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SPRINGBOARD FOR GROWTH

Industry Recommendations for Budget 2015-16

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21ST PARTNERSHIP
SUMMIT

India - US
Business Summit

CII@Davos

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A125-member strong CII delegation participated in the World Economic Forum's Annual Meeting in Davos-Klosters, Switzerland.



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

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JOURNAL OF THE CONFEDERATION OF INDIAN INDUSTRY

President Obama and Prime Minister Modi address the India – US Business Summit

CII was proud to co-host the **India-US Business Summit** featuring Mr Narendra Modi, Prime Minister of India, and Mr Barack Obama, President of USA. The two leaders addressed a distinguished audience from Indian and American Industry on 26 January in New Delhi.

While Mr Modi promised an open business environment, a predictable tax regime and ongoing efforts to



Narendra Modi, Prime Minister of India, and Barack Obama, President of USA, at the India-US Business Summit in New Delhi

remove 'remaining uncertainties,' President Obama raised issues of trade barriers and Intellectual Property Rights while seeking and recognizing the Modi Government's efforts to ease the way business is done in India.

President Obama also highlighted that only 2%

of America's imports come from India and, of all its exports, just over 1% go to India. He also compared the current India-US bilateral trade of US\$ 100 billion



Barack Obama, President of the United States of America, greeting Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, as Pranab Mukherjee, President of India, and Michelle Obama, First Lady of the United States, look on, at Rashtrapati Bhavan, New Delhi

to US-China trade of US\$ 560 billion, stressing on the vast untapped potential of the business partnership.

The US President announced a series of initiatives to help support thousands of jobs in both countries. Specifically, over the next two years, the US Export-Import Bank will commit up to US\$1 billion in financing to support 'Made-in-America' exports to India and OPIC will support lending to small and medium businesses across India. In addition, the US Trade and Development Agency will aim to leverage nearly US\$2 billion in investments in renewable energy in India, he said.

He also announced the New Indian Diaspora Investment Initiative which will allow Indian Americans to generate a new stream of financing for Indian businesses that are investing in non-traditional and overlooked markets, labeling it as a 'spark in India's economic engine.'

Both leaders stressed the need to foster a business environment that is transparent, consistent, and predictable, and to spur economic growth that is both sustainable and inclusive.

Mr. Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, welcomed the comments made by both leaders. Agreeing with President Obama's observation that the economies of our two countries are interlinked, he stressed that the real need

of the hour is to diversify the bilateral trade basket. The top 20 items in India bilateral merchandise trade basket currently accounts for close to 90% of the total, he pointed out. Measures announced by President Obama, such as the US EXIM Bank's programme, the OPIC programme and the US Trade Development Authority's plan to extend loans worth \$ 2 billion for investment in renewable energy would all go to reverse this trend, he said.

Mr. Shriram also hoped that the newly announced US - India Strategic and Commercial Dialogue would convene soon to chart out the path for enhanced US - India bilateral economic cooperation.

Appreciating Prime Minister Modi's commitment to making the business environment in India easier and more predictable, Mr Shriram welcomed the new cell being set up in the PMO to fast track US investments in India.

The visit was an extremely substantive one as evidenced by the 18 page joint statement. Major breakthroughs were also achieved in resolving the logjam that had held up the operationalization of the US-India Civil Nuclear Agreement; co-production and co-development projects launched under the Defence Technology and Trade Initiative (DTTI); further consolidation of US involvement in developing three Smart Cities in India (Ajmer, Allahabad and Visakhapatnam), and so forth. ■



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Springboard for Growth Industry Recommendations for Budget 2015-16

With the Indian economy at a critical inflection point, the Budget has the chance to reset growth forces and set in place a new era of prosperity for the nation

The Indian economy is in better shape this time as compared to last year when the Interim Budget was presented. GDP growth has come in at 5.5% for the half year, inflation

is finally on a credible downtrend, and the Current Account Deficit has arrived at a prudent level. There are concerns regarding the Fiscal Deficit as the budgeted level was reached in nine months of the year. However, with the Government kick-starting the disinvestment cycle and lower oil prices, the full-year target of 4.1% of GDP may be attainable.

It is with this backdrop, as well as against continued fragility in the global economic environment, that the Union Budget for 2015-16 will be presented on 28 February. "CII hopes that the forthcoming Union Budget would focus on one core issue – boosting growth in the economy. There are enough indicators to show that the economy is on the cusp of recovery. We are certain that the Budget would chart out new ideas and initiatives to make the recovery process more robust," said Mr Chandrajit Banerjee, Director General, CII, articulating Industry's expectations.

CII presented its Pre-Budget Memorandum to the Ministry of Finance and also interacted with Mr Arun Jaitley Minister of Finance, and his team, during the Pre-Budget consultations with Industry. The recommendations are predicated on the following key policy priorities identified by CII.

Fiscal Consolidation

On subsidy outgo, CII has suggested that all food and fuel subsidies should be targeted only at families below the poverty line, with urea under the Nutrient Based Subsidy. A fuel price stabilization fund could help check price volatility. Strict budgeting on subsidies is needed with price rises automatically kicking in.

Management of Public Sector Undertakings would be the key to fiscal consolidation, including strategic disinvestments and better performance through a holding structure. Flagship programmes like Swachh Bharat could be undertaken through Special Purpose Vehicles (SPVs) to take them off the balance sheet.

Promoting Investments

Tax structures need to be tweaked to incentivize investments, suggests CII. The Minimum Alternate Tax (MAT) rate must be brought down to 10%, while insurance funds can be deployed in the infrastructure sector to the extent of 15% of invested funds. Section 80CCF of the Income Tax Act should be restored and incentives for investment in tax-free infrastructure bonds should be further extended. The developers and units in Special Economic Zones (SEZs) should also be provided relief from MAT and Dividend Distribution Tax (DDT) provisions.

The Real Estate Investment Trusts (REITs) have yet to take off because of an unviable tax structure. It is recommended that DDT exemption be extended to REITs to provide an effective tax structure, and long term capital gains be exempted for sponsors of REITs.

It is important to fast-track projects in the pipeline by clearing stalled



'Given the new Government's strong reform agenda, expectations are riding high. We believe that the Budget would take a number of positive steps to rejuvenate growth and boost investments.'

Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd

'The Government has been making visible efforts to improve the investment climate for both Indian and foreign investors and aims to have investment-led growth. In the Budget, Industry expects clarity on pending issues such as GAAR, retrospective taxation of indirect transfers and taxation of REITs. The Government may provide incentives for giving a fillip to the infrastructure and manufacturing sectors. It may also consider measures to stimulate demand in the economy by putting more disposable income in the hands of the common taxpayers. Most importantly, the Government must continue the tax policy and administrative reforms to provide a certain and non-adversarial environment.'



Rajiv Memani, Chairman, CII National Committee on Taxation, and Chairman, India Region, Ernst & Young LLP



'The Union Budget must bring about reforms and carve out ways to kick start the investment cycle. Innovative financing instruments, particularly in view of the stretched balance sheets of the private sector, need to be evolved; investment allowance should be extended to the infrastructure sector to give a fillip to investment activity without significantly affecting Government finances. High growth in manufacturing would not only unlock huge employment potential, but also facilitate implementing the 'Make in India' initiative successfully.'

PK Ghose, Co-Chairman, CII National Committee on Taxation, and Executive Director and Chief Financial Officer, Tata Chemicals

'CII is deeply appreciative of the efforts of the Government to make the GST a reality. The base of GST has to increase to ensure that a reasonable RNR is arrived at. CII would seek the active involvement of Industry with the proposed GST Council on significant issues such as place of supply rules, RNR etc. There is a need to bring out a roadmap for GST with a definite timetable for its implementation in Budget 2015-16.'



Ajay Lalvani, Member, CII National Committee on Taxation, and Head Taxation- Hindustan Unilever

projects and ensuring that National Investment and Manufacturing Zones (NIMZ) and Dedicated Freight Corridors are speeded up. A reverse Build-Operate-Transfer (BOT) model in PPP could be deployed by the Government, to build facilities to be managed by the private sector on a revenue-sharing basis.

Funds stuck in tax disputes could also be unlocked by better dispute resolution, strengthening the Authority on Advance Ruling (AAR) and Advance Pricing Authority (APA) enlarging the scope of income tax settlement commission, among others.

The financial sector would need special attention in the task of reviving investments. To develop an efficient and vibrant corporate bond market, the Government may consider extending the reduced rate of withholding tax to foreign institutional investors, bringing capital gains tax on debt investment at par with tax on equity instruments and also allowing Indian companies to issue rupee-linked bonds overseas.

CII has also suggested that a National Asset Management Company (NAMCO) be created that would take non-performing assets off banking balance sheets. Government stake in public sector banks should be brought down to 51% and consolidation and mergers should be encouraged.

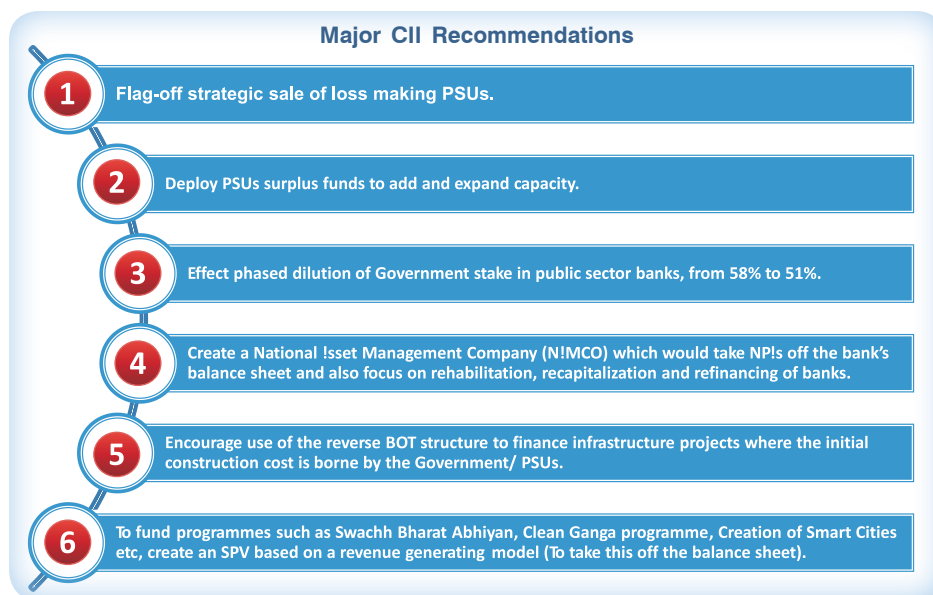
Containing Inflation

Foodgrain management is the key to keeping inflation in check, and this can be done by containing Minimum Support Prices, restricting procurement for buffer stock, and easing the movement of grains over the short term. In the longer run, storage and productivity issues in agriculture would need to be tackled.

Personal income tax slabs could be linked to inflation, and a price stabilization fund would help to mitigate inflationary pressures.

Generating Employment and Building Skills

To generate new jobs, a graded system of corporate taxes for manufacturing enterprises depending on



employment could be considered. A flexible labour policy with a social safety net for retrenched workers is needed, along with reinstating fixed-term employment for seasonal work and amendment of contract labour regulations.

On the skills side, the Budget should lay out a roadmap for raising expenditure on education to 6% of GDP. Tax exemptions for contributions to Sector Skill Councils, skilling organizations, and including skills under the Mahatma Gandhi National Rural Employment Guarantee Act (MNREGA) could boost skill activities.

Facilitating Ease of Doing Business

Many of CII's suggestions in the Pre-Budget Memorandum have already been taken into account by the Government. Monitoring the progress of approval procedures with clear time limits, self-certification, computerization of land records, and a flexible exit policy, among others, would lead to a better investment climate.

In addition, CII has provided a detailed set of suggestions on Direct Taxes and Indirect Taxes for consideration in Budget 2015-16. At the top of the agenda is clarity on the Goods and Services Tax (GST), especially the decision on the Revenue-Neutral Rate (RNR). CII hopes that the Government would consider a reasonable level of RNR in consultation with industry.

With the Indian economy at a critical inflection points, Budget 2015-16 has the chance to reset growth forces and put in place a new era of prosperity for the nation.

‘CII is looking forward to a Progressive and Balanced Budget’

The Government has announced a string of measures towards stimulating growth, promoting investments, containing inflation and facilitating the ease of doing business. To take this forward, CII has advocated a six pronged strategy to provide a fillip to investment and help meet collective aspirations of growth, said Mr Ajay Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd. Noting that there are enough indicators that the economy is on a cusp of recovery, Mr Shriram said CII is certain that a progressive and balanced budget would take the economy to the trajectory of 7-8% growth in the near future.

