



Confederation of Indian Industry

QUARTERLY NEWSLETTER FROM CII - SOUTHERN REGION

# Deccan Despatch

NOV - DEC 2011



Department of Industrial  
Policy & Promotion  
Government of India



Government of Andhra Pradesh



## PARTNERSHIP SUMMIT 2012

New Age Innovation Partnerships

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Confederation of Indian Industry

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# Partnership Summit 2012



Department of Industrial  
Policy & Promotion  
Government of India



Government of Andhra Pradesh



**PARTNERSHIP  
SUMMIT 2012**

New Age Innovation Partnerships

The Partnership Summit 2012 is being organised from 11 to 13 January 2012 at **Hyderabad International Convention Centre, Hyderabad, Andhra Pradesh**. The theme for this year is **New Age Innovation Partnerships**.

Post the global financial and economic crisis, the world economy in 2011 settled into a protracted period of recovery and rebalancing. As governments stepped back from stimulus spending, the encouraging growth of the previous year gave way to anxieties about deceleration, accompanied by multiple downside risks. Emerging challenges of the new multi-polar age call for innovative solutions that would have to be jointly developed by the world.

In the vulnerable economic environment, the Indian economy clocked 8.5 per cent GDP expansion for 2010-11 and remained one of growth engines of the global economy. Its outward engagement in terms of trade and investment with the rest of the world continued at an elevated pace, and it is viewed as a land of new opportunity for business. Yet, India faces myriad challenges of poverty and inclusive growth. In order to continue in its mission of growth and human development, India needs strong partnerships with world economies and a new format of innovation in its economic DNA.

**The Partnership Summit 2012, themed 'New Age Innovation Partnerships'**, would be the platform for exploring the various facets of innovation that can drive future global growth and the roles that India can play in fostering and strengthening the forces of such innovation. To be

held in the progressive city of Hyderabad, it would highlight the cutting edge technologies currently emerging out of India and build new partnerships for evolving and dispersing innovation.

**Global Economy:** The first half of 2011 witnessed major socio-political developments that have significant bearing on the global economy. The Arab Spring brought regime change in several Middle East and North African nations as well as renewed conflicts in others. In Japan, the earthquake and tsunami devastated lives, ruptured the economy and flagged safety of nuclear power installations. Stressed EU economies are still fragile and need support from fellow members to overcome high public debt and deficits.

According to the IMF's World Economic Outlook update in June 2011, global activity is undergoing temporary moderation, while a multi-speed recovery continues in different parts of the world. World GDP went up by 4.3 per cent in the first quarter of 2011 and the IMF expects this level to be sustained in 2011 and 2012. The IMF calls for fiscal consolidation and financial sector reforms in advanced economies and demand rebalancing in emerging countries.

The specters of inflation and financial volatility as well as euro area financial stability and protracted unemployment are mentioned as downside risks to global growth. Within this scenario, the urgency of global partnerships remains keen as collective action for recovery continues to be an imperative. Most important, the global imbalances that were at the core of the crisis need to be redressed. New thinking on these

issues could alleviate some of the prevailing quagmire.

**Indian Economy:** The Indian economy is undergoing major structural transformation, driven by favorable demographics, rising per capita incomes and facilitative macroeconomic and sectoral policies. Critical policy actions are expected in the coming few years that will further unlock the vast potential of GDP expansion that will serve as a crucial hub of growth for the global economy.

#### PROGRAMME & FACULTY HIGHLIGHTS

- **Heads of State / Government**
- **Political Leaders and Ministers from India and overseas**
- **Chief Ministers**
- **Academics**
- **Thought Leaders**
- **CEOs**
- **NGOs**

India is setting the pace for a new global economic model that is increasingly defined by innovation. Driven by domestic consumption, an innovative entrepreneurial class, and global integration, India's new development experience is being termed the Inclusive Growth model. The chief characteristic of this model is creating an enabling climate for doing business that fosters rapid expansion of the economic pie, accompanied by targeted Government schemes channeling income to those who need it most.

India's growth is an example of

## PARTNERSHIP SUMMIT OVER THE YEARS

### PARTICIPATION OF HEADS OF STATE

- 1995** • P V Narasimha Rao, *Prime Minister of India*
  - Goh Chok Tong, *Prime Minister of Singapore*
- 1996** • Shankar Dayal Sharma, *President of India*
  - Jean Chretien, *Prime Minister of Canada*
  - Yoweri Kaguta Museveni, *President of the Republic of Uganda*
- 1997** • H D Deve Gowda, *Prime Minister of India*
  - John Major, *British Prime Minister*
- 1998** • Romano Prodi, *Prime Minister of Italy*
  - A Kwasniewski, *President of Poland*
  - I K Gujral, *Prime Minister of India*
- 2000** • Lea Rabin, *First Lady of Israel*
- 2001** • Krishan Kant, *Vice President of India*
- 2002** • Tony Blair, *British Prime Minister*
- 2003** • L K Advani, *Deputy Prime Minister*
- 2005** • Manmohan Singh, *Prime Minister of India*
- 2006** • A P J Abdul Kalam, *President of India*
  - Jiri Paroubek, *Prime Minister of Czech Republic*
- 2007** • Anibal Antonio Cavaco Silva, *President of the Portugese Republic*
- 2008** • Ferenc Gyurcsany, *Prime Minister of Hungary*
- 2010** • H E Mohamed Nasheed, *President of Maldives*

an economy that, in the words of Lawrence Summers, is "A consensus based globally not on the idea that competitiveness was in service of a nation trying to win a zero sum game, but rather on the idea that through international integration, nations could diversify, pursue their strengths, and realize together the benefits of larger global markets." Innovation at all levels of economic activity is the hallmark of the new Indian growth model.

**New Age Innovation:** As the world

rebalances and multi-polarity emerges, new forms of innovation will be required. Most critical, these formats would have to be jointly developed through collaborative research. For the emerging world, innovation is needed to develop cost-competitive new products to meet felt needs of emerging middle classes - for education and healthcare, for connectivity, and for sustainable lifestyles. For higher income consumers, innovation would be related to carbon emissions and energy efficiency

as well as research itself. India is already a laboratory for the world in many of these areas.

In particular, India would need to innovate to strengthen partnerships with its traditional friends as well as with new markets. Its trade profiles and investment relations with a resurgent China and a vibrant Africa would be particularly relevant for its future interests. The Partnership Summit 2012, the flagship international event of the Confederation of Indian Industry, would bring together economic and commercial policymakers, businesses, innovators, and the public at large for relevant discourse on the current status of innovation in all spheres of activity, and would help evolve a roadmap for leveraging innovation for global inclusive growth and development. To be held in Hyderabad, one of modern India's iconic urban agglomerations, in January 2012, the eighteenth edition of The Partnership Summit will be co-hosted by the Department of Industrial Policy and Promotion of the Ministry of Commerce and Industry, India, the Government of Andhra Pradesh, and the Confederation of Indian Industry.

### EXPECTED OVERSEAS PARTICIPATION

- Hon'ble Mr Nasser Mohammed Al-Ahmed, *Prime Minister of Kuwait*
- H E Mr Goh Chok Tong, *Emeritus Senior Minister, Singapore*
- Trade Ministers from *Key G20 countries*
- Business Delegations
- International Media and others

# Retrospect...

## PS 2011: New Partnerships for Economic Resurgence:

CII brought together 10 Ministers from 9 countries and overseas delegates from over 12 countries to brainstorm on 'New Partnerships for Economic Resurgence: The Global Imperative' at The 17th Partnership Summit 2011 in Mumbai on 24 and 25 January. The flagship annual summit was held in partnership with the Department of Industrial Policy and Promotion, Union Ministry of Commerce and Industry, and the Government of Maharashtra. Mr. Anand Sharma, Union Minister of Commerce and Industry, India and Chairman, Partnership Summit 2011; Dr Hage Geingob, Minister of Trade and Industry, Republic of Namibia; and Mr. Prithviraj Chavan, Chief Minister, Maharashtra, set the tone for the Summit by pitching the significance of new partnerships between countries for the growth and development of nations together. Ministers, business

leaders, and other senior thought leaders focused on what emerged 7 key themes of this Summit:

- Relevance of multilateralism in global trade
- Need for a robust global financial architecture
- Employability and Skills Development
- Partnerships in innovation for human development
- The imperatives and challenges of urbanization for economic growth
- Partnerships for global security
- Sustainable environmental development

The Summit also showcased Maharashtra as an attractive business destination. The focus country this year was Oman.

## PS 2010: Global Partnerships: Meeting Challenges:

The 16th edition of CII's signature convention, The Partnership

Summit, was held in Chennai in January 2010. Organised in partnership with the Department of Industrial Policy and Promotion, and the Government of Tamil Nadu, the theme of 'Global Partnerships : Meeting Challenges' drew over 300 participants from 25 countries and included sessions on global trade, regional integration, investment security, and India 2039, among others.

Mr Mohamed Nasheed, President of Maldives, Mr Anand Sharma, Minister of Commerce and Industry, India, and Dato Mustapa Bin Mohamed, Minister of International Trade & Industry, Malaysia set the tone for the deliberations by pitching India as a global leader in the next wave of industrialisation and innovation. Ministers, business leaders, and other senior Government officials focused on what emerged as the three key themes of this Summit – centrality of emerging countries for the future growth of global trade and investment, the need to develop strong business ties between emerging nations with a special focus on regional integration and the need for sustainable



PS 2011: New Partnerships for Economic Resurgence: The Global Imperative; 22 – 24 January 2011 : Hotel Grand Hyatt, Mumbai



*PS 2010: Global Partnerships : Meeting Challenges;  
22 – 24 January 2010: Chennai Trade Centre, Chennai*

development. The shift in global economic power to Asia was reiterated at many sessions.

**PS 2009: Building Partnerships in a Post-Crisis World:**

CII’s flagship event, in its 15th edition deliberated on ‘Building Partnerships in a Post – Crisis World’. While the speakers, from Government and industry alike, underscored the gravity and far – reaching repercussions of the global economic crisis, they also pointed out that the challenges would bring opportunities to emerge stronger, if the lessons were learnt wisely and well. The Summit was organized in collaboration with the Department of Industrial Policy & Promotion, Ministry of Commerce & Industry, and the Delhi Government, on 19-20 January in New Delhi.



*PS 2009: Building Partnerships in a Post-Crisis World;  
19 - 20 January 2009 :  
Hotel Taj Palace, New Delhi*

Mr. Pranab Mukherjee, Minister for External Affairs, India, was the Chief Guest, while Rt. Hon. Lord Mandelson, Secretary of State for Business, Enterprise and Regulatory Reforms, UK, Mr Kamal Nath, Minister of Commerce & Industry, India, Mr. Stockwell Day, Minister, International Trade, Minister for the Asia – Pacific Gateway, Canada and Ms. Sheila Dikshit, Chief Minister, Government of NCT of Delhi were among the other dignitaries at the Summit.

