

northern notes

NEWSLETTER OF CONFEDERATION OF INDIAN INDUSTRY

NORTHERN REGION

IN THIS ISSUE

- Rehabilitation in Leh
- Krishi Utsav brings new hopes
- Steel Mart 2010: Bringing steel producers to North
- Status of implementation of JNNURM projects in North



Building blocks
for change



Ministry of Agriculture
Government of India



Confederation of Indian Industry
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3 - 6 December 2010
Chandigarh, India

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Foreword

While the incessant rains dampened the spirits in the face of such a prestigious international event, ever-resilient as we are, we found ways to host a show that was quite a spectacle and left the international audience in awe of this vast and diverse nation.

The cloud burst in Leh, posed an unprecedented challenge as it changed the course of life for thousands of inhabitants. As individuals and institutions came together to help in whatever way they could, CII, supported by its member companies, mobilised immediate relief worth Rs 1.2 crore. Its 15 member team was working round the clock in Delhi and Chandigarh for procurement and dispatch of relief & rehabilitation materials in 7 villages. As of today, there is a 4-member team permanently stationed at Leh. CII has decided to reconstruct houses in the villages Saboo and other select sites; construction of houses has commenced.

The challenge of big, new and diverse is a recurring theme at CII North. Working across sectors, while Steel Mart brought steel producers to the north, the two-day Krishi Utsav brought more than 11,500 farmers, government and industry on one platform and helped in developing ideas and form action-oriented opinion.

The CII-Yi organic dinner, while serving the egalitarian motives of health and girl education, brought the world on a single platter with dishes from Turkey to Switzerland, Australia to Arabia, France, China, Italy and India.

Even though a Northern Notes issue stays on the shelf no more than two months at best, its basic claim is clear – working towards the interests of industry and society through adoption of best practices, technologies and policies across the North. While we grapple through unresolved issues related to industry, government and policies at large, we know solutions exist and we, at CII, are constantly finding new ways to help reach it.



(CHARU MATHUR)

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CII's response to the Leh cloudburst

On 6 August 2010, the LEH CLOUDBURST brought about vast devastation. Hundreds of lives were lost, swept away and buried in mud, over 1300 houses destroyed; More than 40 percent farmland rendered infertile putting thousands of survivors in relief camps.

CII responded by immediately swinging into action. Obstacles were slashed to permit purchases of emergency supplies and equipment, and mobilisation of other resources with minimum delay. Co-operative arrangements between government and private organisations were made to co-ordinate the delivery of relief supplies. With its prior experience in relief efforts at various places, CII formulated a 3-pronged strategy to support Leh in this hour of crisis.

Immediate relief...



A 4-member team was immediately mobilised to be at its staging site in Leh and provide on-ground assessment and constant feedback. The complexity of the terrain exceeded any one agency's capabilities, Yet, supported by its member companies, **CII mobilised 20 tonnes of immediate relief worth Rs 1.2 crore.** These were transported by land and air.

A 15-member team procured material and packed in distributable packs for immediate use. The relief material including family packs (sugar, tea, snacks, salt & fruit) for immediate consumption, hygiene kits, community tents, woollen clothing, blankets, kitchen utensils, 200 solar lanterns & battery lamps, water purification systems & 10,000 tablets, medicines and hand-tools for clearing debris, was distributed across **21 locations.**

CII was the **first to reach 7 inaccessible villages** to distribute relief and rehabilitation material, after clearing roads, and crossing the Zanskar River with a Ropeway trolley.

As the next step, rehabilitation had to be provided to those rendered homeless. As an initial step, 2 community tents, with capabilities to house 30 to 40 people each, have been provided. These are currently being used as schools.



CII Leh relief and rehabilitation task force

To provide support, guidance and facilitate implementation, a CII Leh relief and rehabilitation task force has been set up. The task force is chaired by Mr Sunil Kant Munjal, Past President CII and

co-chaired by Mr Harpal Singh, Past Chairman, CII Northern region. Mr Harpal Singh visited Leh on 7 – 8 September 2010 and had a participatory meeting with the villagers of Saboo.

Rehabilitation...

Effective emergency response requires the right person at the right place at the right time. Having provided timely immediate relief, as the next step CII continued to advance rehabilitation implementation. CII will be **constructing 50 houses** in at least 2-3 villages - Saboo and any other site that the government identifies. The houses will be built at sites identified by villagers and will be an improved version of the traditional Ladakhi house.

The improvised version has been designed so as to strengthen the structure to make it earthquake-resistant using locally available material. A team of local Ladakhi engineers, contractor and Delhi-based architect and structural engineers are working on the house reconstruction project. Walls will be made with compressed earth blocks, stabilised with cement. Instead of the

wooden roofs, CII will be using CGI sheets with EPS insulation. The proposed houses with one large Ladakhi kitchen, one smaller room and an air-locking corridor, with double-glazed windows for solarisation, are estimated to cost approx Rs 3.5 lakh each.

CII has bought a fully-automated machine for manufacturing the compressed earth blocks. 2 model houses will be complete by 20 October, after which the weather will not permit further construction. Through the harsh winter, CII will stock material for the remaining houses and commence construction April onwards, as soon as the weather permits.

Meanwhile, CII has ensured that nobody in Saboo village is homeless through the winter.



Partnerships at work...

Partnerships were expanded as never before and these alliances have helped build capabilities that had not existed earlier. It assisted in reconstructing and improving on what the cloud burst destroyed. The relief and part rehabilitation work has been made possible through partnerships with and assistance from the J&K State Government, DC, Leh, Mr Tsering Angchuk, R E Rogers, Indian Air Force, Indian Army, Jet Airways, Kingfisher Airlines and members who have generously contributed in cash and kind. In doing so, lessons were learned for future humanitarian assistance.

Material support for construction

Cement	ACC
CGI Sheets	Essar Steel
Steel Sariya	SPS Group of Companies
J Hooks & M S Pipes	BVM Exports
EPS Sheets	Thermo packers
Glass for windows	Saint Gobain & Asahi India
Insulated false ceiling for 2 model houses	Frick India
Tipper	Tata Motors
Truck for road transport	Swaraj Mazda
Earth moving Equipment	JCB India

Livelihood opportunities...

CII will, in Phase III, work with local committees & NGOs to:

- Promote cottage industries
- Promote skills in carpet weaving, pashmina weaving, food processing, local handicraft, wood & metal etc, hospitality, solar lantern repairs and maintenance, mobile repair and animal husbandry
- Help improve agriculture
- Help set up horticulture & food processing industry



Companies that have donated for CII Leh relief and rehabilitation work, both in cash & kind:

3M India Limited
 Aareen Exports
 Aarti Nursing Home
 Adani Agri Fresh Pvt Ltd
 Aid Matrix Foundation
 Ajit Industries (P) Ltd
 Alvind Industries Ltd
 Amit Enterprises Ltd
 Amritsar Swadeshi Woolen Mills Ltd
 Ansysco
 Avon Ispat Power Limited
 Avon Medicos
 BAE Systems
 Bain & Company
 Bansal & Co.
 Bharat Oil Company India Regd
 Black Apparels Ltd
 Bony Polymers Pvt Ltd
 C & S Electric Ltd
 Century Metal Recycling Pvt Ltd
 Citizen Press Components
 Dabur India Ltd
 Deioners Speciality Chemicals Pvt Ltd
 Drishh Shoes Limited

Engineering Enterprises
 Ernst & Young Foundation
 Everyday Industries Ltd
 Ford India Pvt Ltd
 Glenmark Pharmaceuticals Ltd
 Gopa Fastners
 Group Concorde (Ascent Air Pvt Ltd)
 Guava Softs Pvt Ltd
 Guru Nanak Vidya Bhandar Trust
 Henkel Teroson India Ltd
 Hero Eco Tech
 Hindustan Unilever Ltd
 Hotel Great Value
 Hotel President - Dehradun
 IDS Infotech Ltd
 India Metals
 Indian Foundry Works
 Indus Hospital
 Inscoll Hospital
 ISGEC Ltd
 Jindal Impex
 Jindal Steel & Power Limited
 JREW Engineering Ltd
 Juneja Bright Steels Pvt Ltd

Kangaroo Industries Ltd
 Kapsons Fashions Pvt Ltd
 KDDL Limited
 Krips Consultants Pvt Ltd
 Lakshmi Precision Screws Ltd
 Lovely International Trust
 M G Baker's Pvt Ltd
 Morepen Laboratories Ltd
 Mrs Bectors Food Specialites Ltd
 Nectar Lifesciences Ltd
 NICKS (India) Tools
 NRC Industries Ltd
 Oriental Engineering Works Pvt Ltd
 Oscar Leathers Pvt Ltd
 Ozone Overseas Limited
 Pepsi Foods Private Limited
 Phoenix Udyog Pvt Ltd
 Pirojsha Godrej Foundation
 Precision International
 Rajdeep Water Solutions P Ltd
 Ranbaxy Laboratories Ltd
 S R Jindal Metal Pvt Ltd
 Sadhu Forging Ltd
 Shivalik Prints

Sigma Corporation India Ltd
 Sigma Freudenberg Nok Pvt Ltd
 Sigma Vibracoustic (India) Pvt Ltd
 SNG Metals Pvt Ltd
 Sovereign Industries (Regd)
 SSP India Ltd
 Subros Limited
 Sud-Chemie India Pvt Ltd
 Super Seals India Ltd
 Superfine Knitters Ltd
 Suraj Innovative Technologies
 Suraj Plant & Equipment Corporation
 Triveni Engineering & Industries Ltd
 Vardhman Textiles Ltd
 Vashisht Chemicals Pvt Ltd
 VG Enterprises
 Victora Engineers
 Worldwide Immigration Consultancy
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Interaction with Members of Parliament

from Himachal Pradesh, 11 August 2010, New Delhi

During the interaction with Mr Anurag Thakur, Member of Parliament (Lok Sabha) and Mrs Bimla Kashyap Sood, Member of Parliament (Rajya Sabha), the following issues were discussed:

- Developing the peripheries of Himachal Pradesh on the NCR pattern leveraging the facilities available at Chandigarh
- Four laning of roads connecting major industrial areas of the state
- Extension of railway network in the State
- Establishing trauma centres throughout the state in PPP mode
- Domicile Himachali status to industrialists based in the State for more than 15 years
- Continuation of Central Transport Subsidy



Mr Anurag Thakur and Mrs Bimla Kashyap Sood, Members of Parliament from Himachal Pradesh with members during MPs meet

from Uttarakhand, 19 August 2010, New Delhi

The interaction with the following Members of Parliament:

Lok Sabha
 Shri Harish Rawat, Minister of State of Labour & Employment, Govt of India (Haridwar), Shri K C Singh Baba (Nainital), Shri Satpal Maharaj (Garhwal)

Rajya Sabha
 Shri Satyavrat Chaturvedi, Shri Tarun Vijay,

focused on the agenda on the development of the hill regions, industrial incentive packages, tourism, hydel power, connectivity, health infrastructure & environment.



Tourism, Agri and Knowledge Industry key to growth in hills: CII
 By CII STAFF REPORTER
 DEHRADUN, 20 Aug: Thriving upon the need for development of the hill regions of Uttarakhand, industry and the environment friendly tourism should be the focus area. The MP welcomed CII's suggestion of educational institutions. This could be leveraged to promote the state as a world class Knowledge Hub, a centre for research and industrial exchange.
 Several vocational skills were identified as other important areas requiring attention and resources. Complementing the concerns Uttarakhand's focus for the MP KC Singh Bawa, from MP Satpal Maharaj, Rajya Sabha members Satyavrat Chaturvedi and Tarun Vijay.
 The CII delegation was led



Considering the need of the secondary steel industry which has emerged as one of the major contributors of the steel industry in India, a special mechanism will be put up to look into the interest of the secondary steel producers.