1. Maintaining fiscal prudence is crucial to rejuvenating growth drivers. CII advocates steps to augment revenue by targeting disinvestment at ₹60,000 crore, flagging off the strategic sale of loss-making Public Sector Undertakings (PSUs) and paring the Government stake in Public Sector Banks to 51% to enable capital infusion. Among the expenditure rationalizing measures, CII has suggested implementing Aadhar in a time-bound manner to ensure full utilization of the direct benefit transfer scheme and shifting to accrual-based budgeting for better outcomes.
2. There is a need to revive consumption, which accounts for 60% of total demand. Increasing the investment limit under Section 80C, linking the income tax exemption limit to inflation and removing surcharge can build consumer confidence. Introducing gold-backed savings and investment instruments would help monetize households' large stock of gold.
3. Reviving investment demand, which is a major growth propeller, should be the top priority of the Budget. The major expenditure for building new capacities, especially in infrastructure, should come from the Government or cash-rich PSUs. A Reverse Build-Operate-Transfer is suggested, with the Government funding the initial cost for creating infrastructure assets. Once the projects are completed and start generating cash flows, they can be given to the private sector for operation and maintenance on a revenue-sharing basis.

Similarly, extending dividend distribution tax exemption to Real Estate Investment Trusts (REITs) and Infrastructure Investment Trusts (InvITs), would help the schemes take off. Other measures to augment investment could include extending investment allowance to the infrastructure sector, exempting infrastructure projects from the Minimum Alternate Tax (MAT), etc.

4. CII suggests that the MAT rate be brought down and developers and units in Special Economic Zones (SEZs) be exempted from MAT. Further, investment allowance should be eligible for deduction while calculating MAT to boost capital formation in manufacturing.

The Government's commitment to introduce the Constitutional Amendment Bill on the Goods and Services Tax (GST) in the Lok Sabha would mark the process of ushering in the most crucial tax reform in the country. CII would seek active involvement of Industry on the Task Force on Revenue Neutral Rate (RNR) and other significant issues such as Integrated GST, place of supply rules and draft GST legislation. Industry hopes the Government would adhere to the timeframe of implementing GST from April 2016.

5. Improving agriculture productivity needs priority to address the problem of inflation, raise disposable incomes and promote inclusive growth. CII suggests that augmenting investment in agri-infrastructure, incentivizing private sector to participate in farm mechanization, integrating water harvesting with the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and restructuring the Food Corporation of India be undertaken on a priority basis.
6. On taxation, the recent setting up of various Dispute Resolution Panels would help Industry immensely. Alongside, Industry hopes that disputes would be resolved at a speedier rate with the now strengthened and full-time and independent members of the Panel.

Further, CII, in its interactions with the Finance Ministry, has called for deferral of GAAR for another two years, towards creating a transparent, predictable and non-adversarial tax system which would rekindle investment sentiment.



Gajendra Singh Khimsar, Minister of Industries, Rajasthan; Chandrajit Banerjee, Director General, CII; Sumit Mazumder, President Designate, CII, and Chairman & Managing Director, TIL Ltd; Vasundhara Raje, Chief Minister of Rajasthan; Suresh Prabhu, Union Minister of Railways, and India's G20 Sherpa; Nirmala Sitharaman, Union Minister of State (I/C) of Commerce & Industry; Nikola Gruevski, Prime Minister of Macedonia; Amitabh Kant, Secretary, Department of Industrial Policy and Promotion, Ministry of Commerce & Industry, and Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, at the Partnership Summit in Jaipur



**PARTNERSHIP
SUMMIT 2015**

Partnerships for Shared New Realities

The 21st edition of the annual flagship **Partnership Summit** was organized by CII in association with the Department of Industrial Policy and Promotion (DIPP), Ministry of Commerce and Industry, and the Government of Rajasthan, from 15-17 January, in Jaipur, commemorating the Confederation's 120th year.

Over 1000 delegates from 54 countries attended the Summit, where Trade and Economic Ministers of 24 countries, as well as experts from diverse fields, think tanks and multilateral forums discussed the 'Partnerships

for Shared New Realities' that will spark the next phase of global growth and develop strong multi-country linkages and networks to assist the transformation of the global economy.

Inaugural Session

Mr Suresh Prabhu, Union Minister of Railways, and India's G-20 Sherpa, in his inaugural address, pointed out that the reduced interest rates, the buoyant stock markets and the rising rupee show the growing strength



The Partnership Summit is a global platform for dialogue and engagement among top leaders from across the world, towards a greater understanding of the forces that are shaping our world, the challenges that need global policy attention, and the responses required to effectively manage change

of the Indian economy. The Government, he said, is making conscious efforts to diversify the economy and develop the manufacturing sector, making the States, and Industry, partners in growth.

While Ms Vasundhara Raje, Chief Minister of Rajasthan, invited businesses to partner in Rajasthan's progress, Mr Nikola Gruevski, Prime Minister of Macedonia, highlighted the advantages of investing in his country, which, he said, has been ranked as one of the top 30 easiest places to do business, by the World Bank.

The time is ripe to forge new partnerships and break out of the low growth cycle, declared Ms Nirmala Sitharaman, Minister of State (Independent Charge) of Commerce and Industry, reiterating the Government's objective to take forward the potential of India, and position it as a leader in economic growth.

Mr Ajay Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd observed that the many initiatives announced and decisions taken by the Government across key areas of the economy have greatly reassured businesses and enhanced investor confidence. These initiatives, he felt, would help transform India in the shortest possible time.

The world would like to see active engagement and collaboration with India, said Mr Chandrajit Banerjee, Director General, CII, welcoming the delegates. The Summit, he said, was being held to stimulate discussions among key stakeholders - political, institutional, business, media and academic - on the best strategies to foster balanced, equitable and inclusive growth.

Defining Shared New Realities

The horizon of cooperation for shared growth and development is big and varied, and the opportunities are many, said Mr Abdulmohsen Medij Al-Medij, Deputy Prime Minister and Minister of Commerce and Industry, Kuwait, at the Plenary Session on 'Defining Shared New Realities.' Countries, therefore, need to make serious efforts to build economic partnership based on the principles of mutual interests and strong friendship, he added.

Partnership and globalization are particularly important for Africa, said Mr Michael C Bimha, Minister of Industry and Commerce, Zimbabwe. Africa, which used to cry for aid, is now seeking trade and investment, he said. Though different African countries follow different growth paths, all have shared realities, and recognize that economic growth requires political stability, open and fair policies, and global partnerships, he observed.

Dr Richard N Haass, President, Council on Foreign Relations, USA, called for urgent attention on critical aspects of globalization, such as computer and human viruses, greenhouse gases, and disease. Pointing to the substantial gap between challenges and willingness on ideological, political and economic fronts, he said that institutions are inadequate in infrastructure and capacity to deal with global developments like economic instability and terrorism.

Mr Ajay S Shriram presented India's perspective of shared development and the contribution of India's IT industry.

The session was also addressed by Mr Francis Gurry, Director General, World Intellectual Property Organization (WIPO), Switzerland, and Mr Dogan Altinbilek, Vice President, World Water Council.

Mr Victor Mallet, South Asia Bureau Chief, Financial Times, UK, who moderated the discussions, noted that both countries and States are seeking development by making necessary internal policy reforms. This means that Rajasthan is competing with African countries to attract investment, he said.

Two Decades of WTO: Why it Matters for Development

Addressing this Special Plenary Session, Mr Roberto Azevedo, Director General, World Trade Organization (WTO), Switzerland, said that the Bali Package will enhance the ability of developing countries to integrate into the world economy. The benefits of the Trade Facilitation Agreement (TFA), he said, would be visible to Indian industry as competitiveness and exports will receive a boost once members ratify the agreement. The TFA will bring down trade costs by 15% and bolster South-South trade, said Mr Azevedo, stating that the remaining issues under the Doha Development Agenda (DDA) will need to be refocused before the Ministerial Conference in Nigeria at the end of the year.

Ms Nirmala Sitharaman urged the WTO to continue its good work in stemming protectionism, and to be more responsive to the needs of developing and least-developed countries. The Minister highlighted that few developing countries have improved their share of global trade. LDCs, she said, only accounted for 1% of global trade.

Mr Chandrajit Banerjee said the expectations from the WTO in delivering on the development front are high. Twelve years of negotiations have resulted in the Bali Package, an important, albeit small, part of the Doha Development Round's initial ambition to rebalance the global trading system. Much more needs to be done, he said.

Rajasthan – The Partner State

Addressing 'Resurgent Rajasthan: Gaining Speed', the Special Plenary Session on Rajasthan, the Partner State



Nirmala Sitharaman and Roberto Azevedo,
Director General, WTO

for the Summit, Ms Vasundhara Raje, Chief Minister of Rajasthan, said that State has taken several steps to creating a business-friendly environment, in areas such as policy, infrastructure, and labour, among others. The State Government is committed to simplifying and rationalizing regulations and laws, she said, pointing to the Rajasthan Investment Promotion Scheme launched in 2014, and reforms in Labour Laws.

Mr Gajendra Singh Khimsar, Minister of Industries, Rajasthan, described the locational and other advantages of the State, such as abundant skilled labour, good infrastructure and regulations and laws that promote the ease of doing business. The Rajasthan Solar Policy and the announcement of building 20,000 kms of mega highways would boost industry, he felt.

Ms Veenu Gupta, Principal Secretary – Industries, Rajasthan, spoke about measures to encourage investment and provide industrial infrastructure, especially for sector-specific areas, such as IT parks. Rajasthan, she said, is the first State to have a country-specific zone (Japan) with more countries evincing interest in this.

Mr Sumit Mazumder, President Designate, CII, and Chairman & Managing Director, TIL Ltd, who moderated the session, highlighted Rajasthan's immense potential for investors.

Mr. Vipin Sondhi, Chairman, CII National Committee on Capital Goods and Engineering, and MD & CEO, JCB India Ltd, and Mr. B Santhanam Chairman, CII Task Force on GTC 100, President-Flat Glass, South Asia, Malaysia, Egypt, & MD, Saint Gobain Glass India Ltd, shared their experiences on investing in Rajasthan.

US & India: Co-Creating a Shared Future

In the Plenary Session titled 'US and India: Co-Creating a Shared Future,' Ambassador Frank Wisner, Former US Ambassador to India, and International Affairs Adviser, Patton Boggs, pointed to defence production and trade as potential areas of cooperation for the two countries. India's position in trade alliances like the Trans Pacific Partnership, the Asia-Pacific Economic Cooperation and the Pacific Alliance would also help forge Indo-US ties, he said.

Commenting on Prime Minister Modi's call to the Indian



K R S Jamwal, Executive Director, Tata Industries; **Frank G Wisner**, International Affairs Advisor, Patton Boggs, USA; **Dr Naushad Forbes**, Vice President, CII, and Director, Forbes Marshall Pvt Ltd; **Shobana Kamineni**, Chairperson, CII National Committee on Public Health, and Executive Vice Chairperson, Apollo Hospitals; **S K Lambah**, Former Special Envoy to the Prime Minister and Co-Chair, US India Strategic Dialogue; and **Krish Iyer**, President and CEO, Walmart India

diaspora worldwide to come back and contribute to India's development, Dr Naushad Forbes, Vice President, CII, and Director, Forbes Marshall Pvt Ltd, said that India today presents a transformed environment for professionals, especially in the IT and Education sectors.

Ms Shobana Kamineni, Chairperson, CII National Committee on Public Health, and Executive Vice Chairperson, Apollo Hospitals, felt that the Indian Government's focus on making India a manufacturing hub holds great promise for deeper collaborations and partnerships with the US.

Other eminent speakers at the session included Mr S K Lambah, Former Special Envoy to the Prime Minister, and Co-Chair, US India Strategic Dialogue; Mr K R S Jamwal, Executive Director, Tata Industries; and Mr Krish Iyer, President and CEO, Walmart India.

Mega-Regional Trading Blocs: Implications for Emerging Economies

The plenary session on 'Mega-Regional Trading Blocs: Implications for Emerging Economies' brought together several key ministers, policy makers and think tanks from across the Asia-Pacific region.

India, said Mr Rajeev Kher, Commerce Secretary, India, needs to prepare for a higher regulatory regime as mega-regional blocs such as the Trans-Pacific Partnership (TPP) and Transatlantic Trade and Investment Partnership (TTIP) would set a new rules paradigm.

Mr Andrew Robb, Minister of Trade and Investment, Australia, said that when TPP and Regional Comprehensive Economic Partnership (RCEP) regions come together, the benefits of seamless regulations can be shared across the whole region.

Mr Y B Dato Sri Mustapa Mohamed, Minister of International Trade and Industry, Malaysia, felt that the TPP would lead to greater value chain integration, though he expressed concern over issues related to State-owned enterprises, investor-State dispute settlement and loss of sovereignty on some non-trade areas.

While China is getting used to the 'new normal' of lower growth and higher reforms, standards are being constantly upgraded to reflect innovation-driven growth, said Ms Gao Yan, Vice Minister of Commerce, China. China attaches great importance to the TPP and TTIP negotiations, and is open to joining both mega-regional blocs, she said.

Mr Harsha Vardhana Singh, Former Deputy Director General, WTO, and Mr Marshall Bouton, President Emeritus, Chicago Council on Global Affairs USA, also addressed the session, which was moderated by Mr Sunil Kant Munjal, Past President, CII, Chairman, CII International Policy Council, and Chairman, Hero Corporate Services Ltd.

Make in India: Offering a New Partnership Opportunity to Industry

This plenary session highlighted important developments towards making India a manufacturing hub.

