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Ninth Pravasi Bharatiya Divas

'Engaging the Global Indian'

INSIDE

India-China Business
Cooperation Forum

CII's Pre-Budget
Recommendations

Cold Chain
Summit 2010

5th Sustainability
Summit: Asia 2010

Contents

05 NEWSMAKER

India – China Business Cooperation Summit

CII organised the 'India-China Business Cooperation Summit' during the recent visit of the Chinese Premier, Mr Wen Jiabao, to India



09 COVER STORY

Pravasi Bharatiya Divas: Engaging the Global Indian

The 9th Pravasi Bharatiya Divas was a multi-faceted event to strengthen the resilient bond between India and its diverse Diaspora



19 ECONOMY

Budget 2011-12 Recommendations

In its pre-budget meeting with Mr. Pranab Mukherjee, Finance Minister of India, CII suggested a set of policy measures to sustain the current growth momentum of the economy

28 AGRICULTURE & FOOD PROCESSING

Cold Chain Summit

The Cold Chain Summit 2010 focused upon identifying and promoting low cost cold chain technologies and creating workable PPP formats to develop this sector



PLUS

All our regular features

We welcome your feedback and suggestions. Do write to us at communique@cii.in

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JOURNAL OF THE CONFEDERATION OF INDIAN INDUSTRY

India – China Business Cooperation Summit

CII organised the ‘India-China Business Cooperation Summit’ during the recent visit of the Chinese Premier, Mr Wen Jiabao, to India



Anand Sharma, Minister of Commerce & Industry, India; Hari S Bhartia, President, CII; Wen Jiabao, Premier of China; and Gao Hucheng, China International Trade Representative, & Vice Minister of Commerce

“**INDIA AND CHINA** are partners in economic progress and co-operation, and the two countries can gain substantially by leveraging on each other’s strengths. I do not agree with the notion that China and India are competitors, instead they are partners in co-operation,” declared Mr Wen Jiabao, Premier of the People’s Republic of China, at the India-China Business Cooperation Summit in New Delhi on 15 December. He said that India and China were playing a greater role in world affairs now, and the two

Deepening Ties

The Chinese Premier outlined a four-pronged strategy for deepening co-operation between India and China:

- Explore full opportunities to take the bilateral trade much higher.
- Create a sound investment environment in the two countries to further deepen the partnership.
- Expand the areas of co-operation and increase the number of direct flights between the two countries.
- Promote business to business exchanges to strengthen business co-operation, and set up an India – China CEO’s Forum.

countries could learn from each other in dealing with the rest of the world. The two countries can co-operate in reforming various multilateral organizations and also successfully concluding the stalled Doha Round of negotiations of the World Trade Organization, he said.

Urging the business communities of the two countries to play a greater role in deepening bilateral ties, Premier Wen Jiabao expressed his commitment towards deeper business co-operation and asked the business community

to “seize various opportunities that the rise of two great civilizations is offering.”

Mr. Anand Sharma, Minister of Commerce and Industry, India, said that India and China were on a journey of friendship and co-operation. The importance of the relationship between the two countries would increase significantly in the coming decades, he added.

Mr. Gao Hucheng, China International Trade Representative, and Vice Minister of Commerce, attributed the close bilateral relationship between the two countries to business-to-business exchanges, and expressed his commitment to attain closer business ties.

Earlier, Mr. Hari S Bhartia, President, CII, in his welcome address, observed that the visit of the Chinese Premier coincided with the 60th anniversary of the establishment of diplomatic ties between India and China, and therefore was of special significance in strengthening the bilateral relationship between the two countries. Noting that China was India’s largest and fastest growing partner, he stressed on the need to make the India-China relationship a win-win partnership. Mr. Bhartia also called for addressing the challenge of India’s huge trade deficit vis-à-vis China, claiming that it was unsustainable.

About 600 senior representatives from business, industry, academia and government, including a 250 plus member delegation accompanying the Chinese Premier, attended the business summit. Over 45 MoUs worth about \$20 billion were signed at the Summit by Chinese and Indian companies.

China-India Friendship Award



Wen Jiabao presenting the ‘China-India Friendship Award’ to Chandrajit Banerjee, Director General, CII

Mr Chandrajit Banerjee, Director General, CII, was conferred the ‘China-India Friendship Award’ for his unremitting efforts in promoting China-India friendly cooperation and exchanges. Mr Wen Jiabao, Premier of China, conferred the award on Mr Banerjee on 15 December, during his State visit to India.

\$100 Billion Bilateral Trade Target

Dr. Manmohan Singh, Prime Minister of India, and Mr Wen Jiabao, Premier of the People’s Republic of China, signed a joint communiqué on 16 December in New Delhi. Among other things, the two sides set a new bilateral trade target of USD 100 billion by 2015 and agreed to take measures to promote Indian exports to China with a view to reduce India’s trade deficit.

The two governments also agreed to expand protection, IT, telecommunications, investment other’s strengths and pursue mutual benefit enterprises to invest and participate in roads, railways and in the manufacturing mutual investment and project contracting countries, appropriately handle economic oppose protectionism in all forms.



cooperation in infrastructure, environmental and finance on a priority basis to draw on each and win-win results. India invited Chinese its infrastructure development such as in sector. The two sides agreed to encourage cooperation between businesses of the two and trade frictions and differences and jointly

Dr Manmohan Singh and Premier Wen Jiabao constituted an India-China CEO’s Forum to deliberate on business issues and make recommendations on expansion of trade and investment cooperation.

The Reserve Bank of India and the China Banking Regulatory Commission signed a Memorandum of Understanding to increase banking and financial cooperation. India and China also agreed to grant permission to the banks of the other country to open branches and representative offices.



Engaging the Global Indian

The 9th Pravasi Bharatiya Divas was a multi-faceted event to strengthen the resilient bond between India and its diverse Diaspora



Dr Manmohan Singh, Prime Minister of India, inaugurating the 9th PBD. Also seen: Didar Singh, Secretary, Ministry of Overseas Indian Affairs; and Vayalar Ravi, Union Minister of Overseas Indian Affairs



Pratibha Devisingh Patil, President of India, delivering the Valedictory Address

- Dr. Manmohan Singh, Prime Minister of India, inaugurated the PBD Convention on 8 January in New Delhi.
- Mrs Pratibha Devisingh Patil, President of India, presented the Pravasi Bharatiya Samman Awards 2011 to distinguished PIOs/NRIs, and delivered the Valedictory Address on 9 January.
- Theme: 'Engaging the Global Indian.'
- Chief Guest: Sir Anand Satyanand, Governor General of New Zealand.
- 2000+ delegates, including media, from over 50 countries across the globe.
- Special focus: North Eastern States of India.
- Cabinet ministers from India connected with young Overseas Indians in a plenary session on 'Engaging with the Young Overseas Indian.'
- A concurrent exhibition showcased contemporary India to the delegates.
- Focussed seminars on 'Education' and 'Healthcare' offered new opportunities to the Diaspora to participate in these sectors in India.
- 'Prof. C.K. Prahalad Memorial Lecture' by Prof. Gautam Ahuja, University of Michigan, USA.
- Plenary Session with State Chief Ministers on 'Inclusive Growth.'
- Overseas Indian Facilitation Centre (OIFC) Market Place for focused business networking.
- Cultural Programmes.





Hari S Bhartia, President, CII; B K Handique, Union Minister, Development of the North Eastern Region; Sir Anand Satyanand, Governor General of New Zealand; Dr Manmohan Singh; Vayalar Ravi; and Didar Singh

Overseas Indians have emerged as important constituents of their adopted countries. They contribute to transforming the economies, participate in the political process and add value to thought and innovation in their destination countries. They also serve to build bridges between their present homeland and the land of their ancestors.

Welcoming home India's 'Pravasis,' while inaugurating the 9th PBD convention, Dr Manmohan Singh, Prime Minister of India, said the world expects India to play an important role in global affairs and to contribute positively to international relations. With buoyant growth, the focus is on social development programmes and creating employment for our young population, he said.

In her valedictory address, Mrs Pratibha Devisingh Patil, President of India, emphasized on engagement with Overseas Indians for nation building, while recognizing the role of the Diaspora in sustaining Indian culture and values overseas. "The overseas Indian community with their skills, expertise and financial resources can partner to put India on a higher growth trajectory and participate for the betterment of the disadvantaged sections of society," she said.

Dr Manmohan Singh, reiterating that the welfare of the large number of workers that emigrate from India is a matter of special concern, said the Government of India has signed social security agreements with 12 countries and also finalized Labour Mobility Partnerships with two others. New Indian cultural centres are also being planned in several countries, he added. Dr Manmohan Singh said the OCI and PIO card scheme would be relooked at, to further ease travel to India. The Government



Pranab Mukherjee, Union Minister of Finance



Kapil Sibal, Union Minister of HRD



S. N. Krishna, Union Minister of External Affairs



Kamal Nath, Union Minister of Road Transport & Highways

was also setting up skills development centres in hospitality and healthcare in the North East, to open up global opportunities for youth in these sectors, he said.

The Prime Minister unveiled the foundation stone of the Pravasi Bharatiya Kendra, proposed as a research and documentation centre, and also a meeting place for the Diaspora. He also released the publication 'Homeward Bound – A regulatory and investment handbook for Overseas Indians.'

Sir Anand Satyanand, Governor General of New Zealand, who was the chief guest, noted that globalization is connecting people through knowledge and technology. Global Indians have the very best to offer to the world, he declared.

Mr Vayalar Ravi, Union Minister of Overseas Indian Affairs, pointed out that PBD has grown both in scope as well as stature over the years. He said the 'Indian Community Welfare Fund' would be made available in all Indian Missions to provide on-site assistance to Indian citizens in distress.

Mr B K Handique, Union Minister of Development of the North Eastern Region, said that the eight North Eastern states offer huge opportunities to Overseas Indians.

Mr. Hari S. Bhartia, President, CII, in his vote of thanks, welcomed the solidarity of the Diaspora support to India, and assured that CII would continue to help the Diaspora leverage new business opportunities.

Through a number of thought-provoking sessions and discussions, the PBD convention was a dynamic meeting ground for India and her Diaspora to exchange ideas, issues and concerns.



Sukhbir Singh Badal, Deputy Chief Minister, Punjab; Sushil Modi, Deputy Chief Minister, Bihar; Bhupinder Singh Hooda, Chief Minister, Haryana; Dr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission; Vayalar Ravi; Narendra Modi, Chief Minister, Gujarat; and Digambar Kamat, Chief Minister, Goa

Opportunity India

Senior Indian Cabinet Ministers, in a special session on 'Opportunity India' at the PBD convention, assured the Indian diaspora that India was implementing a model for Inclusive Growth in its diverse and multi-cultural society. "Inclusive Growth has the capacity to promote development and well being to take us to the ranks of a developed nation in the very near future," said Mr Pranab Mukherjee, Minister of Finance. He also elaborated on issues concerning the Direct Tax Code.

Mr Kamal Nath, Minister of Road Transport and Highways, said the challenge for India was how to make growth touch all sections of society and all corners of the country. "Bridging the infrastructure gap is our biggest challenge," he said.

Later, chairing an interactive session on '**Inclusive Growth**' with chief ministers of several Indian states, Dr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission, urged the overseas Indians to 'discover, explore and connect with the vibrant Indian economy.' Dr Ahluwalia also invited new ideas on the 12th five year plan from the NRIs.

Mr Narendra Modi, Chief Minister of Gujarat, Mr Bhupinder Singh Hooda, Chief Minister of Haryana, Mr Digambar Kamat, Chief Minister of Goa, Mr Sukhbir Singh Badal, Deputy Chief Minister of Punjab, and Mr Sushil Modi, Deputy Chief Minister of Bihar, invited NRIs to invest in their states and highlighted their progress in building the investment climate.

A critical mass of skilled workforce is required for India to achieve its growth potential, for which colleges, universities, vocational colleges are required to reach every Indian. The Diaspora can make a big contribution by engaging actively in this direction, said Mr Kapil Sibal, Minister of Human Resource Development, at the seminar on '**Diaspora and Education**,' pointing out that the Indian education sector needs an investment of 150 Billion USD

in the next 10 years to bridge the existing gap.

Mr Vayalar Ravi described education as the centre stage of development and said interface with the international community will help India develop competitive human resource capacities.

Mr Sam Pitroda, Advisor to the Prime Minister of India, suggested that the Diaspora could mentor small groups and institutions on policy matters.

Given their rich experience and exposure to global best practices of good governance, the Diaspora can help bring in appropriate policy changes, felt Lord Bhikhu Parekh, Member, PM's Global Advisory Council.

Delivery of quality healthcare services to every nook and corner of the country is a big challenge for India, said Mr Dinesh Trivedi, Union Minister of State for Health & Family Welfare, urging the Indian Diaspora to partner with the Government to meet this mammoth task, at the seminar on '**Health Services – Role of the Diaspora**.' Terming doctors of Indian origin as a critical mass, which constitutes about 25% of the global doctors' pool, Mr Trivedi sought their ideas for the betterment of healthcare services and delivery in India.



Dinesh Trivedi, Union Minister of State for Health & Family Welfare

Mr Keshav Desiraju, Additional Secretary, Ministry of Health & Family Welfare, said that a large proportion of India's population depends on the three tiers of the public health system, which is not functioning properly, particularly at the primary and secondary levels.

Mr Rajat Gupta, Member, Prime Minister's Global Advisory Council, felt that the PPP model could help India in successful delivery of healthcare, referring to successful PPP initiatives like the Global Fund for AIDS, Malaria and TB, and the Emergency Management Research Institute.

Dr Naresh Trehan, Chairman, CII National Health Council,



Anirudh Suri, President, GYIPS; Jitin Prasada, Union Minister of State for Petroleum & Natural Gas; Sam Pitroda, Advisor to the Prime Minister of India; Ruby Dhalla, Member of Parliament, Canada; Indraneel Rajah, Deputy Speaker of Parliament, Singapore; and Jay Panda, Member of Parliament, India

said India needs to update its curriculum to be at par with the international standards.

With 550 million youth in India, we have to keep in mind their aspirations and interests while framing policy, said Mr Sam Pitroda, in the plenary session on **‘Engaging Young Overseas Indians.’** Noting that the young global Indian population is talented, brimming with confidence, and looking for something interesting to do, he invited them to come to India and work at the district level for the marginal sections of the Indian society.

Mr Jitin Prasada, Union Minister of State for Petroleum & Natural Gas, said the engagement of young Indians would help reduce the urban – rural and rich - poor divide.

Ms Indraneel Rajah, Deputy Speaker, Singapore Parliament, Mr Anirudh Suri, President, Global Young Indian Professionals and Students, and Mr Jay Panda, MP, India, agreed that overseas young Indians can make a positive difference in the development process of the country. Ms Ruby Dhalla, MP, Canada, suggested setting up a National Forum for Global Young Indians.

Our culture is our national identity. For India to aspire to be truly global, the Diaspora should leverage their cultural talents said Ms. Preneet Kaur, Minister of State for External Affairs, at the session on **‘Strengthening Cultural Bonds with the Global Indian.’**



Preneet Kaur, Union Minister of State for External Affairs

At the session on **‘Information, Communication & Entertainment (ICE) - Branding the global Indian’**, the distinguished panel, chaired by Mr. Shashi Tharoor, MP, India, highlighted that talent had no borders and art had the power to change the world. Our culture and its plurality, and not tokenism, will bring out the best in us and will lead the way for building the India brand, they felt.

Panelists at the session on **‘Philanthropy: Diaspora Initiative’** said that philanthropy must be directed towards bringing sustained change in the lives of the recipients. They advised India to improve transparency, bring in charity navigators, focus on knowledge creation and open sourcing and reduce operating expenses, to encourage Overseas Indians to undertake philanthropy projects in the country.

Raising concerns about the increasing distance of the second generation of Overseas Indians from their country of origin, the speakers stressed the need to attract these people to India and create an emotional bond, so that they start giving back to the country.

As many as 6 million Indians are at present working in the Gulf region and remitting close to USD 30 billion annually. The Government of India is concerned about the welfare of these NRIs and is making every effort to take care of their interests, said Mr. Vayalar Ravi, at the **‘Gulf Session’**. He said the Government was taking up the matter of abolishing the sponsorship visa with the respective Gulf countries.

Focus: North East

PBD 2011 was held in partnership with the Ministry for Development of the North Eastern Region (DoNER) and the eight North-Eastern States: Assam, Arunachal Pradesh, Manipur, Meghalaya, Mizoram, Nagaland, Tripura and Sikkim.

At the Plenary Session showcasing **‘Investment Opportunities in the North East,’** Mr. B.K. Handique, Union Minister, DoNER, invited the Diaspora to open up this region, which is extremely rich in minerals, silica gel, and coal, and help remove interregional disparities.

The Assam Government, said Mr. Tarun Gogoi, Chief Minister, is working to remove regional imbalances by investing in infrastructure. Assam is rich in human and



mineral resources but lacks investment in education and healthcare, he said.

The right policies are in place and now is the time to participate in this region, said Dr. Mukul Sangma, Chief Minister of Meghalaya, adding that the Government is soon going to establish two medical colleges in the PPP mode.

Mr. Jitendra Chaudhury, Minister of Commerce & Industries, Tripura, said his government was in the process of setting up a bamboo park, first of its kind in the country. Already a major source of rubber, Tripura is going to further increase production to 1 lakh metric tonnes soon, he said.

CII, in collaboration with the Ministry of DoNER, released a CD on the key initiatives and policy support being extended by the Government in sectors such as agriculture, education, skill development, food processing, healthcare, infrastructure and tourism in the North East. The CD also includes over 100 bankable project profiles in these thrust areas for interested investors to explore investment opportunities in the region.

Earlier, in a parallel session on **'Diaspora role models from the North East: Success Stories'** a few prominent individuals including Mr. Wahid Saleh, Netherlands, Mr Lakshmikanta Laikangbam, USA, and Mr Pranab Baruna,

Pravasi Bharatiya Samman Awardees

- Sir Anand Satyanand, Governor-General of New Zealand
- Prof Veena Harbhagwan Sahajwalla, Australia
- Ms Lata Pada, Canada
- Mr Harindrapal Singh Banga, Hong Kong
- Sheikh Mohd Munir Nazir Hassan Ansari, Israel
- Mr Upjit Singh Sachdeva, Liberia
- Mr Saleh Wahid, Netherlands,
- Tan Sri Dato' Ajit Singh, Malaysia
- Indian Community Benevolent Forum, Qatar
- Dr Mohiaddin Syed Karimuddin, Saudi Arabia
- Mr Mano Selvanathan, Sri Lanka
- Mr Mohan Jashanmal, UAE
- Baroness (Dr) Sandip Verma, UK
- Mr Ashok Kumar Ramsaran, USA
- Dr Rajiv Shah, USA

UK, who had migrated from the North East, shared their experiences. They all came from similar circumstances, from small places and humble backgrounds, but seized success, and are now keen to give back so that others can benefit.

The PBD exhibition too showcased the biodiversity and ethnic arts and crafts of the eight North-Eastern states.



Jayati Chandra, Secretary, DoNER; Tarun Gogoi, Chief Minister, Assam; Vayalar Ravi; B K Handique; Dr Mukul Sangma, Chief Minister, Meghalaya; and Jitendra Chaudhury, Minister, Commerce & Industries, Tripura

Prof C K Prahalad Memorial Lecture Towards Inclusive Growth



The 'Bottom of the Pyramid' and 'India@75' are two big ideas from Prof. CK Prahalad's legacy that will define India's development strategy for the next decade.

In the 'Prof C K Prahalad Memorial Lecture' organised at the 9th Pravasi Bharatiya Divas, Prof Gautam Ahuja, University of Michigan, USA, said that the very objective of inclusive growth would be defeated if the poorest sections of society do not benefit from the economic boom.

Though the Government is taking various steps for the welfare of the poor and weaker sections of society, these measures cannot prove to be effective as long as the institutional delivery system is weak, he said. Also, keeping in mind the limited resources of the Government, corporates must take initiatives in the development of the social sector, said Prof Ahuja.

Noting that inequality of income persists in nearly all the economies of the globe, Prof Ahuja pointed out that in the US, the top 10% of the income group earns about 10 to 15 times that of the bottom strata. However, there is equality in opportunity there. India too needs to work towards equality in opportunities, for inclusive growth, he said.

The success of capitalism depends upon institutional and social capital, along with physical and financial capital. Institutional capital is governed by the rule of law in the country and the institutional delivery system, said Prof Ahuja. Complete transparency in the decision making process, rule of law, equality before law, institution building and strong delivery systems, philanthropy, and making the 'jugaad' system obsolete are essential for inclusive growth, he stressed.



Hari S Bhartia; and Chandrajit Banerjee; with T K A Nair, Principal Secretary to the Prime Minister of India

- V O I C E S -

PBD is not an event, it's a Movement! It's a platform where India interacts with its Diaspora as well an opportunity for the Diaspora to get to know each other. It's a reassurance of their commitment for their mother nation.

Lord Bhiku Parekh, Member, PM's Global Advisory Council

Pravasi Bharatiya Divas gives us a chance to come back to our roots.

Dr K P Girish, Literate World 2020, New York

PBD always manages to induce new enthusiasm every year. It's great to see young people coming forward with their ideas!

Ela Gandhi, Trustee, Gandhi Development Trust (GDT) Satyagraha

It's always nice to come back home and to meet fellow NRIs. A mechanism to track the interest areas of NRIs with planned interface can add more business sense to PBD.

Neville Joseph Roach, Chairman, Advisory Board, Australia & New Zealand

Information, communication and entertainment will transform the image of Indianness and help strengthen 'brand India'.

Mira Nair, Film Maker, USA

PBD is a great platform for the Diaspora. The success of PBD 2011 would be measured in people's interaction around the world, and the message they take back.

Kanchan Banerjee, Editor-in-Chief, New Global Indian

I am here to see India opening the channels of interaction and engaging the Diaspora in a meaningful way.

Deoanand Gosine, Chairman, India-Trinidad Chamber of Industry & Commerce & President, Amtech Corp., USA

PBD is a mirror reflecting the Indian spirit to the world.

Bamantee Mohit, Educationalist, Mauritius

This is our first visit to the PBD. We are here to rediscover our roots and look for affiliation options with North-Eastern weavers.

Nandinee Phookan, Designer, Yew York

11th EU-India Business Summit

Partnership for Sustainable Development



Philippe Vlerick, Member of the Management Committee, Federation of Enterprises, Belgium; Anand Sharma, Minister of Commerce & Industry, India; Steven Vanackere, Minister of Foreign Affairs & Institutional Reforms, Belgium; Karel De Gucht, Commissioner Trade, European Commission; and Philippe de Buck, Director General, BUSINESSEUROPE

INDIA AND THE EU are natural partners in the process of sustainable development. The EU is a world leader in the concept of re-development that focuses on greater sustainability of natural resource use. Indian businesses could seek strategic partnerships with EU counterparts in this area.