**PS 2008: Emerging Geographies: Integrating People:**

This year’s Summit in January 2008 in Gurgaon, was well attended by over 1400 delegates with almost 40% from overseas attracting



*PS 2008: Emerging Geographies: Integrating People;  
16-18 January 2008 : Hotel Crowne Plaza, Gurgaon*

overseas delegations from over 31 countries.

While Mr Ferenc Gyurcsany, Prime Minister of Hungary was the chief guest, Ms Ana Vilma Albanez de Escobar, Vice President of El Salvador addressed a special session.

Ministers from Syria, Australia, Indonesia, Iran, Ethiopia, Sri Lanka and Canada, also spoke. Mr Kamal Nath, Minister of Commerce and Industry, Mr P Chidambaram, Minister, Finance and Mr Bhupinder Singh Hooda, Chief Minister, Haryana shared Indian perspectives.

**PS 2007: Emergent India: New Roles and Responsibilities:**

The President of the Republic of Portugal, H.E Prof Anibal Antonio Cavaco Silva inaugurated The Partnership Summit 2007, which focused on key International issues facing growth and development. With participation from over 25 countries and over 1200 delegates from India and abroad, the Summit featured 12 plenary sessions and 16 networking luncheon sessions and meetings.

The Summit Chairman Mr Kamal Nath, Union Minister



*PS 2007: Emergent India : New Roles and Responsibilities;  
17-19 January 2007 : Bangalore*

of Commerce and Industry, noted that as globalisation gains further momentum, the centrality of partnership in all engagements would become increasingly important. The Summit, with Karnataka as the Partner State, was co-chaired by Mr HD Kumaraswamy, Chief Minister, Karnataka, and Mr Nandan Nilekani, CEO & MD, Infosys Technologies Ltd. The Department of Industrial Policy and Promotion, Ministry of Commerce and Industry, also supported the Summit.

#### **PS 2006: Shaping Growth: Nurturing Development:**

The President of India, Dr APJ Abdul Kalam, inaugurated the Partnership Summit 2006, which focused on key international issues facing growth and development today. With participation from over 25 countries and over 1200 delegates from India and abroad, the four-day summit was a resounding success, with 14 plenary sessions and 12 networking luncheon sessions and meetings.

The Summit 2006 was chaired by Mr Kamal Nath, Union Minister

of Commerce & Industry and co-chaired by Mr Sanjiv Goenka, Past President, CII and Vice Chairman, RPG Enterprises Ltd. Former Prime Minister and Senior Minister of Singapore Mr Goh Chok Tong delivered the valedictory address.

#### **PS 2005: Partnerships for Development:**

The world is serious about India and confident of its economy and industry – this was the one unifying thought shared by the various dignitaries at the 11th CII Partnership Summit held at Kolkata, in January 2005, at the National Library heritage site.

The Summit was inaugurated by



*PS 2006: Shaping Growth: Nurturing Development;  
17-20 January 2006 : Kolkata*

Prime Minister, Manmohan Singh, who in his inaugural address reiterated the need for India to become a more open economy and to derive the benefits of globalization. “The challenges before India are to think anew, think afresh and think boldly,’ he said.

The underlying emphasis of the Partnership Summit 2005 was two-fold. One was on exploring development strategies and opportunities which India and partner countries can evolve and execute together in partnership and the second was on exploring joint business and investment opportunities in the manufacturing, services and technology sectors against the backdrop of economic and social development.

The Prime Minister also made two major announcements, the setting up of the National Knowledge Commission that would help India be better prepared for the future and the removal of the restrictive provisions of Press Note 18 to promote investment.

Speaking at the inaugural session, West Bengal Chief Minister Buddhadeb Bhattacharjee, said that in the new economic order, it was no longer possible to remain



*PS 2005: Partnerships for Development; 12-14 January 2005 : Kolkata*

isolated from the outside world and he urged the private sector to take advantage of the potential that existed in West Bengal.

Among the other dignitaries were Peter Mandelson, EU Trade, Patricia Hewitt, MP, Secretary of State for Trade & Industry, UK; Digby Jones, Director General, Confederation of British Industry, UK; Ratan N Tata, Chairman, Tata Sons Ltd; Kevin Kolben, Rutgers Business School, USA; Thierry Courtaigne, MEDEF International, France; Bayani F Fernando, Chairman, Metropolitan Manila Development Authority, Philippines; Tarun Gogoi, Chief Minister of Assam; Jac Haken, Vice President, Royal Philips Electronics, USA and Narayan Pant, INSEAD, Singapore.

An important highlight of the Summit was the signing of an MoU worth Rs.700 crore between the Tata Group and the West Bengal Industrial Development Corporation.

**PS 2004: India and the World: Engagement and Partnership:**

Focused on India's place in the world order the 10th edition of

this annual Summit, went a long way in intensifying the buzz around India as a successful democracy, an emerging world leader and a country destined to become an economic powerhouse.

Inaugurating the Summit, Planning Commission's then Deputy Chairman K C Pant said India, having completed some significant restructuring in the manufacturing sector, had the potential to become a global hub for manufacturing and that the entire world could take advantage of India's cost-competitive, high-quality, technical and managerial talent pool.

N Chandrababu Naidu the then Chief Minister of Andhra Pradesh,

instrumental in the Summit being held in Hyderabad for a record third time, said that the goal of making India a developed nation by 2020 could be accomplished five years ahead – by 2015, if all the States could become equally committed to reforms.

Among the other dignitaries at the summit were Arun Shourie, IT Communications & Disinvestment Minister, Arun Jaitley, Commerce & Industry and Law & Justice Minister, Prof C K Prahalad., Claude Smadja, President, Smadja Associates, Mike O'Brien, Minister of State for Foreign & Commonwealth Affairs, United Kingdom, Senator John Cornyn, USA; Balaji Sadasivan, Singapore's Minister of State for Health & Transport and Data Seri Samy Vellu, Minister of Works, Malaysia.

This summit took the networking vision of The Partnership Summit of 2003 further by setting a framework based on effective engagement and winning partnerships. It offered infinite possibilities, insights and alternative growth vistas. Over 70 policy makers, industrialists, thought leaders and academicians addressed 1200 delegates who participated in the Summit.



*PS 2004: India and the World : Engagement and Partnership; 7-9 January 2004 : Hyderabad*

### PS 2003: Networking Businesses: Linking Nations, Partnership Summit

CII's flagship business networking event traveled to Hyderabad for the second time in three years. Delivering the inaugural address, Deputy Prime Minister L K Advani complimented CII on its exemplary passion, drive and persistence in working for the cause of reforms, development and global integration of the Indian economy. Andhra Pradesh, Partner State for the Summit, was led by Chief Minister N Chandrababu Naidu and Minister for Major Industries, Commerce and Export Promotion K Vidhyadher Rao. There were as many as 24 overseas business delegations and 63 speakers addressing 14 topical plenary sessions attended by over 1200 delegates from Indian and abroad.

The Ninth Partnership Summit was unique in the following ways.

- For the first time, delegates were asked to participate in on-the-spot polls covering issues being discussed.
- For the first time, audience feedback on issues like global economic outlook and performance on NDA ministers was collected, collated, analysed and published on a day-to-day basis.
- There were as many as 30 distinct business networking sessions that provided delegates never before opportunities in terms of relevant issues and interaction.

Setting the tone for the entire event during the Inaugural Session, CII President Ashok Soota said



*PS 2003: Networking Businesses : Linking Nations;  
5-8 January 2003 : Hyderabad*

that India should have the goal of emerging as one of the top 20 economies of the world – and CII would like to be at the forefront of the efforts required.

Dr Supachai Panitchpakdi, Director General of WTO, stressed that without the Doha work programme in place, market access would go down and the cost of doing business would go up.

The management guru Prof. C K Prahalad focused on the need to fold the future in and the importance of 'next practices, rather than best practices'. The key was to 'amplify weak signals'. He foretold of a world where aspirations were going to be bigger than resources, and where efficient innovation would be vital.

#### The Takeaways

In his valedictory speech, CII Vice President Anand Mahindra identified three key takeaways from the Ninth Partnership Summit.

- The Indian economy can and must grow at 10% per annum and generate 10 million new jobs every year.

- India can play a key role in the constantly changing political landscape of the globe and simultaneously be an important face of the developing world in a multilateral trade regime.
- India, with its rich resources and the backing of one billion minds, can be a champion of "Thought Leadership" on key areas of economic and social development.

### PS 2002: Local Boundaries: Global Frontiers

It was a marathon Summit – spread over a seven-day period.

The eighth edition brought together over 1400 delegates from across the



*PS 2002: Local Boundaries :  
Global Frontiers;  
5-11 January 2002 : Bangalore*

globe to hear over a 100 speakers put forward their perspectives on issues ranging from global trade to security. The highlight was the opening of the Summit by the Prime Minister of the United Kingdom, The Rt. Hon Tony Blair, MP.

The Summit was also addressed by Shimon Peres, Deputy Prime Minister and Foreign Minister of Israel, George Fernandes, Union Minister for Defence, Pramod Mahajan, Union Minister for Parliamentary Affairs, Information Technology & Communication, Murasoli Maran, Union Minister for Commerce & Industry, S.M. Krishna, Chief Minister of Karnataka, Erkki Liikanen, EU Commissioner for IT & Enterprise, N Chandrababu Naidu, Chief Minister of Andhra Pradesh, Mohammed Arif Norzai, Minister for Small Industry, Afghanistan, Essop Pahad, Minister in the Office of the Presidency, Republic of South Africa, Dr. Supachai Panitchpakdi, Director General Designate, WTO, J.K. Cuttaree, Minister of Industry and International Trade, Mauritius, Rajiv Pratap Rudy, Union Minister of State for Commerce & Industry and many others.

The Summit attracted almost 300 overseas delegates from 18 countries. Several thought leaders, academicians, CEOs from India and overseas, Ministers and bureaucrats addressed and attended the Summit.

**PS 2001: New Economy : Old Economy - Moving Ahead Together**

CII's flagship international event was held in Hyderabad, under the Chairmanship of Mr N Chandrababu Naidu, Chief



*PS 2001: New Economy : Old Economy - Moving Ahead Together; 9-11 January 2001 : Hyderabad*

Minister of Andhra Pradesh. The Summit was addressed by Shri Krishan Kant, Vice President of India; Mr Jim McDermott, Co-Chairman of the Congressional Caucus of Indian and Indian Americans; Smt. Sushma Swaraj, Minister for Information and Broadcasting, Government of India; Mr Shimon Peres, Minister of Regional Co-operation and former Prime Minister of Israel; Mr Arjun Malhotra, Chairman and CEO, Techspan, USA; Mr Ramesh Vangal, Chairman, AtIndia LLC, Singapore; Mr B Ramalingaraju, Chairman, Satyam Computer Services Ltd; Mr Stephen Byers, Secretary of State for Trade and Industry, Department of Trade and Industry, UK; Ms Lydie Polfer, Vice Prime Minister and Foreign Minister of the Grand Duchy of Luxembourg among many others.