- Shri Virbhadra Singh, Hon'ble Minister of Steel, Government of India

CII Steel Mart 2010 brings steel producers to North

10-11 September 2010, Chandigarh



Realising the immense potential the steel sector has for the Indian Industry, CII Northern region organised Steel Mart 2010. Shri Virbhadra Singh, Hon'ble Minister of Steel, Government of India, made a strong statement that only value added products should be

exported and there should be ban on iron ore exports. Emphasising on technology, the Minister said that steel industry must grow but needs to keep pace with it by constant technology upgradation and innovating new types & uses of steel. Steel Mart 2010 brought with it the directions for steel industry in North. The special CEO forum saw the discussion on the challenges & opportunities the Indian steel will face to meet Mission 2012.

The sessions focused on steel as a 'material for economic growth', including the emerging trends in new usages of stainless steel in areas of agriculture, real estate, automation, railways and even giving a city a bridal make over.

Coinciding with the conference was the showcase of the state-of-the-art technologies with wide scope of carbon and special steel, and its new uses in steel industry.

Mr Sachit Jain, Executive Director, Vardhaman Group, launched his debut novel 'Ready for take off: A leadership Story' on 11 September 2010 at CII Steel Mart. Honouring the occasion, Shri Virbhadra Singh Hon'ble Minister of Steel, Government of India, unveiled the book.



Highlights:

- Hypermarts created by the ESSAR Group will provide steel in any quantity at pre-fix prices
- Secondary steel industry produce 30 million tons of steel of the country operating at a growth of 20% pa, involving green technologies. Seek support from the government
- Government to set up special mechanism to look into the interest of the secondary steel producers
- Looking at the response, CII Northern region announced that Steel Mart will now be institutionalised

Northern region is the largest consumer of steel with changing skylines of rural India. For this we have created hypermarts where the customers can come & conveniently pick any quantity at pre fix prices & deliver off the shelf.

- J Mehra, Director, ESSAR Group



Krishi Utsav 2010 brings a new ray of hope in the life of farmers

7-8 September 2010, Sri Ganganagar, Rajasthan



CII's two-day Krishi Utsav attracted more than 11500 farmers

Krishi Utsav 2010 featured new techniques and ideas to the farmers through exposition and Krishi Paramarsh Kendra. It brought together farmers, government and industry at one platform and helped in developing ideas and form action-oriented opinion. The event was a riposte to the increasing need for sustainable and balanced development of agriculture sector, enabling the widest dispersal of economic benefits to all. "Farmers can achieve phenomenal results by adopting new technology of agriculture. Through new technology, they will certainly produce quality product and at the same time they can also boost their agricultural income," said Mr Bharat Singh, Hon'ble Minister for Rural Development & Panchayati Raj, Government of Rajasthan.

Sessions related to agri inputs, soil health & fertility,



नई सोच से उत्साहित किसान



नई तकनीकों से परिपूर्ण रहा कृषि उत्सव

कृषि उत्सव 2010 के दो दिनों में किसानों को नए तकनीकों के बारे में जानकारी दी गई। इस दौरान किसानों को नए तकनीकों के बारे में जानकारी दी गई। इस दौरान किसानों को नए तकनीकों के बारे में जानकारी दी गई।

कृषि उत्सव में भाग लेने वाले किसानों की संख्या 11500 से अधिक थी।

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seeds, fertilizers and pesticides, horticulture and alternate sources of revenue, animal husbandry, dairy, livestock, irrigation techniques – low cost micro irrigation & drip irrigation, solar pumps & green houses, agri marketing, post-harvest management, mechanisation, financing & risk management were organised. Key personnel from the government, leaders from leading companies, academia, non-governmental agencies and experts from agriculture interacted with the farmers during various sessions at the Krishi Paramarsh Kendra.

Around 72 organisations participated at the two-day exposition. DCM Shriram, Chambal Fertilisers, Monsanto Seeds, Jain Irrigation, Shree Shubham Logistics Ltd, JCB, SBBJ Bank, Dhanuka, John Deere Water, SARAS, Agriculture Department, Atul Ltd, Tata Agrico, Syngenta, Nuziveedo, PI Industries were some of the participating companies at the Krishi Utsav. **Over 40 speakers** addressed various sessions.



building people



Interaction with the Chief Minister, Rajasthan, Mr Ashok Gehlot and Union Minister of Commerce & Industry, Mr Anand Sharma

21 Aug 2010, Jaipur

CII announced the setting-up of Skill Development Centre in Rajasthan at a meeting with Mr Ashok Gehlot, Chief Minister, Rajasthan, and Mr Anand Sharma, Union Minister for Commerce & Industry. The proposed Skill Development Centre is being planned to be operational at Bhiwadi, Alwar and will be operational early 2011.

The trades will be finalised on the basis of study on Mapping of Human Resources and Skills for Rajasthan – 2015 and the ongoing Employers' Survey which would be completed by mid-October 2010.

The study projected the total skilled manpower gap of 50.19 lakh in various emerging sectors till 2015 namely, construction, tourism and hospitality, food processing, auto mechanics, gems and jewellery, handicrafts, banking and financial services, IT & ITeS, mines & retail.

The Employers' Survey has been commissioned by CII among 500 industry members in Jaipur & Alwar district to:

- Validate the skill gaps & the trades for skill training
- Get industry on board for skill development centre
- Involve industry in taking ownership and develop relevant curriculum for identified courses
- Map potential student profile



J&K Skills Gap Study

On a request from J&K Government, CII has conducted a district wise Skill Gap Study for all the districts of J&K in the month of July. The main purpose of this study is to identify development themes across formal and informal sectors, forecast employment potential of identified sectors in the State by 2022, map current and future skill requirements of J&K at district level and hence formulate District Skill Development Plans.

The GSDP of J&K has grown at a CAGR of 5.3% contributing 0.6% to India's GDP during 2009. It is estimated that the key sectors in J&K would employ about 4.5 million persons by 2022.

Key Recommendations:

- Establish Skill Development Centres to enhance employability at grassroot-level
- Link demand with supply through web-based system (centralised placements)
- Enhance awareness and confidence level of students and workforce
- Set up Centres of Excellence in tourism and hospitality, agro food processing, and handicrafts and handlooms
- Introduce and sharpen employment oriented course offerings

Potential sectors identified

- Tourism
- Handicrafts
- Horticulture
- Floriculture
- Mineral
- Electronics
- IT / ITES

Employment requirements of retail industry in Northern region

23 July 2010, Chandigarh

Taking CII focus of Business for Livelihood forward Mr Darpan Kapoor, Director Kapsons made a presentation on the report on Employment requirements of retail industry in Northern region.

Retail has shifted from labour intensive industry to skills oriented one. The organised retail has immense potential. The GDP in retail sector would be 22% by 2010. This throws open a huge opportunity for the providing employment & hence the focus should be skills development as per the contemporary & future needs. An estimated growth rate in retail sector in India has been about 30-40% with establishment of more than 200 shopping malls especially in Northern region.

Key findings:

- Retail management is associated with retailing business of exclusive brand stores and shopping malls
- Retail sector will create over 13 million jobs throughout the country by 2012
- There is a big demand for the retail management professionals to process all merchandise shipments, to achieve store sales and profitability, administration of stores as well as communication with the clients to satisfy them
- Training requirements are in supply chain management, finance management, marketing information, electronic retailing, marketing and business communication, customer relationship
- The vacancies in retail sector are available from the entry to senior management level. Career in retail sector can be developed as
 - ◇ Store manager
 - ◇ Retail managers
 - ◇ Retail buyers
 - ◇ Retail design/visual merchandise
 - ◇ Merchandise planning
 - ◇ Product developers

CII Members adopt 9 more ITIs in Rajasthan

9 August 2010, Jaipur

During the meeting of the steering committee on ITI Adoption with Mr Manohar Kant, Principal Secretary Labour & Employment, Rajasthan, CII members adopted 9 more ITIs in Rajasthan taking the total to 38 ITIs in Rajasthan.



IT training for under privileged

18 August 2010, Sonapat, Haryana

CII, GlaxoSmithKline Consumer Healthcare Limited (GSKCH), and the Foresight Society of Human Resource and Development, successfully completed a year-long project - 'IT for the under privileged', jointly undertaken under the affirmative action initiative at Sonapat. The key objective of this endeavour was to train the students in computer programmes to help them become employable and financially independent.

Under this initiative GSKCH sponsored 75 percent of the computer training fee of selected students belonging to the scheduled caste/scheduled tribe background in Sonapat district and reimbursed the remaining 25 percent fee to the successful candidates at the valedictory ceremony.

Mr D S Aery, Site Director, GSKCH Sonapat, informed that GSKCH had donated 14 computers to the Navprabhanam Centre and would continue with this initiative by sponsoring more students this year.

Landscaping businesses: The HR way

27 August 2010, Gurgaon



As business today face unprecedented upheavals, the role of Human Resources has shifted to offer solutions tailored in a manner that facilitates and influences the organisation's future itself. The tenth in the series CII HRM Summit 2010 was envisaged with the intent of bringing to the spotlight those aspects of HR which enable 'Landscaping Business the HR Way'.



The Four core areas identified were:

- HR's influence on business decisions: Evolution & Trends
- Aligning with Business: Best Practices vs 'What works Best'
- Developing Capability: Talent to Leadership
- Innovation: Engaging a Dynamic Workforce

Mr Harpal Singh, Immediate Past Chairman, CII Northern region and Chairman Emeritus, Fortis Healthcare Limited said that 'Everything else is a resource – the human is the source'!

Concentrating on how the individual aspirations have come fore, the Vedanta episode was exemplified where the concerns of a small group of tribals stood head on with a large company. Providing innovation as the only answer to deal with problems, the conference provided the way ahead:

The Way Forward

- HR professionals need to prove themselves as strategic partners to the business
- HR professionals therefore need to understand the business and speak the language of business
- HR professionals need to constantly wear the business hat, contextualise their thinking and understand what works best for business to deliver the right people practices
- The challenge therefore is to build a seamless talent supply engine which facilitates smooth running of the organisation, while at the same time taking steps to proactively understand the emotional and psychological needs of the employees to achieve synchronisation with employee aspirations



CII 10th HRM Summit 2010

Skill development & affirmative action in Uttarakhand - Meeting with HR heads

4 August 2010, Haridwar

Seminar on employee engagement: Driving performance and productivity

6 August 2010, Chandigarh

Bridging the skill gap - HR TPO forum meeting in Punjab, 8 August 2010: Ludhiana

Interactive session on welfare beyond workplace, 9 August 2010, Chandigarh

Workshop on growing importance of HR Management for MSMEs, 11 August 2010, Jammu

Busting stress - Spiritual healing session 27 August 2010, Chandigarh

Learning in knowledge economy - Inter-school competition, 29 August 2010, Lucknow

Workshop on apne lakshya ki prapti 18 September 2010, Nalagarh



policy pulse



Making hospitals safe: Importance of disaster management in healthcare

Abhishek Kapur
Associate Director & Kokil Tandon, Assistant Manager
(Advisory Services, KPMG)

The changing geo-political scenario of the 21st century has generated new responsibilities and challenges for healthcare providers. It is no longer enough to meet the routine, on going and emergency health needs of the community, but adequately respond to disaster situations as well.

The increasing incidence of natural and man made disasters has augmented the pressure on the sector to not only meet the emergency health needs of the community, but to do so with sub-optimal infrastructure and resources when disaster strikes. Furthermore, these services must be provided promptly to minimise the socio-psychological impact of disasters and generate a sense of security and well being in the local community.