Mr Amitabh Kant, Secretary, DIPPI, said that India offers a liberal FDI regime as over 90% of the proposals fall under the automatic route. Several laws, rules and regulations have been simplified to make India an easier place to do business, he said, citing the creation of the new e-biz platform as a measure to make compliance easier.

South Australia, a major centre for high value-added manufacturing such as robotics and industrial automation, is ready to support the 'Make in India' campaign, said Mr Martin Hamilton-Smith, Minister for Investment and Trade, South Australia.

Ms Patricia Hewitt, Chair, UK-India Business Council, pointed out that the UK is the largest G-20 investor in India, if portfolio investment and FDI are considered together. India, in turn, is one of the largest investors in the UK, and Tata Steel is the country's largest employer, she said, offering UK support to India in smart cities, rejuvenation of older cities and embedded



Amitabh Kant, Secretary, DIPP; **Patricia Hewitt**, Chair, UK India Business Council (UKIBC), United Kingdom; **William Danvers**, Deputy Secretary General, OECD, France; **T V Narendran**, Chairman, CII National Committee on HR and MD, Tata Steel Ltd; **Martin Hamilton-Smith**, MP, Minister for Investment and Trade, South Australia, and **Li Yong**, Director General, UNIDO

services in manufacturing, among others.

Mr T V Narendran, Chairman, CII National Committee on HR, and MD, Tata Steel Ltd moderated the session, while Mr Li Yong, Director General, United Nations Industrial Development Organization (UNIDO) and Mr William Danvers, Deputy Secretary General, Organization for Economic Cooperation and Development (OECD), France, described the contribution of their organizations in helping the manufacturing sector grow.

Revitalizing South Asia Economic Cooperation: The Options in the Midst of Prevailing Constraints

South Asia has 3% of the world surface area but 20% of the population and is the least integrated region of the world, said Mr Tofail Ahmed, Minister of Commerce, Bangladesh, at the Plenary Session on South Asia Economic Cooperation. South Asian countries should adopt adequate reforms to provide better access to other markets to expand trade, he suggested, with focus on three areas – connectivity, corridors and transit routes and recognition of standard agreements, along with free movement of semi-skilled labour across the region.

Mr Wencai Zhang, Vice President, Asian Development Bank, Philippines, felt that integration would accelerate the growth of South Asia. Intra-regional trade in South Asia is just below 6% while that of the European Union is 70%, he said.

Mr Shishir Priyadarshi, Director, WTO, advised South Asian countries to identify competencies of what they can produce, and develop regional value chains, to develop brand South Asia. The WTO is playing a crucial role in three priority areas - bringing down barriers of trade, making trade facilitation agreements, and offering aid for trade initiatives, he said.

Ms Sujata Mehta, Secretary (ER and DPA), Ministry

of External Affairs, moderated the session which was also addressed by Mr Shaida M Abdali, Ambassador of Afghanistan, Mr Suraj Vaidya, Senior Vice President, SAARC Chamber of Commerce and Industry, and Mr Sanjay Budhia, Chairman, CII National Committee on Export and Export Competitiveness, and MD, Patton International Ltd.

Financing for Growth and Development

Developing countries must prioritize the creation of an enabling macro-environment and foster cooperation among regulatory bodies, financial sector agencies and investors, stressed Mr Phil O'Reilly, Chairman, Business and Industry Advisory Committee (BIAC) to the OECD. He mooted the separation of commercial finance and development finance, with the latter used only to fill the gap that the former is not able to tackle. Risks in the market may be mitigated by facilitating credit guarantees, he felt.

The Government should focus on policy-making and governance and provide a platform for a consistent flow of investment, leaving private players to steer investment, remarked Dr Salaim Al Ismaily, Chairman, Public Authority for Investment and Export Promotion, Oman. He said a robust and stable financial policy with minimum entry and exit barriers which facilitates easy movement of people, capital and goods is essential to attract investment.

The other panelists included Mr Walid Habib Hilo Saleh Al Mouswee, Deputy Minister of Trade, Iraq; Ms Laura Alcântara Monteiro, Secretary of State for Economy, Angola; Mr Yaduvendra Mathur, CMD, Export-Import Bank of India (Exim Bank); and Dr Désiré Vencatachellum, Director, Resource Mobilization and External Finance Department, African Development Bank, while Mr Saurabh Tripathi, Partner Financial Institution Practice, Boston Consulting Group, moderated the session.



Suraj Vaidya, Senior Vice President, SAARC Chamber of Commerce & Industry, Nepal; **Shaida M Abdali**, Ambassador of Afghanistan to India; **Tofail Ahmed**, Minister of Commerce, Bangladesh; **Sujata Mehta**, Secretary (ER and DPA), Ministry of External Affairs, India; **Shishir Priyadarshi**, Director, WTO; **Wencai Zhang**, Vice President, Asian Development Bank, Philippines, and **Sanjay Budhia**, Chairman, CII National Committee on Export & Export Competitiveness, and MD, Patton International Ltd

Growing Importance of Service Sector in Manufacturing Value Chains

In the Plenary Session on ‘Growing Importance of Service Sector in Manufacturing Value Chains,’ Mr Ekwow Spio-Garbrah, Minister of Trade and Industry, Ghana, said that the emergence of the equity market boosts manufacturing companies, agro-processing services help the Agriculture sector to grow, and export processing zones, industrial zones, and special economic zones back Manufacturing. Aviation, Shipping, and Transport services are significant contributors to the manufacturing sector too, he said.

Dr Csaba Balogh, Deputy State Secretary for Eastern Opening, Ministry of Foreign Affairs and Trade, Hungary, noted that Services help upgrade quality, lower cost and increase efficiency, in each step of manufacturing – from planning to marketing, distribution, quality and management.

Government services make a solid foundation for manufacturing through policy reforms, public investment and improving social sectors, said Mr Nguyen Cam Tu, Deputy Minister of Industry and Trade, Vietnam

Mr Sanjay Srivastava, Chief Operating Officer, Mahindra World City (Jaipur) Ltd, who moderated the session, described India’s Silk Route as the perfect example of how services contributes in MVCs.

Global Development Agenda Beyond 2015

At the final session of the Partnership Summit, ‘Global Development Agenda Beyond 2015,’ Mr Aiyaz Sayed-Khaiyum, Attorney General and Minister of Finance, Public Enterprise, Public Service and Communications, Fiji, talked about the Millennium Development Goals (MDGs), climate change corruption, and the benefits of South-South cooperation for growth and development.

Mr. Li Yong, Director General, United Nations Industrial Development Organization (UNIDO), called for inclusive and sustainable industrialization along with South-South cooperation. Mr Pan Sorasak, Secretary of State,

Ministry of Commerce, Cambodia, emphasized the need for the private sector to work with the country for more industrial development, which will lead to growth and, ultimately, meet goals such as the MDGs.

The importance of NGOs and the need for Governments to help the private sector become more dynamic was pointed out by Mr. Manoj Kumar Roy, Additional Secretary, Ministry of Commerce, Bangladesh. He shared that, in his country, per capita income has gone up, women’s empowerment is palpable, child mortality is low, and enrolment to primary school education has increased significantly.

Mr. Madhusudan Khemka, Member, CII Renewable Energy Committee, and President, Indian Wind Turbine Manufacturers Association, welcomed the step of the Indian Government to combine power and renewable energy into one portfolio. The session was moderated by Mr R Mukundan, Co-Chairman, CII Institute of Quality Advisory Council and MD, Tata Chemicals Ltd.

Business Meetings and Exhibition

Business to Business (B2B) meetings at the Partnership Summit 2015 were powered by CII’s Online Business Resource Centre - mycii.in. The Summit witnessed 350+ active and efficient meetings between national and international delegates which were pre-scheduled through the portal. More than 1000 delegates registered over the portal.

The Summit also featured stalls and an exhibition by key sponsors including the Rajasthan Government, C K Birla and NBC, Apollo Hospitals, Clarks Group of Hotels, the Bahrain EDB, JCB India Ltd, Blue Star, Indian Wind Turbine Manufacturers Association, Mahindra World City Jaipur, PI Industries Ltd, the Sona Group, TVS Motor Company, Welspun Renewables Energy Pvt. Ltd., Golcha Associated Group, Hamriyah Free Zone, KPMG in India, Shree Cement Ltd (SCL), Saint-Gobain India Ltd., Patton, Hindustan Coca-Cola Beverages Ltd., Airtel, and Fortis, among many others.



Nguyen Cam Tu, Deputy Minister of Industry and Trade, Vietnam; **Sanjay Srivastava**, Chief Operating Officer, Mahindra World City (Jaipur) Ltd; **Ekwow Spio-Garbrah**, Minister of Trade and Industry, Ghana, and **Csaba Balogh**, Deputy State Secretary for Eastern Opening, Ministry of Foreign Affairs and Trade, Hungary

VOICES



'The change is already palpable. After several months, our Central Bank has reduced its rate of interest. This is because of an increase of interest in India as an investment destination. The stock market is rising, the Indian rupee is becoming stronger...In the next three years, you will see a marked change in the Indian economy.'

Suresh Prabhu, Minister of Railways, and India's G20 Sherpa



'Since the last decade, the balance of power has shifted to developing and emerging economies, forcing global production chains to change their business strategies. With global rebalancing, the time is ripe to forge new partnerships and break out of the low growth cycle. The Government's objective is to make doing business in India easy.'

Nirmala Sitharaman, Minister of State (Independent Charge) of Commerce and Industry



'Macedonia has one of the lowest tax rates in the world. It has set up Free Economic Zones, duty-free import of equipment is allowed and land will be provided to industry on very long lease. Key sectors for investment include auto components and food processing.'

Nikola Gruevski, Prime Minister of Macedonia



'The Bali Package will enhance developing countries' ability to integrate into the world economy. The Trade Facilitation Agreement will bring down trade costs and bolster South-South trade. The remaining issues under the Doha Development Agenda need to be refocused before the Ministerial Conference in Nigeria at the end of the year.'

Roberto Azevedo, Director General, World Trade Organization



'We are committed to making Rajasthan a business-friendly State and have taken several steps to simplify and rationalize regulations and laws. Rajasthan will soon engage with the Bombay Stock Exchange to set up a Centre to impart training in financial skills.'

Vasundhara Raje, Chief Minister of Rajasthan



'With growth and development as the top agenda and with a strong inheritance of Information Technology, India is heading for a digital boom.'

Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd.



'The world would like to see active engagement and collaboration with India.'

Chandrajit Banerjee, Director General, CII

CII @ DAVOS



Dr Janmejaya Sinha, Chairman, Asia-Pacific, The Boston Consulting Group, India; **Ajay S Shriram**, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd; **Arun Jaitley**, Minister for Finance, Corporate Affairs and Information & Broadcasting; **Hans-Paul Bürkner**, Chairman, The Boston Consulting Group, and **Chandrajit Banerjee**, Director General, CII, at the CII – BCG Breakfast Session on ‘The India that Prime Minister Modi wants to build,’ in Davos

A strong CII delegation joined the 125-member team from India that participated in the Annual Meeting of the World Economic Forum in Davos-Klosters, Switzerland, from 21-24 January. Mr Arun Jaitley, Minister for Finance, Corporate Affairs and Information & Broadcasting, led the Indian delegation, comprising senior Cabinet Ministers, high-ranking Government officials, CEOs of major Indian companies, and representatives of media and civil society, to Davos.

Held under the overarching theme of ‘The New Global Context,’ the Meeting dealt with issues arising from profound political, economic, social and, above all, technological transformations confronting the world, resulting in an entirely new global context for decision-making. Complexity, fragility and uncertainty are potentially ending an era of economic integration and international partnership that began in 1989.

The Indian contingent was one of the largest, amongst over 3000 participants including over 41 Heads of State or Government, key finance, foreign, trade and energy ministers, along with religious, media and cultural leaders, social entrepreneurs and heads of non-governmental organizations from over 90 countries.

Mr Hari S Bhartia, Past President, CII, and Co-Chairman and Founder, Jubilant Bhartia Group, was a Co-Chair of the Meeting, along with the President of the World Bank, and the Chairman of Google, among others. Mr Piyush Goyal, Minister of State (Independent Charge) of Power, Coal, New and Renewable Energy; Mr N Chandrababu Naidu, Chief Minister of Andhra Pradesh,

Mr Devendra Fadnavis; Chief Minister of Maharashtra; Dr Arvind Subramanian, Chief Economic Adviser, and Mr Amitabh Kant, Secretary, Department of Industrial Policy and Promotion, participated in the discussions, along with senior officials.

The Finance Minister addressed sessions related to the near and long-term priorities of Brazil, Russia, India, China and South Africa in the context of their trade and investment partnership, and on how India was planning to revive and accelerate economic modernization, growth and job creation. Mr Goyal, Mr Fadnavis and Mr Naidu addressed sessions related to subjects like agriculture, water, infrastructure, energy and power, trade and investment, and urban mobility, to name a few. All the members of the official delegation also held several bilateral meetings and investment meets with counterpart ministers and top global CEOs.