**PS 2000: Managing Globalisation in the New Millennium**

The Partnership Summit focused on global trade and economic issues, their implications and adaptations to the Indian economic environment.

The Summit was inaugurated by

Mr Jaswant Singh, Minister for External Affairs and addressed by Mr Pramod Mahajan, Minister for Parliamentary Affairs and Information Technology. Other dignitaries who attended the Summit included Mr Murasoli Maran, Minister for Commerce & Industry, Mr P R Kumaramangalam, Minister of Power, Mr Alexander Erwin, Minister for Trade & Industry, Republic of South Africa, Mr Abdullah Mohammed Omar,



*PS 2000: Managing Globalisation in the New Millennium; 9-11 January 2000, New Delhi*

Minister of Transport, Republic of south Africa, Mr Essop Goolam Pahad, Minister in the office of the President, Republic of South Africa, Mr Knut Vollebaek, Minister for Foreign Affairs, Norway. Mr Gerrit Ybema, Minister for Foreign Trade, Netherlands and Mrs Lea Rabin, Former First lady of Israel.

**PS 1999: Preparing for the New Millennium**

The City of Jaipur witnessed the 5th Partnership Summit in January. This mega event was attended by thirteen hundred delegates from India and abroad including strong speaker participation – 60 from 17 countries. “Is Indian Industry ready for the new millennium?”, “What will be the impact of the information age ; ‘The Asean



*PS 1999: "Preparing for the New Millennium"; 7-9 January 1999 : Jaipur*

crisis-lessons for India", "The 21st Century - Free Trade or Protectionism" were some of the issues discussed at the sessions. The Chief Minister of the host state, Rajasthan, Mr Ashok Gehlot announced new initiatives for the state. Some of the other dignitaries present at the Partnership Summit were His Holiness The Dalai Lama, Dr Supachai Panitchpakdi, Mr Jay Naidoo, Mr Fernando Pacheco, Ministers from Thailand, South Africa and Portugal respectively. Mr Richard Celeste, US Ambassador to India and Minister of External Affairs, Mr Jaswant Singh were also present. Students from the Indian Institute of Management, Ahmedabad and Indian Institute of Technology, Delhi spoke at a unique session on "The Vision of Youth".

### **PS 1997: Partnerships for Sustaining Growth**

The Partnership Summit 1997 was held at Calcutta from 9-11 January, to commemorate 50 years of India's independence. The theme for the Summit was 'Partnerships for sustaining Growth'. Mr H D Deve Gowda, Prime Minister inaugurated the 3-day mega-event. Mr John Major, British Prime Minister, addressed a special plenary session. He was

accompanied by a delegation of British business leaders. The Summit also celebrated three years of the Indo-British partnership.

Other dignitaries who addressed the sessions were: Mr Lloyd Axworthy, Minister of Foreign Affairs, Canada; Mr Gregory Kolodko, Deputy Prime Minister, Poland; Mr Richard Kaijuka, Minister of Economic Development, Uganda; Mr P Chidambaram, Finance Minister; Dr BBRamaiah, Commerce Minister; and Mr PA Sangma, Speaker, Lok Sabha.

### **PS 1998: Networking Global Partnerships**

CII's flagship event - The Partnership Summit – is today recognised as the most important business event held in India providing a unique forum for networking with national and international statesmen, business leaders and academia, among others. Partnerships, both domestic and international act as an important bridge for economies to move towards the global village and play a significant role in the process of globalization. A major feature of the Summit has been the participation of various high-powered international business delegations led by their heads of state/government. These have helped in forging partnerships as well as identifying areas of



*PS 1997: Partnerships for Sustaining Growth; 9-11 January 1997 : Calcutta*



*PS 1998: Networking Global Partnerships; 8-10 January 1998 : Chennai*

bilateral cooperation. The Summit Venue was Chennai, which saw two European economic giants, Italy and Poland seek to establish linkages with Indian business. India's then Prime Minister, Mr I K Gujral, delivered the inaugural address while Prof. Romano Prodi, Prime Minister of Italy and Mr A. Kwasniewski, President of Poland addressed special Plenary sessions.



*PS 1996: Transforming India into World Class Excellence; 10-12 January 1996 : Bombay*



*PS 1995: The Partnership Summit 1995; 4-6 January 1995 : Calcutta*

## ABOUT THE HOST STATE

### ANDHRA PRADESH

Industrial development in the State has been the priority sector since it generates large scale employment directly and indirectly through its service sector. The State has a strong industrial base with industrial investments of Rs.1.18 lakh crore providing employment to 28.26 lakh persons in both Large and Marginal, Small and Medium Enterprises (MSMEs). Employment in MSMEs is nearly 10 times that of the large industries.

Andhra Pradesh is a leading investment destination because of large resources of fruits, vegetables, oil seeds, dairy products, meat poultry, marine products, spices, chillies, coconut, cashew etc. for value addition by the food processing industry. In addition to this large number of mineral resources like coal, limestone, granite, barytes, bauxite, iron ore, beach sands etc. are available. This has led to a strong manufacturing strength in cement, paper, granite, pharma and bulk drugs, textiles,

electronics and defense equipment, heavy electrical engineering industries and defense electronics and aerospace industries. Andhra Pradesh is also having strong presence in biotechnology through promotion of Genome Valley near Hyderabad which has ICICI Knowledge Park, Alexandria Biotech Park, Indian Immunological Limited, Unicorn, Nektor, DuPont etc.

A number of initiatives for creating infrastructure like road network, port development, airports, industrial water supply and waste management through Public Private Partnership to host large manufacturing industries in the state have been taken up. Andhra Pradesh has the 2nd longest sea coast with potential for export logistics and exports of marine products

The State is also a home to many large public and private sector companies. It is considered as

the hub of industrial activity in South India. Hyderabad and Visakhapatnam have become the nerve centres for manufacturing, information technology, tourism and services. A leader in Infrastructure growth in the country, the state has completed numerous successful projects under the Public Private Partnership (PPP) and has the credit of being the first state government to have the Infrastructure Development Enabling Act (IDEA). Hyderabad is having the first state-of-the-art green-field International Airport in the country, which was executed through PPP mode.

Andhra Pradesh is blessed with India's first PCPIR (Petroleum, Chemical, and Petrochemical Investment Region) at Krishna-Godavari Basin, in 600 sq. kms between Visakhapatnam and Kakinada where a number of chemical industries are located; and first Special Economic Zone (SEZ) for semiconductor manufacturing and Food Processing/Agro SEZ in India. In fact, Andhra Pradesh has the highest number of SEZ's - 74 notified SEZs, the highest in the country. 27 of them are in operation providing employment to over 1.40 lakh persons.

The Industrial strategy of Government of Andhra Pradesh envisages enhancement of productivity of MSMEs through clusters, under PPP model particularly in the employment intensive sectors like readymade garments, textile, electronics, footwear, food processing etc.

The Government of Andhra Pradesh continues to give priority to the



Information Technology Sector. Andhra Pradesh's software exports grew over 100% per annum during the 90s and over 40% per annum later. IT sector contributes 49% of total exports from Andhra Pradesh and the State occupies 4th position in India with a share of 15% of the national IT exports.

Skill development, employment generation, especially under the manufacturing sector through development of MSME, also continue to be the focus areas for Andhra Pradesh. The Government of Andhra Pradesh is planning to create 7.5 to 8.0 million employment opportunities in the textiles, construction, and IT & ITES, tourism and health care and other sectors during the 12th Plan period.

The Industrial Investment Promotion Policy 2010-15 of the State envisages an employment target of 5 lakhs per year for achieving 17% growth in the manufacturing sector.

Andhra Pradesh stands 1st in the country in meat and egg production and the State targets to grow at a rate of 9% annually. A.P. accounts for 40% of Indian fishery export and the sector contributes 2.58% to the GSDP.

Andhra Pradesh has the largest number of professional colleges in the country and produces around 5 lakh students in a given year.

Andhra Pradesh is strategically located in India. The State is known as 'Gate of south east Asia'. It has an Easy access to the economically developed countries like Japan, Philippines, Singapore, Malaysia, Hong Kong, Australia and New Zealand and also with the Gulf Countries. Andhra Pradesh is also

rich with multiple numbers of seaports giving Global connectivity. Vishakapatnam port is a leading seaport handling largest cargo in India.

To ensure maximum return-on-investment, the three most important needs of investors; world-class infrastructure, skilled manpower and connectivity are being provided, making the state of Andhra Pradesh the preferred investment destination.

The sectors where Andhra Pradesh offers immense opportunities are – IT&ITES, Manufacturing, Pharmaceuticals & Biotechnology, Food Processing & Horticulture, Textiles and Leather, Education & Health services, Aerospace, Power, and Renewable Energy, Tourism and Retail.

In order to strengthen the social and physical infrastructure, which is primary requirement for inclusive development and industrial growth, the Government of Andhra Pradesh has initiated some of the flagship projects like –

- **Rajiv Education & Employment Mission (Rajiv Yuva Kiranulu):** The Government of Andhra Pradesh has formulated a twin pronged strategy to address the vital issue of lack of employment opportunities to the youth. The Government of Andhra Pradesh is working on recruitment to one lakh government jobs and also to deepen the opportunity for the youth of the State in the private sector by skilling. In this context the Government of Andhra Pradesh has launched the Rajiv Education and Employment Mission. The Mission seeks to identify employment opportunities in the private sector, define

the required skill set and then identify and take up skilling of the willing youth while targeting guaranteed placement. The Mission is tasked with providing placement to 15 lakh youth by 2014. The development of higher education-including technical education leading to enhancement of skill development remains the core agenda for 12th Plan period. Towards this, 97 Skill Development Centers have been commissioned in the State.

- **Rajiv Arogyashree Community Health Insurance Scheme:** Arogyashree Scheme will provide health care to the weaker sections, economically backward and those who are below poverty line. This scheme will facilitate major surgeries for heart diseases, cancer and kidney etc.
- **Integrated Novel Development in Rural Areas and Model Municipal Areas (INDIRAMMA):** The INDIRAMMA scheme is intended to provide basic amenities to one-third of villages and one-third of wards in the urban areas
- **Jalayagnam:** 'Jalayagnam', as the word speaks is a ritual for water conservation. This project accords the highest priority for the development of irrigation infrastructure, particularly in backward and drought prone areas by taking up this program in a big way. Jalayagnam includes a number of irrigation projects by construction of reservoirs and lift irrigation systems for lifting water from major rivers, particularly from Godavari to provide immediate irrigation benefits. Under Jalayagnam,



into the mainstream and ensuring the access of all benefits like crop loans, input subsidy, crop insurance, seed and fertilizer subsidy- the Government has enacted the landmark AP Land Licensed Cultivator Ordinance, 2011. A.P. is the only State to have enacted such a progressive legislation.