The **11th EU-India Business Summit**, held in Brussels, Belgium, on 10 December, focused on EU-India partnership opportunities for sustainable development. A CII business delegation, led by Mr Hari S Bhartia, President, CII, participated in the Summit.

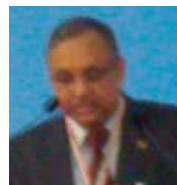
The opening session called for a new global development paradigm, or redevelopment, a model that allows the present generation to meet their material needs without compromising the ability of future generations to do the same.

Mr. Anand Sharma, Minister, Commerce and Industry, India, addressing the plenary session of the Summit, observed that while there were challenges and disagreements, both sides have made a firm commitment to the idea of free trade. He reminded the delegates that both India and the EU have pushed on with negotiations despite the adverse impact of the global economic crisis, and the increase in protectionist tendencies that went against the idea of trade liberalization as represented by the India-EU Bilateral Trade and Investment Agreement (BTIA). The governments were just putting the building blocks in place, it is now up to businesses to use this agreement to make the India-EU bilateral trade and economic relationship one of the drivers of global commerce, said Mr Sharma.

Mr. Hari Bhartia said that India and the EU are natural

partners. India's demand for infrastructure development, and its need to invest in skill development for 500 million young workers in the coming years provide a huge opportunity for EU businesses. Indian industry is looking forward to the successful completion of the India-EU BTIA, he said, noting that both India and the EU have a large SME sector that is the backbone of their economy, especially exports. A successful EU-India BTIA would reduce tariff and non-tariff barriers that impose far greater costs proportionally on SMEs than

they do on large firms, and reduce their ability to participate in global markets, he said.



Chandrajit Banerjee, Director General, CII

Mr. Chandrajit Banerjee, Director General, CII, said that India and the EU are embarking on a unique experiment through this bilateral trade agreement. A successful agreement,

he said, would also catalyse cooperation in green technology and technology for clean energy.

Mr. Karel de Gucht, EU Trade Commissioner, said the real owners of the EU-India BTIA are the business communities on both sides who have stayed engaged with each other and provided support to both governments to make this trade agreement a possibility.

The parallel sector session on Clean Technologies in Energy was led by CII. Some of the issues addressed included the most promising technologies to provide affordable renewable energy, the current barriers for deployment of such renewable energy, and the opportunities for clean technologies in energy.

Dr R K Pachauri, Chairman, Intergovernmental Panel on Climate Change, was a keynote speaker on EU – India partnership opportunities for sustainable development, at the Summit. ■

'Budget 2011-12 should aim at Sustaining Growth'

In its pre-budget meeting with Mr. Pranab Mukherjee, Finance Minister of India, CII suggested a set of policy measures to sustain the current growth momentum of the economy

EVEN THOUGH WE have recovered from the global economic slowdown, new challenges have emerged that pose a challenge to maintaining the current growth rates. Factors such as the slow recovery of the developed economies, rising inputs costs, tight liquidity conditions and rising interest rates pose a downside risk to growth. The emphasis for Budget 2011-12, should therefore be to maintain and even accelerate the pace of economic recovery and speed up employment generation, according to Mr Hari S Bhartia, President, CII.

CII has outlined some of the key policy issues that can be addressed in the Budget.

To encourage **FDI**, some of the sectors where limits on foreign investment remain can be opened up. These include FDI in multi-brand retail. This is a capital intensive sector and the entry of foreign players will lead to greater competition in this critical sector. Similarly, higher FDI should be allowed in the defence sector.

CII has drawn the attention of the Finance Minister to some critical reforms required in the **Agriculture** sector to address the issue of supply constraints in the medium to long term. It pointed to the need to introduce a common market for agricultural produce across states; rationalize the APMC Act and promote PPP investments in agriculture by providing viability gap funding in agri-focused infrastructure and agricultural extension. In addition, investment linked tax incentives need to be made available to cold chains and warehouses across all categories of food products.

To promote **Financial Inclusion**, CII has suggested a number of reforms in the financial sector including the expansion of the banking network, especially to the unbanked geographies and population, by bringing in new players who have access to these sections of society. It also favours the early passage of the Insurance Bill to raise the FDI limit from 26% to 49% in order to encourage the introduction of more innovative products. CII further

emphasized the importance of developing a deep and liquid corporate bond market where long term funds can be raised at reasonable rates.

CII also raised the issue of difficulty in acquiring **Land** for setting up business and feels that the states have an essential role to play in acquiring land and making it available to industry in the interest of both economic development and employment creation. It recommended that a consultative group be formed to define conditions for making changes in land use across sectors, including mining, and make recommendations for compensation of affected persons.

Given that many countries are still recording slow recovery from the global financial crisis and are continuing to provide various incentives to promote their own **Exports**, CII has asked the government to continue with the existing peak rate of customs duty (10%). Status quo is also recommended for the general rate of 10% excise duty and 10% services tax, since these are at par with the proposed Central GST rate of 10%. Given that GST implementation is getting delayed, CII suggests reducing CST from 2% to nil, since no credit is available on this tax.

Seeking moderation in **Direct Tax Rates** in order to maintain competitiveness, CII has proposed a reduction in the corporate tax rate from 30% to 25% together with abolition of surcharge and cess. CII also sought to extend the benefit of no dividend distribution tax to intermediate subsidiaries. In addition, CII has recommended that the tax rate on dividends received from foreign subsidiaries should be the same as the rate applicable for dividend distribution tax.

R&D Initiatives were proposed to be stepped up by extending the tax incentives under Section 35 (2AB) of the Income Tax Act to all sectors of manufacturing for the next 10 years. CII also suggested that the expenses incurred on Skill Development be treated at par with R&D and given similar tax incentives. ■

Industry Anticipates 8.5-9% Growth

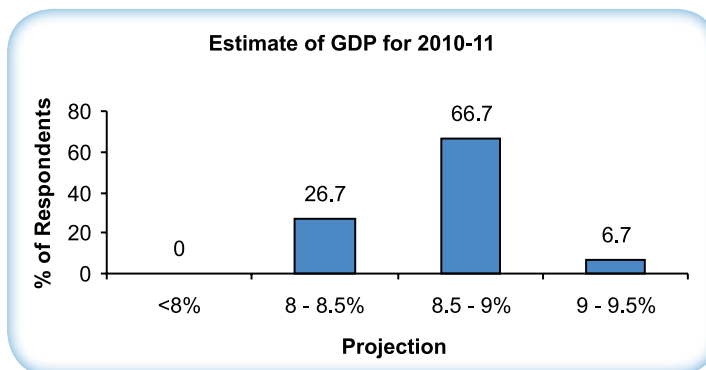
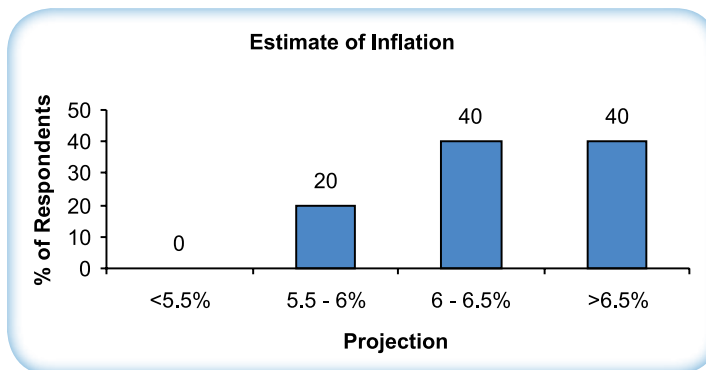
The CII CEO's Snap Poll shows that while Indian corporate bodies expect growth to be robust in 2010-11, the tightening monetary stance taken by the RBI is likely to affect corporate performance. A majority of the respondents want the government to deregulate agricultural prices, reduce fiscal deficit and cut down indirect taxes. The survey also highlights fears of asset price bubbles and appreciation of the rupee

ACCORDING TO A recent CEO's Snap Poll conducted by CII on 16 December, 66.7% of the respondents expect that India's GDP for 2010-11 will be in the range of 8.5-9.0%, while 6.7% expect India to grow at a rate above 9.0%. On the inflation front, 80% of the respondents expect it to be above 6.0% while 20% expect it to be in the range of 5.5-6.0%.

The RBI has raised its repo rate to 6.25% and reverse repo rate to 5.25% in response to rising inflation. The respondents feel that the tightening monetary stance taken by the RBI in this financial year is

likely to adversely affect corporate results. Only 33.3% of the respondents were of the opinion that tight liquidity will not impact corporate results, while 66.7%, feared that corporate performance would deteriorate.

In relation to rising prices and interest rates, 46.7% of the respondents were of the view that the government should deregulate agricultural prices, 26.7% want the Government to put regulatory caps on prices,



and an overwhelming 93.3% wants the Indian Government to reduce fiscal deficit. As many as 73.3% would like to see a reduction in indirect taxes.

The respondents were also concerned about the recent developments on the global front. The excessive liquidity in the world economy injected by the US through the second round of the Quantitative Easing policy has become a major concern. A majority (53.3%) of the respondents believe that QE2 is likely to impact asset prices in India and 73.3% of them feel that increased capital inflows will result in an appreciation

of the domestic currency, and thereby impact India's competitiveness in the global market.

In relation to the recent visit of the Chinese Premier Wen Jiabao and his proposal of a Free Trade Agreement between India and China, 86.7% of the respondents were of the view that a FTA with China will negatively impact Indian industry, while only a small fraction (13.3%) supported a FTA with China. ■

Strong Performance of GDP in Q2 2010

During the second quarter of the current fiscal, GDP grew at 8.9%, making it the third time in a row that GDP has convincingly posted a growth of over 8.5%, supported by strong performance across all the three major sectors – Agriculture, Industry and Services

Agriculture: Agriculture, forestry and fishery recorded a growth of 4.4% in the second quarter this year over 0.9% during the same period last year, owing to better production prospects following a good monsoon this year. According to the First Advance Estimates of the Ministry of Agriculture, growth in the production of rice, coarse cereals, pulses, oil seeds and horticulture and livestock production is expected to surge as compared to last year. Also, increased area sown under the kharif crop is likely to increase total food grain production by over 10.0%.

Industry: Industrial growth, however, has slowed down to 8.9% in the second quarter of the current fiscal in comparison to the first quarter growth of 11.3%, although it remained comparable to last year's performance in the same quarter.

Manufacturing and Construction attained growth of 9.8% and 8.8% respectively in the second quarter of the current fiscal, higher than in Q2 FY 2010. On the other hand, sectors like mining and quarrying and electricity, gas

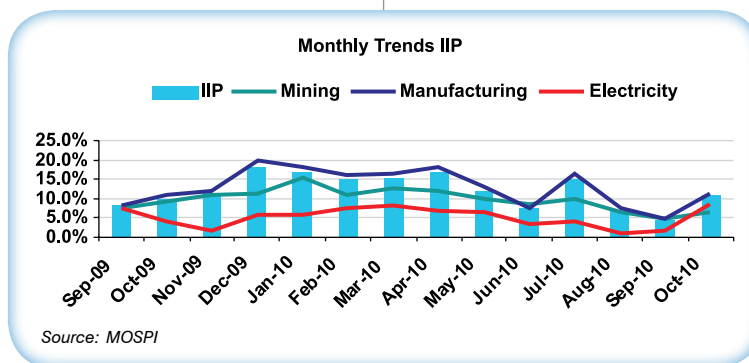
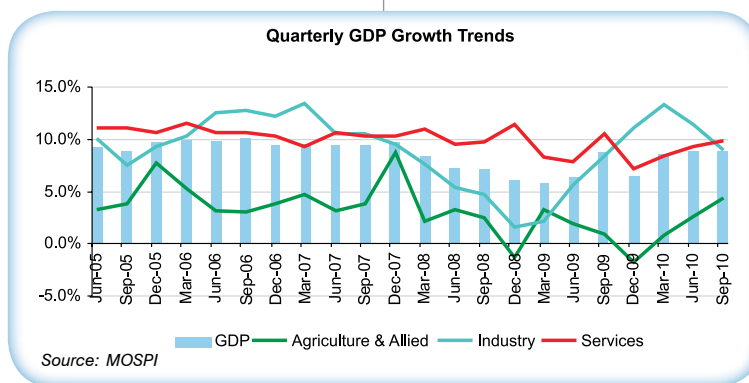
and water supply, decelerated from their level of growth in Q2 FY 2010, growing at 8.0% and 3.4% respectively in Q2 FY 2011.

Industrial growth, as measured by the IIP index, has also shown a slowdown in industrial activities. The prime reason for the decline is the near saturation of production capacity in general, and the rising prices of input costs. Besides, below average performance of the capital goods segment which, after registering growth of 65.0% in July 2010, reported a steep drop to -4.1% in September 2010, has pulled down industrial performance during this period.

The majority of the core sectors, like petroleum products, electricity, cement and coal also underperformed. However, the trend has reversed in the month of October of

the current fiscal with industrial growth picking up to 10.8% and core sector growth to 7.0%.

Services: The Services sector continued to remain



strong, though it reported a decline in comparison to Q2 FY 2010. It has witnessed a growth of 9.8% in Q2 FY 2011 from 10.5% in Q2 FY 2010 and 9.3% in Q1 FY 2011. Within the services sector, sectors like trade, hotels, transport and communication performed the best, growing at 12.1% during the reference period compared to 8.2% in the same period last year. In contrast, the financing, insurance, real estate and business services sectors decelerated to grow at 8.3% during the latest quarter as compared to 11.3% in the same period of the previous year. The table below provides a view on the performance of the key service indicators.

Performance of Key Service Sector Parameters

	2009	2010
Airport		
Domestic Passengers (Jan-Oct) (in lakhs)	354.55	419.34
International Passengers (Jan-Sept) (in lakhs)	80.92	96.19
Domestic Cargo (Jan-Sept) (in lakh tonnes)	2.07	2.84
International Cargo (Jan-Sept) (in lakh tonnes)	1.32	1.93
Ports		
Cargo Handling (in million tonnes)	560.98 (Actual)	600.78 (Target)
Telecom		
Total Telephone Subscribers (as in Sept) (in millions)	509.00	723.28
Teledensity (as in Sept)	43.5	60.99
Broadband (as in Sept) (in millions)	7.21	10.29
Financial Indicators		
Money Supply (as in Oct) (% growth)	19.5	15.2
Aggregate Deposits (as in Oct) (% growth)	20.1	14.7
Bank Credit from SCBs (as in Oct) (% growth)	10.7	20.1
Non-food Credit from SCBs (as in Oct) (% growth)	11.1	20.1

Source: Ministry of Civil Aviation, Ministry of Shipping, PIB and RBI

The upbeat trend noticed in GDP over the last two quarters of the current fiscal is a reflection of strong domestic demand backed by improved purchasing power, revival in economic growth and robust rural demand. Private consumption continues to remain above 60.0% of GDP since the beginning of the current

fiscal year after having dipped sharply in the quarter ending March 2010. Gross Fixed Capital Expenditure has remained at about 34.0% in the last three quarters, indicating improved focus on the addition of production capacity to meet the fast-growing aggregate demand in the economy.

Inflation & Monetary Policy

After remaining in double digits for five successive months, year on year WPI inflation slipped to 7.5% in November 2010 from 8.6% a month ago on a year on year basis, but was still almost double of its level (4.5%) in November last year.

Though inflation has moderated, inflationary pressures persist both from domestic demand and higher global commodity prices. The pace of decline in food price inflation has been slower than expected due largely to structural factors. There is a risk that rising international commodity prices will spill over into domestic inflation. Going forward, rising domestic input costs for the manufacturing sector combined with aggregate demand pressures could weigh on domestic inflation. The risk to the Reserve Bank's projection of 5.5% inflation by March 2011 is on the upside.

In an attempt to tame inflation, the RBI had reversed its monetary stance since March 2010, and has increased policy rates six times this year. While the RBI has been increasing policy rates, a persistent liquidity deficit has developed in the banking system and the RBI has had to infuse an average of Rs 75,581.6 crore on a daily basis since 9 September 2010. This has resulted from structural factors such as significantly above trend currency expansion and relatively sluggish growth in bank deposits even as credit growth accelerated in 2010-11. As pointed out by the RBI, such persistent deficits have induced unpredictability in both availability and costs of funds, making it difficult for the banking system to sustain credit delivery.

Therefore, in order to inject the much needed liquidity to an expanding economy, the RBI has reduced the statutory liquidity ratio of scheduled commercial banks to 24% from 25%. Also, it will conduct open market operation auctions for purchase of government securities for an aggregate amount of Rs 48,000 crore in the next one month. While the RBI's measures to ease liquidity in the system are welcome, any further increases in its policy rates would send confusing messages. ■



Towards Sustainable Agriculture

The 9th edition of Agro Tech examined growing opportunities for a new green revolution in the country

INDIA'S PREMIER biennial agro technology and business fair, Agro Tech, held from 3-6 December in Chandigarh, had participation from 230 companies from 9 countries, spread across 6500 sqm exhibition area in 9 concurrent shows.

The fair was jointly inaugurated by Mr Sharad Pawar, Union Minister of Agriculture, Mr Bhupinder Singh Hooda, Chief Minister of Haryana, and Mr Sucha Singh Langah, Minister of Agriculture, Punjab. Mr Mohammad Asif Rahimi, Minister of Agriculture, Irrigation & Livestock, Afghanistan, and Rt Hon Patricia Hewitt, Chairman, UK India Business



Sharad Pawar, Union Minister of Agriculture, inaugurating Agro Tech 2010, in the presence of Bhupinder Singh Hooda, Chief Minister of Haryana and Sucha Singh Langah, Minister of Agriculture, Punjab

Council, and former Cabinet Minister for Women, and Secretary of State for Health, UK, were the Guests of Honour.

Agro Tech 2010 achieved one of its primary objectives of focusing on Sustainable Agriculture, and bringing farmers face-to-face with the latest state-of-the-art technologies both in

terms of machinery as well as agri-practices. South Korea and France set up pavilions for the first time at the fair, demonstrating the growing international interest in the Indian agriculture sector.





Sharad Pawar; Chandrajit Banerjee, Director General, CII; Salil Singhal, Chairman Agro Tech 2010; Rt Hon Patricia Hewitt, Chairman, UK India Business Council; Bhupinder Singh Hooda; and Mohammad Asif Rahimi, Minister of Agriculture, Irrigation & Livestock, Afghanistan

Overall, 846 Joint Ventures/MoUs/deals estimated to be worth at least Rs 50 crores were finalized. As many as 131 one-to-one Buyer Seller meets between 12 international importers and 29 domestic exporters on processed foods were also held during Agro Tech 2010.

Over 75 speakers and 400 delegates participated in the 5 focused international conferences on contemporary issues in Indian agriculture.

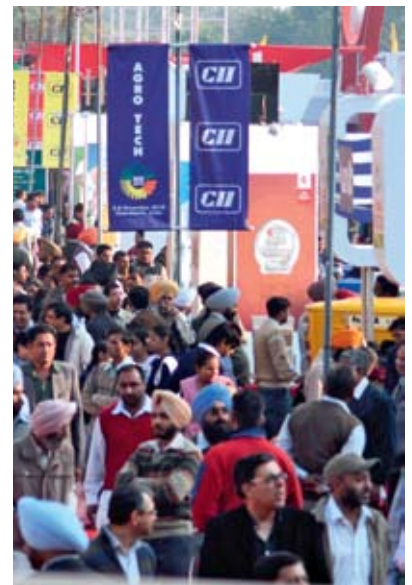
The 4-day Fair was visited by over 45,000 farmers from as far as Kerala in the South, Meghalaya in the East, Gujarat in the West and Jammu & Kashmir in the North. A team of farmers from Afghanistan also visited Agro Tech 2010. They showed interest in large machines like combined harvesters, high powered tractors and also low cost agricultural machinery. In addition, the farmers were able to procure new varieties of high-yield seeds

and learn about the latest agri-practices at the *Kisan Goshthis*, special interactive sessions for farmers.

In consonance with this year's theme of Sustainable Agriculture, a special campaign on water conservation, '*Jalsangram*', was launched in association with Mahindra Swaraj.

A first at Agro Tech, this year, Apple Fest 2010 showcased apples, stone fruits and exotic vegetables from the hill states of North India. Alongside, a focused conference on production technology, marketing and post harvest management brought in scientific practices to the producers.

After the resounding success of Agro Tech 2010, the 10th edition of Agro Tech will be held from 1-4 December 2012 in Chandigarh.



Meeting India's Food Challenges



Sailil Singhal, Co-Chairman, CII National Council on Agriculture, addressing the Agriculture Roundtable. Also seen: Amita Sarkar, Sr Director, CII; Ajay Jakhar, President, Bharat Krishak Samaj; Subhash C Garg, Joint Secretary, Ministry of Agriculture; Balvinder S Kalsi, President (South Asia), DuPont; and Dr Swapan Dutta, Deputy Director General, ICAR

ADDRESSING THE CII ROUNDTABLE on 'Enhanced Engagement of Private Sector to Meet India's Food Challenges,' on 24 December in New Delhi, Mr Subhash C Garg, Joint Secretary, Ministry of Agriculture, described the private sector as the service provider for the agriculture sector. Urging industry to invest in agriculture to increase the present production levels, particularly in the eastern part of the country which has the potential to become the food bowl of the nation, he called for customized solutions to the problems of Agriculture in India.

Mr Balvinder S Kalsi, President (South Asia), DuPont, listed three priority areas for private sector contribution through a partnership model. First, science must be made a part of the solution. Second, Research & Development is critical; needing massive and consistent investments and therefore makes a perfect case for Public Private Partnership. Research based R&D companies can bring their global R&D capability to this partnership. The third area of priority must be on building access to the users and helping them use new technologies appropriately by providing training and inputs. Mr Kalsi said that each sector brings strengths and there are tremendous opportunities to pool resources and work towards the common goal of delivering food security to our people.

The country needs a good environment to enable the convergence of the private sector towards agri-industry, said Dr Swapan Dutta, Deputy Director General (Crop

Science), Indian Council of Agriculture Research (ICAR). Keeping the human face of economics in mind will lead to food security, he said. Dr Dutta said that the challenge ahead is quality seeds production and an efficient supply chain, a dynamic and flexible agri-policy and an efficient regulatory system to benefit farmers, and build public confidence, and adequate investment for commissioned projects to increase food productivity.

Mr Sailil Singhal, Co-Chairman, CII National Council on Agriculture, and Chairman and Managing Director, PI Industries Ltd, said private sector participation in the agriculture supply chain will make it more efficient and enable the farmer to get a reasonable price for his product. It will also eliminate the existing marketing inefficiency due to the multi-player structure of intermediaries and help farmers overcome the challenges of fragmented farms and weak infrastructure. Mr Singhal said CII would work towards developing academic - institutional collaborations in the field of high value agriculture.