CII and Indian companies organized events on the sidelines of the Annual Meeting. While CII held its traditional annual ‘India Reception’ and sessions focusing on India and investments with BCG and the DIPP respectively, several Indian companies like Wipro, Infosys, TCS, Tech Mahindra, etc also organized networking events in Davos.

The CII delegation included Mr Ajay S Shriram, President, CII, and Chairman, and Sr Managing Director, DCM Shriram Ltd; Mr Rahul Bajaj, Past President, CII, and Chairman, Bajaj Auto; Mr Adi Godrej, Past President, CII, and Chairman, The Godrej Group; Mr Sunil Mittal, Past President, CII, and Chairman, Bharti Enterprises; Mr Dhruv Sawhney,



Devendra Fadnavis, Chief Minister of Maharashtra; **Arun Jaitley**, and **N Chandrababu Naidu**, Chief Minister of Andhra Pradesh, at the India Investment Round Table at Davos

B Y T E S

‘To return to 8% growth, India has to make profound structural changes. We cannot allow the agenda to be derailed. We must doggedly follow the roadmap and not let other factors take over.’

Arun Jaitley, Minister for Finance, Corporate Affairs and Information & Broadcasting

‘The Indian tortoise can take over the Chinese hare. If reforms are implemented, India can achieve a growth rate of 6% to 7% in the next two years.’

Nouriel Roubini, Professor of Economics and International Business, Leonard N. Stern School of Business, New York University, USA

‘From a macroeconomic perspective, India is in a ‘sweet spot.’ If we take advantage of this, India will get back to its former position.’

Chanda Kochhar, MD & CEO, ICICI Bank, India.

‘The new Government was elected on a platform of good governance and economic reform. It has learned from previous mistakes and is showing an amazing ability to deliver.’

Hari S Bhartia, Past President, CII, WEF Meeting Co-Chair, and Co-Chairman and Founder, Jubilant Bhartia Group

Past President, CII, and CMD, Triveni Engineering and Industries; Mr Sunil Munjal, Past President, CII, and Joint MD, Hero MotoCorp Ltd; Mr Cyrus Mistry, Chairman, Tata Sons; Mr Baba Kalyani, CMD, Bharat Forge; Mr Malvinder Mohan Singh, Executive Chairman, Fortis Healthcare; Mr Uday Kotak, Executive Vice-Chairman, Kotak Mahindra Bank Ltd; Mr Azim Premji, Chairman, Wipro Ltd; Mr N Chandrasekaran, CEO, TCS; Mr G M Rao, Group Chairman, GMR Group; Mr Pawan Munjal, Vice-Chairman, CEO and MD, Hero Group; Ms Chanda Kochhar, MD & CEO, ICICI Bank; Ms Arundhati Bhattacharya, Chairperson, SBI; Mr Atul Punj, Chairman, Punj Lloyd; Dr Janmejaya Sinha, Chairman, Asia-Pacific, BCG, and Mr Chandrajit Banerjee, Director General, CII, among many others. ■

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Base Year Change Improves GDP Growth

The change in base year has been supplemented with significant coverage and methodological changes in the estimation of the growth figures

A change in base year for computing national accounts has pushed up the Gross Domestic Product (GDP) growth rate (at factor cost) for 2013-14 to 6.6%, while the earlier estimate on the basis of the old series was 4.7%. Similarly, the economic growth rate for 2012-13 has been revised upwards to 4.9% from the 4.5% estimated earlier.

These changes follow a revision in the base for calculating national accounts to 2011-12 from 2004-05. The base was changed last in 2010. By international best practices, the base year is usually changed every 5 years. In simple terms, the base year is the reference year with respect to which GDP numbers for the following as well as the preceding years are computed. Since the patterns of consumption and the commodity composition of the economy change, any comparison among numbers needs to be pegged to a reference year.

The change in base year has been supplemented with significant coverage and methodological changes in the estimation of the growth figure. As far as methodological changes are concerned, GDP is now calculated as per basic prices as well as factor costs

and is finally going to be reported officially as market prices. This will now be comparable to international norms.

On the coverage front, the Ministry of Corporate Affairs (MCA) database has been used to augment inputs from the Annual Survey of Industries (ASI). Earlier, the Central Statistics Office (CSO) was going with the Reserve Bank of India (RBI) forecast which was based on the results of 2500 corporates only. But by using the MCA21

database which has data pertaining to over five lakh manufacturing and services companies, the quality of data will improve. There is improved coverage of local bodies and, to the extent possible, un-incorporated enterprises have also been somewhat estimated. In financial services, data from asset managers,

the Securities and Exchange Board of India (SEBI), the Insurance Regulatory and Development Authority (IRDA), and the Pension Fund Regulatory and Development Authority (PFRDA) is also being incorporated. Further, the National Informatics Centre (NIC) 2008 has been incorporated in the new series, which, in turn, is based on the United



GDP Growth at Constant Prices with the Old and New Base Year

(y-o-y%)	2012-13		2013-14	
	2004-05	2011-12	2004-05	2011-12
Agriculture	1.4	1.2	4.7	3.7
Mining & quarrying	-2.2	-0.2	-1.4	5.4
Manufacturing	1.1	6.2	-0.7	5.3
Electricity, gas & water supply	2.3	4.0	5.9	4.8
Construction	1.1	-4.3	1.6	2.5
Trade, repair, hotels & restaurants	4.5	10.3	1.0	13.3
Transport, storage & communication	6.0	8.4	6.1	7.3
Financing, real estate & business	10.9	8.8	12.9	7.9
Community, social & personal services	5.3	8.8	5.6	7.9
Total gross value added	4.5	4.9	4.7	6.6

Source: MOSPI



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Apart from these, several more interesting changes have also been incorporated in the new base year. Intellectual property products in the form of research and development, databases and software, mineral exploration, etc will now be a part of investment. Moreover, coverage of physical assets has been improved by adding valuables purchased by households. This is now explicitly a part of household savings, which was not the case earlier.

On the sectoral data front, from the supply-side, the base revision has led to a significant increase in growth rates, especially in mining and manufacturing. Manufacturing growth averaged a meagre 0.2% in the last two years as per the old base. However, as per the new base of 2011-12, manufacturing grew at a higher pace of 5.8% for those two years. Mining was supposedly languishing in negative territory for a long time due to the mining bans in some States, but data with the new base year shows that mining grew at an impressive 5.4% in the last fiscal after contracting by 0.2% in 2012-13. Trade, repair, hotels and restaurants also grew at a faster pace after the base revision, averaging 11.8% in the last two years as per the new base as compared to an anaemic 2.8% with the old base year.

On the demand-side, GDP at market prices has been revised upwards to 6.9% from 5.0 % for 2013-14. The bulk of this growth has been driven by Government expenditure which grew by 8.2% as compared to 1.7% in 2012-13. The growth in private consumption expenditure also inched up to 6.2% in 2013-14 from 5.5% in the previous fiscal. Weakness in investment demand has been an irritant which has not faded away even in the new base year series. Gross fixed investment grew by a mere 3% in 2013-14 as per the new base. Exports of goods and services rose by 7.3% while imports declined by 8.4% in 2013-14 as per the new series.

To conclude, though the revision of base year along with changes in the methodology of GDP computation is indeed a welcome step, the significant upwards revision it has brought about in the GDP numbers needs to be probed further, as the numbers do not reconcile given the weakness in some leading indicators of the economy. The new numbers suggest a strong 'V' shape recovery for the Indian economy, whilst indicators such as credit outflow, auto sales, and stalled projects point towards weakness in growth. It will be interesting to see how the quarterly data for the current fiscal pans out when released with the new base year.

The Impact of Declining Oil Prices

The fall in global crude prices has been extremely beneficial for the Indian economy

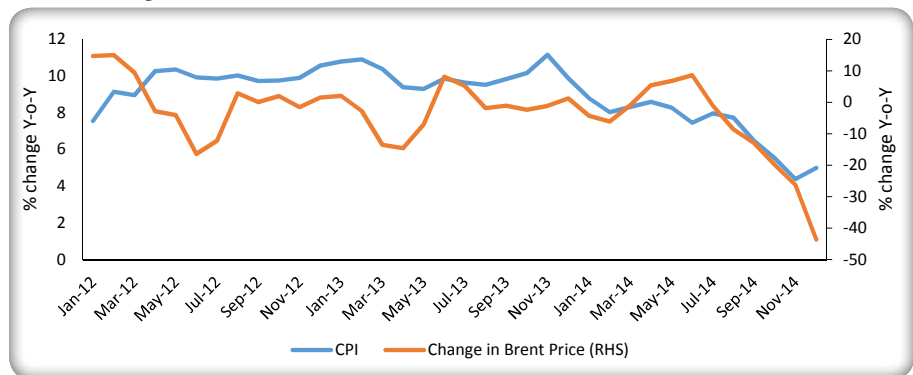


Oil prices have fallen to their lowest in almost six years with the price of Brent Crude down to USD 48 per barrel in January 2015 as compared to the peak of USD 115 per barrel in June 2014. This sharp fall in crude prices is attributable to both demand and supply side factors.

On the demand side, weak economic activity in Europe, Japan and China has lowered the global growth outlook, hence reducing the demand for fuel. On the supply side, the increased production in non-OPEC (Organization of Petroleum Exporting Countries) countries, primarily the US, and the reluctance of OPEC to cut production, has led to increased supply. This demand supply mismatch has led to a significant fall in global oil prices in recent months. Saudi Arabia's decision not to cut its oil production is driven by its desire to drive out other less competitive producers and defend its market share.

The fall in global crude prices has been extremely beneficial for the Indian economy. As per the latest numbers, India has an import dependency of 77.6%, which means that a major share of our energy needs is met through imports. When oil prices fall, this translates

Figure 1: Trend of Consumer Price Index and Global Brent Price



Source: EIA, MOSPI

into a reduction in our import bill and thereby a lower trade deficit. This improvement in the trade balance further lowers the Current Account Deficit (CAD), thus improving our external sector viability. On the domestic front, lower oil prices have a direct impact on the fuel subsidies for LPG and PDS kerosene, thereby helping limit the Fiscal Deficit.

Trends in Consumer Price Inflation

In addition to this, oil prices play into the inflation situation. A fall in global oil prices results in reduced fuel inflation as well as lower fuel and transportation costs for all other products. Figure 1 shows that the movements in Consumer Price Index (CPI) inflation and the global crude price have been similar.

Looking at the different components of the CPI data, it

Trends in Global Oil Price and India's Import Bill

Indicator	Units	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Global Oil Price (Brent)	USD per Barrel	38	55	65	72	97	62	80	111	112	109
Net Crude Oil Imports	Million Tonnes	96	99	112	122	133	159	164	172	185	193
Net Crude Oil Imports	USD Billion	26	39	48	68	77	80	100	140	144	143
Forex Reserves	USD Billion	142	152	199	310	252	279	305	294	292	304
Merchandise Trade Deficit	USD Billions	34	52	62	91	120	118	127	190	196	148
CAD	% of GDP	0.3	1.2	1.0	1.3	2.3	2.8	2.7	4.2	4.7	1.7

Source: PPAC, EIA, RBI, Planning Commission

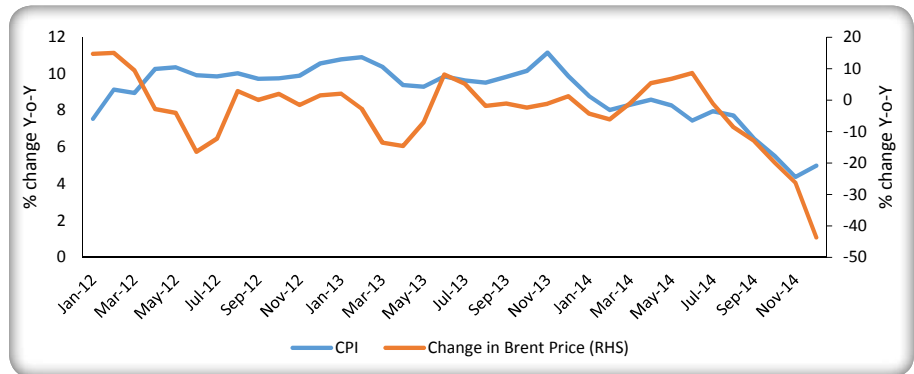
is apparent that food inflation has fallen sharply in the last few months (figure 2). This had a significant impact on overall inflation, since the food category has the highest weight of 49.71% in the overall CPI.

As compared to the sharp fall in food inflation, the decline in fuel inflation has been more moderate. This is because Government subsidies ensured that retail fuel prices in India did not increase as much as global prices at the peak. Hence the fall in fuel inflation is not as sharp as the fall in global oil prices. The remaining part of inflation, i.e. CPI minus the highly volatile food and fuel index, is known as core inflation, and is often tracked as the most stable part of inflation. The good news is that core inflation too has been declining consistently. The downward trend in the core index signals excess capacity and easing price pressure in the economy.

Recent Policy Action by the RBI

In view of these recent trends, the Reserve Bank of India (RBI) on 15 January, brought down the repo rate by 25 basis points, to 7.75% from 8% earlier, citing easing inflationary pressures, weak demand and lower inflation expectations of households.