The World Health Organisation (WHO) defines a Disaster as “any occurrence that causes damage, economic disruption, loss of human life and deterioration in health and health services on a scale sufficient to warrant an extraordinary response from outside the affected community or area”. No country is immune to disasters either natural - earthquakes, floods, hurricanes, disease outbreaks - or man made - terrorist attacks, arson, fire or bomb scares.

What puts health facilities at risk when disaster strikes?

Location of the hospital – A hospital’s geographical location can predispose it to different types of disasters. For instance, facilities located in the seismic belt necessitate anti earthquake measures to safeguard them in case of an eventuality

Structural elements – beams, foundations and resilience of the materials used

Non structural elements – water heaters, storage tanks, mechanical equipment, This acquires an even more serious dimension as the loss of some of these elements can compel a hospital to halt operations and the damage to these elements often surpasses the cost of damage to the building.

Loss of hospital beds – Decreased capacity due to loss of vital infrastructure exacerbates the ability to accommodate the sudden rush of patients caused by a disaster

Loss or unavailability of trained health workers – Healthcare personnel are trained to work under high pressure situations. However, doing so with inadequate resources may pose to be

challenging. The loss/absence of trained staff results in operational breakdown of a facility in the event of a disaster

Colossal disasters such as the Haiti earthquake earlier this year, Hurricane Katrina (in 2005), the Gujarat earthquake (in 2001), threw up one common factor – the deterioration of healthcare service delivery due to the lack of optimal response to the crisis. Leading the relief and rescue operations were the defence personnel and the entire infrastructure and operations of the military hospitals. Many lives were saved due to the efficient first response provided by the make shift healthcare facilities within a few hours.

Hospitals are made more prone to crises by the constant presence of a vulnerable patient population. When a municipal hospital was taken under siege by terrorists during the 26/11 Mumbai attacks, their susceptibility as terror targets came to light. This highlighted the need for robust security and contingency measures as adopted by other corporate entities.

This approach of disaster preparedness has been validated and now needs to be incorporated into the vision and overall strategy of healthcare providers. This enables the hospital personnel to not only grasp the gravity of a catastrophic situation but also deliver a rapid response. When the Tsunami hit Sri Lanka in 2004, the GH Ampara hospital was able to successfully manage the highest number of cases due to prior disaster management training given to personnel.

Hospitals occupy a unique position in a society's renewal capability following a disaster. Non-functioning hospitals can seriously retard a community's economic and social renewal. Following this premise, the Government of California, USA, made it mandatory for hospitals throughout the State to comply with the hospital seismic safety law, requiring the building to be earthquake resistant so that healthcare facilities remain functional during an earthquake and can provide medical assistance to victims.

How can a hospital be safe and ready in the event of a disaster?

The responsibility of creating safe hospitals must be shared among many sectors: planning, finance, public works, urban and land-use planning, together with the health sector. It has been estimated that the incorporation of mitigation measures into the design and construction of a new hospital at the planning and implementation stage will account for less than 4 percent of the total initial investment required for the project.

Well established hospitals can ensure continuity of critical services by prospectively planning a strategy to combat identified disasters. Delivery continuity planning (DCP) helps manage key processing components - people, process & technology to achieve optimal levels of uninterrupted service delivery and manage dependencies with critical vendors/service providers.

Since post disaster resources are constrained, routine procedures cannot function, due to which a disaster management plan needs to be activated. DCP enables prioritisation of critical activities/resources which facilitate continuity in service delivery, supply chain and support functions.

Preparedness is further facilitated through communication and awareness across the breadth of the organisation. Healthcare delivery is a personnel intensive process, requiring inputs from multiple stakeholders. Thus, when disaster strikes, the best protection is 'knowing what to do'. The core of every delivery continuity strategy is the ability of the personnel/key stakeholders to respond as per plan. While disasters cannot be re-enacted, their outcomes maybe replicated to assess the level of preparedness of the personnel and the effectiveness of the plan. DCP testing helps to assess the readiness of resources and effectiveness of the plan. As mentioned earlier, in the case of the army, this is complemented by their culture of continuous and rigorous training, simulation exercises/mock drills and the concept of a state of constant preparedness to deal with emergency situations.

The Safe Hospital Initiative launched by WHO, to help hospitals combat disasters further stresses on planning for safe evacuation of patients under the Hospital Emergency Plan, and the establishment of "Safe Hospital Committees" at different levels of the health delivery systems, so as to incorporate perspectives of different stakeholder groups while planning a disaster management strategy

Disasters are probable. A well planned and tested Delivery Continuity System can help in reducing the impact.

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Empowering the Board to deliver better governance

By Ganesh Ramamurthy
Director, Governance Risk and Compliance Services
KPMG India

The global economy seems to be recovering from one of the biggest recessions ever and one that has had a truly global dimension. This financial crisis has had far reaching implications on corporate governance practices and the way it will shape up in the future. This crisis has also been unique because regulators the world over are grappling with the issue of improving governance to improve investor confidence. Clearly this crisis has highlighted in ample measure that corporate governance in the developed markets is going through the same challenges as in India.

Regulators the world over are contemplating some major changes to governance regulations. For instance, in the UK, the Walker Committee has come out with recommendations on the need for improved oversight through mandatory risk committees in the financial institutions. There is increasing evidence that the US is seriously considering adopting the European practice through segregation of the CEO and Board chair roles. This is being considered essential to empower boards and strengthen board leadership.

As India presses forward on the global stage as an economic powerhouse, there is pressure on India Inc to up the ante in terms of corporate governance. Recent events in India Inc have highlighted some of the deficiencies with our governance systems and laws and the time is now ripe to undertake some serious introspection.

Boards are taking the blame and feeling the heat

Historically boards have been used to playing an advisory role and being involved at the periphery. This was on the basis that management knows its job. The only time boards got deeply involved was when there were serious performance concerns raised by institutional investors or when company activities resulted in adverse reputational consequences (which is where the Satyam saga incidentally began).

This approach to oversight is however changing rapidly. There has generally been a feeling that the more vigilant boards, who ask the tough questions and actively challenge management on strategy and its actions could have minimised if not prevented the mayhem caused by the ongoing financial crisis. Have boards

been grossly negligent in their oversight and monitoring roles? The jury is still out on this question and it will continue to be debated long after the meltdown is over. Whilst we explore this question, it is also important to take into consideration some of the key challenges that today's boards face.

Challenges that Boards are facing and responses to these challenges

1 The information challenge

It is easier to blame boards, but one needs to recognise that boards need to draw the fine line between oversight and telling managements what to do. The dividing lines between oversight and doing can often be blurred. In most cases, boards take decisions based on the information they receive. The trouble is – this information is largely received from one source i.e. management. Unless there is a complete breakdown in communication or lack of trust, boards have historically not seen too many problems in accepting the management view points. Boards are increasingly beginning to challenge the management view and exercise professional skepticism.

2 Boards needing their own counsel

A recent poll on corporate governance in India highlighted that the information that boards receive needs improvement. In the current scenario, with recession related risks and challenges, boards need to be extra vigilant in their oversight and this involves taking a new look at the information that comes their way including its sources. Boards need to have access to relevant information on strategies and risks from varied sources. In US, boards are increasingly looking to have their own set of advisors who will arm them with information and viewpoints on strategies and risks that need to be monitored. A recent survey in US highlighted that board members who do not have access to such counsel are re-visiting their roles as board members and contemplating stepping down. With regulatory pressures, the stakes are high and board members do not want to take on more than what they can chew.

In India, consultants including internal auditors have historically been reporting to management. The culture of boards seeking external help to obtain independent validation of management views is not

widely prevalent. An ongoing joint survey by KPMG and The Bombay Stock Exchange on internal audit has highlighted that the proportion of heads of internal audit who report to the audit committee is quite low. With governance failures and fraud risk concerns, this needs to change. Indeed, Indian boards also need to think about having their own counsel to enable effective oversight.

“Boards need to do more than expressing their dissatisfaction at board agendas and information pre-read privately. Boards need to be pro-active and take the lead in working with management on their information needs by guiding management develop the information dashboards, information sources, KPIs and the information sources.”

3 The demands on board time

Boards being more skeptical and seeking their own counsel also implies that generally board members need to devote more time and energy to understand what is going on in the companies they govern. A natural fall out of this is that board members will be constrained for time and may not be able to take on as many outside directorships as before. The demands on time coupled with restrictions on outside board service means that the pool of experienced board candidates will shrink further and we will see a number of first time board members. While this is not such a bad thing, it surely will bring challenges of its own in years to come. For instance, this implies that board members should insist on robust on-boarding and training programs (both internal and external) that will help them stay abreast of company and industry trends.

Independent Board Leadership – Is this the right way to go?

KPMG’s corporate governance poll in India brought to fore the issue relating to empowerment of independent directors. A majority felt that independent directors are not empowered enough. The concern expressed in India is also echoed by independent directors in US. Leadership of the Board and its distinctness from management is being considered as one way to empower independent directors. Less than one in six companies within the Standard and Poor 500 list have CEO and Board chair segregation. Statistics will show that the figure is 39 % but after discounting board chairs who are former CEOs, the number shrinks to 16%. After all the blame that has come their way, independent directors are beginning to feel that they need to be in charge and also demonstrate this in action. The best way to achieve this is by having an independent director as a board chair. A recent example in this direction is the segregation of CEO and Board chair roles at insurance major, AIG.

“Segregating the Board chair and CEO roles certainly has its advantages in owner managed largely family driven businesses.

But this will work in the true sense only if independent directors have been appointed by nomination committees again largely comprising independent experts. If the promoters continue to drive the appointment of independent directors, as is the case in the vast majority of Indian listed companies, segregation will only be another tick in the box.”

The benefits of segregating board leadership from the CEO

Segregation enables the board to determine its priorities and information needs and act independently. Boards have a responsibility to make decisions in the best interests of a wide group of stakeholders and this gives rise to priorities that may not be on the CEO / promoter agenda. Having an independent director as the board chair enables the board to walk the talk in terms of independence and actually demand greater accountability from management for its performance. There is also the added advantage of greater candour and dialogue at board meetings and executive sessions because a board chair who is an independent director can successfully draw others of his ilk to open up and bring their concerns to the fore.

Final thoughts - It is not the structure alone that will help

While there are merits in the above points, independence and competence often do not go hand in hand. While board structures will help improve governance to some extent, better overall governance will result only if boards do their bit to improve their processes and take greater accountability for their actions. Currently only a handful of Indian companies have in place board evaluation processes that help them evaluate how they have performed against their key oversight priorities. Similarly promoters should look at boards as not merely a statutory compliance requirement responsible for routine matters such as financial reporting and regulatory compliance. Promoters should look to having on their boards independent directors from diverse backgrounds who have held or are holding senior management positions in other organisations and can bring a fresh perspective to board room discussions. Just as the senior management should be accountable to the board for its performance, the board should be also accountable to the promoters by providing insights on strategy, asking incisive questions and challenging management’s assumptions. Boards should work towards positioning the company for competitive advantage. This is a process that requires a change in the mindset and thinking and enlightened boards of the day should lead the way and demonstrate how better governance leads to better performance.

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Competitiveness of SMEs: Fuelling the growth engine through people factor

Vijay Rai
Group President, LE Group, Gurgaon

Global competitiveness of nations and economy is determined by the effective and productive utilisation of human, capital, and natural resources. Different sectors such as government, public & private, corporate, agriculture and Small and Medium Enterprises (SMEs) contribute significantly towards the overall competitiveness and sustainable growth of economies around the world. Creating and developing a productive environment is crucial to the growth of SMEs especially, which is one of most important vehicle of national productivity. Since nations and economies have become increasingly global, call for action to realise the potential of small and medium enterprises and enable them to compete globally, is immensely important. This can only be done by having a diagnostic understanding of their needs, culture and addressing their challenges.