Some of the other key speakers included Mr Ajay Jakhar, President, Bharat Krishak Samaj, Dr N K Dadlani, Director, National Seed Association of India, Mr Gokul Patnaik, Chairman, Global AgriSystems Pvt Ltd., Mr M Srinivas Rao, CEO, Cereals System Initiative for South Asia, Mr Ramanathan Vairamani, Director (Rice Research – Asia), Pioneer (a DuPont Business), Mr Girish Aivalli, Country Head and Executive Vice President, Yes Bank, and Dr Arvind Kapur, CEO, Raasi Seeds Pvt Ltd.



Government – Industry Partnership will Foster Cold Chain Sector

THE GOVERNMENT IS committed to provide an ideal environment with fiscal incentives in the cold chain sector, but the prime mover, however, will have to be the private sector, said Mr. K V Thomas, Union Minister of State for Agriculture. Inaugurating the ‘Cold Chain Summit 2010,’ organized by CII in association with the Ministry of Agriculture, on 21- 22 December in New Delhi, Mr. Thomas urged both the industry and the states to play a pivotal role in the



K V Thomas, Union Minister of State for Agriculture; Rakesh Bharti Mittal, Chairman, CII Agriculture Council and Sanjeev Chopra, Mission Director, National Horticulture Mission, at the CII Cold Chain Summit

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

Mr Sanjeev Chopra, Mission Director, National Horticulture Mission, Union Ministry of Agriculture, announced that the National Centre for Cold Chain Development (NCCD) would be in operation very soon. He called for trust-building between industry and farmers, so that they can work in partnership with minimal government interference. Mr Chopra urged the industry to focus upon identifying and promoting low cost cold chain technologies and creating workable PPP formats for cold chain development. He said that the government and the private sector must work in synergy to take this forward.

Mr Chopra also said that while there are abundant number

of cold storage facilities for potatoes in the country, especially in Punjab, West Bengal and Uttar Pradesh, industry should come up with storage facilities for other fruits and vegetables – especially essential commodities like onion and tomatoes, which will have a control on the prices.

Mr. Rakesh Bharti Mittal, Chairman, CII National Council on Agriculture, spoke about organized retailing, which can be one of the main links in the cold chain. He suggested that the

State APMC Act be amended in line with the Model Act, and that perishables, including fruits and vegetables, be taken out of the ambit of the APMC Act. He called for the establishment of a National Centre for Cold Chain Development (NCCD) to act as a center of excellence for cold chain development in India, and for greater awareness of best practices and global benchmarks in post-harvest technology. Cold Chain management and cost effective long-term storage and transportation of fruits and vegetables has to be filtered down to the grass-root level, he said.

Mr Venkatesh Valluri, Chairman and President, Ingersoll Rand International (India) Ltd. said the Summit would help build a road map for this sector with the involvement of all stakeholders.

Two publications: Success Stories in the Indian Cold Chain Industry, and a compendium of Prime Financial





Montek Singh Ahluwalia, Deputy Chairman, Planning Commission addressing CEOs at the CII Cold Chain Summit 2010. Also seen: Gokul Patnaik, Chairman, Global AgriSystems; and Rakesh Bharti Mittal



Subodh Kant Sahai, Union Minister of Food Processing Industries

Assistance Schemes of the Government of India were released at the Summit. The event also showcased new cold chain technologies through an exhibition.

CEO's Conclave

India is the largest producer of fruits and the second largest producer of vegetables in the world, with a total production of 63.5 million tons of fruits and 125.89 million tons of vegetables, and is poised to double its horticultural production in the next few years. However, about 30% of the fruits and vegetables grown in India get wasted annually due lack of awareness about proper handling and storage requirements as well as poor infrastructure, insufficient cold storage capacity, unavailability of cold storages in close proximity to farms, poor transportation infrastructure, etc. These facts highlight the critical role that the cold chain industry has to play in order to take the Indian food processing sector to global standards, declared Mr Subodh Kant Sahai, Union Minister for Food Processing Industries, addressing the interactive session with CEOs at the Summit.

Mr Montek Singh Ahluwalia, Deputy Chairman, Planning Commission, congratulated CII for seriously carrying forward the recommendations arising out of the Cold Chain Summits of 2007 and 2009, and picking up concerted focus on one of the very vital elements in linking agriculture to the markets, i.e. development of Cold Chain infrastructure in the country. The private

sector has initiated a lot of work but much more needs to be done in order to make cold chain development a reality in India in the true sense, he said.

Addressing the valedictory session, Mr PK Basu, Secretary, Ministry of Agriculture, pointed out that if India has to become a top exporter and processor of fruits and vegetables, it is essential to have a high quality cold chain in place. Domestic consumption also can be boosted by servicing the strong growth in organized retail through efficient supply chains which can reduce wastage and provide the same produce at a lower price, or better produce at a higher price.

Key Recommendations

- Cold Chains should be given the status of infrastructure for the purposes of funding norms. Viability gap funding and bank loans extended by commercial banks may be treated at par with priority sector advances.
- Horticulture should be delinked from the APMC Act and states should be given the incentive under RKVY to compensate revenue loss. This will enable the corporate sector to create backward linkages including Cold Chain. The Central Government may announce required policy guidelines in 2011.
- Expedite the formation of NCCD and make it an autonomous body
- Allow 100% FDI in the retail sector, particularly from



Europe and USA, to bring in diverse experiences and international expertise.

- A Venture Capital fund may be incorporated in the SPV for facilitating funding of project where viability is found to lacking – SPV mandate be modified
- States where DPRs have been prepared should be given special funds under RKVY for at least one integrated cold chain project

- Adopt a cluster-based approach for modernization of existing cold stores, technical audit, modification norms and financial assistance
- Terminal market schemes to be made more investor friendly and also speeded-up for execution
- Cold chain infrastructure be extended to ports including land custom posts and airports, it may also be included in NHB schemes

Prime Financial Assistance Government Schemes

The financial assistance schemes of the Government fill the gaps in various fields of Agriculture, Horticulture, Medicinal Plants, Marketing, Processing, Exports etc. The CII National Task Force on Cold Chain Development has brought out a Compendium of the Guidelines of NHM, NHB, DMI, Ministry of Food Processing Industries, SFAC, APEDA, NMPB etc.



The compendium will help various stakeholders like corporates, entrepreneurs, financial institutions, R&D institutions, extension agencies and farmers' organizations take better advantage of the central schemes to increase production and productivity and reduce post harvest losses, while enhancing the viability of their projects.

Success Stories in Indian Cold Chain Industry

The CII National Task Force on Cold Chain Development under the chairmanship of Mr B Thiagarajan, President Blue Star Ltd. works to make the fruits and vegetables sector in India a sustainable and viable venture for small and marginal farmers through the development of efficient Cold Chains.



Bringing to the fore the work of different industries in cold chain development, the Task Force has compiled a booklet on 'Success Stories in Indian Cold Chain Industry.' It will encourage existing ventures in expanding their horizon and will also persuade new entrants to invest and enhance the rate of growth in the sector.

Overcoming the Pulses Crisis

There is a general consensus that India is in a precarious situation as far as pulses are concerned. The problem has been worsening gradually and is becoming a silent emergency. To overcome this crisis, the CII Expert Group on Pulses was formed under the chairmanship of Mr R Gopalakrishnan, Executive Director, Tata Sons Ltd, to work out strategies to overcome the crisis afflicting the production of Pulses in our country.



The Report of the Expert Group suggests some key policy interventions that can help to address the pulses crisis, believing that India has the potential to produce 37 mt of pulses a year.

Food Security & Variable Monsoon

The CII Expert Group on Monsoon, under the chairmanship of Dr YK Alagh, Chairman, IRMA, was constituted to suggest to the Government a well-thought out strategy to combat the variable monsoon (in the form of excessive rains or drought) and to ensure food security.



The Report of the Group suggests a coordinated systems policy intervention that can help bring about requisite structural modifications in the system to address the variable monsoon as well as food security concerns. Better forecasting, macro policies since release of grains are both deflationary and welfare supporting, involvement of markets and principal actors in the economic regime and decision support mechanisms, as also detailed plans for the affected people and regions are some of the policy interventions suggested.

A Corporate and People-friendly Company Law in the Offing

The 6th Corporate Governance Summit deliberated on key governance issues to achieve regulatory goals that are less burdensome yet effective

“Can Legislation Facilitate Better Governance?” This was the theme of CII’s **6th Corporate Governance Summit**, set against the backdrop of the recommendations of the Parliamentary Standing Committee on the Companies Bill. The Summit, held on 17 December in Mumbai, also focused on the challenges of the regulatory regime proposed under the new company law.



Chandrajit Banerjee, Director General, CII; R Bandyopadhyay, Secretary, Ministry of Corporate Affairs; Salman Khurshid, Union Minister of State (IC) for Corporate Affairs & Minority Affairs; and Rahul Bajaj, Past President, CII, & Chairman, CII National Council on Corporate Governance

The Companies Bill, to be introduced in Parliament during the Budget Session, would be both corporate and people-friendly, assured Mr Salman Khurshid, Union Minister of Corporate Affairs and Minority Affairs, in his inaugural address. He said that his Ministry is considering the views received from a wide spectrum of stakeholders. Mr Khurshid echoed the sentiments of the Prime Minister, Dr Manmohan Singh, on the need for mutual trust between the corporate sector and the Government. “You cannot get a society that moves fast and grows unless you have mutual trust,” he asserted.

Mr. R Bandyopadhyay, Secretary, Ministry of Corporate Affairs, who was the Guest of Honour, said the motto of the Corporate Affairs Ministry is to support inclusive growth of the corporate sector.

In his theme address, Mr. Rahul Bajaj, Chairman, CII National Council on Corporate Governance, asserted that a large part of India Inc has voluntarily adopted good governance practices. There is no need to introduce more regulation focused on governance issues, he said, pointing out that “India has one of the best global standards when it comes to norms, guidelines and standards in many aspects of corporate governance. But the proposed regulatory regime would seriously encumber management of business.”

Senior representatives of Indian Industry deliberated on key governance issues and suggested ways to achieve regulatory goals that were less burdensome yet effective, with an equitable balance between regulations and voluntary practices beyond the rubric of law. The international perspective was provided by speakers

from the International Finance Corporation and other international firms.

The speakers included Dr J J Irani, Director, Tata Sons, and Mr Jamshyd N Godrej, Chairman and Managing Director, Godrej & Boyce Manufacturing Company Ltd, both Past Presidents, CII; Mr Partha S Bhattacharyya, Chairman, Coal India; Mr Y H Malegam, Chairman, National Advisory Committee on Accounting Standards; Mr Y M Deosthalee, CFO & Member of the Board, Larsen & Toubro Ltd; Mr Shailesh Haribhakti, Professional Independent Director; Ms Kalpana Morparia, CEO, JP Morgan India; Mr Rajiv Memani, Country Managing Partner, Ernst & Young; Mr Leo Puri, Managing Director, Warburg Pincus; Mr Arun Nanda, Director, Mahindra & Mahindra Ltd; and Mr Richard Rekhy, Head of Advisory, KPMG. The deliberations focused on key provisions proposed in the Companies Bill, issues relating to promoters and independent directors, auditor rotation, mandatory CSR, and restrictions on step down subsidiaries and investment companies.

The Summit was organized coinciding with the celebration of India Corporate Week 2010 by the Ministry of Corporate Affairs. Mr Chandrajit Banerjee, Director General, CII, said the Ministry’s initiative would not only provide positive reinforcement to the contribution of the corporate sector in the growth of the economy, but also support and acknowledge sustainability of businesses as a crucial factor for economic growth. ■

The Way Forward for MSMEs

The MSME story is a good narrative with promising indicants.

The sector produces 6,000-8,000 diversified products.

Like in the US, China and other key countries, the MSME sector in India too accounts for a large share of the domestic industrial output. What ails Indian MSMEs then?

THE MSME SECTOR has numerous classifications and sub-classifications, each with unique challenges. Therefore, uniform intervention is difficult given the heterogenous character of the sector, said Mr Uday Kumar Varma, Secretary, Ministry of MSME, at an interaction with CII MSME members in New Delhi on 22 December.



Uday Kumar Varma, Secretary, Ministry of MSME; Ramesh Datla, Chairman, CII National MSME Council and MD, Elico Ltd; and Gurpal Singh, Deputy Director General, CII

Addressing the broad issues that underpin MSME growth and development, Mr Varma felt that the MSME players themselves have not adopted aggressive growth strategies. The sector as a whole is still deeply influenced by the state patronage that it received for long years. There is a certain dependence on government subsidy which must change, he said.

While the volume of credit flow to the MSMEs continues to be an area of concern, bankers maintain that MSME lending is growing 20-22% year-on-year, even though the overall demand for credit appears to far outstrip the credit flow. Mr Varma said this problem stems from the sector's excessive reliance on debt financing. Even if the credit demand gap were to be bridged, there is no data available on the aggregate demand. He asked CII to undertake a study to estimate the overall MSME demand for bank finance and credit. Alongside, other sources of finance for MSMEs need to be thoroughly explored, he suggested, noting that the proposed SME Exchange would be an alternative route, though factors

like high compliance cost and absence of market makers need to be addressed in order to make equity work for SMEs.

Underlining the need for out-of-the-box thinking to enhance MSME access to finance, Mr Varma suggested that perhaps capital gains tax exemption could be extended to those reinvesting their wealth

in MSMEs. This might bring in substantial funds into the sector in the backdrop of the buoyancy in the real estate sector.

Referring to the credit guarantee scheme under CGTSME, he said that if banks were to give loans up to Rs 10 lakh without collaterals as per the RBI mandate, the credit guarantee was perhaps not required. And if the scheme is meant to cover loan amounts greater than Rs 10 lakh, the corpus available with the Trust is not large enough to provide extensive cover. In view of this, he felt that while the credit guarantee scheme is useful to micro enterprises in the short run, it would need a much larger corpus to make the guarantee sustainable over the long run.

Speaking about technology adoption, he said that while the Credit Linked Subsidy Scheme for Technology Upgradation has played its part in furthering this goal, there is a need for setting up a technology acquisition fund of sizable order. A special purpose vehicle (SPV) could be created to manage the fund, he suggested.

Stating that the next decade should indeed become the decade of MSMEs, Mr Varma said the sector needs a greater thrust on innovation. For this, an innovation fund could be created with Government providing the corpus which may be managed by a team of professionals.

Marketing is another key area to be focused upon. Mr Varma advised the sector to make greater use of IT to build market access. He suggested that tools like cloud computing should be leveraged for effective MSME marketing efforts.

Commenting on the physical infrastructure support required by the sector, he said that SME clusters have worked well. The state governments have key roles cut out in strengthening these clusters. He also said that

the opportunity of promoting private clusters should be looked into, just as private special economic zones (SEZs) are sanctioned.

On skills development for the sector, he pointed out that the current activities are relatively diffused, and emphasised the need for standardisation and certification of the ongoing skills development programmes, to make them more relevant to industry. At the same time, the skills development infrastructure itself must be expanded in a big way to match the current and future needs.

Mr Varma said that banks increasingly believe that the MSME sector is the sector of the future. The strong focus on SME cooperation during US President Barack Obama's state visit to India bears testimony to the growing importance of the sector, he said.

Enterprise Management for Indian MSMEs



Participants at the training programme on Enterprise Management for Indian MSMEs in Yokohama, Japan

CII, in collaboration with the Association for Overseas Technical Scholarship (AOTS), Japan, organised a training programme on 'Enterprise Management for Indian MSMEs'(INCI-2) between 6 to 17 December in Yokohama, Japan.

The programme helped the 16 MSME participants from India to improve management skills and abilities, as well as gain know-how to strengthen the management foundations of their organisations. It also enabled them to understand the 'Best Practices' implemented by the Japanese SMEs and gain valuable insights into Enterprise Management tools such as management philosophy, process for developing a management strategy as well as strategies in different management functions.

Production Management

CII, in association with AOTS, organised a training programme on 'Production Management in Japanese Concepts for Small & Medium Enterprises (SMEs),' in New Delhi, on 17 – 18 December.

The programme promoted production management activities in India, and explained how Japanese production methods such as Toyota Production System and TQM help realize efficient production activities.

Mr. Genji Tanaka, faculty for the programme, described Production as an integral part of Manufacturing, which is critical for the growth and development of the industry. He said there exists tremendous untapped potential among Indian SMEs for enhancing their production capacities, and suggested the establishment of a Foundation for Productivity Enhancement for SMEs.

The programme was attended by 45 participants, representing SMEs from various industry verticals, across the country.



SME Participants at the AOTS Training Programme

CII - MSME Mission to Japan



MSME Delegation in Japan

The CII – Avantha Centre for Competitiveness for SMEs organized a MSME Mission to Tokyo and Osaka in Japan between 4-11 December to study some benchmark manufacturing practices. The mission provided participating companies an international platform to understand global markets to position their products and services, explore competitive suppliers, and, as well, observe manufacturing plants.

Headed by Mr Sandip Kumar Neogi, Senior Partner, Moonlight Engineering Company, Kolkata, the mission comprised of Directors/ CEOs of 20 companies from all over India. Representing the Government, Mr Dharmendra Prakash, Joint Development Commissioner, Ministry of MSME, accompanied the mission.

The delegates visited Fuji Heavy Industries Ltd, Nagatsu Precision Mold Co. Ltd, Daifuku Shiga Factory, Tokyo Tech – Yokohama Venture Plaza, JTEKT Nara Factory, Ashimori Industry Co. Ltd, GMB Corporation Nara Factory, Ohtsuka Sangyo Material Co. Ltd and Osaka Showroom. The delegation also met Mr Vikas Swarup, the Consulate General of India in Japan, to understand business opportunities in that country.

An important aspect of learning was the visit to Higashi Osaka Core Creation, a SME support and display platform, and the Tokyo Tech – Yokohama Venture Plaza. Tokyo Tech works toward encouraging and building new ideas and nurturing these ideas into sound

business models. The visit showcased the important role of industry liaison in academia as well as in technological development and collaborative research.

Inventory Management for MSMEs

Effective inventory management plays a crucial role in the smooth and efficient running of any organization. Reducing excess inventory and investing in the right mix leads to better customer service, improved inventory turnover—and a healthier bottom line. The training programme on 'Effective Inventory Management for MSMEs' on 17 December in New Delhi was held to help industry in efficient management of flow of materials, effective utilization of people

and equipment, coordination of internal activities, and communication with customers. The participants were exposed to the concepts and implementation of 3M (muda, muri and mura), SMED (Single Minute Exchange of Dies), Red Tagging - 3C approach, Visual Control / RYGB, Rack Removal, etc.

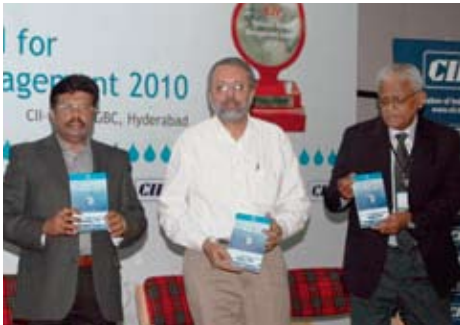


Participants at the Inventory Management Programme

New Product Development

New products development tools and techniques like PLM, CAD, RP and CAE can drive innovation to enhance competitiveness. The two-day seminar cum Exposition on New Product Development on 17-18 December in Pune offered insights into the potential of various tools and their application for developing future products. The event, wherein 20 reputed speakers presented best practices in new product development, was attended by more than 110 participants from leading companies and organisations.

CII Godrej Green Business Centre



R Karikal Valaven, Commissioner of Industries, AP; N K Ranganath, Chairman, Water Management Council, CII-Godrej GBC; and L S Ganapati, Chairman, National Award for Excellence in Water Management 2010



Recipients of the 7th National Award for Excellence in Water Management

Water Management Award

The 7th edition of the National Award for Excellence in Water Management 2010 was held on 10-11 December in Hyderabad. As many as 106 companies (83 companies for the 'within the fence' category and 23 companies for the 'beyond the fence' category) submitted their applications, out of which 39 were short-listed.

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

The 39 short-listed companies (30 'within the fence' and 9 'beyond the fence') made detailed presentations on their water management initiatives before a panel of eminent judges. Consequently, Mr R Karikal Valaven, Commissioner of Industries, Andhra Pradesh, on 11 December, awarded 16 industrial units as 'excellent water efficient units' and 14 as 'water efficient units' under the 'within the fence' category. Five units were awarded as 'excellent' and four as 'efficient' in the 'Beyond the Fence' category.

The participating 30 units 'within the fence' together achieved a cumulative annual average of 47 million cubic meters of water savings in the last 3 years. This is approximately equivalent to 15 days water requirement of the Delhi Municipal Corporation! Fourteen participating units achieved the status of 'Zero Water Discharge'.

Mr Valaven also released a guidebook titled 'Water Quality and Standards – Essentials' on the occasion. The guidebook disseminates information relating to issues of industrial water management 'within the fence' in a clear, crisp and comprehensible manner.

Green Buildings

A two-day advanced training programme on Green Buildings on 16-17 December in Hyderabad shared best practices and concepts on Green Buildings and imparted knowledge on the LEED India New Construction (NC) Rating System.

The topics included case studies, water efficiency, sustainable sites, materials and resources, energy and atmosphere, indoor environmental quality, discussion on documentation and exercises on templates.

Environmental Management Systems

A two-day Internal Auditor Training Programme on 'Design and Implementation of Environmental Management Systems as per ISO-14001: 2004' was held on 2-3 December in Hyderabad.

Key Visitors

On 9 December, 15 diplomats from Afghanistan visited the Centre as part of their study tour. They were escorted on a green building tour of the Centre and were briefed on its activities and initiatives.

Ms Judy Reinke, Senior Commercial Officer, US Department of Commerce, visited the Centre on 15 December.



Diplomats from Afghanistan at CII-Godrej GBC, Hyderabad

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CII-Suresh Neotia Centre of Excellence for Leadership



2nd National Conference on Leadership

The 2nd National Conference on Leadership, held on 10 - 11 December in Kolkata focused on the impact of recent economic developments and a roadmap for the corporate sector.

The inaugural plenary, addressed by Dr. K. C. Chakrabarty, Deputy Governor, Reserve Bank of India, highlighted the prospects for India and the imperatives in terms of economic policy.

The conference also focused on infrastructure growth which was essential for the Indian economy and the industrial sector.