Andhra Pradesh government is hosting the eighteenth edition of The Partnership Summit, which will be co-hosted by the Department of Industrial Policy and Promotion of the Ministry of Commerce and Industry, Government of India and CII. Around 40 countries overseas delegations are expected to participate in this version of the partnership summit. The genesis of Partnership Summit can be traced back to the centenary Celebrations of Confederation of Indian Industry (CII) at Kolkata in January 1995.

The strengths of Andhra Pradesh will be showcased at the proposed partnership summit and attract investments in to the state. The key strengths of Andhra Pradesh such as India's first PCPIR (Petroleum, Chemical, and Petrochemical Investment Region) & the immense gas resources at Krishna-Godavari Basin and first Special Economic Zone (SEZ) for semiconductor manufacturing and Food Processing/Agro SEZ in India, etc would be the potential areas for investments. These strengths would be showcased at the proposed Partnership Summit 2012.

the State Government have taken up 86 major and medium irrigation projects with a massive outlay of Rs.1,86,000 crores that include creation of new ayacut, stabilization of existing ayacut, modernization and flood control works in a comprehensive manner.

- **Rajiv Gruha Kalpa, Swagruha:** For low-income urban population, government has launched an innovative housing scheme, Rajiv Gruha Kalpa, with civil infrastructure and free land being provided by government. The government will provide Rs.30,000 towards the cost of land development charges. The beneficiaries should contribute 10 per cent of the remaining Rs.70,000. The rest of the amount would be arranged in the form of loans from banks. To the large middle class, the Government is launching a housing programme called "Rajiv Swagruha". This programme will enable middle class families to own houses in urban areas. The housing scheme will have Integrated

Townships in approved layouts. The townships would encompass best infrastructure facilities, with high quality construction.

- **NREGS – AP:** The NREG Act 2005 provides enhancement of livelihood security, giving at least 100 days of guaranteed wage employment in every financial year.
- **Indira Kranti Patham (IKP):** IKP is a statewide poverty reduction project to enable the rural poor to improve their livelihoods and quality of life through their own organizations. It aims to cover all the rural poor households in the state with a special focus on the 30 lakh poorest of the poor households. It is implemented by Society for Elimination of Rural Poverty (SERP), Dept of Rural Development, Govt. of AP. SERP is an autonomous society registered under the Societies Act, and implements the project through District Rural Development Agencies (DRDAs) at the District level.
- **Licensed Cultivator Ordinance 2011:** 26 lakh licensed cultivators

# REGISTRATION FORM



Confederation of Indian Industry



New Age Innovation Partnerships

11-13 January 2012 :

Hyderabad International Convention Centre (HICC), Hyderabad

## Mr Uday Laroia

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## Delegate Fee\* : Please tick the relevant category.

- Rs 8500 per delegate for non-members
  - Rs 7500 per delegate for medium & large members of CII
  - Rs 5500 per delegate for small scale companies
  - Rs 4500 per delegate for Educational Institutions/NGOs
- \*10% Service Tax on delegate fee and .3% Education Cess on Service Tax would be added

## We are nominating the following from our company to attend the conference:

Name	Designation
1 _____	_____
2 _____	_____
3 _____	_____
4 _____	_____
5 _____	_____

## The following spouse(s) will attend:

Name	Spouse of (Full Name)
1 _____	_____
2 _____	_____
3 _____	_____
4 _____	_____
5 _____	_____

- Last date of Register for the Summit will be 5 January 2012. The spot registration will also be available at the venue.
- Nominate 5 or more Delegates from your Organisation and get 10% OFF on all Delegate Fees

Enclosed find cheque/demand draft no \_\_\_\_\_ dated \_\_\_\_\_ for Rs / US \$ \_\_\_\_\_ in favour of Confederation of Indian Industry towards delegate fee.

Proceedings of the Partnership Summit 2012

Proceedings of the Summit would be available for Rs.3000/-. To avail discount of Rs.1000/- please block your copy of live proceedings (DVD set) in advance (discount is available to registered delegates only). The DVD will be sent in 4 weeks after the Conference.

## I would / would not like to order the CD set for The Partnership Summit 2012

Name : \_\_\_\_\_ Designation : \_\_\_\_\_  
Company : \_\_\_\_\_  
Address : \_\_\_\_\_  
Tel : \_\_\_\_\_ Fax : \_\_\_\_\_  
E-mail : \_\_\_\_\_ Signature : \_\_\_\_\_

Note : Pre-Registration and pre-payment is a must. On receipt of your Registration Form enclosing the delegate fee, further details will be sent to you. Delegate fee is non-refundable or adjustable against any other event of CII. Changes in nomination are acceptable.



# Report on Catalyzing growth: Education Sector in India

**A**s India transitions into a knowledge-based society, it is critical for the country to adapt itself to evolving changes and be responsive to the competitive dynamics. This transition will require India to develop workers into knowledge workers who are more flexible, analytical, adaptable and multi-skilled. Unlike many other countries, India has a demographic advantage with about 70% of the population below the age of 35. But this advantage can only be realized if opportunities for education expand on a massive scale.

To enable the stakeholders have a clear perspective of the macro environment surrounding the education sector of the India, a survey was conducted and an analysis of the survey is included in this paper which presents the following themes - the Right to Education & facilitating its implementation, Strengthening the link between school & vocational education; Innovative funding and financing models in education; Enhancing the quality of education through the intervention of technology.



## 1. Facilitating the implementation of Right to Education act:

This topic discusses on the challenges attached with meeting RTE norms for infrastructure, quality, human resources, governance and management along with the roles and responsibilities of relevant stakeholders and other critical factors to ensure successful implementation of the Act.

### Key Challenges:

- The acts notion of providing universal access to elementary education through neighbourhood schools needs a detailed mapping of habitations to arrive at specific infrastructure and funding requirements, where certain confusion on reservations exist. In order to become fully RTE compliant, the state's financial burden is likely to increase.
- Absence of a clear strategy for enrolling and retaining out-of-school & dropped-out children and mechanism to induct over-aged children into age-appropriate classes, despite lack of trained teachers will remain a challenge.
- No clear direction on implementing reservation of 25% students from economically weaker sections with responsibilities like admission and fee-sharing procedures, cost component in the estimation of average

cost/child and curriculum & certification equivalence.

- Provision of quality human resources for creating a congenial teaching-learning environment where Pupil Teacher Ratio (PTR) is high and availability of trained teachers is highly varying is a challenge.
- Lack of financial resources required to provide an enabling school environment with good quality facilities including safe drinking water, separate girls' toilets, playground, etc, remains a challenge.
- Unavailability of ICT based quality Teaching and Learning Material (TLM) is an important factor constraining effective delivery of education.
- Existence of wide gap in funding between the planned outlay versus the actual outlay that will be required for implementation of the act, with the mentioned infrastructure and quality norms is a serious matter of concern.
- Absence of state-specific rules on the establishment of the State Commission for protection of child rights (SCPCRs) makes the states roles in implementing RTE ambiguous, besides concerns in ensuring effective management of schools by empowering school management committees (SMCs).

### Strategies and next steps:

An Integrated Approach for successful implementation with following stakeholders is recommended.

- Government should elevate itself to the critical role of a policy-maker from its present multi-role status by consulting stakeholders before notifying rules, clearly outlining the roles and responsibilities of various agencies involved and establishing clear linkages between SMCs and local authorities.
- Appropriate rules and regulations, guidelines and implementing strategies w.r.t admission and fee-sharing procedures, curriculum and certification equivalence, acknowledgement as neighbourhood schools needs to be framed by both Central and State Government. Professional management of education delivery under PPP mode needs to be given a major fillip for effective implementation of the act.
- Developing an investment model where corporate partnership can be adequately leveraged for the implementation of the RTE Act, than mere philanthropy should be looked into.
- Adequate provisions need to be made within the Act to enable progressive partnerships with NGOs and CBOs right from policy formulation to advocacy, promotion and institutional and programmatic interventions.
- Empower and strengthen the capacity of the SMC to enable active and meaningful participation of parents and the community with the help of NGOs, CBOs or through

engagement of student representatives under the social service scheme, scouts and guides, and others.

- Local bodies are to be empowered beyond the Act's provisions, especially in the administration of public schools in ensuring availability of qualified teaching resources and learning material besides the responsibility for the performance appraisal and career progression of the teaching staff.
- A national teacher mission needs to be set up at the central level to look at the holistic development of the teaching profession, in addition to providing an institutional mechanism through the formation of 'school complex' to ensure higher quality in learning outcomes.

## 2. Rebranding Vocational Education and Training in India:

As India transitions into a knowledge-based society, there is a need for the country to develop workers into knowledge workers who are more flexible, analytical, adaptable and multi-skilled. Promotion of skill development and vocational education and training (VET) has the potential to contribute to the employability of the youth and in enhancing the productivity at the individual, industry and national levels.

Vocational education and training in India operates on a three-tier institutional intervention, with the basic tier operating at the secondary school level, the second tier operating at the certificate

level through the Industrial Training Institutes (ITIs) and the third tier operating at the diploma level through the polytechnics.

### Key Challenges:

- There is an element of social stigma associated with pursuing a vocational stream of education, due to the perception that it relates only to securing manual jobs, and that it is reserved for economically and socially backward communities because of which it is less preferred.
- There is no cross-linkage between the vocational stream and the academic stream because of which there is less scope for any change in course to the academic stream and vice versa, during the lifecycle of a student.
- Lack of key industry-institution linkages has created a significant mismatch between the industry's skill requirements and the talent-pool emerging out of ITIs/ITCs.
- The training capacity is inadequate, in quantity as well as quality and attracting qualified teachers is a greater challenge, due to the popular perception that the vocational profession largely comprises 'manual work' besides having low remuneration.
- The structure of the vocational education system in India is fragmented and does not have a nationally recognised qualification framework.

### Strategies to re-brand VET

Rebranding is required to make VET

more accessible & viable choice for young people. The following strategies can be employed to achieve this:

1. Creating acceptance among target communities and society at large, on the comparability and competitiveness of the vocational education stream, as against the general educational stream by focusing on 'Skill development'.
2. Encouraging a meaningfully structured PPP can support scale-up of the infrastructure provision of VETs to meet market demand with the added advantage of linking the vocational education stream with the corporate sector.
3. Expanding the reach of vocational education stream to relevant stakeholders by establishing new institutions across regions and use of technology for alternate teaching & learning.
4. Re-branding of VETs required for establishing employment equivalence across the blue- and white-colour stratum of employment through appropriate recognition, remuneration, skill and training requirements mapping etc, to increase employability of the students.
5. Curriculum standardisation and standardisation of assessment for certification are critical for cross-sector acceptance of the resources developed and also for removing regional imbalances.
6. Certification and recognition process needs to be standardized as per industry requirements at

state and national levels and certification has to be made compulsory for individuals seeking jobs as technicians in various vocations.