SMEs are the largest industry worldwide in terms of employment and share of global GDP. There are about 22 million Micro Small and Medium Enterprises (MSMEs) in India today, contributing about 10% to GDP but due to lack of enough attention and support given to them, they are in a state of misery. India Inc. as one of the fastest growing and talented economies of the world cannot remain silent but have to be proactive in recognising this huge opportunity which remains untapped. The good news is that our government has included small sector development as one of important pillars of national growth agenda but relevant macro-economic reforms and commitments need to be seriously implemented so that a vibrant and dynamic environment for overall growth and transformation of this sector is seen.

Competitive excellence is a key requirement for the small sector but it cannot be achieved unless we realistically assess the needs, issues and concerns of SME environment, in the contemporary context. The problems faced by the sector are of multiple types based on their size, structure and area of operations. Let us look at some of the hardcore issues affecting their survival and competitiveness.

The first and foremost factor is lack of easy availability of credit and financial working capital followed by complex regulatory policies and taxation frameworks. The second but most vital element is the entrepreneurs' own attitude and mindset issues of short term return and poor ability to execute manage and

monitor their business. The third block is their incapability to invest in technology, innovation and poor quality controls. The fourth dimension is the lack of access and affordability to implement professional systems and practices. The last but not the least is the unavailability of talented and skilled human capital and also the inability to retain people and invest in skill building. There is a poor match which exists between the supply of and the demand for trained personnel.

There is no one size fits all approach to the development of small sector but we have to plan for an organised and manageable approach wherein at the macro level the government policies and PPP initiatives do work in a collaborative fashion towards institutionalisation of SMEs. We would focus here more on the micro-economic competitiveness and the fifth pillar of "organisation building and people capability" both from culture, policy, competency and skill building standpoint. Human capital and management capital shall be one of the key areas of analysis and action which would essentially act as important growth drivers.

SMEs are the largest industry worldwide in terms of employment generation and employs a huge low cost labour force. They work in isolation with less sophisticated working standards and administrative infrastructure resulting in their competitive disadvantage. The "People Factor" is always taken for granted, just as one resource and widely remains underutilised. We need to have a collaborative bottom up approach for small enterprises by involving all relevant stakeholders and agencies and engage them in establishing a development support ecosystem which is like a "low cost high quality organisation development model", affordable and especially tailored for SMEs. Providing consultative and simplistic organisation development support through benchmarking of people processes and practices is required. The same could be expanded, customised and deployed in the larger interest of the sector in order to raise the professional know-how and standards of people and facilitate them in enhancing their growth and competitiveness.

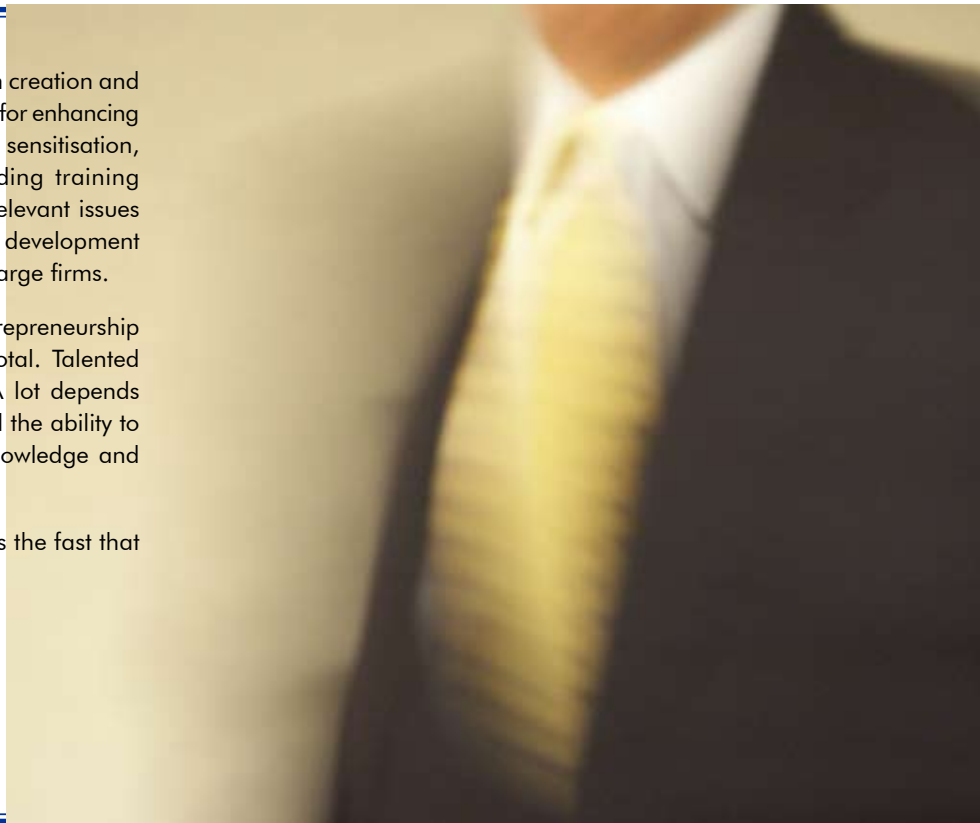
Competing through collaboration and developing an effective and ongoing medium of exchange of ideas and best practices is important for co-creation of value. Accessibility, affordability, advocacy and engagement are crucial forces which would break

the chasm in this area. We need a sustained effort in creation and development of a series of capacity building schemes for enhancing the competitiveness of the MSMEs through rigorous sensitisation, mentoring, awareness, education and skill building training sessions. The programs need to be built around relevant issues concerning the sector and no one strategic people development package shall apply in isolation, as in the case of large firms.

Creating an environment of strong professional entrepreneurship and establishing a networking mechanism is pivotal. Talented workforce and HR for SME is a building block. A lot depends upon the innovative capacity of human capital and the ability to capture, develop, implement and leverage the knowledge and skills for competitive advantage.

In summary, It is not big that beat the small.... It is the fast that beat the slow.

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Policy sessions on _____

- Goods & Services Tax (GST)
23 July 2010, Chandigarh; 24 September 2010, Jaipur
- Intellectual Property Rights
17 September 2010, Kanpur

National Award: 2009 for Outstanding Entrepreneurship in MSME

CII member Mr Atul Mehra, Managing Director, Tasty Dairy Specialities Ltd, Kanpur, has been conferred with National Award - 2009 for Outstanding Entrepreneurship in MSME by the President of India recently. The award was given on 31st August, 2010 at a function in New Delhi at which Her Excellency Mrs Pratibha Patil, President of India, was the Chief Guest.

“This would not have been possible without the active support of all the stakeholders including CII. CII has played a very supportive role in industrial development of the country and we commend its efforts in hand holding industry on the way to make India a developed country.” said Mr Mehra.

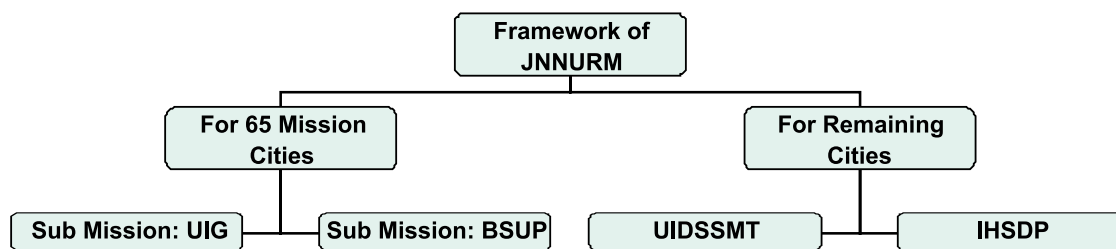
Status of implementation of JNNURM Projects in NR States

“The Jawaharlal Nehru National Urban Renewal Mission (JNNURM), to my mind, is an immense opportunity for our country to create livable, just and inclusive habitats through responsive and transparent local government system.”

– Dr Manmohan Singh, Prime Minister, India

The previous issue of Northern Notes (July 2010), carried an article on Jawaharlal Nehru National Urban Renewal Mission (JNNURM) titled, ‘JNNURM - Status of Reforms in Northern States’. The focus of the article was on the reform agenda of the JNNURM; types of reforms; implementation of reforms in various cities and states; and specific reforms carried out in the Northern Region (NR).

This article focuses on progress and implementation of JNNURM projects in NR. The endeavor is to measure performance of the NR States on two sub-components of the JNNURM- Urban Infrastructure and Governance (UIG) and Basic Service to the Urban Poor (BSUP). Additionally, it also analyzes the performance of two other programmes targeted towards non mission cities- Urban Infrastructure Development Scheme for Small and Medium Towns (UIDSSMT) and Integrated Housing & Slum Development Programme (IHSDP).



a) Performance under Urban Infrastructure and Governance (UIG)

The main thrust of the Sub-Mission is on infrastructure projects relating to water supply and sanitation, sewerage, solid waste management, road network, urban transport and redevelopment of old city areas with a view to upgrade infrastructure therein, shifting industrial and commercial establishments to conforming areas, etc.

As on 31 March 2010, out of a total of 524 projects, 105 (20%) are in the Northern Region. The corresponding figure for Southern and Western Regions is 31% and 33% respectively. Clearly, the Northern Region lags behind the Southern and Western Region.

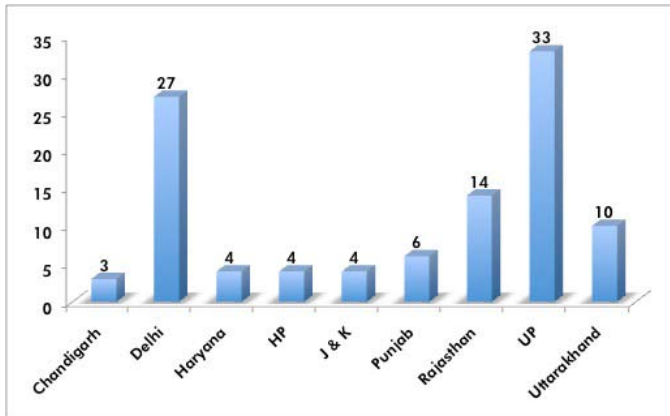
Northern Region has received only 31% Central funds (ACA as percentage of ACA¹ admissible) for the approved projects as compared to the all India average of 41%, indicating slower progress of projects

Region	Number of projects approved	Cost of approved projects (in Rs. Mn)	ACA released as % ACA admissible
North	105	1,51,171	30.9%
East	69	71,423	37.9%
West	171	1,94,704	56.0%
South	161	1,51,362	47.6%
North-East	18	13,634	34.5%
All India	524	5,82,833	41.4%

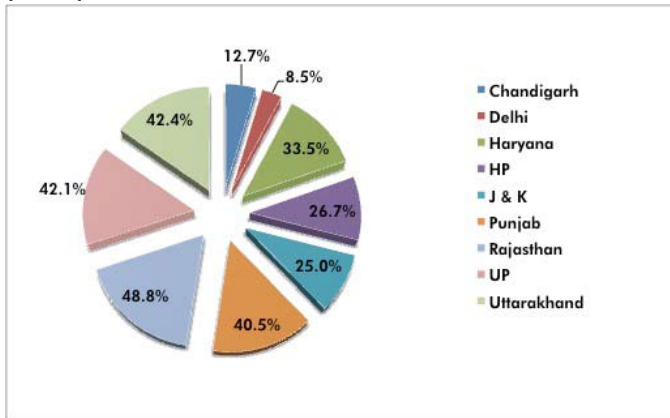
Within the Northern Region, Rajasthan has achieved the highest proportion of central assistance as a proportion of admissible assistance.