Dr. K.C. Chakrabarty,
Deputy Governor,
RBI

The crisis in the manufacturing sector against the backdrop of the global financial crisis of 2007-08 necessitated a discussion on its prospects and imperatives for India in terms of restructuring, efficiency building and globalization. Financing of India's globalization efforts was of critical importance. This became the focus of discussion in the session on Indian exports. A session on the capital markets threw up issues and prospects of growth of the capital markets in providing funds for industry.

The Government of India has opted for fairly significant expenditure in order to encourage inclusive industrial growth. It has also relaxed the budget deficit which in all likelihood will lead to higher borrowings by the Government. The Conference debated the impact of this on the availability of credit for industrial investment and growth and the role of the financial sector in ensuring Indian Industry's leadership position in a globalised world. It also focused on the critical role played by the Indian Insurance sector.

Lean Manufacturing for Competitive Advantage

The fundamental basis for the success of Lean methods in all facets of an organization is the ability to identify waste, reduce it, and aggressively go for the elimination of non-value added activities and improve response to the business' customer base, whether internal or external. Many organizations have realized the capability of producing high quality products more economically even in lower volume and in half the time and space using just a fraction of the normal work in processes inventory.

The seminar on 21-22 December in Kolkata focused on various aspects of implementation and sustainability of lean manufacturing and detailed the concepts of integrated roll out, capability building and achieving sustainable cost-reductions and long-term business survival.

CII Healthcare Excellence Award

THE CII INSTITUTE of Quality launched the **CII Healthcare Excellence Award** on 2 December during the 7th India Health Summit in New Delhi.

The healthcare sector in India has registered a growth of 9.3 per cent between 2000-2009, comparable to the growth rate of this sector in other emerging economies such as China, Brazil and Mexico. Future growth in the sector is expected to be driven by healthcare facilities, private and public sectors, medical diagnostic and pathlabs and the medical insurance sector. It is estimated that diagnostics would contribute US\$ 2.5 billion to the healthcare industry by 2012.

According to the McKinsey report 2009, the Indian healthcare market is expected to continue growing at a projected rate of 10 to 12 per cent per annum, with average household consumption expected to increase by more than 7 per cent per annum, and annual healthcare expenditure projected to grow at 10 per cent per annum.

Medical tourism in India has emerged as the fastest growing segment of the tourism industry despite the global economic downturn. The high cost and long waiting period of specialised treatment in the developed countries, particularly the USA and UK, has been forcing patients from such regions to look for alternative and cost-effective destinations for treatment. Though the Indian medical tourism industry is currently at a nascent stage, it has enormous potential for future growth and development.

To leverage this opportunity, every healthcare provider needs to imbibe the concepts of quality care in patient treatment. Although quality consciousness in the healthcare industry is relatively new to India, it is taking strong roots. We now have many ISO certified hospitals, while some hospitals, to attract overseas patients, even



Shivinder Mohan Singh, MD, Fortis Healthcare Ltd; Suneeta Reddy, Chairperson, 7th India Health Summit, & Executive Director-Finance, Apollo Hospitals Enterprise Ltd; Gulam Nabi Azad, Union Minister of Health & Family Welfare, Dr Naresh Trehan, Chairman, CII National Committee on Healthcare, & CMD, Medanta-The Medicity; and Analjit Singh, Chairman, Max India Ltd; releasing the Award Brochure

have JCI accreditation.

Every country has its own system of ensuring qualitative healthcare offerings. Within India, the National Accreditation Board for Hospital & Healthcare Providers, (NABHH) a constituent board of the Quality Council of India, launched national accreditation systems about five years ago. Now, there is mounting consciousness to provide quality healthcare to meet community aspirations, both among private and government healthcare providers, transcending mere accreditation. Continuous quality improvement should be an integral constituent of the management system to provide quality healthcare at an affordable cost to the patients. Ironically, it still remains a dichotomy that while manufacturing industries practise Business Excellence, it is yet to percolate down to the healthcare industry.

The CII Institute of Quality (CII-IQ) has taken initiatives to develop a Healthcare Excellence Model to drive productivity, effectiveness and progress towards strategic goals in a healthcare organisation. The CII Healthcare Excellence Model, based on universally accepted standards and practices that are found in the EFQM 2010 BE Award, the US Malcolm Baldrige National Quality Award, Japan Quality Award and the SPRING, Singapore, is the first initiative in India to meet the specific needs of the sector.

The CII Award encourages healthcare organisations to

strengthen their management systems, practices and capabilities to ensure the improved clinical outcome, safety, well-being and satisfaction of the patients and customers for enhancing and sustaining their competitiveness to become world-class organisations. The Award has been established to promote the awareness of healthcare excellence as an increasingly important element in competitiveness. Not only does the Award recognize excellent healthcare organizations, the model also increases the understanding of the elements critical for healthcare excellence. To accomplish this, the Award promotes information sharing of successful performance strategies and the benefits derived from pursuing these strategies.

Levels of Recognition

There are four levels of recognition, starting from the commendation certificate for ‘Strong Commitment to Excel,’ going up to the Award. These levels signify the various milestones which the organizations can aim for as they progress on their journey towards excellence. Therefore, all organizations, at different levels of competitiveness, can benefit from participating in the award process.



Key Dates
 22 April 2011
 Receipt of Application Form
 24 June 2011
 Receipt of Application Document
 12 September – 7 October 2011
 Site visits, where applicable

Who Can Apply?
 All healthcare providers operating in India and overseas units of Indian companies are eligible to apply for the Award. This includes for-profit and non-profit, public, private and government organizations. The applicant must be an active healthcare provider at least for the past 3 years. Eligibility is intended to be as open as possible. The scope of eligibility includes hospitals, long-term care facilities, diagnostic centres including laboratories, healthcare practitioner clinics, organisations providing domiciliary care and dialysis centres. Organisations that do not provide health services directly to persons, such as NGOs providing social services and health insurance companies, are not eligible to apply for the Award.

TPM Facilitators Course

A TPM FACILITATORS COURSE, 12th in the series was organized by the TPM Club India of the CII Institute of Quality in Port Blair from 6-10 December. With this edition of the course, so far, a total of 347 facilitators from 216 companies, have participated in the programme.

Successful completion of this course entitles the participants to assume the position of internal TPM facilitators within their own organisation / company in order to promote and implement TPM activities.

The course focused on the JIPM-TPM approach, and correct interpretation of the TPM methodology. On completion of the course a qualifying test was given to the participants and certificates were issued to the successful candidates.



Participants of the TPM Facilitators Course in Port Blair

5th Sustainability Summit: Asia 2010

Remodelling Growth



Y C Deveshwar,
Past President, CII,
Chairman, CII-ITC
CESD Advisory Council
and Chairman, ITC Ltd



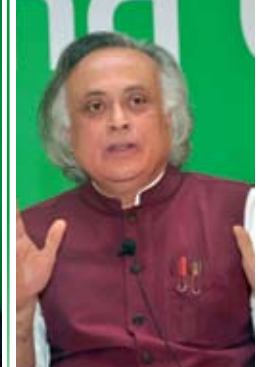
Orlando Ayala,
Chairman,
Emerging Markets,
Microsoft



Dhruv Vijai Singh,
Secretary,
Ministry of
Water Resources



Agatha Sangma,
Union Minister of
State for
Rural Development



Jairam Ramesh,
Union Minister of State
(I/C) for Environment &
Forests

THE WORLD HAS now come to realize that the only meaningful way to grow and develop is one that is inclusive and sustainable. It is up to us to decide that the 21st century goes to history as the beginning of a new age, with a social and economic model based on 'sustainability and inclusivity.' In response to this challenge and demand for new growth models, the CII-ITC Centre of Excellence for Sustainable Development organised the **5th Sustainability Summit: Asia 2010** from 30 November – 1 December in New Delhi, to understand the complex challenges which confront the modern world and to identify specific action points to improve the prospects for sustainable and inclusive growth.

Within the overall conceptual framework of 'Remodelling Growth,' the Summit focused on certain key areas, such as: Innovation-led Inclusive Growth; Clean Energy Mix Pragmatism; With Accountability Comes Good Growth; Water: Survival & Sustainability; Mainstreaming Responsible Mining; and Making Cities Smart.

Ms. Agatha Sangma, Union Minister of State for Rural Development, was the Guest of Honour. Mr. Y C Deveshwar, Past President, CII, Chairman, CII-ITC Centre of Excellence for Sustainable Development Advisory Council and Chairman, ITC Ltd and Mr. T N Ninan, Chairman & Editorial Director, Business Standard, also participated as panelist. The panel was moderated by Mr. Tarun Das, Former Chief Mentor, CII.

The understanding of sustainability has evolved from a philosophical expression into a business proposition

in today's context. India is working to redefine the way growth is measured; the ecological and environmental costs also need to be factored in. The year 2015 has been set as a target date by which the Indian GDP will be reported as Green Domestic Product instead of the conventional way, said Mr. Jairam Ramesh, Minister of State [I/C] for Environment & Forests, speaking as the Chief Guest at the opening panel. He said the Indian Government was setting in place a 'green bonus' for the states through the 13th Finance Commission. For the first time, upto Rs. 5,000 crores would be given for sustainable forest cover over a 5-year period. Also, the formula for disbursement of funds from the Planning Commission to the states was being changed to encourage the states to perform better with respect to their environment and forests, he said.

Mr. Y C Deveshwar, Past President, CII, Chairman, CII-ITC Centre of Excellence for Sustainable Development Advisory Council and Chairman, ITC Limited, dwelled on the theme of the Summit - Remodelling Growth. Though the world's GDP has multiplied 60-times in the last 50 years to now reach over \$ 60 trillion, two-thirds of the world still lives in poverty and over a billion people in acute deprivation, he said, regretting that scant attention has been given to building natural or ecological capital, as well as social capital. Sharing the experience of his own company, Mr. Deveshwar exhorted businesses to play a greater role to add to their own competitiveness. He stressed on twin needs: to have incentives and disincentives, as well as

to educate consumers, through partnerships between industry, government and the people.

Mr. Orlando Ayala, Chairman, Emerging Markets, Microsoft, speaking on 'Innovation-led Inclusive Growth,' said that technology has a \$50 billion stake in innovations, and sustainable technology can meet more social and ecological needs.

Speaking on 'Clean Energy Mix Pragmatism,' Dr. Pronab Sen, Principal Adviser, Planning Commission of India, called for viable and cost effective technologies to ensure the use of clean energy on a large scale. He said that carbon emissions should not be the only label to term an energy source as being 'Green Energy'; other characteristics like being local, the environmental conditions of the energy source, etc also need to be taken into account. He emphasized on using alternatives to coal, and renewable energy sources, specifically biofuels, solar and nuclear energy. We are not in a position to make choices and have to leverage what we have to the maximum extent, he pointed out.

In the discussion about 'Can transparency drive good growth,' Mr. Alan Knight, Senior Fellow, AccountAbility, said that our global ecological footprint is way too high for the world's biocapacity. Growth, he said, is not just about increasing finances, but encompasses achieving or moving towards a green economy, characterized by substantially increased investments in sectors that build on and enhance the earth's natural capital or reduce ecological scarcities and environmental risks. Business has a huge role in a green economy which requires collaboration and stakeholder accountability. There is no accountability without transparency, he said.

Addressing the session on 'Water: Survival & Sustainability,' Mr. Dhruv Vijai Singh, Secretary, Ministry of Water Resources, described government initiatives on this front,

such as the National Water Mission. There has been an initiative on placing all water-related information in the public domain leading to better water management, he said. Urging businesses to try to be water neutral, he said there has to be a balance between water usage by industry and agriculture, and the prices they pay.

Mr. Amitabh Kant, CEO & Managing Director, Delhi Mumbai Industrial Corridor Development Corporation, projected that India's growth will have to be 9-10% per annum for the next 3 decades to lift a vast segment of population over the poverty line, and massive urbanisation will be the key. By 2040, India will be an urban majority and the challenge to accommodate this is to manage the process of urbanisation. 'Process Master Planning' and technology were the key points for smart cities, he said, citing transportation, particularly public transport, as a crucial component for a smart city,

The other key speakers at the Summit included Mr. Anil Padmanabhan, Deputy Managing Editor, Mint, HT Media Ltd; Mr. Marcel Engel, Managing Director, WBCSD Regional Network; Dr. Rajneesh Dube, Joint Secretary, Union Ministry of Environment & Forests; Mr. Rajat Gupta, Director, McKinsey & Company; Mr. Kris Gopalakrishnan, CEO & Managing Director, Infosys Technologies Ltd; Mr. Jitesh Khosla, Additional Secretary, Government of India, and Officer on Special Duty, Indian Institute of Corporate Affairs; Mr. Ravi Singh, CEO and Secretary General, WWF India; Prof. S P Gautam, Chairman, Central Pollution Control Board; Dr. Arun Kashyap, Senior Policy Advisor, Private Sector Division, UNDP; Ms. Pamela Rupp, Principal Adviser, HSE Strategic Risk, Rio Tinto; Mr. Arun Nanda, Chairman, CII Western Region and Director, Mahindra & Mahindra Ltd; and Ms. Molly Webb, Head of Smart Technology, The Climate Group; among others.

Sustainability Awards leading to Inclusive Growth

Identifying and recognising the exemplary performance of Indian business in economic, environmental and social dimensions of all their imperatives is an effective way to motivate and nurture innovation. The CII-ITC Sustainability Awards were initiated in 2006 to impart learning to businesses while recognising excellence in various elements of corporate sustainability.

The CII-ITC Sustainability Awards 2010 were presented to the winning organisations on 30 November as part of the 5th Sustainability Summit: Asia in New Delhi by Mr. Pawan Kumar Bansal, Union Minister for Water Resources & Parliamentary Affairs. The ceremony was also graced by two Jury members: Mr. Arun Maira,

Member, Planning Commission, and Dr. Subir V Gokarn, Deputy Governor, Reserve Bank of India.

In 2010, 68 organisations submitted their Applications of Intent for the Awards, out of which 23 applicants qualified for the on-site assessment. There were 17 winners among various commendation levels, though the jury did not find a worthy winner for the highest category of the Awards, the Role Model Trophy.

The assessment methodology is based on the EFQM model. A pool of 50 trained assessors from diverse professional backgrounds carry out the assessment utilising about 1,000 hours per application over 6 months. The findings of the assessment are reviewed by the Jury at two stages, and

the final decision is taken by them.

Speaking at the Awards ceremony, Mr Bansal said that inclusive cannot be achieved unless every person in the country becomes the beneficiary of growth. It is important to include people in the management of basic needs, including water resources, at the smallest levels in villages, he said,



O P Tripathi, Vice President, Tata Chemicals, Babrala Plant, receiving the CII-ITC Sustainability Award from Pawan Kumar Bansal, Union Minister for Water Resources & Parliamentary Affairs. Also seen: Subir Gokarn, Deputy Governor, RBI; Y C Deveshwar; and Arun Maira, Member, Planning Commission

pointing out that the Water Ministry has initiated management structures in villages in which people manage local water resources, with significant success. At various places, people have gone beyond water management to form enterprises to develop market linkages for agriculture and other produce. However, there is a need to rapidly multiply these micro-enterprises, he said, calling on the government, the Planning Commission, large businesses and organisations like CII to facilitate such efforts.

The Minister said water labelling and water footprint is imperative to monitor the use of water in industry. There is urgent need to bring in water efficiency. The Water Mission, part of the NAPCC, targets 20% efficiency in water use by 2015. Industry should also actively engage in water recharge and harvesting initiatives in communities, he suggested.

Mr Bansal also released the report 'Excellence in Sustainable Business – Strategies & Practices for Business Growth & Competitiveness.' The resource book compiles best practices based on Awards winners in the last four years.

Mr. Arun Maira, who was the Guest of Honour, appreciated that this Award celebrates companies that "do well by doing good." He noted that the Prime Minister has been urging corporate India and the Planning Commission that GDP is not the sufficient indicator of the well-being of our people. The Planning Commission is exploring the measurement of real progress beyond just economic indices, such as Gross Happiness, he said, urging companies and the Reserve Bank of India to join this endeavour.

Mr. Y C Deveshwar stressed that Sustainability, both social and environmental, has to be an integral part of our future economic progress.

The CII-ITC Sustainability Awards, he said, recognise efforts of companies that contribute to creation of social and environmental capital, going beyond creating financial market satisfaction. The Awards also create a knowledge pool for companies to learn from each other, he said.

Offering concluding remarks, Dr. Subir V Gokarn called for a balance and alignment between the pursuit of economic, social and environmental motivations. The Awards manifest that this is indeed possible, he said.

Sustainability Award Winners

Applicant Category	Large Business Organization	Independent Unit	Micro Business Organization
Award Level			
Sustainability Trophy	None		
Sustainability Prize	–	Babrala Plant, Tata Chemicals	–
Certificate of Commendation for Significant Achievement	Tata Steel	ECC Division, L&T	E-Parisara Pvt. Ltd.
	TCS		
	Toyota Kirloskar Motors	Chemicals Division, SRF	
	Maruti Suzuki	Bhilai Steel Plant, SAIL	
	Shree Cement	Dadri Plant, NTPC	
Certificate of Commendation for Strong Commitment	Jubilant Life Sciences Ltd.	Mithapur Plant, Tata Chemicals	–
		Talcher Plant, NTPC	
		Mohali Light Factory, Philips	
		Kawas Plant, NTPC	

Investment Climate for Climate Investment



SUSTAINABLE REDUCTION of global poverty and combating and adapting to climate change are among the most important global challenges of the 21st century. Through its innovativeness and dynamics, the business sector will play a key role in developing and implementing the new low-carbon business models and technologies necessary for the seminal changes which lie ahead.

As part of the programme 'Dialogue with Business about Poverty Reduction and Climate Change,' InWEnt – Capacity Building International launched a three year dialogue series 'Investment Climate for Climate Investment - fostering business dynamics and inclusive low carbon growth' implemented on behalf of the German Federal Ministry for Economic Cooperation and Development. This multi-stakeholder dialogue offers a platform for representatives from business, governments and civil society to raise awareness for the contribution of business to develop sustainable solutions for poverty reduction and building a climate-friendly economy. The dialogue and networking project centres around two major International Business Fora (IBF) that will take place in Berlin in 2011 and in Rio de Janeiro in 2012.

In cooperation with the CII-ITC Centre of Excellence for Sustainable Development, InWEnt organized a lead-up event to this International Business Forum series on 1-2 December in New Delhi, India. The conference took place alongside the 5th Sustainability Summit: Asia 2010 organized by the Centre, in order to create synergies and enable networking and knowledge exchange among



Dr. Luiz Ramalho,
Director – Sustainable
Business Development,
InWEnt

the participants of the two events.

The lead-up conference in India aimed at preparing the IBF-series from spring 2011 onwards. It brought together over 70 experts from the private sector, governments, civil society and multilateral agencies worldwide to debate on the contribution of business to develop sustainable solutions for poverty reduction and building a climate-friendly economy. During the interactive plenary and working group sessions, the participants

identified the most relevant issues, stakeholders and priorities for action for InWEnt's dialogue series. Twenty-four contributors presented their practical examples and viewpoints and gave important impulses for the further discussions of the International Business Forum.

Notably, among the results of the conference was the clear message that businesses, both Asian and international, can play an important role in coping with poverty and climate change. The participants argued for greater collaboration and exchange between businesses, governments and donors in order to create a favorable Investment Climate for sustainable Climate Investments. For the ensuing Business Fora, the participants recommended a practical oriented approach that can lead to concrete results. Especially, the workshop should encourage specific action between participants and business cases should be presented, discussed and further developed, they suggested.

The full set of recommendations of the Lead-Up Event is presented on the webpage www.inwent.org/ibf. ■

CII Naoroji Godrej Centre of Excellence

Modeling and Simulation Techniques

Modeling and simulation techniques are increasingly being used in business applications to manage resources and processes more effectively. These tools, techniques and methods are used for varying objectives like monitoring, control and innovation. Typical applications of these tools are done using specialized task forces in companies that are going for strategic initiatives.

Traditionally, these tools and techniques have been linked with Operations Research and Operations Management. However, they have now extended from that domain into other areas of Management Sciences and Social Sciences as well. A two day programme on 2 – 3 December demonstrated the variety of applications and the potential gains they offer in terms of efficiency and efficacy of management decisions.

Advantages of Benchmarking

Benchmarking has been concisely described as “the practice of being humble enough to admit that someone else is better at something, and being wise enough to learn how to match and even surpass them at it.” A two day programme on 10 – 11 December introduced the concept and implementation of process benchmarking for organisations.

Supply Chain Tools & Techniques

The workshop on Productivity Improvement on 10 – 11 December enabled the participants to understand ‘productivity’ in the complete sense and its impact on corporate results, as well as the role of total employee involvement and the culture of ‘continuous improvement.’

Attracting and Retaining Talent

A two day programme on 13 – 14 December highlighted the importance of attracting, selecting and retaining talent for achieving desired business results in today’s organizations.

Managing Risks and Uncertainties

A two day programme on 14 – 15 December presented a simple and clear understanding of modern collaboration capabilities and modern management systems for projects and their implementation.

Work-Life Balance

Maintaining a balance between personal and professional lives and taking a holistic view across all spheres of life: physical, emotional, intellectual, social and spiritual is the need for today’s managers. A two day workshop on 21 – 22 December explored the nuances of developing and maintaining such a balance. ■



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Workshop on Assessment for Business
Excellence for Large Business
Organisations

20-21 January, Pune

Seminar on Breakthrough Thinking in
Achieving Zero Machine Breakdowns
through PM

20-21 January, Bangalore

Workshop on Tools, Techniques &
formats 2011

21-22 January, Hyderabad

Training Programme on Good Laboratory
Practices (GLP) in Pharma Industry

21 – 22 January, Coimbatore

Regional Summit on Quality in Education

28 January, Bangalore

Seminar on Customer Satisfaction: A
Patient Centric Approach

28 – 29 January, Bangalore

Programme on Risk Management in
Export Import

28 – 29 January, Bangalore

Workshop on Measuring HR Effectiveness –
Building Robust HR Scorecard

29 January, Bangalore

Exclusive Session on
Healthcare Excellence Model

31 January – 1 February, New Delhi

Evaluation of Uncertainty Measurement in
Testing and Calibration

31 January – 4 February, Bangalore

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Knowledge & Innovation Initiatives



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Prof. D Narasimha Reddy, Vice Chancellor, JNTU, and Shakti Sagar, Chairman CII AP, unveiling Bamboo Products at APTEC 2010

Value-added special quality products in Bamboo for rural livelihood were unveiled by Mr. D Narasimha Reddy, Vice Chancellor, JNTU, Hyderabad, in the presence of Mr. Shakti Sagar, Chairman, CII AP, Mr. Sanjay Singh, COO, ITC Paper Boards and Mr. Paul Basil of Villgro Innovation Foundation at AP-TEC 2010, a Conference and Exposition on Technology for Sustainable Livelihood and Community Development, held on 9-10 December in Hyderabad.