Figure 2: Trends in Consumer Price Index and its Component Indices




Source: MOSPI

The RBI's decision was based on the expectation of a continued decline in CPI in the coming months and on the Government's reiterated commitment to adhere to the Fiscal Deficit targets. Additionally, the RBI said that a further cut in policy rates would be dependent on 'continuing disinflationary pressures, high quality fiscal consolidation, as well as steps to overcome supply constraints and assure the availability of key inputs such as power, land, minerals and infrastructure.' This would ensure that inflationary pressures will not be revived, even if there is a revival in the growth rate.

The move of the Central Bank has raised hopes of further cuts in policy rates in the months ahead, and analysts are estimating a 50 to 125 basis points cut in policy rates in 2015.


This article was contributed by Bidisha Ganguly, Principal Economist, CII

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Discussion on Defence Manufacturing

CII organized an interactive session with Mr Sanjay Garg, Joint Secretary, Defence Industry Production, Ministry of Defence, to share industry's concerns on defence manufacturing, and gain clarity on various issues, including the latest initiatives of the Ministry of Defence, on 9 January in New Delhi.

Mr Garg spoke about the Make in India initiative, delicensing of defence items requiring Industrial Licenses, thrust to defence exports, and so on.

A presentation was also made on the Sector Skill Council on Strategic Manufacturing which would be created under the aegis of National Skill Development

Corporation (NSDC), inviting Industry members to actively participate in this CII initiative.



Satish Kaura, Member, CII National Committee on Aerospace, and CMD, Samtel Color Ltd; **Sanjay Garg**, Joint Secretary, Defence Industry Production, Ministry of Defence, and **R Adm (Retd) Rakesh Bajaj**, Co-Chair, CII Maritime Sub-Committee, at an interaction in New Delhi

Interactive Session on Border Roads

CII organized an interactive session with Lt Gen RM Mittal, SM, VSM, AVSM, Director General, Border Roads Organization (BRO) on 27 January in New Delhi. The meeting was also attended by Mr Sanjeev Rajan, Secretary, Border Roads, Maj General Balraj Singh, BRO, and representatives from various Indian industries.

Mr Sanjeev Rajan said that the BRO constructs border roads in the Western and Eastern fronts at high altitudes, in tough terrain and challenging climatic conditions, in Arunachal Pradesh, Uttarakhand, Himachal Pradesh, Leh, Ladakh, Jammu and Kashmir, Punjab and Rajasthan. The Indian Armed Forces require more such roads in the forward area to maintain their preparedness throughout the year, he said, seeking Industry's help to build strong modular bridges which can withstand heavy load.

In a brief presentation, a Border Roads official described the various projects undertaken by the BRO in the past 54 years, and outlined some of its major requirements.

Taking forward the discussions, Lt Gen RM Mittal suggested that much of the equipment currently being imported by the BRO could be manufactured in India under the 'Make in India' programme. With more mechanization, BRO is looking for more equipment to



Interactive session on Border Roads in New Delhi

cover vast areas in the next 8 to 10 years, he said.

Bridges remain the focus areas for BRO, said Lt Gen Mittal, noting that so far 600 bridges have been built in the forward areas. The BRO is planning to replace World War II bridges with new bridges, and replace existing single lane bridges with new double lane ones to improve connectivity, he added.

Pointing to the huge requirement for heavy vehicles in Arunachal Pradesh to install a thermal power plant in the region, Lt Gen Mittal said another parallel 2,000 km road is planned from Tawang to Vijay Nagar in the State. To meet the need for skilled resources to construct roads and bridges in forward areas, the BRO, in consultation with the local Government, is planning to offer an engineering training programme for high school children in Arunachal Pradesh, he said.

Touching upon topics like mechanization and capacity enhancement, Lt Gen Mittal invited industry to visit BRO workshops on the Eastern and Western fronts to understand the organization's requirements.

Boosting the Aerospace Industry

CII has signed a MoU to collaborate with Aerospace Venture (AV) to render offset service to Indian industries. AV, a global industrial development, industrial cooperation and offset service provider, is one of the largest offset services providers in the world, with proven offset programmes in 20 countries, and vast knowledge of, and access to, the Aerospace and Defence Technology industry.

The MoU between AV and CII is targeted to strengthen Indian MSMEs, and will

- Provide services ranging from capability mapping to offset facilitation
- Handhold Indian companies to enter global



Phil Shaw, Chief Executive, Lockheed Martin India Private Ltd; and **Dr R K Tyagi**, Chairman, CII National Committee on Aerospace, and Chairman, Hindustan Aeronautics Ltd; at an interaction in New Delhi

supply chains

- Bring global best practices to India
- Build capability and capacity in the Aerospace and Defence sector

The programme will offer a wide range of services to enable Indian aerospace and defence companies to take advantage of offset business opportunities, new technology absorption and enhanced export possibilities, to become part of the highly competitive global aerospace

and defence supply chain. It will also showcase the Indian aerospace and defence industry's capabilities and potential to international aerospace, defence and security companies. ■

Champions for Societal Manufacturing Programme



The members of the Apex Committee of the Champions for Societal Manufacturing met on 15 January in Jaipur under the chairmanship of Mr Amitabh Kant, Secretary, Department of Industrial Policy and Promotion (DIPP), to share the joint mid-term review report, which was presented by the Japanese International Cooperation Agency (JICA). The meeting evaluated the achievements against the project goals for the programme's courses, including the CEO's course, Senior Manager's Course, Middle Management course, 1000 VSME and Village Buddha, being run jointly by CII and academia to create leadership in manufacturing, and towards the holistic development of society through best manufacturing and business practices.

As many as 1411 Champions for Societal Manufacturing have graduated from the programme, since its inception. From amongst over 200 published success stories, a compendium of 14 success stories, demonstrating how the learning from the programme have become internalized in Indian Industry and how visionary leaders are making an impact, has been compiled. This compilation, along with the text book for Village Buddha Module 2, was presented by Prof Shiba to Ms Nirmala Sitharaman, Minister of State



Dr Surinder Kapur, Chairman, CII National Committee on Industrial Relations, and Chairman, Sona Koyo Steering Systems Ltd; **Amitabh Kant**, Secretary, DIPP; **Nirmala Sitharaman**, Minister of State (I/C) of Commerce & Industry, and **Prof. Shoji Shiba**, Chief Adviser, Champions for Societal Manufacturing, at an interaction in Jaipur (Independent Charge) of Commerce and Industry.

Mr Kant suggested that the programme be scaled up across India, for greater impact, and invited ideas for the growth and expansion of the initiative.

The members of the Apex Committee include representatives from Indian industry, in IIT Kanpur, IIT Madras, IIM Calcutta, the DIPP, the National Manufacturing Competitiveness Council, the Ministry of Human Resource Development, CII, and JICA.

CII-Jubilant Bhartia Food and Agriculture Centre of Excellence



Advanced Food Professional Course

The CII-Jubilant Bhartia Food and Agriculture Centre of Excellence (CII FACE) has established strategic partnerships with academia of international repute to develop technical capability programmes, keeping in mind practical industry issues, to add value and develop food chains in India.

Some of these initiatives in building Food Safety and Quality include short term training programmes with the National Institute of Food Technology Entrepreneurship and Management as per the mandate of the Ministry of Food Processing Industries; Capability Training Cell programmes for spices and botanical ingredients in collaboration with the US Food and Drug Administration, the University of Maryland, USA, and the Spices Board of India; and certified food professional courses with IIT Kharagpur.

The IIT Kharagpur - CII FACE Certified Food Professional Course was launched in 2012, to provide the much-needed synergy between Academia and the Food Industry to arrive at practical know-how and best practices towards developing capacity for world class food factories. Batch 3 of the Advanced Food Professionals Course, a Face to Face module, was held in Kharagpur from 12-24 January.

The module, comprising more than 30 lectures and

practical classes, was enriched with case studies by industry speakers from Pepsico Foods, Bisk Farm, GSK, TPM Solutions and others. The topics covered food processing technology, innovative packaging, water treatment, state-of-the-art analysis and testing techniques and pilot plant design, as well as deliberations by industry practitioners on food regulations, lean thinking, TPM solutions, problem-solving techniques, food safety risk mitigation, and food safety and quality kaizens.

The course participants represented organizations such as PepsiCo Foods, Banas Dairy, Amul Dairy, Kelloggs, Dominos and Akshayapatra. Field visits were organized to the Keventer plant, the Edward Food Research and Analysis Centre, and PepsiCo Packers.

The Module will be followed up with 7 webinar sessions on Global Food Safety Initiatives, ISO 9001: 2015 Revisions, Packaging Material Analysis, Maturity Analysis on Food Safety Excellence, Allergen Management, NABL Accreditation, ISO 17025 and Draft Indian Regulations on Traceability and Recall. The programme provides participants the opportunity to demonstrate the learnings from the course through a two month Industry project in their own organization, the report of which would be evaluated by CII FACE. ■



Faculty and participants at the Face-to-Face Module of the IIT Kharagpur - CII FACE Certified Food Professional Course in Kharagpur

CII Naoroji Godrej Centre of Excellence



Poka Yoke: Concepts, Methods and Applications

A workshop on Poka Yoke: Concepts, Methods and Applications, held in Mumbai on 6 - 7 January, explained the concept and applications of zero defects quality control and mistake proofing, in different situations.

Indirect Taxes



Indirect taxes govern the way we manufacture, trade, deal in goods and services, incur cost on inputs and services and plan our investments. A workshop held on 9 - 10 January in Mumbai discussed issues related to Service Tax, tariff rates, tenders, contracts, conversion of invoice price of imported goods / services from foreign currency to INR, etc.

Theory of Constraints (TOC)

The programme on 'Increasing sales and reducing



inventory simultaneously - The TOC way,' held on 10 January in Mumbai, helped participants learn how the Theory of Constraints (TOC), as a management methodology helps companies to increase their sales and reduce inventory simultaneously, resolving distribution dilemmas as well as production problems, to align organizations to market needs.

Successful Innovation by Design

In a programme held on 13-14 January in Mumbai, New Product Development (NPD) and Innovation Business Heads guided the use of emerging models, through examples, to demonstrate how new integrated design processes influence innovation and new product success.

Warehouse and Inventory Management



Modern warehouses are profit centres rather than traditional storage spaces. The warehouse is the key integrator in the supply chain process, a tool for competitive advantage to maximize service levels. A programme on Warehouse and Inventory Management in Mumbai on 21 - 22 January, identified practical techniques and trends to handle Warehousing and Inventory functions effectively.

Improving Manufacturing Productivity

Today's tough competition requires shorter delivery periods, innovative and customizable products, higher quality and performance at much lower cost. Industry must change to accept the challenge, and change processes, thinking as well as policies. 'Workforce adaptation to new technology' and 'resistance to organizational change' are the biggest hurdles to overcome.

A two day programme held from 22 - 23 January in Mumbai enabled the participants to become 'Change Leaders' in their organization and drive the 'productivity improvement mission.'

CII-AVANTHA Centre for Competitiveness for SMEs



Cluster Review Meeting

A special review meeting for the on-going CII-Godrej Vendor Cluster was held in Mumbai on 9 January, to engage and encourage the various participating vendors.

Manufacturing Excellence

On 14 January, Shivalik Bimetals Controls Ltd, Solan, initiated a journey to achieve Manufacturing Excellence, with a focus on employees and processes, through an assignment with CII. The programme was inaugurated with training on 5S, which is the foundation for any improvement activity. Company personnel were also introduced to the concept of 3M and how it can be used to identify and eliminate various types of waste.

Finance for Non-Finance Managers

A workshop on 'Finance for Non-Finance Managers' was conducted on 15 January in Gurgaon, to train managers with a non-financial background to assimilate financial data and judge the financial strength of their strategic inputs. The workshop covered the essential principles of finance - cash flow, working capital, balance sheets, key performance indicators etc, as well as resource acquisition and allocation.

Cluster Approach

An international delegation, organized by the National Institute for Entrepreneurship and Small Business Development (NIESBUD), a premier organization of the Ministry of Micro, Small and Medium Enterprises, India, visited the CII-Avantha Centre for Competitiveness for SMEs, Chandigarh, on 16 January. The delegation, 7th in the series, focused on women and enterprise



International delegates at the CII-AVANTHA Centre for Competitiveness for SMEs in Chandigarh

development and trainers' training on entrepreneurship and promotion of income generation activities.

The delegates showed keen interest in replicating the Cluster approach that has been pioneered by CII in their respective countries to promote women enterprise development and income generation through the principles of inclusive growth.

A total of 42 delegates from 20 countries, namely, Afghanistan, Bangladesh, Bhutan, Cameroon, Ethiopia, Fiji, Ghana, Indonesia, Mauritius, Myanmar, Namibia, Nepal, Niger, South Africa, South Sudan, Sri Lanka, Thailand, Uganda, Zambia, and Zimbabwe, attended the programme.

Training on Root Cause Analysis

Root Cause Analysis (RCA) prevents the re-occurrence of catastrophic failure of critical plant production systems and helps avoid deviations from acceptable performance levels that result in personal injury, environmental impact, capacity loss or poor product quality. A training programme on RCA was held on 22 January in Gurgaon.