¹ACA is the Additional Central Assistance and is the Share of the Central Government in the approved projects.

Number of projects sanctioned in NR under UIG



ACA released as percent of ACA admissible under UIG (in NR)



Source: Ministry of Urban Development, Government of India

b) Performance under Urban Infrastructure Development Scheme for Small and Medium Towns (UIDSSMT)

All towns/cities as per 2001 census (except 65 Mission cities covered under JNNURM) are eligible under this scheme. The components for assistance under the Scheme include all urban infrastructure development projects such as water supply, roads, parking space, drainage, solid waste management, sewerage, urban renewal, preservation of water bodies and prevention of soil erosion.

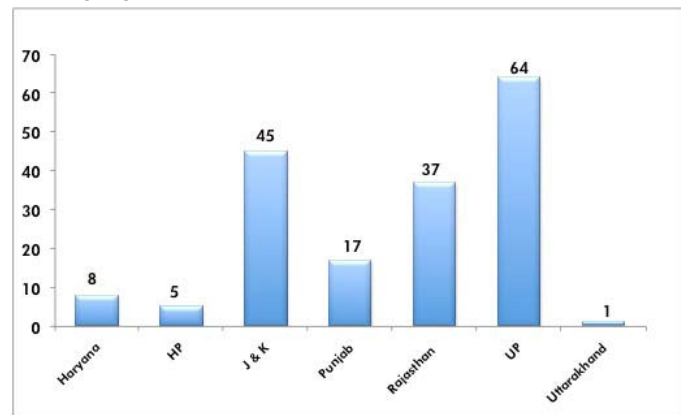
As on 30 June 2010, the total number of projects approved under the scheme were 763 of which 177 (23%) are in the Northern Region. This is way below the Southern Region (36%) and the Western Region (26%).

The Northern Region has received 58% central funds (ACA as percentage of ACA admissible) under UIDSSMT as compared to all India average of 67%, indicating slow progress on approved projects.

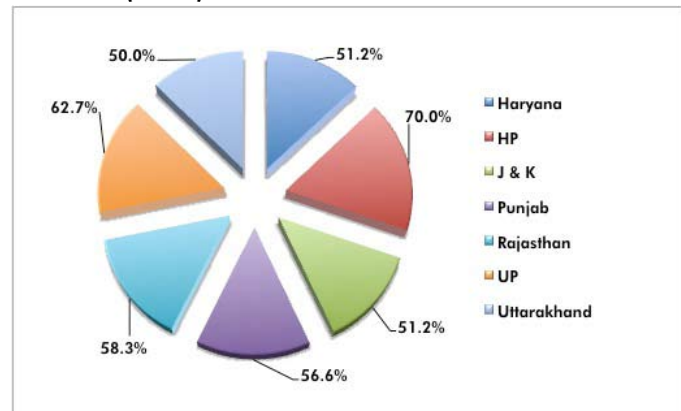
Region	Total No. of Projects approved	Approved cost of projects (in Rs. Mn)	ACA released as % ACA admissible
North	177	28,200	58.2%
East	62	12,175	52.6%
West	193	39,007	63.8%
South	271	44,921	80.2%
North-East	58	4,622	51.7%
All India	763	1,29,205	66.6%

Within the northern region, HP and UP have achieved greatest central funding as a proportion of admissible central assistance.

No of projects sanctioned in NR under UIDSSMT



ACA released as percent of ACA admissible under UIDSSMT (in NR)



Source: Ministry of Urban Development, Government of India

c) Performance under Basic Service to the Urban Poor (BSUP)

The main thrust of the Sub-Mission is on integrated development of slums through projects for providing shelter, basic services and other related civic amenities with a view to provide utilities to the urban poor.

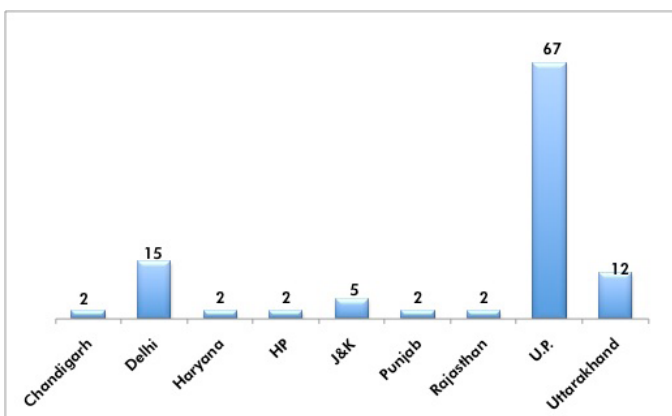
Out of a total of 475 projects approved under this programme, 109 (23%) are in the Northern Region. While the Southern and Western Region has 24% and 21% of projects respectively.

The Northern Region has received 30.7% central funds (ACA as percentage of ACA admissible) under BSUP as compared to all India average of 37.6%.

Region	No. of Projects Approved	Project Cost approved (in Rs. Mn)	ACA released as % ACA admissible
North	109	53,965	30.7%
East	132	50,133	33.8%
West	102	92,427	40.4%
South	115	65,643	43.4%
North-East	17	5,368	37.3%
All India	475	2,66,511	37.6%

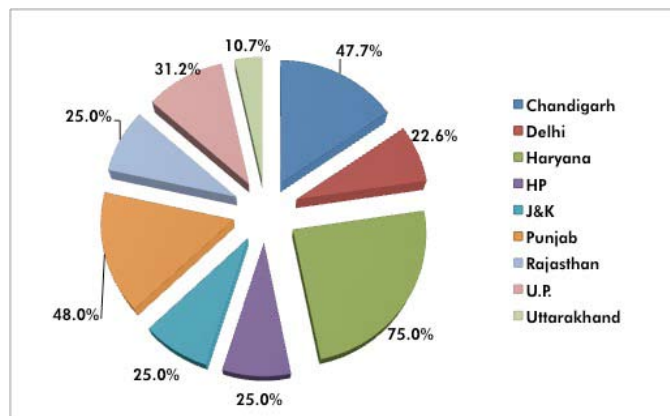
Within the northern region Haryana has received greatest central funding as proportion of admissible central funding, indicating good progress on approved projects.

No of projects sanctioned in NR under BSUP



Source: Ministry of Housing & Urban Poverty Alleviation, Government of India

ACA released as percent of ACA admissible under BSUP (in NR)



Source: Ministry of Housing & Urban Poverty Alleviation, Government of India

d) Performance under Integrated Housing & Slum Development Programme (IHSDP)

Integrated Housing and Slum Development Programme (IHSDP) is applicable to all cities and towns as per 2001 census (except 65 mission cities covered under JNNURM). It is an integrated approach in ameliorating the conditions of urban slum dwellers not having adequate shelter and resides in dilapidated conditions. The components for assistance under the scheme include all slum improvement / upgradation / relocation projects including upgradation / new construction of houses and infrastructural facilities like water supply and sewerage.

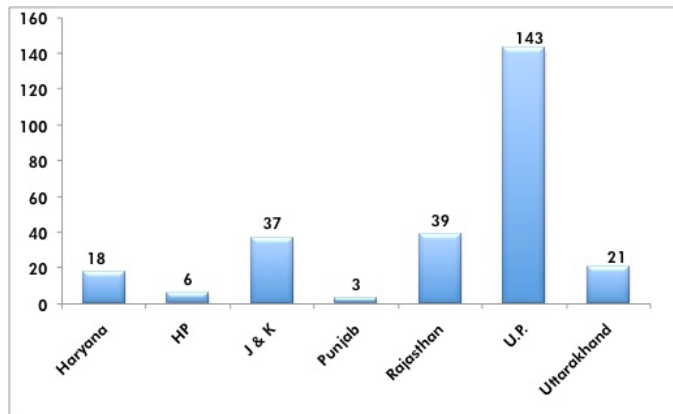
Out of a total of 944 projects approved under IHSDP, 267 (26%) are in the Northern Region. This is in line with the Southern Region (26%) and much better than the Western Region (19%).

The Northern Region has received 48% central funds (ACA as percentage of ACA admissible) under IHSDP as compared to all India receiving 52%.

Region	No. of Projects approved	Total Approved Cost (in Rs. Mn)	ACA Released as % ACA admissible
North	267	21,291	47.9%
East	197	20,320	53.3%
West	184	25,050	48.3%
South	249	23,250	60.7%
North-East	42	3,730	50.3%
All India	944	93,860	52.4%

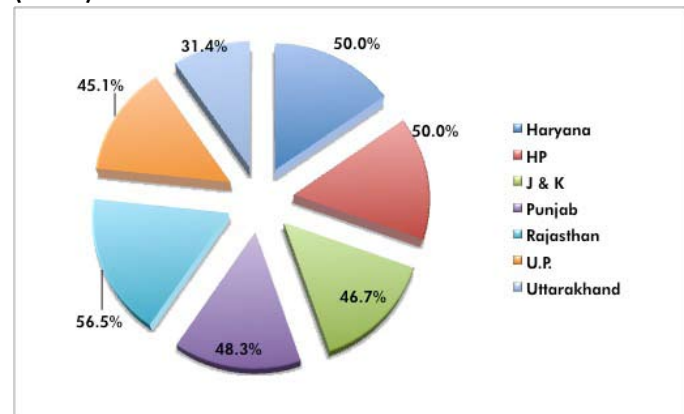
Within the northern region HP, Haryana, and Rajasthan have done relatively better in terms of central assistance.

No of Projects Sanctioned in NR under IHSDP



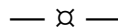
Source: Ministry of Housing & Urban Poverty Alleviation, Government of India


ACA released as % of ACA admissable under IHSDP (in NR)



Conclusion: The number of projects approved under the JNNURM in the Northern Region is way below the Southern and Western Region and the funds drawn from Central government are also lower. JNNURM is a wonderful opportunity to avail central funding for the much needed urban renewal projects. The Northern Region states need to leverage the opportunity better.


(Update prepared by Economic Research & Policy Division – CII Northern Region)





Helpline Service

HELP LINE



CII Membership Helpline Service

As part of our continuing endeavour to serve our members, CII has launched an exclusive telephone helpline service. The helpline will respond to queries / suggestions from member companies.

To reach CII, please call

00-91-11-435-46244 or 00-99-104-46244

The CII Helpline service will operate from 0900 - 1715 hrs on all working days including Saturdays. (The Service, would, over a period of time, be available 24x7 i.e. round - the - clock.) The Helpline will be manned by trained CII staff.

We invite you, and /or members of your organisation, to call us on these helpline numbers for any information on the various CII activities, any other queries or suggestions.

We also have an exclusive email ID on Membership, to respond to your queries / suggestions by e-mail. Write to us at membership@cii.in



competitiveness

Manufacturing missions: Focus on quality & efficiency

With the manufacturing sector gaining business maturity, it is important to explore new and innovative horizons for sustaining the growth in the industry. Manufacturing missions provided practical insights to industry players and help them emulate the best practices in quality & efficiency. The visits focused on meeting with the management, presentations on best practices on quality, discussions, and visits to key facilities where environment-friendly technologies are used.

'Practicing quality for world class manufacturing', 19-20 August 2010, Pune

A team of 22 members visited Volkswagen India, Cummins Generator Technologies, Tata Motors and Kirloskar Oil Engines in Pune to take practical insights of implementing best practices to ensure quality across different sectors.