### 3. Funding Models in Education:

#### Challenges of public education system:

- Large parts of the country are under covered by schools primarily due to funding constraints.
- Poor quality and overall shortage of infrastructure
- Poor quality of learning outcomes as a result of teacher absenteeism and lack of teacher training and low motivation among teachers.

#### Funding education encompasses two core issues:

- Facilitating efficient allocation of public and private resources to ensure that an acceptable quality of education is offered to all students who opt for free education
- Enabling private capital to be channeled towards establishing and running institutions for those willing and able to pay for private schooling, thereby reducing the burden on public finances

#### Cost of educating a school student and its implications on cost structure:

There are two types of cost associated with providing school education: Capital Investments

and Operating Costs. The minimum capital investment for a school of 1000 students will be approximately Rs. 40,000 to 45, 000 per student in addition to the land required for the school. Applying standard norms, operating costs will be Rs. 12,000 to 13,000 per student per annum in addition to expenditure on uniforms, transportation etc.

Given the numbers of students involved, the level of expenditure required to provide everyone with good quality education is extremely large. If K-12 education were to be provided free-of-cost to everyone, government expenditure on school education would need to increase nearly three-fold. Expenditure of this scale is likely to be too high for the government alone to bear. However, an increase in the number of privately owned and funded schools that attract the more affluent students reduces the burden on public funds required for education. Hence policy reforms need to be in place to facilitate and / or allow infusion of private capital with attendant regulatory controls.

#### Options for Public Funding:

*Two major types of public private partnerships are possible in the public schooling segment:*

##### a. Management contracts:

Management contracts offer a mechanism through which a partnership could be achieved between the public and private sectors in order to facilitate more effective and efficient delivery of education and education outcomes. Different type of these contracts

can be structured like: i) a private party supplying teachers to publicly financed schools where the private provider will be responsible for delivery of teaching and ii) private sector setting up and maintaining computing infrastructure at state-owned schools whereby they are responsible for upfront investment and also maintenance and management of the infrastructure.

##### b. Build-own-operate or build-operate transfer models:

A mechanism through which private parties are allowed to set up and operate schools with specific objectives. These schools receive a fixed payment out of public funds within which they will operate. This is similar to PPP Model and certain regulations need to be changed in the current set up to enable these types of arrangements in the sector.

#### Options for Private Funding:

Unlike in the case of public schooling, in privately funded K-12 institutions, all funding for asset creation as well as operations comes from private sources. Economic growth, and the resultant increase in income levels, can be expected to drive rapid growth in demand for high-quality privately funded K-12 schools. The private funding options are:

##### a. Charitable funding and debt:

Most privately owned K-12 schools in India have been set up either by social and religious organisations or by family trusts and foundations (which are non-profit entities)

through funding from donors and philanthropic contributions in addition to debt funding for growth. Creation of facilities enabling banks to refinance loans given to this sector at low interest rates and providing priority-sector status to promote provision of debt funding will help in the growth of these institutions.

#### **b. Equity funding:**

Rapid growth is expected in the paid education segment which implies that significant capacity expansion will be required for this segment which will require huge investment. Raising such a large quantum of funds may not be possible unless the providers of capital are promised a return commensurate with the risk involved. Equity is a commonly used mechanism of providing such a return. Given the sensitive nature of the sector, it is important that checks and balances are put in place to ensure maintenance of quality and prevention of unscrupulous profiteering.

#### **4. Thrust on Quality: Bridging the gap through technology**

To sustain the current growth momentum necessary to move people out of poverty, people need to be given access to opportunities. Our schools, colleges and vocational training system have fallen short of this task due to their lack of capacity to cater to the number of students and lack of quality with the result that students are not prepared for modern and new workplaces. The quality of governance of many state educational institutions is also a cause for concern.

#### **Role of ICT:**

To address the concern of quality education using ICT, we need to address the four key challenges facing education eco system today:

- Creating and having access to quality and relevant Open Educational Resources and using them judiciously is the single most important determinant of the impact ICT will have on the learning achievements of students. This requires technological, subject matter as well as pedagogical expertise.
- ICT as a subject in the curriculum and the corresponding establishment of computer laboratories has been in focus for over one and half decade now. Recent trend shows that more and more schools are using ICT not only to teach computer skills to students but more as a tool for course delivery.
- Capacity building of teachers and administrators is increasingly being recognized in India as critical to the success or failure of any ICT initiative in educational eco system. Teachers and supervisors at the school level and administrators in government departments will have to be brought on board for integrating ICT organically in teaching-learning process.
- While the initiatives taken towards delivery of quality education and capacity building of teacher through use of ICT is commendable, all such initiatives would fail if there is no proper monitoring and

evaluation framework to assess the success of such initiatives.

#### **Investments in ICT for schools:**

The central sponsored scheme "ICT@Schools" had covered 53,000 schools since 2005-06. Under the 11th five year plan another 58,000 schools are planned to be covered.

The implementation of ICT in education in New Delhi has created a marked decrease in the dropout rates in all Delhi Government schools; however, the extent of the decrease is steep in schools with Computer Aided Learning (CAL) as compared with schools without CAL.

In Himachal Pradesh, the GER has increased from 98.24% in 2003-04 to 115.4% in 2008-09, a substantial jump in just 5 years. Himachal Pradesh in spite of its hilly terrain has shown remarkable progress in enhancing the literacy levels of the state.

#### **Future Challenges:**

While the ICT initiatives undertaken so far have experienced positive response from stakeholders in the education eco system; however there are certain challenges which needs to be taken care in future in the form of infrastructure bottlenecks, lack of quality instructional materials, Uneasiness among teachers in using ICT as a tool for delivery and lack of monitoring and evaluation strategies.

– Source: Report on  
Catalysing growth  
Education Sector in the  
Northern Region

# Higher and Technical Education in India

Education in general and higher education, in particular is destined to play a key role in the realization of India's potential and aspirations for economic and technological development. The system of higher education in India has seen an impressive growth since independence.

The basic indicators of higher and technical education are as illustrated in Table 1.

**Table -1 Higher and Technical Education: Basic Indicators – 2009-10**

Indicators	Achievements
Enrolment in Universities and Colleges	<b>136.42 lakhs</b> of which 16.69 lakhs (12.24%) in university departments and 119.73 lakhs (87.76%) in affiliated colleges
Enrolment in Distance Learning	<b>30 lakhs</b>
Intake in Technical Education	<b>14.10 lakhs</b> in degree and <b>5.09 lakhs</b> in diploma
Institutions in Technical Education	<b>7272 Degree level</b> institutions and <b>2324 Diploma level</b> institutions
Number of Universities	504; 40 central universities, 243 state universities, 53 state private universities, 130 deemed universities, 33 institutions of national importance, 5 institutions established under State Acts
Number of Colleges	<b>25, 951</b> including 2565 womens' colleges
Faculty	<b>5.89 lakhs</b>
Academic Staff Colleges	<b>66</b>
National Assessment and Accreditation Council	<b>4171 colleges and 159 universities assessed</b>

Source: Annual Report, MHRD. 2009-10

## HIGHER AND TECHNICAL EDUCATION IN THE WESTERN STATES

There are interstate variations in the development of higher education in India. Some states have expanded their higher education systems fast, but many are lagging behind. The percentage of population and their education is indicated in Table 2

**Table 2 Percentage of Population (Age 5-29 years) vs Percentage of Education in the Western States.**

State	Percentage of Population (5-29 years)			Percentage of Persons Attending Education in this Age Group		
	Rural	Urban	Total	Rural	Urban	Total
Goa	43	45	44	46	49	48
Gujarat	46	46	46	46	48	46
Madhya Pradesh	50	49	49	51	57	52
Maharashtra	45	46	46	51	52	51
All India	47	46	47	51	53	52

Source: NSS Report: Education

## FINANCING HIGHER AND TECHNICAL EDUCATION

Higher education has been primarily publicly funded in India. Both the central and state governments share the responsibility of financing higher education. The growing propensity of Indians to spend on higher and technical education, especially professional courses like engineering, medicine, MBA etc. has led to significant increase in private spending on higher education.

Foreign universities have been inking strategic partnerships with educational institutions in India. Though the presence of foreign education providers in India is not a new phenomenon, yet the continuation of its expansion has not led to the emergence of a transparent mechanism of registration. There are multiple modes of arrangements between the foreign and Indian partner institutes.

### Public Private Partnerships (PPP) in Higher Education

The concept of PPPs in education is still at a nascent stage in India. The Planning Commission has identified four business models to promote higher education through the PPP mode.

#### Basic Infrastructure Model:

The private sector will invest in infrastructure while government would run the operations and management and make annualised payments to the private player.

**Outsourcing Model:** The model suggests that private players should invest in infrastructure and also run the operations and management

while government would pay for specific services.

**Hybrid / Mix / Equity Model:** The model suggests that private player and the government should share investment in infrastructure while operation and management should be taken care of by the former.

**Reverse Outsourcing Model:** The model suggests that the government should invest in infrastructure and private players should run operations and management.

### Regulatory Framework in Higher Education

The regulatory structure in higher education in India is multi layered and complex – partly a result of the federal structure of India and partly a legacy of the country's colonial past. There are multiple agencies and a complex web of rules and regulations that govern the higher education system with the UGC (University Grants Commission) at the helm. The state governments, the professional councils at the national level and professional councils at the state level, the state councils and affiliating universities are the key stakeholders in the regulatory system.

#### UGC

The UGC has the national jurisdiction for the determination and coordination of standards in the entire university education in all disciplines

#### AICTE

The AICTE was set up under the All India Council for Technical Education Act, 1987 (AICTE Act) with a view to ensure proper planning and coordinated development of

the Technical Education System throughout the country.

#### NCHER

The regulatory structure that emerged over the years in several stages has resulted in fragmentation of the higher education system in the country. To ensure coordination between them, the idea of a National Council for Higher Education was started.

### Regulating Private Higher Education

With the proliferation of private higher education institutes, it has become necessary to provide a correct regulatory framework to check malfunctioning in this sector. The Private universities (Establishment and Regulation) Bill was introduced by the Central Government in 1995 to provide for the establishment and incorporation of self-financing universities.

### Regulation of Foreign Education Providers in technical Education

The need for regulating the entry of foreign education providers to India has been felt for a long time. AICTE has recently consolidated all its regulations pertaining to opening of new technical institutions including those relating to foreign universities /institutions in its AICTE (Grant of Approvals for Technical Institutions) Regulations, 2010.