We have technologies and solutions, but there are no effective business models to take these technologies to the rural communities. NGOs, government and enterprises need to come together to bridge the gap and deliver effective solutions, said Mr. Basil, in his theme address. He stressed on the need to develop suitable paraskilling, distribution channels and affordable models to make technology sustainable.

Mr. Sanjay Singh shared how the initiative of ITC paperboards on social forestry in Badrachalam has benefited farmers through an effective business model for community development and sustainable livelihood.

Prof. D Narasimha Reddy, in his inaugural address, pointed out the immense potential of solar energy, bio

mass energy and other renewable energy forms for sustainable development.

Renewable Energy Certificate Mechanism

CII and APTDC, in association with Tata Power Trading Company Ltd., organized an interactive session on the Renewable Energy Certificate (REC) Scheme on 3 December in Hyderabad.

The Central Electricity Regulatory Commission (CERC) has made regulations for the development of market in power from non-conventional energy sources by introducing the REC Scheme. The Scheme defines the REC mechanism for the issuance of transferable and saleable credit certificates called Renewable Energy Certificates.

Geographical Indications



PH Kurian, Controller General of Patents, TM & Design, and Registrar of GI; Justice N Rammohana Rao, AP High Court; J Satyanarayana, Chairman, Specified Authority, TTD; and Dr. S Chakravarthy Advisor, APTDC, releasing the CII - APTDC GI Tool Kit

Andhra Pradesh has become the first State to initiate a proactive dialogue and approach for showing the way forward for traditional products and processes through Geographical Indications. A 'Geographical Indications Tool Kit' for micro enterprises was presented to 10 associations representing weavers, craftsmen and artisans from the state by the CII Andhra Pradesh Technology Development & Promotion Centre on 29 November in Hyderabad.

AP is the first state to initiative a state-level discussion on post-GI issues, observed Mr. P H Kurian, Controller General of Patents, TM, and Design, and Registrar of GI. He said this was an opportune time to initiate 'authorized

users' registration' by Part B application through the Geographical Indication Registration & Protection Act 1999. So far, 146 products have been registered as Geographical Indications and 225 applications have been filed for grant of GI Application.

Justice N Rammohana Rao, AP High Court, noted that there are 200 products from Andhra Pradesh alone which need support for GI Registration. He urged micro entrepreneurs to create websites posting all details about their products. He suggested that good practices followed in the EU like SOP, quality control, etc be replicated in our country, for better brand value and economic returns.

Mr. J Satyanarayana, Chairman, Special Authority, Tirumala Tirupati Devasthanam (TTD) shared the TTD's efforts to protect the uniqueness, identity, sanctity and reputation of the Tirupati Laddu.

CII-NID Design Summit

10th Design Summit



William N Bissel, MD, Fabindia Ltd; Prof. Pradyumna Vyas, Director, NID; and Udayant Malhoutra, Chairman, CII National Committee on Design, and CEO & MD, Dynamatic Technologies Ltd

India will soon have its own I-Mark, on the lines of the G-Mark Good Design Selection System-of Japan. The new design standard will be launched in March next year and products and goods with the I-Mark stamp will be available by the year-end, announced Prof Pradyumna Vyas, Director, National Institute of Design (NID), Ahmedabad, at the 10th Design Summit organized by CII and NID in New Delhi on 20 December. Design for a Billion Customers was the theme of this year's Summit.

Much like the ISI mark of the Indian Bureau of Standards certifies that a particular product has a certain level of quality, I-Mark will certify that the stamped product has been designed using ethical practices and that it conforms to environmental norms, said Prof Vyas.

Speaking at the inaugural session, Mr William Bissel, Managing Director of Fabindia, a company which has popularized Indian patterns, textiles, colours and motifs globally through innovative designs—rued the fact that a scarcity mindset had prevailed over everything designed in India in the past 50 years.

Mr Bissel regretted that Indian town-planners and city experts were creating public infrastructure even in today's age which was 10 years behind schedule in catering to the requirements of the people. For instance, he said, the flyover connecting Gurgaon with Delhi which was constructed only a year back had already failed in decongesting traffic as it was not designed to cater to the growing number of cars!

He emphasized that for catering to the bottom of the pyramid, Indian designers would have to focus on minimizing resources and maximizing capacity. Unless we do that and start from a fresh perspective, we will always remain second-class users and citizens, he said.

The Department of Industrial Policy and Promotion (DIPP), in partnership with industry associations like CII, has been working to bring about a mindset change in industry on the need for keeping the imperatives of good design in mind. Global bigwigs like Apple in the US are big today only on the basis of their designs. Their manufacturing is done almost entirely in Asian nations but the profits accrue to the parent company in the US because it is there that the intellectual property of the product rests.

Indian companies need to understand the importance of investing in research for cutting-edge products and innovations, stressed speakers at the Summit.

Higher Education

National Higher Education Summit

The government is working on a survey to gather the statistics in higher education in the country. While there are authentic figures available on school education, there is absolute lack of clarity on numbers as far as higher education is concerned, noted Mr Sunil Kumar, Additional Secretary, Higher Education, at CII's National Higher Education Summit in New Delhi on 22-23 December. The Summit revolved around a draft White Paper which KPMG is working on, in partnership with CII on 'Discovering New Models of Increasing Private



Arun Bharat Ram, Past President, CII, and Chairman, CII Education Council, & Chairman, SRF Ltd; Vibha Puri Das, Secretary, Higher Education; and Anand Sudarshan, CEO, Manipal Education

Participation in Higher Education.

Inaugurating the Summit, Ms Vibha Puri Das, Secretary, Higher Education, said allowing for-profit education was not possible in the country, as the interests of students could not be thrown to the vagaries of market forces. She welcomed the Summit as a platform for discussion on various kinds of integrative models between government and industry, and said she looked forward to the White Paper and its outcome.

Industry, she said, could collaborate with the government, particularly in vocational education, especially in devising and creating curriculum. The government is already working on a vocational education curriculum framework in partnership with industry and talks with automobile companies have already been held. A meeting with the IT sector is also scheduled, she said.

Industry must keep the quality aspect of teaching in mind while setting up institutes, averred Mr Arun Bharat Ram, Past President, CII, Chairman, CII Education Council, and Chairman, SRF Ltd. "Cutting corners in spending on faculty is going to be detrimental in the long run." Education is an area of concern not just for policy makers in India, but also among leaders and experts abroad, he said, pointing out that every visiting head of state in recent times has brought a significant education team to India. They are all looking at India not just as a market for tapping students but also for forging exchange programmes for faculty development and research, he said.

Intellectual Property Rights

IP Owners Convention

The fruits of Intellectual Property (IP), being created by an inventor, should accrue to him rather than going largely to the investor community, said Prof Samir K Brahmachari, Director General, Centre for Scientific and Industrial Research (CSIR), and Secretary, Department of Scientific and Industrial Research, Ministry of Science & Technology, while launching the country's first Indian



Prof Samir K Brahmachari, Director General, CSIR

Intellectual Property Owners' Forum (IIPOF) in New Delhi on 23 December. The forum, set up by CII, to structure and identify the issues faced by IP owners in the country and prepare action plans and delivery mechanisms, was launched at the first annual Convention of Indian IP owners.

Traditionally, the investor community is more vocal in talking about the concerns of the sector, rather than those who create products and processes. While the investment perspective is important for finding a suitable market and ensuring the saleability of the product, it should not neglect the interests of the creators of knowledge, said Prof Brahmachari.

The IP Forum brings India on par with other countries which have powerful advocacy forums to protect the rights of IP owners. The first-of-its-kind initiative in India will help more people benefit from the wealth they create for society.

Out of the 38,000 patents filed in the country, only 2 per cent have been filed by small and medium industries and individual inventors. The balance 98 per cent comes from multi-national companies and large corporates. Rueing the absence of an innovative and enabling environment, Prof Brahmachari wanted more IP rights to be filed in India rather than abroad.

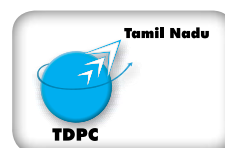
Mr. P H Kurian, Controller General of Patents, Designs and Trademarks, and Registrar of GI, urged corporates to invest in creating Intellectual Property. IP owners are vital stakeholders of a nation's innovation ecosystem, he said. They are instrumental in creating a vital resource and thought leadership.

"Both CII and the Intellectual Property Office (India) promote various initiatives to create a strong IP ecosystem in India. IPR seekers in India are diverse, and the issues confronting IPRs in India are also equally diverse" said Mr. Anjan Das, Senior Director, CII.

Tamil Nadu Technology Development & Promotion Centre

IPR Challenges for the Pharma Industry

The CII Tamil Nadu Technology Development & Promotion Centre organized a conference on 'Intellectual Property Rights: Challenges and Way Forward for the Pharmaceutical Industry' on 15 December in Chennai.



A new Pharma policy will be announced soon that will balance between public interest by ensuring availability of cheaper drugs and promote the growth of the

pharmaceutical sector, stated Mr M K Azhagiri, Union Minister for Chemicals & Fertilizers. The policy would address key issues faced by the pharmaceutical companies and also ensure the availability of drugs, especially life saving drugs at the right price, he said.

Noting that the current pharmaceutical production in India is valued at US\$ 20 billion (around Rs 1 lakh crore), of which 40% is exported, Mr Azhagiri commended the remarkable achievements of Indian pharma companies in the global arena. India ranks 13rd in global pharmaceutical production and is a major market for pharma and related products, he said.

Mr. Rajeev Ranjan, Principal Secretary, Industries, Tamil Nadu, said that innovation and research are the key to the growth of the Indian pharma sector. He asked pharma companies to take advantage of Intellectual Property Rights (IPR) to sustain innovation and also enhance profits. The State Government is strongly encouraging the filing of Patents, which has increased substantially in the past few months, and also supports MSMEs in the pharma sector in the areas of IPR and Patents, he added. Compared to 2000 applications a year in 2000, nearly 40,000 patent applications are being filed annually at present, he said. He opined that \$80 billion worth of drugs going off patent in the United States would be a big opportunity for the Indian pharmaceutical Industry.

Mr. K Raghavendra Rao, Event Chairman, and



M K Azhagiri, Union Minister, Chemicals & Fertilizer; Rajeev Ranjan, Principal Secretary, Industries, Tamil Nadu; K Raghavendra Rao, CMD, Orchid Chemicals & Pharmaceuticals Ltd; T T Ashok, Deputy Chairman, CII (SR) & MD, Taylor Rubber (P) Ltd; and Mukul Joshi, Secretary, Pharmaceuticals, Ministry of Chemicals and Fertilizers

Chairman and Managing Director, Orchid Chemicals & Pharmaceuticals Ltd, said that innovation would help the pharma industry keep healthcare costs low. There is also a need to protect innovation, he added.

Earlier, welcoming the gathering, Mr. T T Ashok, Deputy Chairman, CII Southern Region, and Managing Director, Taylor Rubber Pvt Ltd described the various initiatives of the CII TNTDPC in the areas of technology, research, and IPR for companies in Tamil Nadu.

Different plenary sessions discussed the Indian Pharma Industry post TRIPS: patentability and its exceptions, and ways to overcome them, and the impact of TRIPS-PLUS Rules on Pharmaceutical Patenting. Another session focused on Drug Marketing Approval - Patent Linkages. Linkage as an IP strategy. The conference closed with suggestions for the way forward, for the pharmaceutical industry. ■

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Development Initiatives

Affirmative Action

Training for Empowerment

India has a unique opportunity, and a serious dilemma, that stem from the same statistic: 40% of the world's population under 25 years of age lives in India, and yet only 5% of the total industrial workforce in the country is skilled (compared to 85% in South East Asian countries). It is imperative to skill these young people to become employable, for sustainable growth and development. There is a particular urgency to reach out to sections of society that have been traditionally marginalized, those who belong to the Scheduled Castes and Scheduled Tribes.

CII has been working with its members to create a more enabling and empowering ecosystem that will benefit both the future workforce as also Indian industry. One instance of such a collaboration between CII and other relevant stakeholders is the very successful computer training programme run by Glaxo Smith Kline Consumer Healthcare, and the Foresight Society of Human Resources & Development: the 'IT for Under-privileged Programme' for students from the SC/ST community.

IT for Under-privileged Programme

The 'IT for Under-privileged Programme' is an Affirmative Action initiative of CII, Glaxo Smith Kline Consumer Healthcare (GSKCH) and Foresight Society of Human Resources & Development, wherein students belonging to the SC/ST community are given six months to one-year computer training at Nav-Prabhanam, Gohana, Sonapat district, Haryana. GSKCH sponsors 75% of the computer training fee of the selected students.

The project is aimed to make students, employable and financially independent, by providing quality computer training, and also assisting them to get suitable employment after successful completion of the programme. It is a step to empower the underprivileged by providing them knowledge connectivity, which will ultimately lead to economic connectivity.

Number of Students Trained	
Year 2008-09:	30 candidates
Year 2009-10:	30 candidates
Year 2010-11:	25 candidates, training is on-going

The transformational impact of this initiative is best demonstrated by the beneficiaries. Here are two case studies that underscore how empowering the right intervention at the right time can be!

Kavita was born into a poor family in Kharkhonda, Sonapat, with little opportunity for upward mobility. She is a first generation learner and attended the 'IT for Underprivileged Training Course.' The teaching methodology of the trainers went beyond just the curriculum, and provided her with appropriate counseling and career



guidance. After one year of training, Kavita has gained employment as a computer teacher in a local school. Her monthly earnings of Rs 2000 are making a substantial difference to her family's income as also to their future.

Manisha, from a small village, Paee, comes from the very poorest strata of society. The first generation from her family to be educated, Manisha's career



prospects brightened considerably after she was given an opportunity to attend GSK's

IT programme after completing her 10+2 schooling. She received value added computer training at very nominal fees, supplemented by classes on personality development and preparedness for facing interviews.

Manisha is now a Computer Teacher with a salary of Rs 3000 per month. This income has enabled her to go in for higher education with her own resources.

CII is confident that every such initiative will inspire others to create their own success stories, and thereby usher in positive change both for individuals and society.



CSR

CII-CAPART CSR-CSO Bridge Programmes

Pushing The Agenda of Inclusive Growth

The CSR – CSO Bridge is a CII initiative that connects Industry with Civil Society Organizations to effectively address some core issues the country faces, and foster sustained inclusive growth. It facilitates sustainable partnerships between Government, Corporates and NGOs to make Corporate Social Responsibility a business agenda. It also showcases successful models and best practices in project implementation and partnerships. The aim is to enable the corporate sector to participate in initiatives which are aligned to their core strengths and CSR strategies, and connect NGOs with sustainable financing models, as also to facilitate for individual contributions by employees from the corporate sector to social causes.

The first CSR-CSO Bridge was held in New Delhi in 2009. Following the success of this programme, it was decided to extend its reach and enhance its effectiveness by holding it in tier 2 and 3 cities in 2010.

This unique platform has two components: a Conference to deliberate on issues, and an Exposition to facilitate interaction and foster partnerships. The agenda also includes a commitment to Create a 'Festival of CSR' that will act as a marketplace for corporates and funding organizations to identify commitments that fit their core business and philanthropic goals.

Over the past year, CII, in collaboration with the Council for Advancement of People's Action and Rural Technology (CAPART) held CSR-CSO Bridge Programmes in Hyderabad, Kolkata and Indore.



Aloke Mookherjee, Chairman, Education & Skill Development Sub-Committee, CII (ER) & Chairman, Flakt India Ltd; Dr Nandita Chatterjee, Dy Director General, CAPART; Rekha Goswami, Minister of SHG & Self Employment, West Bengal; Mukul Somany, Vice Chairman & MD, Hindustan National Glass & Industries Ltd; and Tapas Kumar Lahiry, CMD, Bharat Coking Coal Ltd, releasing 'Market Analysis and Business Strategy for West Bengal Handicraft Artisans'

Kolkata

The 'CSR-CSO Bridge: Moving the Growth Story Forward through Inclusive Partnerships' was held on 2 December.

Ms Rekha Goswami, Minister of SHG & Self Employment, West Bengal, in her address as Chief Guest, called for proper framing of policy documents in the SHG sector, which is a key element for area of poverty alleviation and empowerment of marginalized women. She also stressed on the role of microfinance in financial access. The Minister urged CII to facilitate market linkages for SHG products and skill development, to catalyze social change, thereby giving impetus to India's development.

A Study on 'Market Analysis & Business Strategy for West Bengal Handicrafts Artisans' was unveiled at this forum. The Minister also distributed certificates to the successful participants of the CII-E-Junction Communication Skill Development Programme.



Vijay Bhaskar, Liquidator-AP, Ministry of Corporate Affairs; Shakti Sagar, Chairman, CII AP, Rana Som, CMD, NMDC; Mohd. Haleem Khan, Director General, CAPART; and Pradipta K Mohapatra, Chairman, CII-SR Sub-committee on Inclusiveness & Affirmative Action, releasing the Dossier of NGOs at the CSR CSO Bridge in Hyderabad

A critical learning that emerged from the day-long deliberations was that partnerships would become

successful / sustainable only with the engagement of the community. The main take-away was that Corporates can understand the community and its needs better, from NGOs. This understanding will help them prepare their development agenda in a better way. Similarly, NGOs should learn managerial skills from the corporates and also adopt good governance practices. The development of a simple due diligence tool-kit which NGOs of all scale can comply with, was advised.

Hyderabad

“A bridge between Corporates and Civil Society organizations will help to deliver services more efficiently,” said Mr. Mohammed Haleem Khan, Director General, CAPART, at the ‘CSR-CSO Bridge’ on 16 December. The event was marked by the release of a Dossier of Credible NGOs. There was a focus group discussion and sharing of projects on Education, Disability, Street

Children homes, Healthcare, Micro Finance and Rural Livelihoods.

The key takeaways included the need for accreditation of NGOs and the issue of standardization. A data bank of NGOs with their area of operations, to be available to all CII member companies, was suggested. The participants also wanted more sessions on sharing of corporate CSR initiatives of corporates for the NGOs, to enable them to better understand the areas corporates are keen to work in.

Indore

The CSR - CSO Bridge, held in October, explored unique possibilities for partnership between industry and NGOs.

One more CSR-CSO Bridge programme in partnership is planned in Chandigarh in the near future. The exercise will then culminate in a concluding event in New Delhi.

Education

Role of Corporate India in Education

A National Conference on Corporate Role in Education – ‘Universalisation of Education - Role of Corporate India’ was organised by CII in partnership with UNICEF and Tata Strategic Management Group (TSMG) on 14 December in New Delhi. The conference explored probable models of corporate engagement in the field of education.

Dr. Sudhir Kapur, Chairman, Skills and Education Committee, CII (NR) and Managing Director & CEO, Country Strategy Business Consultants Pvt Ltd, called for a country-wide plan to ensure representation from all regions, and initiating an active process to understand, deliberate and discuss the role of corporate India in education.

‘Investment in children’s education will pay off,’ said Ms. Karin Hulshof, Country Representative, UNICEF, urging corporates to invest in education. She called for making schools “a place where dreams are grown and the nation is built.”

Ms. Urmila Sarkar, Chief of Education, UNICEF, highlighting the challenges that the new law Right to Education throws up, talked about teacher training and teacher recruitment



Dr. Sudhir Kapur, Chairman, Skills & Education Committee, CII (NR), and MD & CEO, Country Strategy Business Consultants Pvt Ltd; Karin Hulshof, Country Representative, UNICEF; and Raman Kalyanakrishnan, Practice Head, Infocom, Media & Education, Tata Strategic Management Group

and the need for reforms in this sector. ‘There is a need to integrate more than 8 million children in schools in age appropriate classes,’ and this is the biggest challenge of making Right to Education a success, she said.

Mr. Clement Chauvet, UNICEF, invited corporates and individuals to make a social commitment for making education available to all, and support the core objective of RTE, that is universalisation of education.

Ms. Kiran Bhaty, National Coordinator, RTE, National Commission for Protection of Child Rights, said a

committee was being set up to establish the guidelines for the quality of education under the law.

A tool book – ‘Business as a Partner in India’s Right to Education’ was released during the conference with checklists and models for a successful educational institution.

A ‘Compendium on Corporate Social Responsibility’ was also launched at the conference. The study, commissioned by CII and UNICEF, was conducted by Tata Strategic Management Group on the existing models of corporate engagement in the field of education. The study presents three models - Programme Owner, Fund



Shweta Khurana, Product Manager, South Asia, Intel; Col Gopal Karunakaran (Retd), Project Director, HCL Schools, HCL; Amitabh Jhingan, Partner, Ernst & Young India; and Vijay Chadda, CEO, Bharti Foundation

Provider, Implementation Partner, each showcasing how corporates can engage with education in their own unique way to align with the overarching objective of Right to Education - for all.

North East – Meghalaya

Awareness Programme on Food Safety and Quality

In view of the growing concern for food safety and the impending changes in India’s food regulations, food businesses need to increase their focus on maintaining hygiene and compliance to the standards to ensure food safety. CII, in association with the Union Ministry of Food Processing Industries, and the Quality Council of India (QCI), organized an awareness programme on Food Safety and Quality in Shillong on 9 December. This programme was designed to make food businesses aware of the latest developments in the food sector to ensure food safety, quality and regulations.

Food Safety and Quality are a matter of serious concern. The prevention aspects in the field of food safety are not getting as much attention as treatment of diseases. We need to focus on establishing systems and procedures for regulation of food safety standards and examination of issues relating to food additives such as flavours, processing aids, pesticides and antibiotic residues; biological hazards; labeling etc. Food science and technology have developed considerably in recent years and a whole new range of processed foods including functional food, nutraceuticals, proprietary food, dietary supplements and genetically modified or engineered food are hitting the market at a fast pace, said speakers at the awareness programme.

Dr. Hari Prakash, Joint Advisor, QCI, noted that food safety is a worldwide concern. In addition to end product specifications and testing, regulators the world



Food Safety and Quality Awareness Programme in Shillong

over are insisting on good manufacturing and hygienic practices in food businesses. The Indian regulator, FSSAI, has also proposed implementing GMP/GHP through its licensing regulations which are currently open for public comments. The QCI has undertaken a series of awareness programmes to sensitize food businesses about food safety systems which are necessary and this programme is part of the series, he said.

The programme highlighted that the creation of awareness is the only solution. The endeavour should be to include Food Safety and Quality, as well as consumer rights in the curriculum of schools, so that future consumers become aware of their rights. Simultaneously, proper training programmes for food handlers working in the processing industries, in their native language, are essential.

Also, it is important to note that improving Food Safety and Quality has to be a constant and continuous effort rather than a one-shot one, involving all stakeholders spanning the entire food chain, from the government and its institutions, to industry, academic and research institutions, consumer bodies, and professionals in the field.