CII manufacturing excellence mission

9 September 2010, Gurgaon, Faridabad

The manufacturing excellence mission of 30 delegates visited Honda Motorcycle & Scooter India Pvt Ltd & Hero Honda Motors Ltd and JCB India Ltd & Whirlpool India Ltd to learn the best practices in the manufacturing sector.

Debt financing: Issues and options

13 August 2010, Chandigarh

Discussing the low hanging fruits of debt financing for the MSME Sector, the session brought to light the queries, perceptions and difficulties faced by MSMEs in credit rating and debt financing. The session called for an independent credit rating agency for MSME sector as the need of the hour. The regulators perspective on the whole scenario was presented by Mr Jasbir Singh, Regional Director, Reserve Bank of India.

Presentations were made on various debt instruments available in the market by eminent speakers from various financial institutions such as Kotak Mahindra Bank Ltd and Punjab National Bank. The processes of credit rating was explained in detail by CARE India.

MSMEs: Path to progress

20 August 2010, Chandigarh

The seminar revolved around enhancing competitiveness through enhancing productivity & continual improvement through 5S, quality improvements and waste elimination techniques. MSME heads from both manufacturing & services sector also learnt about various financing options available to them. The key speakers at the session were Mr Ashok Tandon, Chairman, CII NR Committee on MSME and MD Milestone Gears; Mr S Mukhopadhaya, General Manager, SIDBI; Mr J N Jha, Deputy Zonal Manager, Bank of India;



Far Left: CII Manufacturing Excellence Mission to Hero Honda Motors

Left: (L to R): Mr V K Khanna, Punjab National Bank; Mrs Swati Aggarwal, CARE; Mr D R Dogra, CARE; Mr Jasbir Singh, RBI; Mr Ashok Tandon, Chairman - MSME, CII Northern Region; Mr Vinod Dhiman, CII Himachal Pradesh; Mr Manav Aggarwal, Kotak Mahindra Bank Ltd



Meeting with Mr H S Anand, Co-President, Euro India Centre

6 September 2010, Chandigarh
11 September 2010, Delhi

The Urban Interactive Mission is being organised by Euro India Centre & CII from 3-9 October 2010 in Brussels, Leuven (Belgian Flanders), Lille (French Flanders) and in Paris, followed by a Euro India Summit in Halle (Germany) on 'City Vision: Re-inventing Dynamic and Sustainable Cities' from 10-12 October 2010.

During the meeting Mr H S Anand, Co-President, Euro India Centre apprised the members about the Euro India Centre. According to Mr Anand, the mission will offer an exciting opportunity for high level interaction between Indian and European civic leaders, senior government officers, CEOs of business enterprises, representatives of academic and research institutions.

Key areas of discussions will be urban planning, design and heritage conservation, real estate development, fulfilling energy needs of cities with emphasis on renewable energy sources, energy conservation and multi-modal public transportation systems.

Left: Seminar on MSMEs in progress; Right: Meeting with Mr H S Anand, Co-President, Euro India Centre

Mr Munish Dhawan, Manager SME Rating, CRISIL; Mr Rohit Grover, Convener MSME Panel, CII Chandigarh; and, Mr Pankaj Demla, Consultant, Professional Consulting Bureau.

Value Stream Mapping: Identifying and decreasing waste

13 September 2010, Chandigarh

The workshop organised by CII Himachal Pradesh was designed to cater to the needs of industry in today's economic situation. The focus was on manufacturing process in cycle times & down times, in-process inventory, material moves and information flow paths, which will help the participant visualise the current state of the process activities and achieve desired results. Mr KN Rattan, Management Consultant was the faculty at the workshop.

23rd Quality Circle Competition: Preliminary rounds

The preliminary rounds of the 23rd Quality Circle Competition, an annual feature since 1986, began in the Northern region. The competition included presentations by Quality Circle teams of CII member companies. The top teams from each of the preliminary contests would compete at the regional final, which will be held during February 2011.

Date & Place	No. of teams	Winner	First Runner up	Second Runner up
15 September 2010 New Delhi	12	Napino Auto & Electronics Pvt Ltd	Denso India	Carrier Air-conditioning & refrigeration Pvt Ltd
16 September 2010 Jaipur	16	Denso India Ltd	Tata Motors Ltd	Bharat Electronics Ltd
21 September 2010 Lucknow	10	Tata Motors - Lucknow	BEL, Kotdwara	BHEL (HEEP), Haridwar
29 September 2010 Gurgaon	15	Lumax Industries Ltd	Napino Auto & Electronics Ltd	Minda Auto Gas Ltd



infrastructure



eventzone

Transfer pricing litigation

31 August 2010, New Delhi

The conference called for a collaborative approach from all stakeholders to resolve issues related to Transfer pricing litigations. The idea of the forum was to understand the landmark judicial pronouncements in the area of transfer pricing & related issues like permanent establishment and improve the quality of argument through learnings from Transfer pricing litigation.

The Chief Guest, Mr Milap Jain, Director General, Income Tax (International Taxation), New Delhi and the Chief Commissioner of Delhi, highlighted various measures taken by the Government of India like introducing new provisions for transfer pricing in the Direct Tax Code, introduction of the Dispute Resolution Panel and Safe Harbor Rules.

Sharing the practical aspects, Ms Karishma R Phatarphekar, partner, Grant Thornton India, commented that litigation for transfer pricing in India has been increasing multi fold over the last few years. The government too, has realised the importance of dealing with this issue sensitively and is considering introduction of various positive initiatives.



Left to right: Mr Zubin J Irani, Chairman, CII Delhi; Ms Karishma R Phatarphekar, Partner & Practice Leader, Transfer Pricing Services, Grant Thornton India; Mr Bharat Bandhu, Director Ericsson; Mr Arun Chhabra, Partner, Tax & Regulatory Services Walker Chandick & Co; and Mr Deepak Dhanak, Vice President and Head of Tax, EXL Service.

Infrastructure project management

9 September 2010, New Delhi

Sustaining the infrastructure development growth and lifting vast segment of population above the poverty line are critical for India's development, discussed CII conference on 'Infrastructure Project Management'.

If India doesn't create good quality infrastructure in the times to come, it will actually result in lower standards of living amongst the populace, opined Mr Amitabh Kant, Chief Executive Officer & Managing Director, Delhi Mumbai Industrial Corridor Development Corporation.



Highlights:

- PPP arrangements ensure not just development, but financing, operations & maintenance of infrastructure projects
- Speedy and quick execution is challenging & to combat this, it is imperative to create project management leaders in times to come
- Large scale projects should adopt the concept of SPVs to help facilitate the projects
- Planning, efficient infrastructure project management, transparency, availability of investment grade infrastructure projects and clear policies & procedures will attract substantial funding and facilitate completion

Sugar sector seeks price stabilisation



(L-R) Shri Anoop Mishra, IIDC & Principal Secretary-Finance, Govt of UP, Mr Sanjay Jhunjhunwala, Joint Managing Director-KM Sugar Mills, Dr SK Mitra, Director National Sugar Institute-Kanpur, Dr GSC Rao, President Sugar Technologists' Association of India, Mr Jayant Krishna, Chairman-CII UP & Principal Consultant, Tata Consultancy Services (TCS)

Sugar Tech 2010 - An integrated approach towards sustainable development

24 July 2010, Lucknow

After much appraised Sugar Tech 2009, the Confederation organised Sugar Tech 2010 to address the newer challenges and avail opportunities in the sugar industry with the advent of newer product lines. The Conference called for prudent management decision to promote improved varieties of sugarcane, inclusion of cost effective technologies, combination of by-products and understanding the contemporary state policies.

Mr Anoop Mishra, IAS, IIDC, Uttar Pradesh, inaugurated the Conference and was attended by over 100 leading industry professionals from reputed sugar industry groups such as Bajaj Hindusthan Ltd., Balrampur Chini Mills, DSCL, Triveni Engineering Industries Ltd., Simbhaoli Sugars, UP Cooperative Sugar Factories Federation Ltd., etc.

Finance & investment 2010

27 September 2010, New Delhi

India's growth story is incomplete without dynamic banking and rural participation. At the conference, CII reiterated strengthening of regional banking & financial environment with innovative practices & Governance models for inclusive growth.

At the conference on 'Weaving Global aspirations with Regional expectations-The Road Ahead', the case was put forward for India's economic future as an investment paradise. The Conference not only analysed the growth story so far but also raised relevant issues of concern that the Government, financial institutions, public, private and informal institutions should squarely address to maintain the current momentum. Eminent speakers presented factual scenarios and data. Besides delivering the keynote address, Mr S Sridhar, Conference Co-Chairman and CMD, Central Bank of India, also presented his perspective of public sector banks and undertakings. Other speakers included Mr D R Dogra, Managing Director & CEO, CARE Ratings, Mr Sachin Sondhi, Country Head-Banking and Financial Services, Deloitte Touche Tohmatsu India Pvt Ltd, Mr Amit Rathi, Managing Director, Anand Rathi Securities Ltd and Mr Rajesh Srivastava Conference Chairman and Chairman & CMD Rabo Equity Advisors Pvt Ltd.

Key take aways:

- For all round development Rural India cannot be ignored. Rural finance and rural infrastructure development to play major role in India growth story
- Private equity funds need to be deployed in the SME sector
- Real Estate regulator to be instituted
- Public Sector banks must be prepared to partake in greater risk management
- Revision of salaries at the higher levels of Public Sector banks should be considered to attract the best talents
- Technology to be integrated at all levels





sustainability

CII-BEE workshops continue in Northern States

4 August 2010, Gurgaon; 31 August 2010, Haridwar; 24 September 2010, Pali; 28 September 2010, Jaipur

Promoting energy efficiency and enhancing competitiveness, the CII-BEE workshops continue at various industrial locations in the Northern states. Under this, renowned experts from Bureau of Energy Efficiency (BEE), industry, government agencies & academia briefed the participants on various initiatives, schemes & technologies that are available for energy conservation.

At the workshop in Gurgaon, the Chief Guest, Mr B S Yadav, Additional Director, Haryana Renewable Energy Development Agency (HAREDA) said that today India faces a shortage of 60,000 – 65,000 MW, which can be addressed by following energy efficient practices.

At Haridwar, the workshop had three technical sessions on

- Energy conservation in manufacturing units
- Best practices in energy conservation
- Power generation through industrial waste and financing of energy projects

The focus sector at Pali was textiles and at Jaipur were hotels, food processing, manufacturing, heavy power consuming and auto component.

Mr Lalit K Jain, Chairman, CII Haryana addressing the delegates

CII Nanhi Chhaan initiative continues... Tree plantation drive

20 August 2010, Ludhiana

Under the CII Nanhi Chhaan initiative to promote girl child education and environment conservation, CII Ludhiana Zonal Council organised 'Vanmahautsav'. The Campaign saw tree plantation drive and distribution of saplings across the city. The Deputy Commissioner and other senior government functionaries were present on the occasion.

Green mission urges students be environ-friendly

24 September 2010, New Delhi

CII –Yi organised a visit to ITC Green Centre in Gurgaon for a group of 25 students of Vasant Valley School to introduce the concept of new affordable tools of water, energy and waste management and make them understand new technologies used in Green Buildings. Emphasis was laid on using reflective or albedo paints and broken white tiles on the rooftop, rain water harvesting and waste composting. The students were also showed the sewage management plant and the water treatment plant.

Vasant Valley school students visit to ITC Green Centre in Gurgaon

NR headquarters goes green with rainwater harvesting structure in Chandigarh

Legal requirements for ensuring Occupational Health & Safety

5 August 2010, Jalandhar

The workshop was conducted by Mr Vishwa Bandhu Bhattacharya, Executive Officer, CII-ITC Centre of Excellence for Sustainable Development to share with the industry the environmental legal framework and major legal requirements for ensuring health & safety for all employees at the workplace.