Succession Management



Training programme on Succession Management, in Gurgaon

A training programme on Succession Management, conducted on 23 January in Gurgaon, illustrated how businesses can identify and prepare successors for key positions to ensure business continuity.

The participants were apprised that succession planning and career progression roadmaps must be aligned to the medium and long-term business strategy to ensure that potential successors whose strengths best fit the organization's needs are developed, and adequate resources are concentrated on talent development.

The programme stressed the need for fresh thinking to address talent management. Since one size does not fit all, each organization needs to devise a unique succession management plan best suited for its needs. ■

CII Sohrabji Godrej Green Business Centre



Prakash Gaur, Vice President, GIFTCL; **Anandiben Patel**, Chief Minister of Gujarat; **Shankarbhaj Chaudhari**, Minister of State, Urban Housing (I/C), Health & Family Welfare, and Transport, Gujarat, and **Sameer Sinha**, Chairman, IGBC Ahmedabad, and MD, Savvy Infrastructure Pvt Ltd, at an interaction in Ahmedabad

GIFT City to be developed as a Model Green City

The Indian Green Building Council (IGBC), a part of CII, and the Gujarat International Finance Tec-City Company Ltd (GIFTCL) inked a Memorandum of Co-Operation (MoC) to promote the concept of a Model Smart City, on 12 January in the presence of Ms Anandiben Patel, Chief Minister of Gujarat, Mr Prakash Gaur, Vice President, GIFTCL, and Mr Sameer Sinha, Chairman, IGBC, Ahmedabad Chapter, and MD, Savvy Infrastructure Pvt Ltd.

The MoC aims to showcase the GIFT City as a Model Green City for upcoming Smart Cities in India. GIFT City is conceived to offer a perfect blend of modern technological innovations and sustainable infrastructure and facilities for an enhanced quality of life.

As part of the MoC, IGBC and GIFTCL would handhold the developers and promoters of the City by conducting joint feasibility studies, capacity-building workshops, and training programmes, to facilitate the design and construction of all buildings coming up in the GIFT City as Green Buildings.

IGBC Indore Chapter



At the launch of the IGBC Chapter in Indore

The IGBC Indore Chapter was launched on 10 January, the 17th Chapter in the country.

Local chapters promote Green Building concepts at the State and regional levels, to take forward the vision of IGBC to enable 'a sustainable built environment for all and to enable India to become one of the global leaders in sustainable built environment by 2025.'

Training Programme on Energy Efficiency

A two-day Advanced Training Programme on Energy Efficiency on 29 - 30 January in Chennai disseminated the latest techniques and advancements in energy management. It also provided information on energy saving ideas, and encouraged participants to create innovative energy-saving ideas through actual implemented case studies. ■

CII Suresh Neotia Centre of Excellence for Leadership



Workshop on Subordinate Development

A workshop on Subordinate Development, held on 21 January in Kolkata, showed how organizations can



develop competencies in leadership skills to manage, develop and release the full potential of juniors at the individual, team-based and organizational level, to motivate them to use their skills and knowledge for the benefit of the organization.

It offered a clear theory-based understanding of motivation need identification, excellence goal-setting, mind blocks to excellence, active listening techniques, giving and receiving feedback, and situational leadership studies. ■

CII Institute of Quality



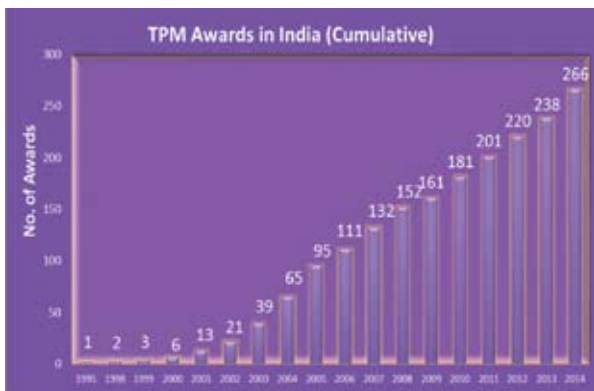
Indian Companies Bag TPM Award

The recent announcement of the TPM Awards by the Japan Institute of Plant Maintenance (JIPM) for the year 2014 shows that this year turned out to be very good for Indian Industry. This year, 28 companies successfully competed for the prestigious Japanese award, making India the country with the highest number of awards outside Japan! Till date, 186 Indian companies under 33 categories have won 266 JIPM-TPM Awards, with some of them going for higher levels of awards in their TPM journey.

The TPM Club India of the CII Institute of Quality, through its consulting and hand-holding support, supported 23 of this year's award winning companies. So far, 83 of its supported companies have bagged 107 awards.

TTK Prestige Ltd, Coimbatore Plant (Consumer Durables); Carborundum Universal Ltd, SPR and MMN plants (Abrasives); Godrej & Boyce Mfg, Co Ltd; Locking Solutions and Systems(Locks); Godrej & Boyce Mfg, Co Ltd; Tooling Division (Tools); and Godrej & Boyce Mfg, Co Ltd; Interio Division (Furniture) became first time winners in their categories in India, with the support of the CII TPM Club India.

Among the 2014 winners, Tetra Pak India Pvt. Ltd, Chakan Packaging Material Supply Chain, won the Special Award for TPM. Eight companies were awarded for 'Excellence in Consistent TPM Commitment,' 18 companies won the award for 'TPM Excellence - First Category,' and one company was awarded for 'TPM Excellence - Second Category.'



For more details on TPM Club India and the awards, please contact preethi.peter@cii.in

Training Programme on Laboratory Management & Internal Audit

The CII Institute of Quality organized two 4-day training programmes on Laboratory Management and Internal Audit as per ISO/IEC 17025:05, on 6-9 January in Bengaluru, and on 12-15 January in Gurgaon. While 22 participants attended the programme in Bengaluru, 15 participants attended in Gurgaon.

The adoption of Total Quality Management (TQM), enables the manufacturing sector to establish efficient and effective control in measurement systems, including Laboratory Measurement Systems. This results in customer satisfaction as the products have decreasing rejections.

In order to establish control on measurement systems in the laboratory, ISO / IEC has brought out a standard ISO/IEC 17025:05 for developing competence and for carrying out tests and / or calibration, including sampling, using standard methods, non-standard methods and laboratory development methods. The international standard is applicable to first, second and third party laboratories to develop their management systems for quality, administration and technical operations.

The programmes updated the participants on the requirements of all the clauses of ISO/IEC 17025:05 for personnel competency and laboratory capabilities, towards implementing the standards in their own laboratories for generating testing and or calibration reports and certificates acceptable to customers nationally and internationally. ■



Participants at the training programme on Laboratory Management & Internal Audit as per ISO 17025, in Bengaluru

For more detail on QMS & Laboratory Management Systems, please contact [Mamta Rai at qms@cii.in](mailto:Mamta.Rai@cii.in)



Knowledge & Innovation Initiatives



Technology Partnerships

Andhra Pradesh Technology Development and Promotion Centre

Interactive Session with Polish Delegation

The Andhra Pradesh Technology Development and Promotion Centre (APTDC) and its industry partners explored opportunities and areas of collaboration in Waste and Environment Management, with a visiting delegation from Poland on 20 January in Hyderabad.

The Polish delegation included Mr M Jagadeswara Rao, President of the Poland India Business Council, Mr. Romuald Bogusz, Member of the Board, Polish Chamber of Commerce Ekorozwoj, and other leaders of Polish industry.

Global Innovation and Technology Alliance

Innovation Session at the Australia Business Week

The Global Innovation and Technology Alliance (GITA) along with CII, co-organized a seminar on 'Australia's Innovation and R&D credentials - Partnership Opportunities with India' with the Australian Trade Commission, on 12 January, during the 'Australia Business Week in India' in New Delhi.

Representatives from top Australian universities were among the panelists at the event, including Prof. Peter Hodgson from Deakin University, Mr. Arun Sharma, Deputy Vice Chancellor, Queensland University of Technology, and Prof. Ian Youngh AO, Vice Chancellor, Australian National University. The session provided a good platform for representatives of the Australian Government and business to understand GITA's initiatives to create access to industrial R&D funding and collaboration opportunities. The discussions

emphasized the need to bring Industry and academic research together in order to create more partnerships and technology developments.

In another session, where Government and Industry representatives from Australia and India shared their views, Dr. Arabinda Mitra, Adviser and Head, International Bilateral Cooperation, Department of Science and Technology, described India's growth in science and technology over the years. Dr. H. K. Mittal, Adviser and Member Secretary, National Science and Technology Entrepreneurship Development Board, stressed the need to facilitate small and medium enterprises, and called for innovation fellowships and joint recognition of innovators.

Gujarat Knowledge Application and Facilitation Centre

Showcasing Electric Vehicles

The Gujarat Knowledge Application & Facilitation Centre (GKAFC) has taken up 'sustainable mobility with electric



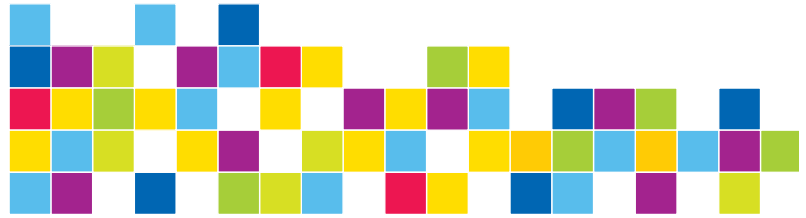
Electric Vehicles on display at the Vibrant Gujarat Global Trade Show 2015, in Gandhinagar

vehicles' as an on-going initiative to enhance the acceptance and penetration of electric vehicles. To popularize the economic and environmental benefits of these vehicles, the GKAFC organized demonstrations of electric vehicles during the Vibrant Gujarat Trade Show 2015 and also arranged for these vehicles to ferry visitors during Vibrant Gujarat 2015.

The initiative aims to facilitate the adoption of electric vehicles as an alternate and appropriate mode of transport, leading to a greener, non-polluting and energy efficient transportation solution, taking forward the Government of India's National Electric Mobility Plan 2020, which envisages 5 to 7 million electric vehicles on the road.



Innovation Session during the Australia Business Week, in New Delhi



Chennai

As part of National Volunteering Week, Yi Chennai, in association with the Industrial Waste Management Association and TES-AMM Recyclers Ltd, organized an e-Waste Collection and Awareness Programme on 23 January. The event was held to create awareness for collection of e-waste in bins installed at suitable collection points, for a cleaner environment.



E- Waste Collection and Awareness Programme in Chennai

for India' at Bhavan's Vivekananda College, the Institute of Metro and Rail Technology, and the International Institute of Information on 19, 21, 22 and 24 January, to encourage innovative thinking and nation building.

The themes included Public Transport, Sustainability, Pollution, Social Media, Cleanliness, Unemployment, Ecology, Urbanization, Sanitation, Corruption, Environmental Education and Swachh Bharat.

Jaipur



Awareness Session on e-Waste in Jaipur

A session on e-Waste Awareness on 24 January explained simple ways for disposing electronic waste, effective methods for collecting dead electronic waste, and recycling waste, and how these measures could contribute to the Swachh Bharat Campaign.

Erode



Road Safety Programme in Erode

Yi Erode, in association with the EBET Group of Institutions and Kongu Engineering College, held a road safety programme on 14 January. Students performed street plays to communicate the importance of wearing a helmet and the dangers of drunken driving. The programme was flagged off by M R Sibi Chakravarthy, Superintendent of Police, Erode District.

Kochi



Cycling Trip in Kochi

On 11 January, Yi Kochi members participated in a 13.2 km cycling trip to promote friendship, a healthy lifestyle and bonding among members.

Hyderabad

Yi Hyderabad organized a series of sessions titled 'Think



Session on 'Think for India' in Hyderabad

Lucknow

Yi Lucknow, in association with CII, organized a conclave with the theme 'Raksha - In Defence of Nation- Honouring Martyrs and the Families and Tackling Borders: A Defence Analysis,' on 18 January.



At the Raksha Conclave in Lucknow

Mr Maninder Singh Bitta, Chairman, All-India Anti-Terrorist Front, Major General GD Bakshi (Retd), and Vice Admiral Pradeep Kaushiva (Retd), Director, National Maritime Foundation, among others, addressed the Conclave.

Ludhiana

Yi Ludhiana organized sessions on Liver Transplantation and Organ Donation at the Gulzar Group of Institutes on 19 January, and at Desh Bhagat University on 21 January.

Madurai



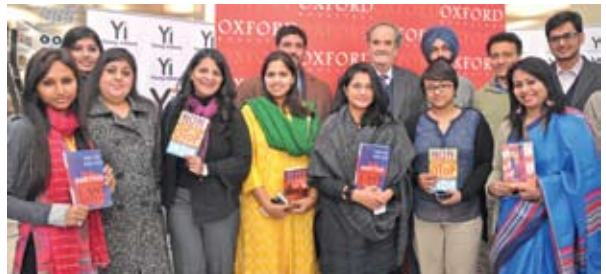
'VRYiKSHA- Growing Entrepreneurs' Conference in Madurai

On 8 January, Yi Madurai organized a women's conference under the theme 'VRYiKSHA- Growing Entrepreneurs.' The conference was followed by a panel discussion on challenges in the social media, networking and business. The speakers from varied fields included Ms Nandini Murali, Adviser - Gender Communication, Naandi Foundation, Hyderabad, Ms R Divyeh, Architect, Divyeh Associates, Ms Anusha Gopi, Physician, Meenakshi Mission Hospital, Ms Latha Abiruben, Founder, Navik Organic Products, and Ms Soma Basu, Deputy Editor, The Hindu.