Skills Development

4th CII Global Summit on Skills Development

Sharing the Government's vision of making India the Skills Capital of the World by skilling 500 million people by 2022, CII is playing a proactive role in the Indian skills landscape. For the last three years, CII's Global Summits have deliberated on emerging issues in skills development by providing a platform for all stakeholders.

The 4th CII Global Summit on Skills Development 2010 took a logical progression forward to stress on the need for a transition from 'Words to Action' by initiating concrete steps in terms of ideas, dialogue and investment towards execution on the ground. The Summit, held on 29-30 November in Mumbai, had the theme of 'Skills: Innovative Partnerships' to facilitate and enable innovative partnerships in the skills ecosystem in India. Various sessions explored Business Opportunities in Skills, Image Makeover, Quality Paradigms, Sector Skills Council and Soft Infrastructure in Skills.

Industry needs to adopt technical training institutes for national growth, said Mr. Rajesh Tope, Minister for Higher and Technical Education, Maharashtra, in his inaugural address. Calling on industry to be more proactive for their own profits and for the growth of the nation, Mr. Tope pointed out that worldwide, technical institutes work on a public-private partnership model.

"Human assets are much more valuable than material or financial assets. Japan and Germany, that were destroyed in the Second World War, have become powerful economies riding on their human assets. In developed nations, the expenditure on developing skills is high - often up to 6% of their GDP. We need to do that in India as well, the Minister said. Though the government does takes initiatives to improve skill training facilities, expansion in vocational education to maximize utilization of resources cannot work without the partnership of industry, he said.

He listed the challenges as building 90% functional literacy in India, changing the social mindset from academic pursuits to more broad-based education to allow young adults to pursue their interests, reaching out to the SMEs that employ a large number of people, and imparting skills in local languages.

Mr. Tope also launched the 'Skillpedia' website (a CII India@75 initiative), a one-stop solution for vocational



Rajesh Tope,
Minister for Higher &
Technical Education,
Maharashtra



Arun Nanda,
Chairman, CII (WR)
and Director, Mahindra
& Mahindra Ltd



Dr. B Mungekar,
Member of
Parliament



B. Santhanam,
Chairman, CII National
Committee on HR &
President-Flat Glass,
South Asia, Egypt
& MD, Saint Gobain
Glass India

skill development in the country, which provides access to all kinds of information regarding vocational training-connecting employer and employee.

Dr. Bhalchandra Mungekar, Member of Parliament, regretted that India's high rate of economic growth has not trickled down to the bottom of the pyramid or been able to reduce poverty and unemployment, in the absence of appropriate mechanisms for improving education and skill development. "Though 90% of our labour force is without skills, we have such a high yearly rate of growth. If we increase the skill set, imagine how high our growth rate would be," he said. Vocational training, he felt, should be treated on par with the general academic stream.

Mr. B. Santhanam, Chairman, CII National Committee on HR, and President-Flat Glass, South Asia, Egypt, and MD, Saint Gobain Glass India, said it was a myth that modern jobs require complex skills, and the curriculum does not cater to the needs of the industry. "The percentage of complex skilled jobs is very low. Also, skills required by the industry are part of our curriculum, but do not translate into specific industry skills," he felt.

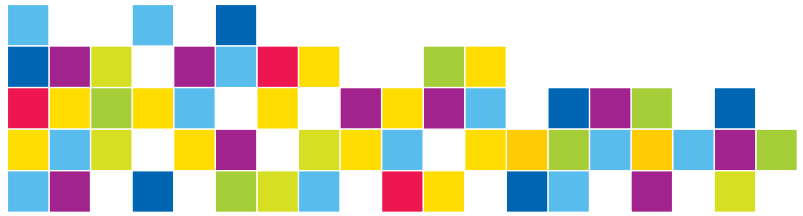
Mr. Dilip Chenoy, MD and CEO, National Skill Development Corporation, laid out a new 'ESOP' in vocational training and employment: an Employee Skill Opportunity Programme, where skilled employees are rewarded by improving their skills.

He laid out the actions needed to increase the skill set of the entire nation as follows:

- Set up sector-wise skill councils
- Establish large sustainable skill development institutions
- Bring in world class partners and practices
- Build new ecosystems
- Promote internships, placement funding fee and loan repayment

Earlier, Mr. Arun Nanda, Chairman, CII (WR) and Director, Mahindra & Mahindra Ltd., said the task of skilling young India was a task neither government nor industry can do alone. We have to work together.

Sharing international experiences, delegations from Switzerland and the State of Victoria, Australia, presented their models and case studies on Skills. ■



Youth Consultation Workshops



Youth Consultation workshop for the Planning Commission of India, in Bangalore

Yi is organising a series of Youth Consultation workshops in different cities for the Planning Commission of India. The Commission has initiated a consultative process to obtain inputs from civil society on the 12th Five Year Plan to make it a truly 'People's Plan.' It is engaging with different citizen constituencies to develop approach papers for the 12th Five Year Plan. Youth has been recognized as a crucial constituency to be heard while preparing for the 12th Plan.

In New Delhi, Yi, in association with YANI and Jawaharlal Nehru University, organised a workshop on 14 December, to discuss essential aspects of Decentralisation, Empowerment and Information, Improved Access to Quality Education, Enhancing Skills and Faster Generation of Employment. This consultation workshop was chaired by Prof. S N Malakar, Chairman – Centre for African Studies, School of International Studies, JNU, and Ms. Bhairavi Jani, National Chairman, Yi and was attended by students, faculty of JNU and by various civil society organisations.

On 16 December, a workshop in Bangalore discussed two important challenges: Managing Urbanization, and Managing Environment.

In Indore, the consultation workshop was organised in partnership with the Indian Institute of Management (IIM) Indore on 20 December. There was discussion on three key challenges: Enhancing Skills and Faster Generation of Employment, Decentralisation, Empowerment and Information and Technology and Innovation, with specific relevance to the youth of today.

The key points assimilated from the consultations would be shared with the Planning Commission for the development of the 12th Five Year Plan.

Bangalore

On 4 December, a wine tasting session guided members on what wine culture is all about: How is wine made? How to store, serve and buy wine? How to drink and appreciate wine etc. The workshop was sponsored by UB Spirit.

Chennai

On 4 December, members got together for an afternoon of Cricket. The match was played for the third consecutive year.

On 5 December, an 'Education Fair' was organised to update school dropouts and unemployed from the neighbouring slums about the various vocational training courses and employment opportunities available. For this venture, Yi Student Nets had conducted a survey of the neighbouring slums and had also invited local NGOs. Fifty persons registered with the organizations and 10 received placements.

On 18 December, Mr Willi Wilson, Director and COO - Food and Beverages, Tuscana Kryptos Restaurant Pvt. Ltd. spoke on 'The Chennai Cuisine Scene Change'.



Session on Cuisine Change in Chennai

Erode

On 6 December Yi Erode launched its second students Net at Kongu Engineering College.

From 9-10 December, a Learning Excellence Mission visited Hyderabad to know about the good practices in Pennar Pre Engineered Buildings, Mahindra & Mahindra, Indian School of Business, and the CII Green Business Centre.



Yi Erode members at the Indian School of Business, Hyderabad

Goa

On 1 December, a workshop for parents titled 'Discipline without Tears' created awareness about child development and behaviour, and gave practical information on how to instil self esteem and discipline in children, through a process of discussion, and group sharing experiences of real life examples.

On the same day, an interactive session on Water Management and Conservation of Water Resources was held with Mr. S. T. Nadkarni, Chief Engineer, Water Resources Department, Goa.

Indore

A four day 'Spread the Warmth Campaign', held from 11 to 14 December, collected and donated used clothes to the needy people for the winter season. The campaign was supported by Talwalkars Fitness Centre, Indore.



Jeff Tobe, creative thinker, addressing Yi members in Indore

On 13 December, Yi Indore and The Academy for Chief Executive Indore organised a session on 'Coloring Outside the Line-The Art of Innovation and Creative Problem Solving,' by Mr Jeff Tobe, the Guru of Creative Thinking.

Kochi

The InspYiration Summit, held on 4 December, provided a



D Udaya Kumar, designer of the Rupee symbol and Professor at IIT Guwahati, explaining the evolution of the Rupee Symbol in Kochi

common platform for the inspired and the to-be inspired. Creative minds from diverse fields, like Dr D Udaya Kumar, the designer of the Rupee symbol, Mr TK Jose, Managing Director, Roads and Bridges Development Corporation, Mr Ambalavanan Ramachandran, CEO, Surge Forth Technologies, Mr Murugavel Janakiraman, Founder and CEO, Bharat Matrimony Group, Ms Shaheen Mistry, Founder & Chairperson, Akanksha Foundation, Mr Navas Meeran, Director, The Eastern Group, Mr Baiju Nair, CEO, Origo Group spoke on this occasion.

Raipur



AIDS awareness run in Raipur

On 1 December, Yi Raipur in association with Aims Management Consultants organised a 'Run for Life' on AIDS awareness to mark World AIDS Day. More than 800 college and school students participated in this rally along with CII and Yi members.



Asia

China

Ties with Shanghai



J J Shrikhande, Chairman, CII-IBF China presenting a book on India to Huang Feng, Vice Chairman, SMCC, Shanghai

A four-member team, led by Mr J J Shrikhande, Chairman, CII India Business Forum, had an interactive meeting with Mr Huang Feng, Vice Chairman, Shanghai Municipal Commission of Commerce on 7 December in Shanghai. Mr Shrikhande gave an overview of the growing business cooperation between India and China, especially Shanghai, noting that over the last couple of years, more Indian companies have set up operations in Shanghai signaling the wide range of economic engagement. Mr Huang Feng said that the Shanghai Government pays utmost importance to bilateral trade with India and will extend all necessary support to Indian companies present in Shanghai.



Delegation from Taizhou

An 8-member delegation from Taizhou city of Zhejiang province of China, led by Mr Wu Weirong, Mayor, Taizhou, visited CII in New Delhi on 27 December to promote cooperation between India and Taizhou.

Bharat Forge China Venture

Bharat Forge Ltd, India's biggest automotive forgings maker, expects its China venture to post an annual profit for the first time since it began four years ago. Bharat Forge is also looking at expanding its product portfolio and increasing the customer base.

China Economic Indicators

Exports (Nov)	\$153.33 billion, up 34.9%	Industrial out put (Nov)	Up 13.3%
Imports (Nov)	\$130.43 billion, up 37.7%	Fixed-asset investment (Nov)	up 24.9%
Total Trade (Jan-Nov)	\$2.68 trillion, up 36.3%	Retail sales of consumer goods (Nov)	Up 18.7 pct
PPI (Nov)	Up 6.1%	Fiscal revenue (Nov)	\$87.7 billion, Up 16.1%
CPI (Nov)	Up 5.1%	Nominal GDP (Jan-Sept)	\$3.95 trillion

China's GDP tops Japan

China's economy again beat Japan's in the third quarter of this year. China's nominal GDP amounted to \$1.42 trillion in the period July to September, compared with Japan's \$1.37 trillion. In Q2 too, China's GDP surpassed Japan's GDP. However, Japan's nominal GDP for January-September was \$3.96 trillion, while China's was \$3.95 trillion.

Capital for Real Estate Developers

Real estate developers in China may have a capital source of 7 trillion yuan (\$1.05 trillion) this year, according to the China Securities Journal. A total of 5.69 trillion yuan has flooded to Chinese property developers in the first ten months of this year, up by 32%. Of this, 1.04 trillion yuan was sourced from domestic loans, up by 26.3% year-on-year.

Fertilizer Tariff Hiked

China imposed 110% tariff on some fertilizer exports in December in order to ensure adequate domestic fertilizer supplies for the coming spring. The new export tariff includes a 35% increase in the temporary tariff and 75% in a special tariff. The fertilizers affected by the new tariff include urea, diammonium hydrogen phosphate, ammonium dihydrogen phosphate, and a mixture of diammonium hydrogen phosphate and ammonium dihydrogen phosphate.

Diamond Imports

China's consumer market for imported diamonds now ranks second in the world, as it imported finished diamond jewelry worth \$900 million in the first three quarters of this year. The United States with imports worth \$3.1 billion and Japan with imports worth \$510 million rank first and third.

Boost for Strategic Industries

China is considering investments of up to \$1.5 trillion over five years in seven strategic industries: alternative energy, biotechnology, new-generation IT, high-end equipment manufacturing, advanced materials, alternative-fuel cars and energy-saving and environmentally friendly technologies, to accelerate the country's transition from the world's supplier of cheap goods to a leading purveyor of high-value technologies.

Grain Output Rises

China's grain output rose 2.9% year-on-year in 2010 to 546.41 million tons. This marked the seventh consecutive year of growth for China's grain output.

Train Breaks Speed Record

One of China's high-speed trains broke the world record for unmodified commercial use on 3 December during trial service. The train CRH380A hit 486.1 km per hour on the tracks between Zaozhuang and Bengbu, which form a segment of the world's longest high-speed rail line linking Beijing and Shanghai. In 2011, China hopes to break the 574.8 km per hour speed record set by France's TGV high-speed train in April 2007.

ODI Rises

China's Overseas Direct Investment (ODI) in non-financial sectors in 122 countries and regions reached \$47.56 billion in the first 11 months of this year. The business volume in overseas-contracted projects during the first 11 months hit \$74.25 billion, up 14.6%. The value of new contracts signed during the period was also up 3.6% to reach \$110.3 billion.

New Car Sales

Beijing municipality is set to drastically cut the number of new car sales in 2011 and increase parking fees in central downtown areas to curb rising traffic gridlock.

China-Africa Trade Swells

China-Africa bilateral trade from January to November this year increased 43.5% to \$114.8 billion, surpassing the pre-crisis level of \$106.8 billion in the entire year of 2008. In 2009, China emerged as Africa's largest trading

partner, outpacing the EU and the US. China's total direct investment in Africa surged to \$9.3 billion by the end of 2009, and the scope of investment has widened from the mining sector to finance, manufacturing, tourism and agriculture.

Japan

Delegation from Hyogo Prefecture



Japanese delegates at an interaction in New Delhi

Mr Toshizo Ido, Governor, Hyogo Prefecture, Japan visited CII on 20 December for an interactive session, accompanied by a 20 member business delegation that included representatives from leading manufacturing companies of the region such as Kobe Steel, and Tradia Corporation. The discussions focused on the initiatives taken by CII in Japan and the scope for Hyogo based industries expanding their business in the Indian market.

Forex Reserves Fall

Japan's foreign exchange reserves stood at \$1.1 trillion at the end of November, down from October, and marking the first decline in six months.

Trade Surplus Narrows

Japan's trade surplus narrowed from year-earlier levels in November, as import growth greatly outpaced the rise in exports. November's export growth hit 9.1% from the year earlier, lagging 14.2% growth for imports, and resulting in a 162.8 billion yen (\$1.943 billion) trade surplus.

	November 2010	November 2009	% Change
Exports	5,441,123	4,988,163	9.1
Imports	5,278,302	4,622,906	14.2
Balance	162,821	365,257	-55.4

Unit: millions of Yen

(Census, not seasonally adjusted)

South Korea

Building the IT Sector

South Korea plans to spend 1.22 trillion won (\$1.04 billion) in 2011, up 11.4% compared to 2010, to build its IT industry infrastructure. The funds would be used

for R&D in IT convergence, light emitting diodes, three-dimensional devices and new mobile communication applications, training of expert engineers, and overseas market access support.

Trade Surplus

South Korea posted a trade surplus for the 10th consecutive month in November as exports continued to remain strong on global economic recovery. The trade surplus was US\$2.67 billion in November, compared with \$6.41 billion the previous month.

Trade to Exceed US\$1 trillion

South Korea plans to focus on nurturing better economic infrastructure and business culture as its trade is expected to exceed \$1 trillion for the first time in history in 2011. According to the 2011 policy plan, exports will

reach \$513 billion next year, up around 10% from this year, and imports \$488 billion, up by 15%.

The 2011 growth forecast, however, is much lower than the government's 6.1% advance estimate for 2010, suggesting that the South Korean economy is still facing tough conditions and uncertainty, despite its recent fast recovery.

Investment in Energy R&D

South Korea plans to invest around 1.2 trillion won (US\$1.03 billion) on R&D in the energy sector in 2011, as part of its efforts to join the global drive for green growth. The planned investment is 3% larger than what was set aside for this year and marks the first time that the state R&D budget for the energy sector would exceed the 1 trillion won mark.

Australia

A group of young Australian parliamentarians visited Mumbai, Pune and Delhi recently. They met with CII members across various sectors.

The visit was a follow-up to the Joint Statement issued during the state visit of Mr. Kevin Rudd, former Australian Prime Minister to India in November 2009, wherein it was agreed to reinvigorate bilateral parliamentary exchanges by establishing a new young political leaders' programme. It was further agreed that a familiarization visit of Australian young political leaders to India would be organised.



Australian Parliamentary delegation in New Delhi

Europe

Denmark

CII organized an exclusive interactive session with Mr Brian Mikkelsen, Minister for Business and Economic Affairs, Denmark on 7 January in New Delhi. The session discussed the trade and direct investments between the two countries. The Minister highlighted that Denmark is an ideal hub for Indian investments in Europe because of its expertise in industries such as pharmaceuticals and infrastructure, that are also central points of development in India. Members representing sectors like energy, and IT, among others, participated in the session.



Bharat Wakhlu, Resident Director, Tata Group and Brian Mikkelsen, Minister for Business and Economic Affairs, Denmark

South Asia

Pakistan



CII – IT CEOs in Pakistan

An eight member CII IT CEOs Mission under the leadership of Dr Ganesh Natarajan, Chairman, CII National Committee on IT & ITeS and Vice Chairman & CEO, Zensar Technologies, visited Karachi and Lahore from 9-13 December.

The CII IT CEOs visited Pakistan as follow up to the 'Indo – Pak Business Meet' organized by CII from 18-19 May in New Delhi under the aegis of 'Aman ki Asha' in cooperation with the Times of India, The Jang Group of Pakistan and the Pakistan – India CEOs Business Forum. It was agreed to form sub-committees on IT, Textiles, Healthcare, Energy Agriculture and Education.

The visitors had a meeting with Pakistani IT CEOs on 10 December in Karachi, which was co-chaired by Mr Amin Hashwani, President, Pakistan – India CEOs Forum. Ms Jahanara, President, Pakistan Software House Association for IT & ITeS, made a brief presentation from Pakistani side and Dr Ganesh Natarajan presented the scenario in India.

There was a brainstorming session and open discussions on the opportunities and challenges in IT sector between India and Pakistan. Both the teams agreed on an action plan – short term and long term and came out with a joint declaration on the following lines:

- Make efforts to work together and collaborate.

- Jointly invest in young people, facilitate exchanges, and provide education and skilling to enable them to achieve their potential.
- Work towards developing India Pakistan joint technology initiatives through which people can meet, interact, teach and learn. The committee also felt that an easier visa regime would greatly increase the chances of business collaborations between the two countries.
- Facilitate road shows in order to showcase the products and human resources in each other.

It was decided that the next meeting of the Indo – Pak IT CEOs would be held in Pune in March 2011.

Sri Lanka

CII organised an interactive session with an eleven member team of Senior Editors from Sri Lanka on 7 December in New Delhi.



Sri Lankan Editors Team in New Delhi

Mr S Sen, Principal Advisor – Special Projects and South Asia, CII, briefed the visitors on the structure of CII and how closely it works with the Government and other agencies. He briefed them on the initiatives taken by CII to strengthen economic cooperation between India and Sri Lanka; its active role in the FTA between India and Sri Lanka, and the promotion of Indian investments in Sri Lanka. Mr Sen also emphasized that there are many opportunities for cooperation, especially in the service sectors.

Mr Pritam Banerjee, Head, Trade Policy, CII, also made a brief presentation on the Indian Economy.

United Kingdom

Interaction with Minister Edward Davey, MP

CII in partnership with the Confederation of British Industry (CBI) and the UK-India Business Council (UKIBC), organised an interaction with Mr Edward Davey, Minister for Employment Relations, Consumer & Postal Affairs, Department for Business Innovation & Skills, UK, in London on 11 December. This was the first-ever business interaction with the UK government on the 'Special Relationship with India' and what it means for business.



Edward Davey,
Minister,
Department
of Business,
Innovations and
Skills, UK

Mr Davey spoke of the UK Government's vision for developing the special relationship with India. "These are exciting times for UK and Indian businesses. Our economies complement one another in many respects – creating many opportunities for us to collaborate. Over the past decade our bilateral trade has doubled to £11.5 billion GBP. But we want this figure to increase substantially" he said. He noted that already more than 600 Indian companies have invested an estimated £9 billion GBP in the UK - two thirds of which are in the ICT and software sectors. This represents more than 50% of India's total European investment. For UK companies too, the opportunities in India are vast, covering the full range of sectors from infrastructure to the service industries, he declared.

Minister Davey stressed the UK's strong commitment to free trade and welcomed the progress made during recent EU-India Free Trade Agreement negotiations, looking forward to a successful and ambitious agreement next spring. He noted that two-way trade of goods and services between India and the UK has doubled since 1993, and the UK is the most popular business destination in Europe for Indian companies pointing out that Tata is the largest single manufacturing company

in the UK. India is the UK's fourth largest investor by number of projects, with inward investment generating 5,889 jobs over the past year, from 92 investment projects in 2009/10.

Mr Rajesh Prasad, Deputy High Commissioner of India to the UK, said that economic and commercial ties are a major driver of the special partnership between India and the UK. The enhanced partnership would include closer government-to-government contacts and consultations, exchange of high-level visits, closer defence co-operation, more active cultural co-operation, enhanced collaboration in science and technology and greater partnership in educational research, as seen in the launch of the UK-India Education and Research Initiative Second Phase, he said.

The two governments have agreed to double bilateral trade in the next five years, and Mr Prasad invited UK companies to participate in the more than \$1trillion USD investments required in infrastructure projects in India in the coming years.

Also on the panel were Mr Anwar Hasan, Co-Chair, CII-India Business Forum, and Director, Tata Ltd., Mr. Richard Heald, CEO, UKIBC; Mr. Andy Scott, Director International, and UK Operations, CBI; and Mr. Alan Montgomery, Partner, and Member of the India Executive, Herbert Smith LLP.

The discussions covered trade and investment opportunities in a large number of sectors. These included the six industry areas that the two governments decided to work on together during Prime Minister Cameron's visit to India in July 2010: Infrastructure, Manufacturing, Healthcare and Life Sciences, IT and Advanced Technology, Skills, and Supply Chains. These areas will also be followed up in the Joint Economic Trade Commission between India and UK.



