generation Programme (PMEGP) disseminated information on the various domains involved in the programme which seeks to infuse a notion of self-employment and entrepreneurship.

Meeting with Madhya Pradesh Chief Minister

25 December, Bhopal



Shivraj Singh Chouhan, Chief Minister of Madhya Pradesh, with the CII Delegation

A CII delegation met Mr Shivraj Singh Chouhan, Chief Minister of Madhya Pradesh, and apprised him about CII's work in Agriculture, Skill Development and Quality in Education, the IR situation in the state, and implementation of the State Industrial Policy.

Maharashtra

CII Visionary SME Programme

1 December, Pune



Prof. Shoji Shiba interacting with the participants

Prof. Shoji Shiba, Chief Advisor of CII's VLFM Programme, will guide and mentor 44 entrepreneurs and senior managers from the SMEs based in the Pune region through this programme. The breakthrough VSME Programme launched here, is being held under the joint technical agreement signed by the Prime Ministers of India and Japan in December 2006.

Roadmap to Goods and Services Tax

3 December, Mumbai



Sunil Tatkare,
Minister for
Finance &
Planning,
Maharashtra

The Seminar, with Deloitte as the Knowledge Associate, provided an understanding of the much awaited implementation of the Good and Services Tax and its implications on the Indian tax structure and industry. This seminar deliberated upon proposed contours of GST post the release of the first

discussion paper.

5th SME Development Meet

3 & 4 December, Pune

The flagship 5th SME meet with Korea as the Partner Country was addressed by Mr Dong-Yern Kim, Consul General of Korea. Ms Malini Shankar, Development Commissioner-Industry, Maharashtra, Prof Shoji Shiba, Chief Advisor, VLFM Programme in India, and Mr Bruno Valenzuolo, Chief Technical Advisor in India, UNIDO, also addressed the meet.



Malini Shankar, Development Commissioner – Industries, Maharashtra, K Nandakumar, Chairman, CII (WR) MSME Sub-Committee, and CMD, Chemtrols Industries Ltd, Dong-Yern Kim, Consul General of Korea, and Prof Shoji Shiba, Chief Advisor, VLFM Programme in India

Delegation from Chicago

4 December, Mumbai

CII, in association with IIT, invited internationally acclaimed architects and design professionals from Chicago, USA, to share key lessons learned there, both successes and failures, which would be valuable to Indian decision makers, both public and private.



Members of the Chicago delegation in Mumbai

CII WR Workskills Competition

7 – 9 December, Pune

This initiative created a platform for competition of industrial workers of small, medium and large and industrial houses by recognizing the excellence of skills in different trades.

Japanese Pharma Delegation

10 December, Mumbai

Mr Kenji Toda, Chairperson, International Affairs Committee, Japan Pharmaceutical Manufacturers Association (Eisai Co., Ltd) accompanied by select high profile business delegation visited India to give an outline of the Japanese pharmaceutical market and its favorable investment scenario, and invite investments from Indian companies to Japan.

CII, in association with the JETRO (Japan External Trade Organization) organised a seminar on 'Investment Opportunities in the Japanese Pharmaceutical Market'. A Case Study of Alliance and M&A between India and Japan was presented by eminent speakers.

The seminar offered a good opportunity for Indian companies to understand the emerging opportunities in the Japanese pharmaceutical market.

Urban Development

11-13 December, Mumbai



Jamshyd Godrej, Past President, CII, and CMD, Godrej & Boyce Mfg Co Ltd; Dr J J Irani, Past President, CII, and Director, Tata Sons Ltd; Lim Chee Onn, Chairman, Singbridge International Singapore Pte Ltd, and Special Advisor Keppel Corporation, Singapore and Satpal Khattar, Singapore Chairman, SIPP Singapore & Chairman, Khattar Holdings

Mr Lim Chee Onn, Chairman, Singbridge International Singapore Pte Ltd and Special Advisor Keppel Corporation, Singapore, visited India to study and understand the challenges confronting the environment and urban development in India and its impact on the Indian economy, and to understand and evaluate whether the Tianjin Eco City, China model can be replicated in India with support of local partner.

HR for MSMEs

19 December, Mumbai

To ensure that MSMEs get the benefit of this programme, the event was conducted in the industrial belt of Thane and was addressed by professionals in industry and academicians from the ITM Business School, Navi Mumbai.

Safety, Health and Environment Award

21 & 22 December, Mumbai

The Awards are a platform to share the best Safety, Health and Environment (SHE) practices with other CII members. The awards acknowledge the vision and exemplary commitment of the CEOs and their teams towards environmental responsibility, concern for occupational safety and the health of employees and society.

Workshop on Tools, Techniques and Formats

23 December, Pune

The main objective of the workshop was to make the delegates understand the tools in simple manner and the linkages of tools and formats with respect to different pillars of TPM.