Ms Vichitra Rajasingh, CEO, Bells Hotels P Ltd, and Ms Hema Sathish, MD, Devadoss Multispeciality Hospital, described how they overcame challenges to find work family balance.

New Delhi

In an interaction on 13 January, Sir Mark Tully, former



Session with Sir Mark Tully, Former Bureau Chief, BBC, in New Delhi
Bureau Chief, BBC, and Author, offered an overview of the current economic scenario in India, and spoke about the need for good work, education, affordable healthcare, and upholding Indian values for the development of the nation, under the theme 'Future of India.'

Thiruvananthapuram

Mr Kishore George, certified chocolate-maker from Ecole Chocolat, Canada, conducted a workshop on chocolate-making on 15 January. He chronicled the history, processes, production techniques and recipes of chocolate-making, and shared that India, which produces 30,800 tonnes of chocolate annually, has become the fastest growing market for chocolate, with sales having doubled from 2011 to 2014.

Tiruchirapalli



Conference on Entrepreneurship in Tiruchirapalli

'YUtry- Sharpen Your Saw,' a two-day conference on entrepreneurship, was inaugurated on 8 January by Mr D N V Kumara Guru, National Chairman, Yi, and Director-External Relations, Indian School of Business. Mr Guru shared that dreaming big was his mantra for success, and emphasized the importance of team building and hard work.

Mr Prafulla Agnihotri, Director, IIM-Trichy, gave an inspirational talk on how to face challenges and succeed, while Ms Smita Nagaraj, Principal Secretary to the Government, and Director, Entrepreneurship Development Institute, stressed the importance of entrepreneurial goals and business plans. Mr B V Ramanan, MD, Livia Polymer Bottled P Ltd, described strategies to attract funding agencies. ■

Interactive Session with Indian Heads of Missions from Asia and Europe Regions



Kiran Karnik, Chairman, CII National Committee on Telecom & Broadband; **R Mukundan**, MD, Tata Chemicals Ltd; **Shobana Kamineni**, Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd; **Dr Naushad Forbes**, Vice President, CII, and Director, Forbes Marshall Pvt Ltd; **Sumit Mazumder**, President Designate, CII, and Chairman & Managing Director, TIL Ltd; **Chandrajit Banerjee**, Director General, CII; **Dr Pawan Goenka**, President - Automotive & Farm Equipment Sector, and Member - Group Executive Board, Mahindra & Mahindra Ltd, and **Ravi Parthasarathy**, Chairman, IL&FS Ltd, at the interactive session with Indian Heads of Mission, in New Delhi

CII organized an Interactive Session with Indian Heads of Missions from Asia and Europe Regions on 7 February in New Delhi. The Heads of Missions were in India to participate in the Annual Conference of Heads of Missions of India, organized by the Ministry of External Affairs. Over 80 diplomats from the region participated in the meeting.

This year, the session assumed special significance given the new Government and the tremendous positive global response that it has received for India. The impact within the country and outside to the many economic and business developments that we have seen is indeed noteworthy.

The Heads of Mission interacted with leaders of Indian Industry including Mr. Sumit Mazumder, President Designate, CII, and Chairman & Managing Director, TIL Ltd, Dr. Naushad Forbes, Vice President, CII, and Director, Forbes Marshall, Mr. Kiran Karnik, Chairman, CII National Committee on Telecom and Broadband, and Former President, NASSCOM; Mr. Ravi Parthasarathy, Chairman, IL&FS; Mr. Pawan Goenka, President, Automotive & Farm Equipment, Mahindra & Mahindra Ltd; Mr. R Mukundan, MD, Tata Chemicals, and Ms. Shobana Kamineni, Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd.. The session was moderated by Mr. Chandrajit Banerjee, Director General, CII.

The speakers touched on the various development initiatives announced by the new Government like Make in India, Smart Cities, Digital India, the Clean Energy campaign, Swachh Bharat, initiatives on education and

skills, etc, and the opportunities for global business to partner these efforts.

The Session also focused on the various measures being undertaken to promote the ease of doing business in India, and opportunities in the infrastructure sector, among others.

During the question / answer session that followed, the Heads of Missions raised issues relating to the exploration of new markets by Indian companies, especially in Eurasia and Myanmar, opportunities for outward investment by Indian companies, and identification of cities / areas to be converted into smart cities in collaboration with other countries, to name a few.

Africa

Kenya

Investment Opportunities in Kenya

Ms Susan Chepkoech Kikwai, Deputy Governor, County of Kericho, Kenya, and members of a visiting delegation,



Meeting with delegation from the County of Kericho, Kenya, in New Delhi

interacted with representatives of CII on 30 January in New Delhi.

The visitors made a presentation on investment opportunities in Kericho County, which is seeking Indian investment in Healthcare – hospitals, and medical equipment, Education - partnerships to develop courses and university tie ups, Tourism, and Food Processing, with the focus on tomato and banana, as well as branding and marketing high quality tea.

Asia



At the CII-Alibaba.com MoU signing ceremony in Hangzhou



At the Bangladesh-China-India-Myanmar (BCIM) Business Forum meeting in Hangzhou, China

2015 Bangladesh-China-India-Myanmar (BCIM) Business Forum

CII and the Consulate General of India, Shanghai, jointly organized a delegation of about 30 Indian companies to attend the 2015 Bangladesh-China-India-Myanmar (BCIM) Business Forum in Hangzhou from 14 - 16 January. The BCIM Business Forum was organized by the BCIM Business Council (Federation of Bangladesh Chambers of Commerce and Industry, the China Council for the Promotion of International Trade (CCPIT), CII and the Myanmar Federation of Chambers of Commerce and Industry) with the support of the Hangzhou Municipal People's Government. Speakers from China, India, Bangladesh and Myanmar discussed the trade and investment opportunities in cross-border e-commerce, tourism, and textiles, as also cultural exchanges between the countries.

Alibaba.com and CII sign MoU

CII organized an interactive meeting with Alibaba.com,

the global B2B business unit of the Alibaba Group in Hangzhou on 16 January. The interactions primarily focused on building B2B linkages between small and medium enterprises from India and the rest of the world through better utilization of digital services for cross-border and domestic trade. CII and Alibaba.com also signed an MoU for greater India-China SME engagement. The MoU is a step forward in forging greater partnerships and engagement between Indian and global businesses.

Pakistan

Trade Facilitation through Wagha/ Attari Border

CII organized a seminar on 'Trade Facilitation between India and Pakistan through Wagha/ Attari Border' on 8 January in Amritsar, to exchange views on how to dispel apprehensions and create a conducive environment for free trade between the two countries through a process of regular dialogue and understanding.



Dr Pinaki Dasgupta, Professor, International Management Institute (IMI); **Pardeep Sehgal**, Co-Chairman, CII-PBC Task Force on Trade Facilitation, and Partner, Sinochem Impex, Amritsar; **Gurpreet Singh Munjral**, Chairman, CII Amritsar Zonal Council, and Partner, GM Trading International; **Ravi Bhagat**, Deputy Commissioner, Amritsar; **Sanjeev Pahwa**, Chairman, CII Punjab, and MD, Ralson India Ltd; **Manish Mohan**, Regional Director-International, South & Central Asia, CII, and **Biswajit Nag**, Associate Professor, Indian Institute of Foreign Trade, at the seminar on 'Trade Facilitation Between India and Pakistan through Wagha / Attari Border' in Amritsar

Setting the context, Mr Sanjeev Pahwa, Chairman, CII Punjab, and MD, Ralson India Ltd, urged the various stakeholders present to offer out-of-the-box solutions to build closer understanding and trust and go beyond Governments to seek mutually acceptable solutions for building stronger trade ties between the two countries.

Mr Ravi Bhagat, Deputy Commissioner, Amritsar, who was the Chief Guest, commended CII for the initiative, and called for more such programmes to allay the concerns of Indian businessmen vis-à-vis trade with Pakistan.

Mr Pardeep Sehgal, Co-Chairman, Task Force on Trade Facilitation under the India – Pakistan Joint Business Forum (IPJBF), and Partner, Sinochem Impex, Amritsar, described the several difficulties faced by Indian businessmen in conducting trade with Pakistan through the Wagha/Attari land route.

Dr Biswajit Nag Associate Professor, Indian Institute of Foreign Trade, presented some key recommendations for enhancing India-Pakistan bilateral trade. Building on that, Dr Pinaki Dasgupta, Professor, International Management Institute, offered detailed sectoral strategies that need to be followed by the Indian business community for boosting economic cooperation between India and Pakistan.

Mr G S Munjral, Chairman, CII Amritsar Zonal Council, and Partner, GM Trading International, expressed concern over the large quantum of illegal barter trade through the LoC border in Jammu and Kashmir, which is directly hampering the volume of trade through the Wagha/Attari border.

Australia

India Australia Business Summit

CII organized the first India-Australia Business Summit in association with the Australian Trade Commission in New Delhi on 12 January. Mr. Andrew Robb, AO, MP, Minister of Trade and Investment, Australia, was the Chief Guest at the Summit, accompanied by a 400 member-strong business delegation from Australia.

In his keynote address at the inaugural session, Mr Dharmendra Pradhan, Minister of State of Petroleum and Natural Gas, India, invited Australian companies to invest in the hydrocarbon sector in India. Oil and gas features among the 25 sectors shortlisted for the 'Make in India' initiative, he said.



Ajay S Shriram, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd; **Michael Baird**, MP, Premier, New South Wales, and Minister for Infrastructure and Minister for Western Sydney; **Dharmendra Pradhan**, Minister of State of Petroleum and Natural Gas, India; **Andrew Robb**, AO MP, Minister of Trade and Investment, Australia; and **N Chandrababu Naidu**, Chief Minister of Andhra Pradesh, at the India Australia Business Summit in New Delhi

The Minister stated that the Government of India would be pursuing a policy of 'Power for All' by 2019. In addition, the process of auctioning coal blocks was under way, environment laws and regulations were being simplified and diesel prices had been deregulated. These measures, he hoped, would make doing business in the hydrocarbon sector more attractive.

He urged Australian companies to also invest in the mining sector in India, including metals, geo-scientific research, exploration of coal-bed methane, and encouraged Indian companies to invest in Australian LNG projects.

Mr Robb said that Australia could help India diversify its energy basket by providing access to fuels such as LNG. Mining and minerals, and agri and food processing were other areas in which the two countries could cooperate, he said.

Noting that around 300,000 Indians are studying in Australia, Mr Robb felt that the new Colombo Plan announced by his Government would encourage more Australians to study in countries like India.

The Minister said his Government accorded high priority to concluding the Australia India Free Trade Agreement, and hoped it would be done this year itself.

Speaking at the inaugural, Mr. N Chandrababu Naidu, Chief Minister of Andhra Pradesh, suggested that Andhra Pradesh could be Australia's gateway into India, highlighting his Government's objective to convert Andhra Pradesh into a logistics hub. Mr Naidu said the two countries could work together in sectors such as aquaculture, agri and food processing; sports, healthcare, airports and port development, among others.

Mr. Michael Baird, MP, Premier, New South Wales,

Minister for Infrastructure and Minister for Western Sydney, Australia, spoke of the potential for co-operation in areas such as infrastructure development, and in promoting two-way tourism as well as skill development in India.

India offers a real window of opportunity as it undertakes a major reforms programme, said Mr. Sam Walsh, AO, CEO, Rio Tinto Group, calling on the visiting Australian delegation to seriously consider doing business in India.

Earlier, welcoming the delegates, Mr. Ajay Shiram, President, CII, and Chairman & Senior Managing Director, DCM Shiram Ltd, pointed to the vast complementarities in the two countries. Areas which he felt held potential included mining and minerals, environment protection, food processing and services.

The Summit included industry sessions on:

- Agriculture Equipment, Technology and Dairy
- Health and Assisted Living
- Investment in Innovation and Research & Education
- Life Sciences and Tropical Medicine
- Mining, Resources and Energy
- Premium Food and Beverages
- Transport (Rail and Road Safety)
- Water and Environment Sustainability

Europe

Greece

Boosting Ties with Greece

CII, with the Embassy of Greece, organized an interactive session with Mr Aristomenis (Aris) M. Syngros, Chairman, Enterprise Greece, to boost bilateral trade and investment between Greece and India, on 19 January, in New Delhi.

Mr. Syngros pointed out that Greece is a physical gateway to Europe from Asia and the Middle East and is ranked 6th in the world in experienced workforce. Greece and India can work together in areas such as ICT, Energy, Tourism, and Real Estate, Life Sciences, Agri-food, and Logistics etc, he suggested.