Promoting green organic restaurants

7 September 2010, Dehradun

Uttarakhand Organic Committee Board, a government society supported by Government of Uttarakhand has proposed to develop a prototype model of organic restaurant serving organic food. The Board organised a meeting with participation from all stakeholders and discussed various models for green restaurants and criteria for identification & selection of the best model.

Tree plantation drive in Ludhiana as part of CII Nanhi Chhaan initiative





statescape



CHANDIGARH

IT CEOs' forum, 19 August 2010

The CEOs' forum discussed the way ahead for the IT industry in the tricity. The main issues of concern to the IT cluster were to invite big players into the IT Park, to extend the lease time period from 30 September 2010 to 1 March 2011 for the companies situated in IT Park, and, to provide space to the IT companies with turnover of Rs 10 Crore in the IT Park.

Meeting with Mr Pradip Mehra, Advisor to Administrator, U T Chandigarh, 19 August 2010

CII Chandigarh Chairman, Mr Nitin Peshawaria, and Vice Chairman, Mr

Vikram Hans, CII Chandigarh, met Mr Pradip Mehra, Advisor, U T Chandigarh to discuss various issues related to the city. The chairman presented advocacy issues to the advisor, which were mainly related to skill development, Administration-CII joint task force for growth & development of Chandigarh & its surrounding areas, industrial policy, air, rail & road connectivity. The chairman also apprised Mr Mehra about CII's initiative of launching energy & water campaign.

Information security awareness, 3 September 2010

To create information security awareness amongst all the end users of internet in the region and to protect them from the

growing risks in internet usage and online dangers, a workshop was conducted in association with Department of Information Technology, Government of India and Centre for Development of Advanced Computing (C-DAC).

Mr Shekhar Kapoor, Finacle Consulting & Products Strategy (CAPS), Infosys Technologies Ltd deliberated upon the various cyber threats that could risk business dealings like cyber attacks – sources & motives, list of cyber attacks, malware & symptoms of malware, phishing, pharming, social engineering, encryption, digital certificate and protective strategy – using antivirus, antimalware & firewall.

IT Cluster Members interacting during the meeting



Workshop on Information Security in progress





DELHI

Meeting of The Minimum Wages Advisory Committee, 26 August 2010

A meeting was called by the Labour Department, Govt. of National Capital Territory of Delhi, to discuss the finalisation of formula for fixation of minimum wages payable for the year 2010 and subsequent years. CII and other associations discussed the matter in detail keeping in mind the regional parity and avoid

creating an imbalance. The employee representatives had a demand of INR 11,054 contrary to which the industry is willing to pay INR 4,214 based on a comprehensive formula taking into account relevant parameters like food chart & index for minimum wages and directions of the Supreme Court. The Labour Commissioner suggested that a unanimous decision should be reached as the workers and labourers were suffering.



HARYANA

Discussion on City Connect Model

17 August 2010, Gurgaon

The meeting with Mr R K Khullar, Municipal Commissioner Gurgaon was arranged to discuss the implementation of city connect model in Gurgaon. The delegation included Mr P K Tripathi, Panel Convenor, Infrastructure and Environment panel, Mr V Ravichandar, Managing Director, Feedback Consulting.

Mr V Ravichandar shared the 'City Connect' experience in Chennai and Bangalore which are examples of the industry taking pro-

active leadership role in creating a platform for engaging with government in order to bring about change in urban management. He said that these projects have pumped a voluminous energy in the development initiatives running in these cities. He said that every city is unique and it has its own distinctive requirements. A need for a drafted roadmap for the development of Gurgaon as per its growing demands was highlighted. It was ascertained that to mould the development process, an active group was necessary. Mr Khullar appreciated the thought behind the concept and offered his full support in implementing the city connect model in the city.



HIMACHAL PRADESH

Meeting with Mrs Rajwant Sandhu, Chief Secretary; Mrs Harinder Hira, Addl Chief Secretary – Industries and Mr Onkar Sharma, Director-Industries, Government of Himachal Pradesh, 16 August 2010, Shimla

CII delegation led by Mr Atul Khosla, Chairman, CII Himachal Pradesh met Mrs Rajwant Sandhu, Chief Secretary, Mrs Harinder Hira, Additional Chief Secretary – Industries and Mr Onkar Sharma, Director – Industries, Government of Himachal Pradesh, to discuss development work and CII initiatives in the state. All the officials assured their full support to the Confederation.



Apple Fest '10 coming up

CII to organise Apple Fest,
23-24 October 2010, Chandigarh

Apple Fest 2010 will be an integrating information platform for various stakeholders involved in the orchard to consumer process. Conference with distinguished speakers will provide a unique opportunity for the growers to learn about the technological advancements and other latest trends.

Exhibition on other hand will showcase and sell various varieties of apple. There will be exhibitors from fruit processing industry, horticulture equipment & manufacturers.



JAMMU & KASHMIR

Impact of GST on manufacturing & service sectors, 3 August 2010, Jammu

A presentation on GST was given by Mr Sanjeev Mehra, Head Taxation, Bharti Telemedia Ltd. and discussion on impact of GST on manufacturing & service sectors was held. The presentation provided the members with basic overview on GST, its recent developments, proposed structure, its probable impact, and how one needs to act on it.



PUNJAB

Interactive session with Mr Varinder Kumar, Commissioner of Police, 23 August 2010, Amritsar

Mr Varinder Kumar, Commissioner of Police, discussed the commissionerate system in the city. He said that steps have been taken to install CCTV cameras at all the police stations and at the major intersections having central monitoring system. He further

stated that PCR vans will have GPRS system which will help ensure the safety and security of the citizens. For checking the over speeding of the vehicles, instruments will be made available to the police.

Mr Jitender Jain, Chairman, CII Amritsar Zonal Council, appreciated the new face of traffic police and extended full support from the industry to the commissioner of police in its endeavor to make the city safe and secure.



RAJASTHAN

Meeting with Hon'ble Shri Ashok Gehlot, Chief Minister, Government of Rajasthan

3 August 2010, Jaipur

Issues related to CII – Water Institute were discussed during the meeting. CII thanked the Chief Minister for allotting land for the Water Institute. The Chief Minister suggested an increase in institute's activities and complimented CII in its effort to immediately take up the construction of RWH structure at Pradesh Congress Committee office after his advice.

Meeting with Mr S Ahmad, Addl Chief Secretary - Agriculture, Horticulture, Government of Rajasthan, 2 August 2010, Jaipur

Mr Salil Singhal, Past Chairman, CII Northern region met with Mr S Ahmad to discuss various issues related to agriculture. Mr Ahmad requested CII to bring food processing industries in Rajasthan as

new Agro Processing Policy had been announced. He informed that the Govt was ready to provide land for setting up research laboratories in PPP mode.

Meeting with

- Mr Murari Lal Meena, Minister of State for Technical Education, Agriculture, 3 August 2010, Jaipur
- Mr Ram Lubhaya, Principal Secretary, Water Resources 4 August 2010, Jaipur
- Mr O P Saini, Principal Secretary - Animal Husbandry and Dairy, 11 August 2010
- Mr Rajendra Bhanawat, Managing Director, RIICO 4 August 2010, Jaipur
- Mr Niranjana Arya, Commissioner Commercial Taxes 4 August 2010, Jaipur



UTTAR PRADESH

Making Lucknow a Tourism Hub

3 August 2010, Lucknow

Taking forward the tourism and hospitality sector in Uttar Pradesh, CII has proposed a 15 Point Agenda to make Lucknow a Tourism Hub. Mr Muzaffar Ali, the noted film maker, painter and designer, Mr Awanish Awasthi, Principal Secretary Tourism & Culture and Director General - Tourism, Government of Uttar Pradesh, Mr Jayant Krishna, Chairman, CII UP, Mr Shekhar, Walwalkar, General Manager, Hotel Taj Residency, Lucknow were present at the discussion.



Left to Right: Mr Shekhar, Walwalkar, General Manager, Hotel Taj Residency, Lucknow, Mr Jayant Krishna, Chairman, CII UP, Mr Muzaffar Ali, noted film maker, painter and designer, Mr Awanish Awasthi, Principal Secretary Tourism & Culture and Director General - Tourism, Government of Uttar Pradesh and Mr Anil Shukla, CII UP



Proposed 15 Point Agenda to make Lucknow a Tourism Hub

1. Rekindle the passion for Lucknow
2. Revive the lost glory of heritage zones like Hazratganj, Qaiserbagh, Husainabad and La Martiniere
3. Establish 'Lucknow Haat' Arts & Crafts Bazaar with Awadhi food court and amphi theatres for live cultural performances
4. Expedite the completion of world class airport terminal with connectivity with top 10 Indian and at least 3 global cities; and significant renovation of Charbagh railway station
5. Establish additional 5, 4 and 3-star hotels
6. Establish Radio Taxi Service with meters and an efficient city bus service
7. Create world class multi-sports stadium and convention centre to attract tourists from these sectors
8. Create multi-purpose complex for intellectual and cultural activities like India Habitat Centre in Delhi
9. Clean river Gomti and encourage riverside tourism development
10. Encourage bread and breakfast stay arrangements and heritage tourism in havelis and kothis
11. Simulate Sham-e-Awadh experience with a cultural extravaganza from Awadh
12. Develop small tourist circuits around Lucknow involving places like Dewa Sharif and Kakori
13. Make monuments more tourist friendly with English speaking and well trained guides and hygienic public conveniences
14. Ensure an excellent web presence for Lucknow
15. Develop and deploy effective communication strategies for marketing tourism in the city



UTTARAKHAND

Tourism promotion in Uttarakhand

22 July 2010, Dehradun

CII delegation comprising Mr Rajiv Berry, Chairman Uttarakhand, Mrs Lovelina Mody, Past Chairperson Uttarakhand, called on Mr Madan Kaushik, Hon'ble Minister of Tourism, Uttarakhand, to discuss promotion of tourism in the State, SWS clearance for tourism projects, upgradation of tourism department's website, dissemination of schemes of State Government regarding tourism, idea of a special tourist zone and availability of land for small tourism projects.

Industrial Development in Uttarakhand

14 August 2010, Rudrapur

During the interaction Shri Banshi Dhar Bhagat, Minister Industrial Development, Govt of Uttarakhand invited suggestions from the industry for a comprehensive review of the States Industrial Policy and released CII's Assessment Report on Single Window System (SWS).

The Industry Meet fulfilled the multiple objectives of discussing industry developmental issues, sharing perspectives, and exchanging information and ideas in an open forum.