Some of the important features proposed to be introduced by the Bill are:

- FEIs (Foreign Educational Institutions) may not be able to operate unless they have been

granted a deemed university status by UGC

- All FEIs operating before commencement of the Act (once passed) will have to get themselves registered and accredited within six months
- The programmes offered in India have to be comparable to that offered in the country of origin of the FEI
- FEIs shall have to maintain a minimum corpus fund of INR 100 million
- FEIs may not utilize more than 75 % of the income derived for the development of their institutions in India and the remaining 25 % would have to be deposited in their corpus fund

### State Level Regulations and Initiatives

Unlike the central government that discharges its responsibility towards higher education through the UGC and the other professional councils, the state governments carry out most of the functions by themselves through the concerned government department.

### RECOMMENDATIONS

India currently produces a huge core of knowledge in scientific and technical education and is endowed with favourable demographics. The resource base and the potential are present. The higher education system should not only be able to meet domestic demand, but also the international demand for qualified and trained manpower.

The recommendations made are applicable for the higher education system of the country as a whole.

### Growth in Institutes and Access to Higher Education

There has been an impressive growth in the number of higher and technical education institutes in the western states. An enabling policy framework is necessary to improve equity and access in higher education.

### Issues Relating to Faculty

There is a mismatch between growth in institutes and growth in faculty resulting in poor quality of education imparted in a large number of colleges across the country. There is also a lack of availability of adequately qualified and trained faculty. Therefore there is a necessity of getting adequate and suitably qualified faculty.

### Financing Higher Education

The private sector needs to realize that skilled and qualified manpower required by the industrial sector can be produced by universities only if they are well endowed with finances. PPPs in higher education which is as yet at a very nascent stage need to be explored as a viable option.

### Educational Loans

Educational loans have failed to take off in India in a meaningful way. The risk perception of educational loans makes banks wary of lending. A good education loan system will also aid in bringing down capitation fees, change the functioning of the educational institutions and improve access.

### Investment Facilitation

Investment in higher education can be facilitated only if private promoters are able to meet the operational expenses in

higher education. In order to attract investment, an enabling environment needs to be created.

### Regulatory Issues

Regulatory hurdles have so far impeded the entry of foreign educational institutions into India. It is also important to encourage a framework where different states retain their ability to cater to the specific needs they perceive in their particular regions.

### Importance of Research

To build up academic excellence in higher education academic research requires special attention. There should be growth in research at higher and technical education institutes and universities should strive to become powerhouses of research.

### Availability of Data

It is to be realized that absence of good, sound data makes it difficult to frame policies and strategies with a long term perspective. In view of this, there is an immediate need to look into the issue of data collection, compilation and dissemination which will benefit all stakeholders.

### Industry – Education Links

Academia must seek to network with the corporate world to provide regular training for the students and the faculty, and provide regular updates from professionals who have a closer exposure to current business developments, and technical standards.

– Source : *The status of Higher and Technical Education in Western States*

# The Scourge of Corruption

**R.K. RAGHAVAN**

Former Director, Central Bureau of Investigation, New Delhi

As I write this piece for the CII, the Lokpal draft bill is before Parliament. Early reports on the draft are not very encouraging, as this critical document produced by a distinguished Parliamentary Committee is a hotchpotch of several ideas. An attempt has been made to accommodate several pulls and pressures. In the end, no group seems to have been satisfied. My feeling is that the bill in its present form will not take the fight against corruption far enough to make a national impact. The reversal of the decision on FDI in multibrand retail adds to the prevailing gloom, and strengthens the assessment that there is near freeze in decision making at the national level.

The 2G scam brought to fore how easy it is to subvert all government decisions to give a thrust to the economy, of which the communication sector forms a major part. Since the matter is before several courts of law, including the Apex Court, I do not want to dwell on this in great detail. It is suffice to say that several actors, both in government and in private industry, are not averse to defrauding the exchequer through clever manoeuvres, whose sophistication is mind boggling. All the sordid details of the Gargantuan operation have come out in the public domain only because of the extremely hard and honest work

done by the CBI. And how, unlike in other cases, did the CBI get a free hand here to unravel what had been hidden? It was because, as in the Hawala case of late 1990s, the investigation was closely monitored by the highest court of the land. No restraints have operated on the country's premier investigating agency while probing the 2G Scam. Actually, thanks to the Supreme Court, it has had the unique privilege of a Special Counsel, Mr.K.K.Venugopal, one of the country's outstanding lawyers with a Himalayan reputation. But then, in how many cases can the Apex Court monitor CBI investigation? It is exactly because of the impracticality involved, the CBI's hands need to be strengthened. It should be made absolutely independent of the Executive and

We need to raise a new generation of citizens who abhor corruption and will never succumb to the evil of appeasing the greed of those in authority. Unless this happens, India will remain a highly corrupt nation.

accountable only to the law of the land and the judiciary. This will not however happen under the new Lokpal dispensation. This is a matter of worry, and every citizen will have to be briefed on the realities of the ground situation, especially how there is no strong political will to reduce corruption in public services.

India has launched a major exercise to improve the infrastructure. This involves building new roads, new ports, new hospitals, etc. Huge outlays are involved here. Unfortunately, in a number of such projects, severe leakage of funds has been detected as the fallout of collusion between public servants and private contractors. The Commonwealth Games scam is another variety of fraud perpetrated on public funds. All these add to costs of vital projects and a slowdown in the creation of new infrastructure meant to benefit the common man.

The recent stern action taken by the judiciary is welcome. It adds an element of deterrence to those intending to indulge in corrupt practices. The habitual offenders who are steeped in corruption are however unlikely to be deterred. Making penalties harsher than they are now is only a part of the solution. We need to raise a new generation of citizens who abhor corruption and will never succumb to the evil of appeasing the greed of those in authority. Unless this happens, India will remain a highly corrupt nation. This is sad for a country that has so much potential and has such goodwill among the comity of nations. Organizations like the CII can do at least a little to spread the message that corruption is an evil that does not square with the image of a civilized country.

# CII Student Innovation Challenge

Innovation is the driving force for sustainable economic growth and better quality of life. In today's context and in the light of what the future holds for us, Innovation has become more of a common sense; it's no longer an oft-used buzzword for business strategy or product strategy.

A recent study report has warned that, despite an impressive growth rate of eight per cent in gross domestic product since 2004, India's full innovation potential remains unrealized.

It could be argued that Innovation, Education (including Vocational

Education) and Entrepreneurship are three ends of a triangle, each of which is related to the other.

India is not realising its potential for innovation, warn experts, because its education and research institutes do not encourage a culture of experimentation and the exchange of ideas between disciplines.

With this background, the Education & Employability Subcommittee of Southern Region, developed and announced a unique award "CII Innovator Award" - A CII Initiative to ignite and nurture innovation among college students in the year

2009.

This event aimed at identifying and showcasing the innovative ideas of graduate & post graduate students from Engineering, Arts, and Science and Management streams in the Southern Region.

Innovator is a technical project/paper, business and social idea contest that invites entries from students to submit their own original innovative concept. The event provides a platform for the budding innovators among the student community to showcase their creativity. The entries are judged on the following



parameters- novelty of the idea, methodology & depth of research of the topic selected, social relevance, practicality of the idea.

### **Innovator will be conducted in three stages –**

#### **1. Stage I:**

Contestants will be required to submit an executive summary of 300 words to CII for a Technical, Business or Social Idea depending on the student's area of interest.

#### **2. Stage II:**

Shortlisted Candidates would be invited to submit Final paper

#### **3. Stage III:**

The top 50 ideas will be showcased at a 'trade show' for students; wherein close to 100 members would be asked to 'notionally invest' in the best ideas. Members would ideally represent leading investment companies & angel investors. 20 Finalists will be invited to make an onstage presentation to a panel of judges from the Industry in the final Innovator event.

### **Key Highlights**

- Innovation plays a key role in the area of economic development as well as in making a difference in society.
- Main focus of the event is to bring about a culture of innovation, originality and competitiveness amongst college students.
- Innovator is an initiative of CII – SR to bring out Innovative Technical, Business and Social Ideas from students that can make a difference for society or in economic development.
- The event also provides an



opportunity for the Industry to welcome innovative ideas from students and nurture the best ideas towards implementation.

- Prize money of upto Rs.100000 per stream along with non-cash awards and citations.

### **Idea Streams**

The contest will have three broad streams

1. Technical Stream - Innovative Technical Paper and/or Technical Prototype of the idea.
2. Business Idea Stream – Innovative entrepreneurial or business application idea.
3. Social Idea Stream - Innovative business ideas for social change/development in the context of social entrepreneurship.

The 1st edition of Innovator 2009 witnessed 200 entries across colleges and institutions and these entries were evaluated by a panel of eminent jury members. The entries were evaluated and 75 entries were chosen for the second stage. At this stage teams

were asked to send in final papers of their project/idea and 48 teams sent in entries at this stage. The papers were further shortlisted and 33 papers were selected for the finals and 10 colleges bagged the awards in various categories.

The 2nd edition of Innovator, witnessed around 250 entries from Southern Region and 39 teams appeared for the finals.

This year, the 3rd edition has been launched with League Innovation Contest in all the 5 States and 4 cities in Tamil Nadu. The locations are as follows:

- Andhra Pradesh – Hyderabad
- Karnataka - Bangalore
- Tamil Nadu - Chennai, Madurai, Coimbatore, Trichy
- Kerala - Cochin
- Puducherry

The 5 top teams from each of the stream from the League Contest at each state will be invited for the MEGA Final Competition which is scheduled in the month of February 2011.



# **Economic Impact of Corruption - Need to Act against Corruption Today**

**– R SRI KUMAR**  
**Vigilance Commissioner**  
**Central Vigilance Commission, New Delhi**

Now that the much awaited Lokpal bill has been sent back to the Lok Sabha by the Parliamentary standing committee together with its recommendations and dissent notes, the country can have its Lokpal enactment sooner than later. The mood in the country today is more demanding than ever before, and the call is for a strong body of legislations to tackle the menace of all pervading corruption. This is being repeatedly heard from air conditioned drawing rooms to the street corners and slums. India has indeed awakened to realising that corruption touches the life of each and every one of us and we realise that we have to act against corruption today, so that the future of the generations to follow is safe.

9th of December is observed every year as the International Anti Corruption Day all over the world. A panel discussion organised in the posh office of UNDP in Lodhi Estate, New Delhi this year had an eye catching slogan “Act against Corruption Today” as the backdrop (Picture left side). A large group of young boys and girls staged a short street play (Picture right above) on the lawns. The Hindi street play indeed evoked strong feelings in the minds of the onlookers. It truly portrayed the agony of the common man impacted by corruption, in day to day dealings as well as the organised racketeering that have surfaced in recent times, showing the mind boggling impact of corruption on the economy of the country.