Richard Heald, CEO, UKIBC; Rajesh Prasad, Deputy High Commissioner of India to the UK; Edward Davey; Anwar Hasan, Co-Chair CII-IBF, and Director, Tata Ltd; Andy Scott, Director International & UK Operations, CBI; and Alan Montgomery, Partner, and Member of India Executive, Herbert Smith LLP

United States of America

US-India Policy Watch

USA enacts H.R.847

US President Barack Obama has signed into law H.R. 847 - the James Zadroga 9/11 Health and Compensation Act of 2010, which aims to amend the Public Health Service Act to extend and improve protection and services to individuals directly impacted by the 9/11 terrorist attack in New York City. The Congress intends to cover the \$4.2 billion funding required for the Act, through the following channels:

- Excise tax on foreign manufacturers – a 2% tax on foreign manufacturers selling to the US government that are not party to the WTO Government Procurement Agreement. This also prohibits the companies from raising prices to offset this tax.
- Extension of Travel Promotion Act Fees – The Travel Promotion Act, which was to expire in 2014, will be extended to FY2021 and all fees from the Act, starting in FY2015, will be redirected to the 9/11 Health and Compensation Act.
- H1-B Visa Fees – This extends the Emergency Border Security Appropriations Act of 2010 until 2015 (from the original expiration date of 30 September, 2014), which raised fees on H1-B and L-1 visas for companies that have more than 50 employees, and more than half their US-based employees on such visas.

The 2% excise tax impacts Indian firms and individuals since India is not party to any bilateral agreement with the United States on government procurement, neither is it a party to the WTO Plurilateral Agreement on Government Procurement. The pharma and IT sectors are most likely to be hit by this act. Construction related sectors like iron and steel will also likely be impacted.

The legislation also extends the limit of the Emergency Border Security Supplemental Appropriations Act, which increased employment-related visa H-1B and L-1 petition fees for a period of 1 year (from 2014 to 2015) for certain companies. This will have a major impact on the Indian IT sector which sends thousands of IT professionals to the United States annually. These additional fees apply to petitioners who have over 50% of their employees on such visas and employ 50 or more employees in the United States.

USCIS Export Control Certification

Effective 20 February 2011, the US Citizenship and Immigration Services (USCIS) will require employers petitioning for workers in temporary work visa categories (H-1B, H-1B1, L-1, O-1A) to complete the deemed export certification on the new I-129 petition form. This is part of the new compliance requirement in the Obama Administration's export control reform initiative. Technology that is released to a foreign national in the United States is considered an export to the foreign national's country of residence or birth.

In certain cases such an export may require a license from the US Department of Commerce under the Export Administration Regulations (EAR), or the US Department of State under the International Traffic in Arms Regulations (ITAR). The employer will need to determine if the foreign national will have access to controlled technology or technical data under the ITAR or EAR and certify that either there is no need for certification or that the foreign national will not have access to aforementioned technology/data until the proper license has been obtained.

USCIS On-site Audits

US Citizenship & Immigration Services (USCIS) has substantially increased its anti-fraud auditing staff and is now engaged in surprise visits to the worksites of US companies that sponsor foreign workers for H-1B and L-1 visas. USCIS agents arrive armed with a uniform checklist of questions that they ask all employers — from the smallest to the largest. The objective of the audit is to confirm the identities of petitioner and beneficiary and to ensure that foreign nationals are working in compliance with the terms and conditions of their visa category. The agents' tactics, however, feel some companies, often exceed what is necessary and reasonable to obtain this information.

Richard Holbrooke – A Personal Remembrance by Tarun Das, former Chief Mentor, CII

A 10-year relationship of quality, content, warmth and mutual respect which spanned both agreement and differing perceptions sums up our friendship.

May 13, 2004, Tokyo. Holbrooke is chairing a meeting of an international group. The election results are coming in from India and it is clear the Congress Party will form the new government. He tells the group that Mrs Sonia Gandhi will be the next Prime Minister of India. Seeing

my silence, he asks me to confirm his views. I do not. He cannot believe this. Then, who? Based on gut feel and not much else, I say 'Dr Manmohan Singh'. Ten days later, this came true. Holbrooke never tired of sharing this anecdote in speaking about India's culture and complexity and our difference from the US.

December 2008, Washington DC. A session on Indo-US relations. President-designate Obama will be sworn in January 2009. The Capital is agog with talk of Holbrooke becoming the Special Envoy for India, Pakistan and Afghanistan. He talks about this informally. Consults. Our response is that he will be given an Indian visa and not much else. 'India' just cannot figure in his title. It's unacceptable. He listens, he notes, he gets back to the leadership and the rest is known. He was initially excited by the title to include India but when we pushed back, he understood and he accepted.

Over the last two years, he would always make time for a quality conversation in DC about the region, the challenges, his efforts and his experiences. He observed the concerns of India and took seriously the suggestions we made, at official and non-official levels. He was always available on email but, even more so, on his cellphone (was anyone tapping?) to discuss updates and issues. He was open and deeply concerned when 'accused' by us of being partial or 'biased.'

Indians were somewhat apprehensive of this big and strong man in 2009, but that time passed as he reached out and connected, giving respect to Indian interlocutors. He was very pleased

to be seated with our Foreign Secretary at the US Vice President/Secretary of State lunch for the PM in November 2009. It gave him quality time with her. "I like her" he said, with affection and warmth.

In the dialogue with Delhi, he reached out beyond Government, constantly, to get a 'feel' of India. He built friendships in the process, over breakfast, lunch, dinner sessions. On the last occasion, he was having health issues and, at dinner, needed to keep his leg up to reduce pain. But he refused to cut on travel and work: 24x7 was his usual style. He also went out of his way to connect Admiral Mike Mullen, Chairman, US Joint Chiefs of Staff, to people in India so that he could have wider exposure.

When the Obama Administration took office, Richard Holbrooke was emphatic on the need for a strong South and Central Asia Bureau in the State Department. He was constantly consulting and, today, State has an outstanding team in this area, led by Bob Blake.

As a child, he lived in Delhi, briefly. His father worked here. He used to say that, given the opportunity, he would love to be the US Ambassador to India one day, to come back and live here.

We had many flights and car drives together and a shared interest in dealing with HIV/AIDS, he as the then president of the Global Business Coalition for HIV/AIDS and, I, as the managing trustee of the Indian Business Trust for HIV/AIDS. We worked together in this very difficult area for several years.

Finally, a very personal note. Richard and my wife, Ranjana, shared the same birthday, both Taurans, both strong and independent. Both to be 70 in 2011. We called them 'twins' and planned to celebrate together. Sadly, this is not to be.

Events Update

Entrepreneurship Initiative



Meeting on Development of the Entrepreneurship Initiative, in Mumbai

Members of Indian Industry, Harvard Business School, and the US Department of Treasury held a meeting on 14 December in Mumbai as a step towards the development of Entrepreneurship Initiative between India and the US.

Mr. Reuben Abraham, Indian School of Business (ISB) noted that the SME sector generates less than 10 % employment in India versus over 85% in the US. He indicated four areas that need to be addressed to enhance the role of SMEs in the Indian economy:

- Government and regulatory issues
- Access to finance (in terms of larger public market issues as India has the second largest number of

listed companies in the world after the US)

- Access to best practices in technological arena
- Management issues

Mr. Abraham spoke about IBS' collaboration with Parliamentary Research Service (PRS) on a programme aimed at legislators. In this partnership the PRS absorbs some of the costs while IBS provides the necessary infrastructure and expertise. Mr. Tom Nicholas of Harvard Business School spoke about the school's research center in Mumbai that runs executive education programmes that span 12 weeks to 2 years, while expressing the desire to further expand the US presence in India in the education arena.

The group discussed the need to formalize the supply chains between US companies and their Indian distributors. Additionally, market sectors that would benefit from US capital infusion were identified, with capital markets receiving particular attention because of the need for a deep and mature corporate bond market in India. To achieve this objective, the needs for innovation, financing technology and initiative by market participants were highlighted. Capacity building and reducing the cost of financing along with lesser emphasis on policy recommendations were also suggested. The US Treasury proposed to compile a list, for comments and further examination, of the key areas that should remain the focus of these initiatives.

In The Spotlight: IBF Members

NIIT Technologies

NIIT Technologies has acquired an electronic health records and referral management platform to initiate its foray into the lucrative healthcare segment in the US. The platform called 'Preferr' (Patient Referral System) enables seamless collaboration between all providers, namely physicians, hospitals, diagnostic facilities, and laboratories.



Tata Nano

Amid speculation about the future of its iconic brand-Tata Nano-in India, following a dip in sales in November 2010, several countries have expressed interest in Tata Motors' people's car.

Wipro China Operations

IT giant Wipro is strengthening its operations in China by setting up four new labs (for android platform, wireless telecom, mobility and ATG) and three centres of excellence, but a US-based analyst firm has warned that rising competition from Chinese

vendors could hit the Indian firm.

L&T Infotech-IBM Partnership

L&T Infotech announced a strategic partnership with IBM in the Business Process Management (BPM) space, using IBM's WebSphere Lombardi Suite of products. This partnership will offer BPM solutions such as business process modeling, implementation, integration solutions and services. Further, L&T Infotech is launching customizable BPM solutions in the areas of Banking and Financial Services like corporate loans, know your customer, credit card issuance, accounts payable and insurance (claims processing, underwriter workflow) by leveraging Lombardi.

US-India Corporate Watch

- US Eyes Trade in Tier II, III Indian Cities: The United States would focus on tier II and III cities in India for increasing trade as they offer huge business potential, said Ms Aileen Nandi, US Commercial Consul for South India. India's exports to the US stand at USD 21 billion per annum while it imports USD 16 billion worth goods from USA, Ms Nandi said, adding that while textiles and jewellery form the majority of Indian goods headed to the US, aircraft components and medical equipment were the most bought items from America.
- Xiotech India Operations: US-based Xiotech Corporation, an Intelligent Storage Element (ISE) company that provides storage blades, is expanding its India operations and is planning to increase investment in its Hyderabad facility. "We have made an initial investment of \$20 million, including about \$10 million in equipment. Now, the annual spend on the Hyderabad centre is likely to increase by 20 per cent," said Mr Alan Atkinson, President and CEO, Xiotech. The centre will also develop ISE innovations, particularly in enabling virtualisation and cloud services for emerging markets. Xiotech's growth plans in India include establishing a strong channel and systems integration network. The target markets are IT services, banking and financial services and telecom in Delhi, Mumbai, Bangalore and Chennai, besides Hyderabad.
- Maini Materials: Bangalore-based Maini Materials Movement has inked a strategic agreement with the world's third largest forklift and materials handling equipment manufacturer, Nacco Material Handling Group, USA. The partnership will include the manufacture of specific Yale products within India, besides representing Yale's extensive range

of warehouse equipment and forklift trucks made at overseas factories, in India.

- **Tecumseh Compressors:** Tecumseh India, a leading manufacturer of compressors for air-conditioning and refrigeration products, and part of the US-based Tecumseh, has bagged an order to supply compressors for Panasonic refrigerators to be made in India. Tecumseh has strategic partnerships with leading brands, including Whirlpool, Voltas, Videocon, Haier, LG, Carrier and Blue Star.
- **US Stake in Nitin Cylinders:** US-based Worthington Industries, which manufactures pressure cylinders, has picked up 60 per cent stake in Nitin Cylinders, a wholly-owned subsidiary of Nitin Fire Protection Industries, for around \$21 million. After the deal, the subsidiary will turn into a joint venture between Nitin Fire and Worthington. Nitin Cylinders is one of the largest manufacturers of compressed natural gas (CNG) cylinders in India.
- **Lincoln Pharma - Human Biosciences Inc.:** Ahmedabad-based Lincoln Pharmaceuticals Ltd., has tied up with US-based Human Biosciences Inc. for exclusive marketing and distribution of two HBI wound care management products in India: Medifil and Skin Temp, that enjoy a 22 per cent market share in their category in India. The company plans to set up a manufacturing unit in the future to increase production of these products.
- **Surya Acquires ActivOn:** Chandigarh-based Surya Pharmaceutical Ltd, has acquired ActivOn, a leading OTC analgesic drug brand in the USA, with global marketing rights. The brand comes with the acquisition of Ameshire Investment Corp, USA, through its 100% subsidiary based out of Singapore. The company has funded the investment of US\$ 22 million through a mix of internal accrual and debt financing from EXIM Bank. Through the acquisition, the company also adds Preferon, Firston and Renewin to its portfolio.
- **LinguaNext Forays into India:** LinguaNext, a global application language enablement solutions provider, announced the acquisition of Image Point Technologies, to foray into India. Eying over Rs 300 crore revenue in the next three years, LinguaNext will offer local language solutions mainly in the e-governance, insurance and human resource verticals. Image Point is already active in the application language enablement space in India, with strong focus on the banking vertical.

- **Kendle Expansion:** Kendle, the world's fifth largest Clinical Research Organisation (CRO), that started operations in Gujarat's first IT special economic zone (SEZ) Mindspace in June 2010 is all set to expand. The CRO, that started with around 50 people dealing with clinical data management will expand to 103 by February 2011, and eventually up to 300 associates. The company that employs 3700 people worldwide across 30 countries started its India operations in 2004 with an office in Delhi. Globally, Kendle is a \$416 million company.

US Economy Watch

- **US Q3 GDP:** Real GDP, the output of goods and services produced by labour and property located in the United States, increased at an annual rate of 2.6 percent in the third quarter of 2010, (that is, from the second quarter to the third quarter), according to the third estimate released by the Bureau of Economic Analysis. In Q2, real GDP increased 1.7 percent.
- **2% US GDP Growth Expected:** Real GDP growth in the US is expected to be around 2.2% for the upcoming year, which would leave the possibility of the Fed adjusting QE2 a real possibility.
- **Unemployment Rate:** Twenty-eight states and the District of Columbia posted unemployment rate decreases from a year earlier, 17 states reported increases, and 5 states had no change. The national jobless rate edged up by 0.2% between October and November to 9.8 percent, but was little different from a year earlier.

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2000	4.0	4.1	4.0	3.8	4.0	4.0	4.0	4.1	3.9	3.9	3.9	3.9
2007	4.6	4.5	4.4	4.5	4.4	4.6	4.6	4.6	4.7	4.7	4.7	5.0
2008	5.0	4.8	5.1	5.0	5.4	5.5	5.8	6.1	6.2	6.6	6.9	7.4
2009	7.7	8.2	8.6	8.9	9.4	9.5	9.4	9.7	9.8	10.1	10.0	10.0
2010	9.7	9.7	9.7	9.9	9.7	9.5	9.5	9.6	9.6	9.6	9.8	

Source: US Bureau of Labor Statistics

- **Concern Over Jobs:** Confidence among US consumers unexpectedly fell in December, restrained by concern that jobs will remain scarce in 2011.
- **US Budget Deficit:** Senator Coburn said he has figured out at least \$350 billion in wasted spending under the Obama administration that could be eliminated without hurting anyone. ■

India REGIONAL R O U N D U P

East

Bihar

MSME Forum

3 December, Patna



Ramesh Datla, Chairman, CII National MSME Council, addressing the MSME Forum in Patna

The MSME Forum explored various avenues of finance, branding and marketing of MSMEs and their products, vendor development and sharing of best practices by successful MSMEs. Mr S Vijayaraghavan, Advisor to the Chief Minister of Bihar, was the Chief Guest.



C K Mishra,
Principal
Secretary,
Industries,
Bihar

Bihar FINEXE 2010

22 December, Patna

Bihar Finexe 2010 deliberated on the role of banks and NBFCs in financing growth, insurance for inclusive growth and personal wealth creation through capital growth. Mr C K Mishra, Principal Secretary, Industries, Bihar, was the Chief Guest.

Chhattisgarh

Powering Chhattisgarh

21 December, Raipur



P Joy Oommen,
Chief Secretary,
Chhattisgarh

Mr P Joy Oommen, Chief Secretary, Chhattisgarh, was the Chief Guest at the conference on 'Powering Chhattisgarh – Towards Sustainable Growth.' Mr Aman Kumar Singh, Secretary, Energy,

Chhattisgarh, Mr Manoj Dey, Chairman, CSERC, Mr G S Kalsi, MD, Chhattisgarh Power Transmission Company, and Mr V K Srivastava, MD, Chhattisgarh Power Trading Company, besides others, addressed the conference.

Jharkhand

Manufacturing Excellence 2010

9 December, Jamshedpur



Anand Sen, Vice Chairman, CII Jharkhand; H M Nerurkar, MD, Tata Steel Ltd; G K Pillai, Chairman, CII Jharkhand; and S K Behera, Chairman, CII Jamshedpur Zonal Council

The Conference on Manufacturing Excellence 2010 – The Next Wave, deliberated on the road ahead in making India a global manufacturing hub, with dedicated sessions on World Class Manufacturing, TQM & Safety and Building Linkages for MSMEs. Mr H M Nerurkar, MD, Tata Steel Ltd was the Chief Guest.

Odisha

AIDS Awareness Run

1 December, Bhubaneswar & Balasore



AIDS Awareness Marathon in Bhubaneswar

CII participated in a mini – marathon in Bhubaneswar to commemorate World AIDS Day. Mr Prabin Chandra

Bhanj Deo, Minister of Sports & Youth Services, Odisha, was the Chief Guest.

In Balasore, a students' rally was held to promote awareness on HIV and AIDS. The students also took part in a quiz and debate competition on HIV / AIDS.

World Disabled Day

3 December: Bhubaneswar & Balasore

On World Disabled Day, CII Orissa donated cricket sets and books to the students of Nuresry School for the Deaf in Bhubaneswar.

Learning and playing aids were also donated to 24 students of Prayas a school for blind children, in Balasore.



Arindam Gupta, Vice Chairman, CII North Orissa Zone, donating a walking aid to a student in Balasore

AncilEX

28 December, Jajpur



K N Khatai, Director, Industries, Odisha; M B S Nair, Chairman, CII North Orissa Zone; T Ramchandru, Principal Secretary, Industries, Odisha; and P K Mohanty, OAS (SAG), Collector-cum-District Magistrate

AncilEX – a conference on Ancillarisation was organized to strengthen the existing ancillary and downstream industries of the state and to promote new entrepreneurship. Mr T Ramchandru, Principal Secretary, Industries, Odisha, was the Chief Guest. Mr K N Khatai, Director, Industries, Odisha, Mr P K Mohanty, OAS (SAG), Collector-cum-District Magistrate, and Mr S K Dash, General Manager, DIC, also addressed the gathering.

Logistics Odisha

29 December, Bhubaneswar

The conference on Logistics Odisha highlighted the new projects, partnerships and prospects of the Government of Odisha to the producers and users of Logistics in the state. Mr Sanjeeb Sahoo, Minister of Commerce & Transport, Odisha, Mr T Ramchandru, Principal Secretary, Industries, Odisha; and Mr G K Dhal, Principal Secretary, Commerce & Transport, Odisha, addressed the conference.



Sanjeeb Sahoo, Minister of Commerce & Transport, Odisha; B L Bagra, Vice Chairman, CII Odisha; T Ramchandru, Principal Secretary, Industries, Odisha; and G K Dhal, Principal Secretary, Commerce & Transport, Odisha, at Logistics Odisha

West Bengal

AIDS Awareness

1 December, Siliguri



AIDS Awareness Campaign in Siliguri

On World AIDS Day, a red ribbon, a sign of AIDS Awareness, was given to all who visited the branches of the United Bank of India in Siliguri.

World Disabled Day

3 December, Kolkata

A film festival on the occasion of World Disabled Day began with the screening of 'Motion Disabled,' a film by internationally renowned Simon Mckeown. Some short films by IICP, National Trust and others, based on the rights of persons with disabilities, were also screened.

Interactive Session on Belgium

3 December, Kolkata

The Ambassador of Belgium to India, Mr Jean M Deboutte, interacted with CII members on the potential areas of collaboration between India and Belgium in trade and investment.



Sanjay Budhia, Chairman, CII National Committee on Exports; and Jean M Deboutte, Ambassador of Belgium to India

Mission Environment

8 December, Kolkata

'Mission Environment – Responding to Warnings,'



K S Rajendra Kumar, Additional Chief Secretary, Environment, West Bengal, inaugurating 'Mission Environment' in Kolkata

deliberated on the Impact of Industrialisation on Biodiversity, Innovation in Sustainable Development and Carbon Capture. The conference was organized to facilitate industry to work together towards sustainable growth in segments such as Metal, Agriculture, Water Resource, and Energy. Mr K S Rajendra Kumar, Additional Chief Secretary, Environment, West Bengal, Mr Malay Kr De, CMD, West Bengal State Electricity Distribution Company Ltd, and Principal Secretary, Department of Power & NES, West Bengal, besides many others, addressed the gathering.

Visual Merchandising

9 December, Kolkata



At the Visual Merchandising Workshop in Kolkata

The workshop on Visual Merchandising provided a better understanding about the nuances of visual merchandising to enhance brand image, improve merchandising skills and increase market share.

Doing Business in Singapore

10 December, Kolkata

Visiting members of the Board of Directors of Ascendas Property Fund Trustee, Singapore, interacted with select CII members from the Manufacturing, Logistics and IT sectors to understand the present business dynamics and to explore opportunities.

Design Clinic Scheme

14 December, Baruipur

The Design Clinic Scheme for Design Expertise to

MSMEs, an initiative of the Union Ministry of MSME, has been launched under the National Manufacturing Competitiveness programme. CII Eastern Region is organising awareness workshops and seminars on the Scheme across the region. A workshop on the Design Clinic Scheme was organised in Moonlight Engineering Company at Baruipur.

Interactive Session on Tourism

14 December, Kolkata

In an interactive session with Mr Raghvendra Singh, Principal Secretary, Tourism, Sports and Youth Services, West Bengal, CII offered to work closely with the State Government to promote the



Raghvendra Singh, Principal Secretary, Tourism, Sports and Youth Services, West Bengal; and Manab Pal, Chairman, Tourism Sub-committee, CII (ER)

tourism grid of the Eastern Region. CII also proposed the creation of a Tourism Board for various tourism initiatives.

Industry – Defence Linkage

18 December, Kolkata

With the Government of India continuously increasing its expenditure on Defence and endeavouring to indigenise defence equipments, opportunities are abundant for industry, especially MSMEs, to partner with Defence bodies. The conference on 'Industry – Defence Linkage' showcased various opportunities for industry to partner with Defence.



M K Narayanan, Governor, West Bengal, inaugurating the Conference on Industry – Defence Linkage in Kolkata

Mr M K Narayanan, Governor of West Bengal, inaugurated the Conference.

The Golden Peacock Moment

21 December, Kolkata

'Celebrating Excellence – The Golden Peacock Moment' had the perfect touch of glitz and glamour to appreciate excellence in Bengali cinema. The team of the film, *Moner Manush* was felicitated for winning the Golden



'Celebrating Excellence – The Golden Peacock Moment' in Kolkata

Peacock Award at the 41st International Film Festival of India (IFFI).