Price Purchase Preference Policy

6 August 2010, Haridwar

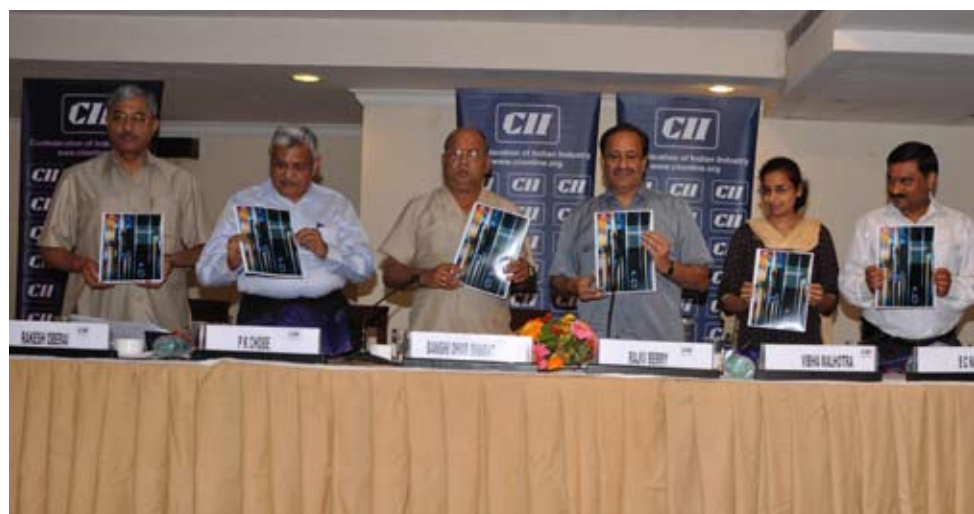
During the meeting Mr Rajiv Berry, Chairman CII Uttarakhand apprised Mr. S S Rawat, MD, Uttarakhand Transport Corporation, Govt. of Uttarakhand, regarding the Price Purchase Preference Policy wherein a price purchase preference of 10% is given to MSMEs from Uttarakhand over industry from outside and large industries from within the State. CII advocated the implementation of Price Purchase Preference Policy by all the Government departments as it will go a long way in strengthening of MSMEs in the State.

Meeting with Mr S Raju, Principal Secretary, Industrial Development, Government of Uttarakhand, 1 September 2010

During the meeting, CII delegation headed by Mr Rajiv Berry, Chairman, Uttarakhand discussed the following issues:

- Presentation of Assessment Report on an IT enabled Single Window System
- Linking of Uttarakhand with Eastern Freight Corridor
- Promotion of gas based power plants in Haridwar

Left: CII delegation with Mr S Raju, Principal Secretary, Industries, Uttarakhand; Right: Banshi Dhar Bhagat, Minister Industrial Development, Uttarakhand, releasing the Single Window System report at Industry Meet, Rudrapur





Young Indians

HEALTHFULL CAUSE

It was a treat sandwiched between exhibiting one's love for organic food and pitching in for education of disadvantaged female folk. And the venue was CII premises on Friday evening

I was rousing up a healthy fire for a cause. CII's Young Indian Chandigarh Chapter hosted an organic dinner, the funds from which would go to ensure education for unprivileged girls. Sharing about the eco-preservation part, Arshinder Kaur, Environment Chair, Yi, Chandigarh Chapter, said that, it was a challenge to source organic food for this theme dinner but we managed it from parts of Haryana and Uttar Pradesh. The dishes were presented in style, giving them a feel of genuine artifacts. Head chef Shangev Verma, Principal, Chakira School of Hospitality, remarked, "We have tried to put the world on one platter from Turkey to Switzerland, Australia to Arabia, France, China, Italy and India, providing the best from each country." Adding more about CII's initiatives, Charu Mathur,



Organic Dinner 2010

23 July 2010

CII-Yi organic dinner nurtures both health and girl education. With an objective to work tirelessly to ensure unprivileged girl education, the funds from the dinner created a ripple effect on educating the society, which has been a high priority with CII.

Arshinder Kaur, Environment Chair, Yi, Chandigarh Chapter said, "Organic farmers are scattered and have a niche clientele. The psycho intervention makes it tough for them to survive. To help them, we need to work on the grass root level and know their worth." The world was put on a single platter with dishes from Turkey to Switzerland, Australia to Arabia, France, China, Italy and India.

"It wasn't just a single cause but one wrapped with another, 'double-tossed cause fillet'! The event was meant not only to promote organic food but also the cause of education of the girl child, and I am glad the city has appreciated it. Last year too we launched CII-Nanhi Chhaan scholarship scheme and supported 30 underprivileged girls," said Ms Charu Mathur, Regional Director, CII, Northern region.

'Best out of waste': Lessons learnt from the recycle genius

27 August 2010, Chandigarh

Around 450 school students from both government and private schools visited the Rock Garden under the 'Heritage Walk' organised by CII-Yi Chandigarh Chapter. Exploring the world famous contemporary sculpture garden, the visit was a part of the Nationwide 'Heritage Week' Celebration from 21-28 August 2010 initiated by CII-Yi.

Enthusing the young hearts was the man himself, Dr Nek Chand, who shared his success and passion of phoenixing this wonder from industrial and home waste and other thrown away items. Assuaging the inquisitive quest of the students, he guided the students to save their precious monuments which are our nation's pride and to recycle waste.

"As Chandigarh is a twentieth century symbol of new India, we at Yi are delighted to celebrate its rich heritage. This initiative is the first of many in this step to celebrate and rejoice the City we live in, and the City which makes us who we are," said Navita Mahajan, Chapter Chair, Yi Chandigarh. Keeping in mind the safety measures, Fortis hospital, Mohali extended first aid and ambulance cover to the young group.





HIV/AIDS awareness & blood donation camp

12 August 2010, Noida

CII Western UP zone organised an HIV/AIDS awareness session for the industry workers of Honda SIEL Power Products and sensitised over 150 employees of the company. The session was carried out by Ms Manorma Verma from CII HIV/AIDS department.

A blood donation camp supported by Rotary Blood Bank for the executive employees of the company was also carried out and collected over 70 units of blood. Free check-ups were also carried out for the blood donors in the camp.



Yi health week

21 September to 25 September 2010, Chandigarh and Uttar Pradesh

A CII-Yi health campaign was organised in Chandigarh for spreading awareness on health issues like heart problems, diabetes and encouraging a regular health check-up among people of Chandigarh.

The area of concentration was the health of the underprivileged children who were provided with services like de-worming, free health check-up and an eye check-up.

Date	Activity
21 September, 2010	Blood donation camp, CII Chandigarh
22 September, 2010	Awareness session on cardiac, diabetes, CII Chandigarh
23 September, 2010	De-worming for underprivileged, free health check up & free eye check up camp at Government Primary School; Palsora
24 September, 2010	Awareness session on cardiac, diabetes at Connoisseur Infotech, Mohali; Net Solutions, Panchkula; HSBC Bank, Chandigarh
25 September, 2010	Health check up at discounted prices at Fortis Healthcare (valid till October 2010)

The Campaign was attended by Yi members and impacted 500 people across the city.



Lucknow calling

Lucknow has always been known for its rich culture and heritage. The city has been a hub for various industries and services. The Lucknow Development Authority (LDA) is working on various projects to improve the city's infrastructure and environment. The LDA is also focusing on the development of the city's economy and social services.



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लेह को बढ़े सीआईआई के मददगार हाथ

चंडीगढ़। लेह में तबाही से प्रभावितों को राहत देने के लिए सीआईआई नार्दर्न रीजन भी आगे आया है। दो दिन में ही सीआईआई ने लेह में बाढ़ प्रभावितों की मदद के लिए चालीस लाख रुपये इकट्ठा कर लिए हैं। लेह में प्रभावितों को किस चीज की जरूरत है, इसके लिए सीआईआई नार्दर्न रीजन की क्षेत्रीय निदेशक चारु माथुर लेह के दौरे पर भी गई हैं। राहत सामग्री सही हाथों तक पहुंचे, इसके लिए भी बंदोबस्त किए जा रहे हैं। लेह में छह अगस्त को आई बाढ़ से प्रभावितों को राहत देने के लिए सीआईआई की एक हाई लेवल टीम बनाई गई है।

CII for independent credit rating agency for MSME

HT Live Correspondent
A new independent credit rating agency for small and medium enterprises (MSME) is being set up by CII. The agency will provide credit ratings to MSMEs, which will help them in raising funds from banks and financial institutions. CII is also planning to set up a similar agency for MSMEs in other parts of the country.

Punjab Holds Promise In Secondary Agri Field: CII

Enthusiastic entrepreneurs believe that investment can be to the tune of Rs 500-700 cr in next couple of years. Punjab is showing a strong growth in the secondary agricultural sector, which is attracting investment from entrepreneurs. CII is also planning to set up a similar agency for MSMEs in other parts of the country.

Worthy Cause

CII raises a toast to the girl child at an all-organic dinner



CII has organized an all-organic dinner to raise awareness about the health benefits of organic food. The dinner was held at a five-star hotel in New Delhi. CII is also planning to set up a similar agency for MSMEs in other parts of the country.

CII proposes special tourism zones

Times News Service
Delhi, August 28. The members of the Parliament from Uttar Pradesh and other states have proposed the creation of special tourism zones. CII is also planning to set up a similar agency for MSMEs in other parts of the country.

Steel Mart focuses on industry in north

HT Reporter
Chandigarh, 27 September. Union Minister of Steel Industry has visited the 'Steel Mart' in Chandigarh. The Steel Mart is a platform for steel industry in the north. CII is also planning to set up a similar agency for MSMEs in other parts of the country.

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कृषि उत्सव। कृषि क्षेत्र में नए तकनीक का प्रसारण करने के लिए कृषि उत्सव का आयोजन किया गया।



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किसान नई तकनीक को अपनायें, उपज बढ़ायें

कृषि उत्सव दो दिवसीय मेले का शुभारम्भ

Leh disaster: CII Chandigarh lends a helping hand. Leh has been hit by a disaster, and CII Chandigarh is providing help to the affected people. CII is also planning to set up a similar agency for MSMEs in other parts of the country.

Steel Mart focuses on industry in north

HT Reporter
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DEMAND FOR STEEL in the northern region is growing at the rate of 10 per cent per annum. The demand for steel in the north is increasing rapidly. CII is also planning to set up a similar agency for MSMEs in other parts of the country.

CII encourages tree plantation drive

HT Live Correspondent
Ludhiana, 27 September. CII is encouraging a tree plantation drive in Ludhiana. The drive is aimed at increasing the green cover of the city. CII is also planning to set up a similar agency for MSMEs in other parts of the country.

बच्चे यादगारों को समेटकर रखें : नेकचंद

HT Reporter
Delhi, 27 August. Union Minister of Education has said that children should be included in the list of martyrs. The minister has said that children should be included in the list of martyrs. CII is also planning to set up a similar agency for MSMEs in other parts of the country.

DMIC to set up six power projects along the industrial corridor. DMIC is planning to set up six power projects along the industrial corridor. The projects are aimed at increasing the power supply in the region. CII is also planning to set up a similar agency for MSMEs in other parts of the country.

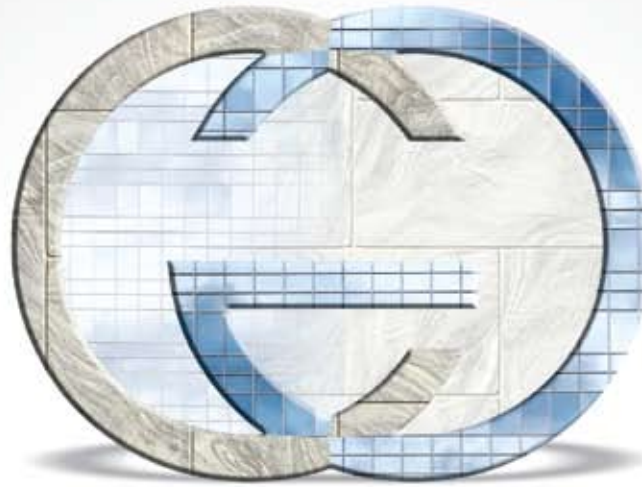
वीजी व गज्जे के मूल्य में सामंजस्य हे आवश्यक. The government is working on bringing parity between gold and silver prices. The government is also planning to set up a similar agency for MSMEs in other parts of the country.

AgriTech-2010. The AgriTech-2010 conference is being held in New Delhi. The conference is aimed at promoting agricultural technology in India. CII is also planning to set up a similar agency for MSMEs in other parts of the country.

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