Corruption is a serious economic issue that adversely affects the



country's economic development and achievement of its developmental goals. Rightly it has been observed that corruption increases poverty and economic inequality and disparities. Corruption certainly promotes inefficiencies in utilisation of resources by catering to private greed as against public weal. Corruption distorts the markets and does not allow fair play in the market place. Corporate greed

Corporate greed skews investment priorities and compromises quality of public service delivery of even essential items like food security, healthcare, public transport, housing, education and entertainment.

skews investment priorities and compromises quality of public service delivery of even essential items like food security, healthcare, public transport, housing, education and entertainment. Corruption is affecting every walk of human life and adds to the deprivation of the poor and weaker sections of the economy and denies them even the basic services due to them from the state. Corruption has negative consequences for international trade relationships and foreign direct investment, both of which are key drivers of long term economic growth in emerging economies.

Many of the developed nations are better placed in the corruption perception index than the developing nations. So the economic impact of corruption is all pervasive and hence the rising crescendo against corruption in the country and the strident call for a strong Lokpal.

While all are agreed that a strong Lokpal in the centre and

corresponding Lokayuktas in the states need to be legislated for here and now, there are myriad suggestions for what mechanism we should have to fight the menace and assure for our progeny, India without corruption and a framework for economic development to match the land of opportunity. It is in this context that the working of the existing institutions to fight corruption need to be analysed and the new laws legislated in such a fashion that the present inadequacies are addressed appropriately. A set of robust new laws and a reenergised legal framework capable of giving justice quickly are needed. Systemic changes bringing about total transparency and accountability are called for. We need to leverage technology and empower the citizen who is the true sovereign in a democratic republic. We need to improve efficiencies everywhere to make life liveable. We need to build TEAM INDIA where T would stand for Transparency and Technology, E would stand for Efficiency and Empowerment, A would stand for Accountability and Audit trails, and M would stand for Mutual cooperation and Metrics to measure where we stand at any point of time.

While examining the strengths and weaknesses of the existing apparatus for anti corruption work in India, it is to be noted that the apparatus as it exists today is a disparate set, working in silos, often at cross purposes, without responsibly sharing information with each other and acting in a coordinated manner. At the same time, we need to stick to our time

tested constitutional framework and only take such innovative steps forward that can be retracted and redefined as and when necessary, for a timely course correction, while dealing with such a gargantuan problem as corruption in a land that prides itself of unity in diversity.

Central Vigilance Commission (CVC) and the Central Bureau of Investigation (CBI) are two of the existing institutions that face the brunt of the anti corruption work in the centre. The institution of the Central Vigilance Officers in the Central Government departments and the public sector banks and undertakings are considered as the extended arm of the CVC. Some states have the LokAyuktas with varying powers and functions and some others have the anticorruption departments or other vigilance machineries with practically no independent oversight principles. It is generally the resource starved and much maligned local police that is by law enabled to tackle most forms of corrupt practices, but the police continues to function as the agent of the government of the day and NOT as the agent of law that is the hall mark of a well functioning democratic republic. The preventive and other systemic changes are the responsibility of the departmental heads, which often turn a blind eye, if not outright collude or be the cause of all corrupt practices in their respective domain. The selection of the right person for the right post is often manipulated by vested interests and by itself, the executive and administrative functions of transfers and postings are more often than not dictated by policy makers or outside influences

and other external factors rather than the administrative heads. The peer review and self correcting professional attitude is almost absent everywhere.

As far as the CVC and the CBI are concerned, it needed a prod from the Supreme Court in the Vineet Narain case (1999) to give a statutory and independent status to the CVC in 2003 and make it a three member body exercising superintendence over the CBI to ensure its functional autonomy, but a similar prod from the Supreme Court in the Prakash Singh case (2006) has failed to make the states to give the same functional autonomy to the state police investigative machinery by having State Security Commissions. The 46 year old CVC which is respected for its advisory role in departmental matters is often continued to be ignored when it concerns persons in decision making levels such as the Joint Secretary in the government departments or the chiefs of public sector undertakings. The much needed financial independence has eluded the CVC and even the CVC Act of 2003 is a watered down version of the Supreme Court directive in Vineet Narain case and the then proposed legislation of the Law Commission. As far as the CBI is concerned, it continues to function under the pre-independence Delhi Special Police Establishment Act 1946 and is not yet given the required legislative mandate of a new CBI Act. The CBI therefore recognises only the Department of Personnel as its "boss" especially in view of the power of the Government to say 'no' to its proposals for additional resources

and proposals for investigations abroad when trans-border flow of assets derived from crime have to be addressed. Further the legal status given to the obnoxious 'single directive principle' while enacting the CVC Act in 2003, precludes the CBI from taking up investigations against the higher echelons in the Government, even when so advised by the CVC. So much for the CVC superintendence over the CBI!

In respect of the States, the colonial Police Act of 1861 still rules and even in those states which legislated their own new Police Act, (some after the Supreme Court directive in the Prakash Singh case), the colonial principles of 1861 were continued to keep the police in check as an agent of government rather than as an agent of law. The Police leaders of the day are also happy toeing the line of the Government in order to stay in the position of comfort rather than stand up for professionalism and the principle that however high one is, the law should be above one.

It is no wonder that existing mechanisms for translating the much touted zero tolerance toward corruption remains more in the books than is seen in action. The cry in the streets for better governance and respect for law and ethical standards is now seen to be assuming agitational proportions. The need of the hour therefore is to act first to strengthen the existing institutions by removing the obvious bottlenecks in their functioning. Adequate resources must be allocated to fight against corruption. Professionals must be ensured independence of actions

and functional autonomy with due regard to constitutional checks and balances. The lobbyists and the vested interests must be shown the door when it concerns public interest and weal.

The Telgi fake stamp scam is a classic case of mega corruption afflicting each and every aspect economic activity in the entire

We need to realise the realities of the world of global competitions and information age. We need to proceed both with caution and in haste, if we have to survive as one nation. We can do this if we act in public interest rather than in self interest or party politics.

country. It is also a classic example of how influence peddling holds the sway over rule of the law in the existing scheme of things in the country. The lessons from Telgi scam are far from having been understood and learnt in all their ramifications. Some years back, the Telgi story was in the news everywhere but now it finds hardly any mention anywhere. All the preventive and corrective steps that needed to be taken following an incisive investigation into all the ramifications of the fake stamp case have not yet been taken to logical conclusions to ensure that

such scams do not take place again. Same is the case with the Stock market scams of the nineties.

In order to present a strong and determined resolve against corruption that is impacting the economy and lives of ordinary citizens, it may be necessary to revisit these cases and learn from our own recent history. The Prevention of Corruption Act needs to be amended to address corporate greed and corruption in the private sector. The witness protection law and the Whistle blower Act as well as a new law for determining 'conflict of interest' need to be legislated. Instead of an omnipotent Lokpal, a networked environ of central and state agencies with adequate checks and safeguards so that no single determined individual can lurk and wreck the system, should be facilitated to evolve. The existing institutions should be facilitated and empowered to transform into centres of excellence. New Institutions are to be set up to address grand or collusive corruption which arises out of a nexus between the political executive and private business, and results in laws, policies and regulations being driven by private interests rather than the larger interest of the economy. We need to realise the realities of the world of global competitions and information age. We need to proceed both with caution and in haste, if we have to survive as one nation. We can do this if we act in public interest rather than in self interest or party politics.

Let us act against corruption today.

# Code of Business Ethics

This code is intended to serve as a guide to each employee of CII member companies on fair and transparent business practices and focuses on ethical conduct and behaviour in dealings with all stakeholders. It is intended to strengthen the institutional framework that would help drive ethical practices in the organization.

Corruption is prohibited by the law of the Country. Corruption acts as a major obstacle to economic and social development.

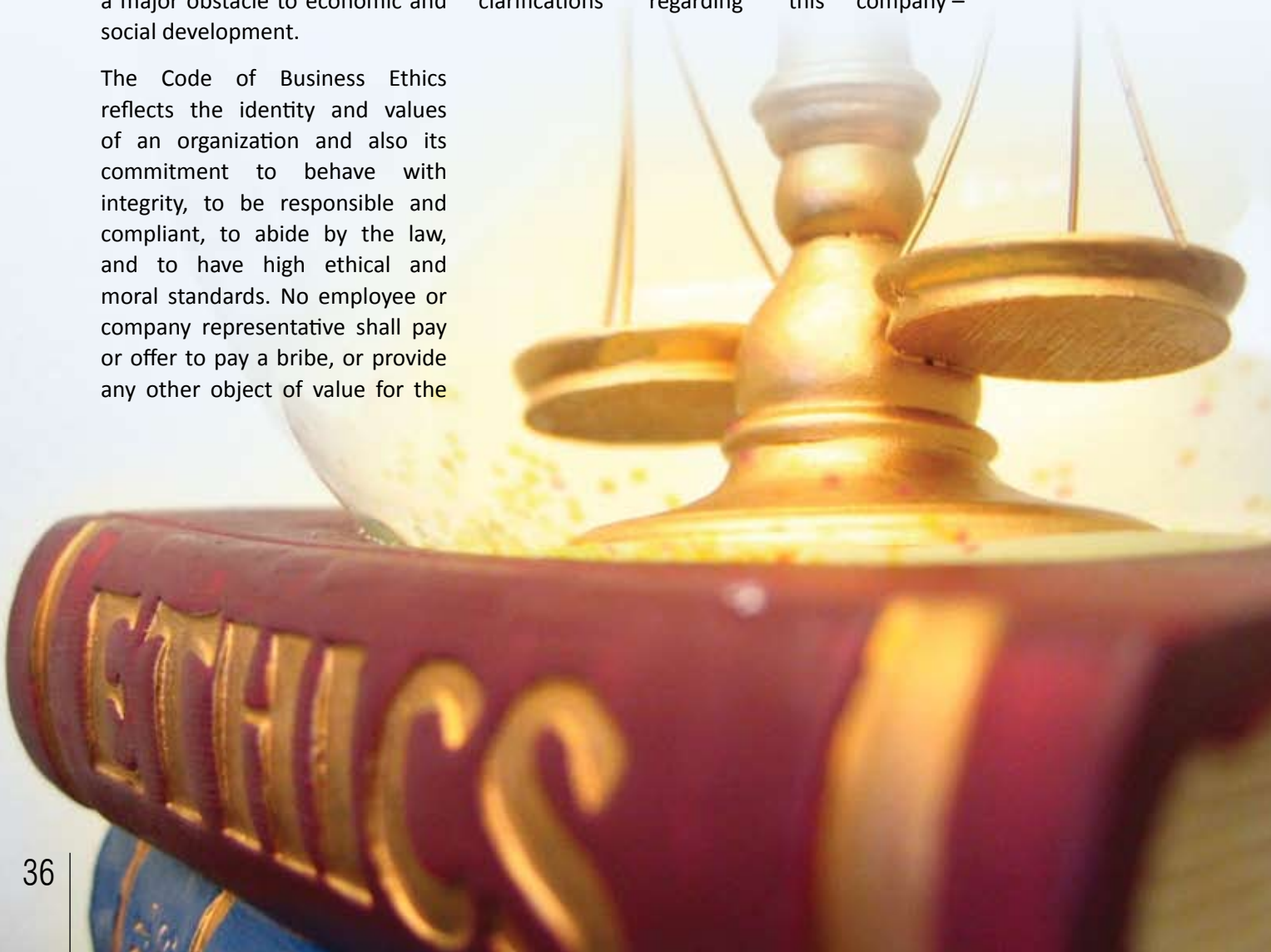
The Code of Business Ethics reflects the identity and values of an organization and also its commitment to behave with integrity, to be responsible and compliant, to abide by the law, and to have high ethical and moral standards. No employee or company representative shall pay or offer to pay a bribe, or provide any other object of value for the

purpose of obtaining a benefit, to any third party, public or private, with whom the Company is doing business. No one should also receive a bribe from any source.