Along with a host of celebrities from all walks of cinema and art, Mr Gautam Ghose, filmmaker, Mr Prosenjit Chatterjee, actor, Mr Sunil Gangopadhyay, author, Mr Sandip Ray, filmmaker, Mr Ranjit Mullick, actor, and Chairman, SRFTI and Ms Usha Uthup, singer, participated in the event.

The formation of an formation of an CII Entertainment Task Force with equal participation from the industry and the film fraternity was proposed at the forum, to encompass and integrate the entertainment sector of the eastern region, ensuring the overall growth and development of the industry.

Hydrocarbon Conclave

22 December, Kolkata

The first edition of the 'Hydrocarbon Conclave – Challenges, Innovations & The Way Forward' deliberated



Inauguration of the Hydrocarbon Conclave

on the factors leading to India's evolution as a dynamic marketplace for hydrocarbons, particularly natural gas.

Interactive Session on Bhutan

25 December, Kolkata

CII Eastern Region organised an interactive session with Mr Khandu Wangchuk, Minister of Economic



Kurush Grant, Chairman, CII (ER) and Khandu Wangchuk, Minister of Economic Development, Bhutan, in Kolkata

Development, Bhutan. The session focused on the opportunities and potential ties between India and Bhutan in trade and investment.

North

Delhi

Doing Business with Japan

21 December, New Delhi



Shiro Muramoto, Executive Director, Muramoto Industry Co. Ltd; Toshizo Ido, Governor, Hyogo Prefecture; and Zubin J Irani, Chairman, CII Delhi

Mr Toshizo Ido, Governor of Hyogo Prefecture, Japan, led a high-level business delegation to India to promote economic ties between Hyogo and India. Industry representatives from Hyogo interacted with members of Indian industry at a seminar to explore new business opportunities.

Jammu & Kashmir

Solid Waste Management

14 December, Jammu

The workshop discussed various techniques to convert solid waste into useful products, while highlighting the regulatory issues involved. It also described the roles and responsibilities of the implementing, enforcement and regulatory agencies. Besides representatives of local industries, the workshop was attended by 60-70 key officials from the J&K State Pollution Control Board, the Municipal Corporation, Jammu, and the Directorate of Local Bodies, Jammu.



Sanjeev Verma, Dy Commissioner, Jammu

Energy Conservation

18 December, Jammu

As a part of the CII-BEE energy conservation awareness initiative, a workshop was organised to promote energy efficient and cost reduction practices. The



Raju Chowdhary, Vice Chairman, CII J&K; Virender Sharma, Director, MSME; B S Dua, Director Industries & Commerce, Jammu; and Vicky Mahajan, Chairman, CII J&K

workshop shared various schemes under the National Manufacturing Competitiveness Programme for MSMEs with participants from the Jammu, Baribrahmana, Samba and Kathua industrial areas.

Punjab

Goods & Services Tax

17 December, Chandigarh

The session debated the possible implications of GST and preparedness of the State Government for effective and efficient applicability of this new regime. Mr Venu Prasad, Commissioner, Excise & Taxation, Punjab, was apprised of industry's views and concerns regarding implementation of GST.

Family Business

23 November, Ludhiana



Sachit Jain, Executive Director, Vardhman Textiles Ltd; Sunil Kant Munjal, Past President, CII, and Chairman, Hero Corporate Service Ltd; Prof K Ramachandran, Indian School of Business, Hyderabad; and Rajinder Gupta, CEO & MD, Trident Group, at the Session on Family Business

The session, with participation from all the leading business families in Ludhiana, discussed various facets of a family business, like managing succession, family governance, managing change, leadership, mentoring the next generation, sustaining family traditions and perpetuating family businesses. Mr Sunil Kant Munjal, Past President, CII, and Chairman, Hero Corporate Services was the key speaker, while Prof K Ramachandran, Faculty, Indian Business School, was the chief faculty at the session.

Rajasthan

Learning by Sharing

10 December, Jaipur

A quality mission with 35 industry participants visited

Autolite India Ltd and Bosch Ltd. to understand their best practices to enhance competitiveness.

Indo - Pak Expo

16-20 December, Jaipur

The Indo-Pak Expo was a unique effort to improve trade relations between India and Pakistan, and promote people to people contact.



Indo-Pak Expo in Jaipur

More than 40 exhibitors displayed a wide array of products like garments, footwear, handicrafts, onyx, dry fruit, kitchenware, marble, melamine, furniture, cutlery, paintings, gemstones, jewellery, and sports goods. Delicious Pakistani fare like phirni, kheer, etc added a sweet touch the event.

Uttar Pradesh

IT-BPO Hub

18 December, Lucknow

Taking forward CII's agenda for greater economic activity in Lucknow and the industrial rejuvenation of Kanpur, the interactive session discussed the development of the Lucknow-Kanpur corridor as an IT-BPO Hub. Calling for a Special Purpose Vehicle for this, the session urged the government to promote an IT SEZ in Lucknow, as done in other tier-2 cities.



Prof Sanjay Dhande, Director, IIT, Kanpur; Anoop Mishra, Infrastructure & Industrial Development Commissioner, UP; and Jayant Krishna, Chairman, CII UP

An Evening with Muzaffar Ali

23 December, Lucknow

To experience the rich nawabi heritage of the state, eminent bureaucrats and select CII members visited Kotwara House, the historic home of Muzaffar Ali,



Jayant Krishna, Chairman, CII UP, with Muzaffar and Meera Ali

Raja of Kotwara, and well-known filmmaker, painter and designer. The guests went around the haveli, the living museum, an atelier and a studio endowed with paintings, photographs, etchings, and craft, as well as and memorabilia from Muzaffar Ali's films. The exclusive culturally rich evening treated the visitors to live music and Kathak dance, as well as an authentic line-up of Lucknavi cuisine.

Concrete Roads

27-28 December, Gorakhpur

The two day training programme shared best practices in concrete road construction with 125 senior officials from the Rural Engineering Services and Public Works Department. The programme discussed concrete road design, with special focus on Jointed Plain Concrete Pavements, the pavement technique mostly used in India and the role of equipment in the building and beautification of roads.



Rakesh Kumar, Scientist, CRRI, Delhi; and Danish Rashid, Head, Business Development, ACC Ltd at the programme on 'Concrete Roads'

Uttarakhand

CII Uttarakhand Cricket Cup

11-19 December, Dehradun

CII Uttarakhand organized its first-ever T20 cricket tournament for industry in the Kumaon and Garhwal region, with eight corporate teams.



T20 Cricket tournament Team

South

Seminar on Slovenia

7 December, Chennai

A 10 member Slovenian delegation from the Transport and Logistics sector, led by Mr Janez Premoze, Ambassador, Republic of Slovenia, presented the capabilities of



At the Seminar on Slovenia

its ports and logistics sector, to raise awareness on

the opportunities available for Indian businessmen and promote collaborative business partnerships in this sector.

Roundtable on Right to Education

20 December, Chennai

The session deliberated on the RTE Act and Draft Model Rules, and their implications.

Entrepreneurship Development in Agriculture

30 December, Chennai

This session presented the vast opportunities available in the agriculture sector to rekindle the entrepreneurial spirit among the youth, as well as provide a strong base for those aspiring to become agri-entrepreneurs.

Andhra Pradesh

College Excellence Cluster

13 December, Hyderabad

A college cluster was launched to enhance the capabilities of colleges by organizing CEO Speak Sessions, CXO Speak



Launch of College Excellence Cluster

Sessions, Faculty Development Programmes and Faculty Mission programmes with the colleges registered under the cluster.

Workshop on LEAN

16 December, Hyderabad

The workshop trained manufacturing organizations on achieving superior quality, higher productivity, perfect delivery performance, overall customer satisfaction and enterprise excellence, all with lower cost.

HR Training Session

17 December, Hyderabad

The HR training session on 'Mentoring & Developing Next Gen Leaders' disseminated knowledge and skills amongst HRD professionals and practitioners, and shared information and experiences relating to HRD.

Conference on Natural Gas

22 December, Hyderabad

The 4th edition of the conference discussed various aspects of the natural gas industry, highlighting the demand for industrial gas, regulatory issues, and HR demand. It projected Andhra Pradesh as the 'Hub of Natural Gas in India.' The conference was inaugurated by Mr. N Kiran Kumar Reddy, Chief Minister of Andhra Pradesh.

Environment Friendly Technologies

28 December, Hyderabad



Conference on Environment-friendly Technologies

The conference on 'Environment Friendly Technologies' helped identify critical cost-effective technologies to manufacture different products in an environmentally friendly manner. It deliberated on clean production technologies, sustainable green buildings, water treatment technologies, industrial and hazardous waste management and biomedical waste management.

Karnataka

Candlelight Vigil on AIDS Day

1 December, Bangalore



Commemorating World AIDS Day

Volunteers from member companies and the CSR and AA Panel of CII Karnataka participated in the World AIDS Day Candlelight Vigil organized by the Karnataka State AIDS Prevention Society.



N Kiran Kumar Reddy, Chief Minister, Andhra Pradesh; R Suresh, Sr VP, Reliance Industries Ltd; Jayadev Galla, Vice Chairman, CII AP; Busi Sam Bob, Principal Secretary, Industries & Commerce, AP; L Mansingh, Chairman, Petroleum and Natural Gas Regulatory Board; Shakti Sagar, Chairman, CII AP; and Vinayak Chatterjee, Chairman, CII National Council on Urbanization and Future Cities, & Chairman, Feedback Ventures India Pvt. Ltd

Session on Czech Republic

2 December, Bangalore

The interactive session with members of the visiting delegation from the Czech Republic helped explore mutual areas of business and investment opportunities. The visitors also provided first-hand information on the current market conditions, business and investment climate in the Czech Republic.



S Chandrasekhar, Vice Chairman, CII Karnataka; Miloslav Stasek, Ambassador of the Czech Republic to India; Milan Hovorka, Deputy Minister of Industry and Trade, Czech Republic; and Aroon Raman, Chairman, CII Karnataka

Implementation Risks in Infra Projects

8 December, Bangalore

The session discussed the various shortcomings in the infrastructure sector which need urgent attention from the government, corporate bodies and society.

Environment Management Systems

20-21 December, Bangalore

The workshop helped create awareness and disseminate information among the industries in Karnataka on Environment Management Systems and Regulations.

Tamil Nadu

TN Disability Conclave 2010

17-18 December, Chennai



At the TN Disability Conclave 2010 in Chennai

Organized in association with Voluntary Health Services, the conclave called for approaching disability in a multi-pronged perspective by integrating medicine and society. The conclave also included screening the profiles of disabled job applicants and facilitated one to one interactions for employment opportunities with industries from the manufacturing, healthcare, hospitality, IT and FMCG sectors.

TN Solar Convention 2010

21 December, Chennai

The convention brought together researchers and practitioners to exchange knowledge and decide future actions and collaborations to spread the access of Solar Energy in the state. Dr M K Stalin, Deputy Chief Minister of Tamil Nadu, who was the Chief Guest, released the



Dr. M K Stalin, (centre), Deputy Chief Minister, Tamil Nadu releasing the CII Report on 'Solar Roadmap for Tamil Nadu.'

Also seen: Ramesh Kymal, Chairman, TN Solar Convention 2010; Dr Christodas Gandhi, Additional Chief Secretary & CMD, Tamil Nadu Energy Development Agency; Nandini Rangaswamy, Chairperson, CII Tamil Nadu and N K Ranganath, Vice Chairman, CII Tamil Nadu

feasibility report on 'Solar Road Map for Tamil Nadu: Opportunities and Role of Government & Industries.'

'Get Smarter with Risk Management'

23 December, Chennai

The session gave an overview on smarter approaches to risk management; policy and regulatory initiatives on risk management – a national perspective and managing risks in currency and commodity movement.

Puducherry

EXIM Policy

2 – 3 December, Puducherry

The workshop equipped managers / executives who are handling Export and Import in industries on the Foreign Trade Policy, law, procedures, documentation, etc.

Project Management

22 December, Puducherry

The workshop addressed all phases of a project: initiating, planning, executing, controlling, and closing.

Zones

Chennai

Manufacturing Excellence Mission

15 December, Chennai

The Manufacturing Excellence Mission visited Wabco-TVS (India) Ltd and Wheels India Ltd to examine and learn their best practices on 5S, TQM, and Total Employee Involvement.

Training on 'Basic Life Support'

17 December, Chengelpet

The training session on Basic Life Support taught participants how to handle life-threatening emergencies, provide cardiopulmonary resuscitation, and relieve choking in a safe, timely and effective manner.

Finance Availability for MSMEs

21 December, Chennai

The seminar reviewed and analyzed the finance sources available to MSMEs, and helped organizations explore various funding opportunities available with banks and financial institutions.

Cloud Computing

22 December, Chennai

The conference explained the concept of cloud computing which is gaining rapid acceptance around the globe.



Conference on Cloud Computing

Coimbatore

ERP for the Textile Industry

17 December, Coimbatore



Session on ERP for the Textile Industry

The session highlighted the benefits to organizations by implementing ERP as a tool for managing business and enhancing productivity.

Skill Development in India

22 December, Coimbatore

The session deliberated on the opportunities and challenges of skill development in India.



M V Subbiah,
Past President,
CII, and
Chairman,
NSDC

Erode

How to Save Energy?

16 December, Erode

Coinciding with 'Energy Conservation Week' celebrated by the Tamil Nadu Electricity Board, the session shared energy saving tips with members the public.

Finexe 2010

23 December, Erode

Finexe 2010 gave MSMEs an opportunity to explore various financial products under one roof. The session included one-to-one interactions with public and private banks, MSME industrial institutes, tax consultants, etc

Mysore

Past Chairmen's Forum

7 December, Mysore

The first meeting of the Past Chairmen's Forum of CII Mysore Zone provided a good networking platform for initiatives at the zonal level such as



Past Zonal Chairmen's Forum meeting
in Mysore

Total Wellness Management, Industry Connect, Leaders Speak, and Destination Mysore.

Innovation & Intellectual Property

10 December, Mysore

The session covered basic concepts of innovation; examples of how various industries have innovated and created a business edge; and some of the tools and tricks to institute systematic innovation in an organization.

Lean Manufacturing

20 December, Mysore

The seminar equipped the participants with skills to recognize and eliminate 'Waste' and improve 'Flow' in their operations.

Direct Taxes Code

24 December, Mysore

The session covered the basic concepts of the code, and technical details on business income, salary, house, property and capital gains, aggregation, set off, carry forward, tax savings schemes, and advance tax.

Trichy

CEO Speak Series

15 December, Trichy

Mr S Gopinath, Chairman, CII Trichy, addressed 450 management students of colleges in and around Trichy on the mandatory requirements to become a successful manager.

Corporate Week Celebration

21 December, Trichy

Mr S Gopinath, Chairman, CII Trichy addressed management students of Jamal Mohammed College and the members of ICAI to commemorate Corporate Week.

College Excellence Cluster

20 December, Trichy

The evening session helped students of cluster colleges understand the wide range of opportunities in the public sector and private sector and the skills to be developed by a student to fit him/her in to the available opportunities.

Becoming a Successful Manager

23 December, Trichy

The workshop highlighted the key concepts in Management and HRD that would help achieve organizational goals.

Visakhapatnam

Energy Efficiency Workshop

3 December, Visakhapatnam

The Joint CII – BEE workshop was organized to encourage industries to adopt energy efficient technologies.

Trade with Canada

9 December, Visakhapatnam



Srinivas Raju, MD, Geomardy; Capt. Sriram Ravi Chander, Chairman, CII Visakhapatnam; Shaun Wedick, Consul, Consulate of Canada; and R V S Raju, Vice Chairman, CII Visakhapatnam

The interactive meet with Mr. Shaun Wedick, Consul, Consulate of Canada, explored and discussed possible trade opportunities. Earlier, Mr Wedick visited Vizag Port Trust, Visakha Container Terminal Pvt Ltd and Lazarus Hospital, for a comprehensive overview about the potential business areas in Visakhapatnam.

West

GOA

Finance for Non-Finance Executives

7 - 8 December, Panaji

The workshop gave participants an insight into the financial dimensions of the corporate decision making process. It explained how to develop financial budgets and measure performances, understand finance and financial statements, costs and their impact on profitability, budgeting and performance management, investment evaluation techniques, financing and dividend decisions, and risk management.

Interaction with Senior Town Planner

9 December, Panaji

The Government of Goa and the Task Force on the Regional Plan for Government of Goa 2021 have finalized the plan for Pernem and Canacona Taluka. As this decision is likely to reflect on other talukas, an interactive session with Mr S T Puttaraju, Senior Town Planner, Goa, was organised.

Gujarat

Faculty Development Programme

1 - 4 December, Rajkot

A CII - IBM faculty training programme was held on the IBM Rational Application Developer (RAD) 7.0 which helps to create, test, debug and package J2SE and J2EE applications.

6th Gems & Jewellery Leadership Forum

4 December, Surat

The forum explored ways and means of reaching out to young talent, and apprising them of the opportunities in the sector, to retain talent within the city.

Agribusiness: Opportunities & Challenges

8 December, Ahmedabad



Dileep Sanghani, Minister for Agriculture & Cooperation, Gujarat, inaugurating the Agribusiness Seminar

The Agribusiness Seminar, inaugurated by Mr Dileep Sanghani, Minister for Agriculture & Cooperation, Gujarat, had two international speakers and many speakers from different parts of the country.

Executive Education

9 December, Vadodara

The session oriented the participants on the current trends in executive education and how it can be an excellent people development scheme.

Session on Pollution Control

10 December, Surat

CII members interacted with Mr K U Mistry, Chairman, Gujarat Pollution Control Board, to express their issues and concerns.

6th MSME Development Meet

15 - 16 December, Vadodara

The Meet discussed how technology, innovation, financing, HR management, effective project management, and vendor development can help MSMEs grow. The latest scenario on the taxation front such as GST, DTC etc was also covered.

Integrated Mining Cities

16 December, Ahmedabad



Saurabh Patel, Minister of State for Industries & Mines, Gujarat, inaugurating the Seminar on Integrated Mining Cities

The seminar, inaugurated by Mr Saurabh Patel, Minister of State for Industries & Mines, Gujarat, explained the concept of Integrated Mining Cities to be developed in the state.



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

India Energy Conclave 2010

20 December, Ahmedabad

The Conclave, supported by the State Government as part of Swarnim Gujarat and Vibrant Gujarat 2011, had the theme of 'Innovative Ideas for the Indian Power Sector.' An exclusive CEO's roundtable: 'Power Sector – Growth Models and Imperatives for the Future' was also held.

Managing Contract Labour

22 December, Vadodara

The session discussed the rights, duties, and liabilities of the Principal Employer and the Contractor and viable systems within the permits of the law.

Enhancing Personal Productivity

23 December, Vadodara

The hands-on workshop went beyond 'feel good' seminars to provide a comprehensive system to get a relaxed control of one's workday.

Madhya Pradesh

Urban and Rural Concrete Roads

1 December, Bhopal

The technical seminar brought in the best knowledge available in the country in the field of construction of roads in rural and urban limits. Equipment manufacturers were also involved in this seminar, which was inaugurated by Mr Gopal Bhargava, Minister for Panchayat and Rural Development, Madhya Pradesh.

How to be an Effective Supervisor

4 December, Gwalior

The session was held to develop supervisory skills, which include basic management skills (decision making, problem solving, planning, delegation and meeting management), organizing teams, noticing the need for and designing new job roles in the group, hiring and training new employees, and employee performance management.

MSME Learning Mission

16 December, Indore

The delegation visited Bharat Heavy Electricals Ltd and Bend Joints Pvt Ltd in Bhopal to study their best manufacturing practices.

Members Meet & Road Show

18 December, Dewas



Road Show in Dewas

The Road Show was held to discuss issues being faced by local industry and also to promote CII membership in the Dewas zone.

Inclusive Workplace

24 December, Indore

The workshop on 'Building Cultural Capabilities for an Inclusive Workplace' provided participants a specific idea about what they can do, and what they can influence colleagues and subordinates to do, to harmonise the day-to-day practices and procedures of their unit.



Workshop on 'Building Cultural Capabilities for an Inclusive Workplace'

Industrial Pneumatics

28 December, Indore

The training programme explained the latest trends and standards in industrial pneumatics.

Maharashtra

Logistics Mission

4 December, Mumbai

Members of the Logistics Sub Committee visited Arshiya International Ltd, in Panvel, Mumbai, to understand its unique features as a pioneer in Free Trade and Warehousing.

Visit of French President

7 December, Mumbai



Nicolas Sarkozy, President, Republic of France; Hari S Bhartia, President, CII; Rajan Bharti Mittal, President, FICCI; and Jean-François Cirelli, Vice Chairman and President, GDF Suez

CII facilitated the visit of Mr Nicolas Sarkozy, President, Republic of France, and his delegation, to Mumbai. In their honour, CII organized an exclusive interaction and panel discussion on 'G20 agenda: the viewpoint of Indian and French Business.' CII also organized the India- France Economic Conference 'Together to build a sustainable future' jointly with FICCI.

'Positive Work Culture'

6 - 7 December, Nagpur

The session on 'Positive Work Culture in Changing Industrial Environment' developed awareness about the changing economic and industrial scenario and its effects.

Dealing with HIV / AIDS

20 December, Nashik

The conference highlighted the challenges and opportunities of the Business Response to HIV/AIDS by showcasing the partnerships between business, government and civil society which have extended the reach of the programmes through shared infrastructure and human resources.



Prashant Harkare, Deputy General Manager, M&M, at the AIDS Conference

Six Sigma Black Belt Course

20-22 December, Pune

Six Sigma is being widely used all over the world for reducing process variations, cutting costs and improving productivity. The Six Sigma black belt certification course trained participants on the Six Sigma approach.

Surface Transport Summit 2010

21 - 23 December, Mumbai

The first of its kind exhibition on Surface Transport infrastructure, inaugurated by Mr Shyamalkumar Mukherjee, Joint MD, Maharashtra State Road

Development Corporation, showcased the latest advancements in the transportation sector with participation from some of the major national and global companies in the sector and a Canadian Pavilion. The emphasis was on the latest products, equipments and technology with a focus on efficiency, productivity, safety, environmental protection, cost effectiveness and construction quality.



Karunakaran Ramchand, MD, IL & FS Transportation Networks Ltd; Shyamalkumar Mukherjee, Jt MD, MSRDC; Gopal N Sarma, Partner, Bain & Company India Pvt. Ltd; and J P Nayak, Chairman, Surface Transport 2010 and Whole-Time Director & President, Machinery & Industrial Products, Larsen & Toubro Ltd, inaugurating the Surface Transport Summit & Exhibition