This code, if violated, has serious implications for the employee and therefore should be adequately understood and strictly followed. In addition to consulting this policy, employees may contact the HR representative and/or Legal Department for any further clarifications regarding this

Policy. We would also organize suitable training programmes so that employees are aware of the Code. Leadership positions in the company would only be occupied by persons, who are competent for the job, lead by example, are transparent and accountable and have an evidence based track record of working with integrity.

Given are the principles of conduct and behaviour which need to be followed by employees of the company –



### 1. National Interest:

All practices and business conduct of the Company should have the foremost objective of serving the national interest. This is to be achieved by following the right path of following the laws and regulations of the country.

### 2. Ethics & Integrity:

- a. Employees should follow total integrity and ethical practices in their operations. Highest standards of integrity and impartiality are to be observed in all activities.
- b. While doing business, respect and conform to the local culture, customs and traditions of the region in which we operate.
- c. Follow the proper trade procedures including licensing, documentation and other necessary legal formalities.

### 3. Adherence to Values:

Adherence the concerns, values and interests of the organization are important. Follow the right path to achieve one's goals.

### 4. Transparency & Openness:

- a. Transparency and openness in regard to the decision making process and use of resources is important.
- b. Prudent use of financial and other resources is important. Accurate accounting and records keeping and correct financial statement which would reflect the true and fair picture of the company's affairs in compliance with applicable laws and regulations is a must. Payments made to our representatives/vendors should be accurately recorded in the books, records and accounts in a timely manner

and in reasonable detail. False, misleading, incomplete, inaccurate or artificial entries in the books and records of the company are prohibited.

- c. Ensure the best ethical procurement procedures. Observe total transparency and ethical practices for projects to be awarded. Decisions are to be taken without fear or favour in a totally objective manner. Proactively monitor transactions to detect inappropriate conduct.
- d. Agreements with suppliers should be complete, unambiguous and adequately documented, including any subsequent changes and additions. Suppliers are to be selected solely on merit.

### 5. Avoiding Corrupt Practices

- a. Prohibit money laundering and report unaccounted cash or suspicious transactions.
- b. Do not use your official position to influence any person or body for any personal gains or favours.
- c. Do not give, solicit or receive, directly or indirectly any gift or other favour that may influence exercise of your function, performance or judgement
- d. Avoid any conflict between personal interests and the interests of the organization
- e. Perform due diligence specific to anti bribery and corruption when evaluating mergers and acquisitions and joint ventures

### 6. Encouraging Competition & Competitors

- a. With the expansion of business

worldwide and new unknown markets, employees should learn to manage risks in the new environment.

- b. Do not engage in any illegal action to obtain information about competitors.
- c. Support and Create an environment for fair competition.

### 7. Following & Respecting the Code

- a. Respect the provisions of the Code and adopt the 'Zero Tolerance' principle. Report suspicion or evidence of corruption committed by colleagues or others including seniors.
- b. Make the Code of Conduct known to others such as professional partners, suppliers, etc. Encourage partners and suppliers to formulate a code of conduct for their employees.

### 8. Whistleblowers:

Encourage whistle blowers through a suitable policy. Necessary arrangements are being made for reporting any actual or possible violation of the Code of Conduct. All efforts would be made for protection of whistleblowers from any harm or intimidation.

It is necessary to determine the credibility of the information passed on by the whistleblower before taking action against the offender.

It is hoped that all employees of the Company would welcome this initiative which would further add value to the reputation of the Company.

# CII Southern Region OFFICE NETWORK

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# AP to encourage private veterinary colleges

## CII favours public-pvt-farmer partnership in dairy sector



The Government is likely to take up PPP mode projects... The Government needs to play a proactive role in taking up PPP mode projects through public-private partnership (PPP) mode...

# 'Explore alternative sources of finance for infrastructure projects'

## Start working on a fast public trust team to raise about Rs. 50,000 cr. Jai



The Executive Director of Rando Group, Mr. S. Gautham Reddy, said India generates about \$1 billion in terms of...

# CII experts favour pro-active role by Govt

## Waste management projects thru public pvt participation

The Government needs to play a proactive role in taking up PPP mode projects through public-private partnership (PPP) mode...



# CII's cluster approach gaining momentum

## College Excellence Centers wanted by CII as set of platforms for knowledge and resource sharing

College Excellence Centers wanted by CII as set of platforms for knowledge and resource sharing...

# FDI in retail to boost SME business: CII

## Retail sector to FDI is a welcome move, and it will offer wider choice with better quality to consumers and bring in more business opportunities for SMEs

THE recent approval of the Union Cabinet on foreign direct investment (FDI) into retail will bring in more business opportunities for small and medium enterprises (SMEs)...

# Corporates express concern over currency volatility

## Businesses worry about impact of rupee fluctuations on exports and imports

Businesses worry about impact of rupee fluctuations on exports and imports...

# Separate industrial estates for MSME units proposed

## MSMEs need dedicated infrastructure to boost growth

MSMEs need dedicated infrastructure to boost growth...

# Creating New Avenues



Joint efforts by CII and other industry associations to create new avenues for growth...

# Call to encourage private funding in infrastructure

## Japan, Malaysia investors keen to participate

Japan, Malaysia investors keen to participate in infrastructure projects...

# Government needs to educate all stakeholders on FDI in retail: CII

## Need to create awareness among public and private alike

Need to create awareness among public and private alike...

# Maryland Governor woos Indian firms, sees bilateral trade going up

## Hyderabad, Nov. 29



Mr. Martin O'Malley, Governor of Maryland, with Mr. Jay Galla, Chairman of CII-AP, in Hyderabad on Monday.

Addressing industrialists today at a meeting hosted by the Confederation of Indian Industry (CII), the Governor said the bilateral trade between India and the US has topped \$40 billion in 2010 and is poised to grow further...

# NCC Urban to take up more projects in South

## Hyderabad, Nov. 2



The company launched six projects, both apartments and villas, in Bangalore, which are expected to generate a turnover of Rs 250 crore per year.

The company garnered revenues of Rs 175 crore last year and was expecting to close this fiscal with Rs 200 crore, he said.

# Maryland invites investors



The Governor of Maryland, Mr. Martin O'Malley, is inviting Indian investors to invest in Maryland...

# 'Women bouncing boards' mooted in companies to take up challenges

## CII wants women to hold at least 33% of senior management positions



CII wants women to hold at least 33% of senior management positions...

# CII wants to take PPP route for setting up cold supply chain for bananas

## Project to improve banana supply chain in Karnataka



CII wants to take PPP route for setting up cold supply chain for bananas...

# సంకలకు ప్రత్యేక ఇండస్ట్రియల్ ఎస్టేట్

సంకలకు ప్రత్యేక ఇండస్ట్రియల్ ఎస్టేట్... ప్రైవేటు ఎన్టీఆర్ కంపెనీ... పరిశ్రమలకు కావాలి...



# We Connect Businesses

Make your business requirements heard by CII members.

With myCII.in's B2B zone, you now have access to new opportunities for your business to develop. Meet the right professionals from your industry and explore new prospects for your business. Reach out to our members through these simple steps.

1. Filter your requirements by specific products, services & generic sectors
2. Post your requirements
3. Receive an alert and make your connections!

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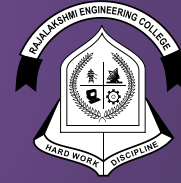
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# RAJALAKSHMI ENGINEERING COLLEGE

(Affiliated to Anna University of Technology, Chennai)

[www.rajalakshmi.org](http://www.rajalakshmi.org)



## KNOWLEDGE EMPOWERS

### ● My Institution

A WiFi campus with well equipped library and laboratories facilitates seamless multi-disciplinary knowledge integration.

### ● My Degree

Has the stamp of Quality from National Board Of Accreditation, National Assessment and Accreditation Council, Tata Consultancy Services and Cognizant Technology Solutions.

### ● My Classroom

Highly qualified, experienced and dedicated Faculty and an excellent student faculty ratio help me stay focused in constructive learning.

### ● My Interests

A TIFAC CORE and many other research centers to pursue research and encouragement to wholesome personality development in a vibrant and a conducive ambience help me bring out my true potential.

### ● My Dream Job

Highly effective Employability Training Camps and several innovative value addition programmes ensure that more than 85% of the students get placed in top Corporates consistently.



## COURSES OFFERED:

**B.E:** Aeronautical | Automobile | Biomedical | Civil | CSE | EEE | ECE | Mechanical

**B.Tech:** Bio Technology | Information Technology

**B.Arch:** Bachelor of Architecture

**M.E:** Communication Systems | CSE | Software Engineering | Power Electronics & Drives | Engg. Design | Medical Electronics

**M.Tech:** Bio Technology

**MS / PhD:** Bio Technology | CSE | EEE | ECE | Mechanical

**MCA | MBA**

### College

Chennai Bangalore Highway,  
Thandalam, Chennai - 602 105.  
Ph: 044 - 37181595-98, 2715 6750 -52

### Admin. Office

69, New Avadi Road,  
Kilpauk, Chennai - 600010.  
Ph: 044 - 26460124, 26461316, 26442472



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Designed by world renowned architects - HOK, NY, the WTC Bangalore is an address that will lend your business the global edge it deserves. Current leaders at WTC Bangalore are AMAZON, GALLAGHAR, H&M, KPMG, SAMSUNG, SIEMENS, UEC AND MORE.

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METRO STATION

30 MINS DRIVE TO  
THE BANGALORE  
INTERNATIONAL AIRPORT

32 LEVELS,  
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FOOD COURT

SUSTAINABLE DESIGN  
AND ARCHITECTURE



Sheraton Bangalore Hotel



Brigade Gateway Enclave



The Lobby at WTCB



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