The session offered Indian industry members an overview of Greece's long-



Andreas D. Karaiskakis, Minister Counselor for Economic & Commercial Affairs, Embassy of Greece; **Ioannis E. Raptakis**, Ambassador of Greece to India; **Aristomenis (Aris) M. Syngros**, Chairman, Enterprise Greece, and **Deep Kapuria**, Chairman, CII Regional Committee on Central Europe, and Chairman, Hi-tech Group, at an interactive session in New Delhi

term strategy for economic growth as well as the investment opportunities and attractiveness of doing business in Greece.

Mr Ioannis E Raptakis, Ambassador of Greece to India, said that his country, which is struggling under an economic and financial debt crisis, seeks greater commercial and economic ties with India.

The session was chaired by Mr. Deep Kapuria, Chairman, CII Regional Committee on Central Europe, and Chairman, Hi-tech Group.

Middle East & North Africa

Egypt

Meeting with Ministry of Manpower Officials

The CII India Business Forum (IBF) - Egypt, with the support of the Embassy of India in Cairo, organized an interaction between its members and senior officials of the Ministry of Manpower on 21 January, to enable the members to understand the manpower policies of the Government of Egypt. The members also raised issues related to foreign work permits, labour laws, quota, specialized labour, delays due to security clearance, etc.

The meeting was chaired by Mr Navdeep Suri, India's Ambassador to Egypt.



Navdeep Suri, Ambassador of India to Egypt, and Government of Egypt officials, with CII IBF - Egypt members, in Cairo

India REGIONAL R O U N D U P

East



Arun Jaitley, Union Minister of Finance, Corporate Affairs and Information and Broadcasting; **Mamata Banerjee**, Chief Minister of West Bengal; **Dr Amit Mitra**, Minister of Finance, Commerce & Industry, and IT, West Bengal; **Y C Deveshwar**, Past President, CII, and Chairman, ITC Ltd, and **Sumit Mazumder**, President Designate, CII, and Chairman and Managing Director, TIL Ltd, at the West Bengal Global Summit in Kolkata

Bengal Global Business Summit 2015

7-8 January, Kolkata

CII was the organizing Partner of the West Bengal Government's Bengal Global Business Summit 2015, with the theme, 'Come to Bengal, Ride the Growth.' The Summit drew participation from across India and 20 countries, and saw the announcement of big-ticket investment proposals, the signing of MoUs, B2B and G2B meetings, sectoral breakaway sessions and serious interactions among leading industrialists and Government officials.

Ms Mamata Banerjee, Chief Minister of West Bengal, said the Summit received investment proposals worth ₹ 243,100 crores.

Mr Arun Jaitley, Union Minister of Finance, Corporate Affairs and Information and Broadcasting, Mr Nitin Gadkari, Union Minister of Road Transport and Highways, senior Ministers from the State Government, diplomats, and Government officials, attended the event. Mr Sumit Mazumder, President Designate, CII, and Chairman and Managing Director, TIL Ltd; several Past Presidents of CII, including Mr Adi Godrej, Chairman, Godrej Group; Mr Y C Deveshwar, Chairman, ITC Ltd; Mr Rajiv Kaul, Chairman, Nicco Corporation Ltd, and Mr Sanjiv Goenka, Chairman, RP-Sanjiv Goenka Group, as well as many other Industry leaders, were also present.

CII worked closely with the State Government in organizing two sessions, on IT and Manufacturing, respectively.

The Session on Manufacturing, with a focus on light engineering, diversified and heavy industries, was attended by Mr Amitabh Kant, Secretary, Department of Industrial Policy and Promotion, Union Ministry of Commerce and Industry, Mr C M Bachhawat, Additional Chief Secretary, Commerce and Industry, West Bengal; Mr Sumit Mazumder, Rear Admiral (Retd) A K Verma, Deputy Chairman, CII Eastern Region, and CMD, GRSE Ltd, Mr Sanjay Budhia, Chairman, CII National Committee on Export and Export Competitiveness, and MD, Patton International Ltd; and Mr Ranaveer Sinha, MD, Tata Hitachi Construction Machinery Co Ltd, among others.

The session on IT and ITeS was addressed by Mr Satish Chandra Tewary, Additional Chief Secretary, IT and Electronics, West Bengal; Mr Viresh Oberoi, MD and CEO, mjunction services ltd; and Dr Ajay Kumar, Joint Secretary, IT and Electronics,



C M Bachhawat, Additional Chief Secretary, Commerce & Industry, West Bengal, and **Amitabh Kant**, Secretary, DIPP, at the session on Manufacturing, during the West Bengal Global Summit in Kolkata



At the Brainstorming Session for facilitating Industrial Growth, in Ranchi

Government of India, among others.

Brainstorming Sessions

10 January, Ranchi

14 & 23 January, Jamshedpur

CII organized three brainstorming sessions under the common theme of 'Evolving an Agenda for Trade and Industrial Growth in Jharkhand' to prepare Industry inputs for the State Government to enable it to create a conducive environment for doing business in the State. The sectors covered were Power and Coal, Auto and Auto Ancillaries, MSMEs, Mining and Metal. Based on the feedback of the specific sessions, CII will submit a report to Mr Raghubar Das, Chief Minister of Jharkhand. The Federation of Jharkhand Chamber of Commerce and Industries partnered CII in organizing one session.

Road Show for Hannover Messe

16 January, Kolkata

With the Make-in-India campaign getting heard and being taken seriously across the globe, Indian companies, including those located in the Eastern Region, must participate in Hannover Messe, the world's largest industrial trade fair, billed for 13-17 April this year, said Mr Rainer Schmiedchen, Consul General (Kolkata), Germany, at a Seminar on Business Opportunities at the Hannover Messe.

India is the Partner Country at Hannover Messe 2015, to be inaugurated by Mr Narendra Modi, Prime Minister of India, and Dr Angela Merkel, Chancellor of Germany. CII is facilitating the organization of the India Pavilion.

Mr Alope Mookherjee, Chairman, Innovation Task Force, CII (ER), and Chairman, Solyvent Flakt India Ltd, said CII would organize a CEO's delegation to Germany, hold an India-Germany Business Summit and conduct a sectoral workshop on Digital India and Skills India, coinciding with the Fair.

Session on Laos and Vietnam

16 January, Raipur

CII Chhattisgarh, in association with the Chhattisgarh Tourism Board, organized an interactive session with



Santosh K Misra, MD, Chhattisgarh Tourism Board; **Sunil Mishra**, MD, Chhattisgarh State Industrial Development Corporation; **Dinesh Agrawal**, Chairman, CII Chhattisgarh, and Executive Director, Godawari Power & Ispat Ltd; **Southam Sakonhnhon**, Ambassador of Laos to India, and **Tran Quang Tuyen**, Minister, Deputy Head of Mission, Vietnam, at an interaction in Raipur

Mr Southam Sakonhnhon, Ambassador of Laos in India, and Mr Tran Quang Tuyen, Minister and Deputy Head of Mission, Vietnam, to develop business ties between these countries and Chhattisgarh.

North Bengal Industry Meet, 2015

19 January, Siliguri



Mamata Banerjee, Chief Minister of West Bengal, addressing the North Bengal Industry Meet 2015 in Siliguri

CII was the Organizing Partner at the North Bengal Industry Meet, which was a continuation of the Bengal Global Business Summit in Kolkata. Inaugurated by Ms Mamata Banerjee, Chief Minister of West Bengal, the Meet was attended by more than 400 entrepreneurs and other stakeholders. Investment proposals worth ₹ 2,200 crores were announced by Dr Amit Mitra, Finance Minister of West Bengal. The Meet focused on the scope for small and ancillary industries such as food processing, horticulture and animal husbandry in the region.

B2B and B2G Session

19 January, Siliguri

With the participation of delegates from Bangladesh, Nepal, Bhutan, Sikkim and North Bengal, Uttarakhand, the newly-created North Bengal Mini Secretariat at Fulbari in Siliguri was the venue of a fruitful B2B and B2G session, concurrent to the North Bengal Industry Meet, organized by CII in partnership with the Department of Micro, Small and Medium Enterprises (MSME) and Textiles,



Kamal Kumar Mittal, MD, PCM Cement Concrete Pvt Ltd; **Prabir Seal**, Chairman, CII North Bengal Zonal Council and MD, Seal & Co Pvt Ltd; **Rajiva Sinha**, Principal Secretary, MSME & Textiles, West Bengal, **Asvini Kumar Yadav**, Director, MSME & Textile, West Bengal; and **Naresh Agarwal**, Vice Chairman CII North Bengal Zonal Council, and Director, Advance Contractors & Engineers (P) Ltd, at an interaction in Siliguri



Partha Chatterjee, Minister of Higher Education & School Education, and Parliamentary Affairs, West Bengal, and **Aloke Mookherjea**, Chairman, CII (ER) Innovation Task Force, and Chairman, Solyvent Flakt (India) Pvt Ltd, at the CII Innovation Conference in Kolkata

West Bengal. Mr Rajiva Sinha, Principal Secretary, MSME and Textiles, presided over the session, which was attended by members of Chambers of Commerce from neighbouring countries and States.

Innovation 2015: Today & Tomorrow

22 January, Kolkata

At Innovation 2015: Today and Tomorrow, a conference

organized by CII Eastern Region, Mr Partha Chatterjee, Minister of Higher Education & School Education and Parliamentary Affairs, West Bengal, called upon Industry to create high-end jobs for people in the State, with Industry and Academia working together. He urged CII to institute an Award for the Best Innovator, to help create a culture of innovation.

Activity Snapshot

Bihar	
16 January, Barauni	Awareness Programme on Quality Management Standards & Quality Technology Tools
Chhattisgarh	
5 January, Raipur	CII team calls on Commerce & Industries Minister of Punjab
Odisha	
21 January, Bhubaneswar	Seminar on E-Waste Management & Entrepreneurship Development
West Bengal	
30 December, Siliguri	Session with Chinese Delegation from Lincang, Yunnan
27 January, Kolkata	Pre-event Press Conference for Destination East 2015

North East

Road Shows for CONMAC 2015

ConMac 2015, a focused Construction Equipment show for North East India, is being held in Guwahati from 27 February to 1 March. Spread across 15,000 sqm, and with the participation of over 120 companies, the event will be the largest exhibition on construction equipment in North East India.

CII organized road shows to promote ConMac 2015 in Guwahati on 19 January, in Shillong on 20 January, and in Aizawl on 22 January.

Addressing the road show in Guwahati, Mr Glenville da Silva, Chairman, ConMac 2015, and Vice President, Business Development-Asia, Volvo Construction Equipment, outlined the



R K More, Chairman, Torsa Machines Ltd; **Anand Sundaresan**, Leader, ConMac 2015 Task Force on Road Shows, and Vice Chairman & MD, Schwing Stetter (India) Pvt Ltd; **S Viswanathan**, Commissioner, Guwahati Municipal Corporation; **Glenville da Silva**, Chairman, ConMac 2015, and Vice President, Business Development – Asia, Volvo Construction Equipment; and **George Chacko**, Head – Corporate Affairs, Dalmia Cements Bharat Ltd, at the Conmac Roadshow in Guwahati

various infrastructure projects announced by the Central Government for North East India, and highlighted the potential of ConMac 2015 to aid infrastructure development in the region.

Mr Anand Sundaresan, Leader, ConMac 2015 Task Force on Road Shows, and Vice Chairman and MD, Schwing Stetter (India) Pvt Ltd, said the maiden edition of CONMAC has received immense response from the Construction Equipment industry to actively participate and showcase its latest technology and equipment, components and spare parts, allied products and services, to North Eastern India.

Mr S Viswanathan, Commissioner, Guwahati Municipal Corporation, mooted the creation of an Equipment Bank on a PPP model in Assam, and urged manufacturers to enhance their after-sales service.

Mr Dhruvajyoti Hazarika, Secretary, Transport and Urban Development, Assam, urged Industry leaders to start manufacturing and assembling in Assam, to create more employment opportunities.

Addressing the road show in Shillong, Meghalaya, Mr da Silva and Mr Sundaresan said ConMac 2015 is being organized to aid the Infrastructure development of the North East.

Mr S S Gupta, Additional Chief Secretary, Meghalaya, felt the event would be very useful for the engineers and contractors of the State.

Mr E Kharmalki, CEO, Meghalaya Municipal Board,



E. Kharmalki, CEO, Shillong Municipal Board; **Anand Sundaresan**; **SS Gupta**, Additional Chief Secretary, Meghalaya; **BK Panda**, Former Director, Urban Affairs, Meghalaya; **Glenville da Silva**; **Kishan Tibrewalla**, MD, Hotel Polo Towers, and **Chris Cajee**, MD, Enderson Biotech, at the Conmac Roadshow in Shillong

pointed out that the Municipal Corporation is one of the largest users of construction equipment in the State.

Addressing the third and final ConMac 2015 road show in Aizawl, Mr Lal Thanzara, Minister of State for Health, Minor Irrigation, and ICT, Mizoram, felt that the event will be very useful for contractors in the State, as also for Government Departments associated with infrastructure development.



K Lalhmingshanga, President MCI; **Anand Sundaresan**; **Lal Thanzara**, Minister of State of Minor Irrigation, Health, I&PR, Mizoram; and **Glenville da Silva**, at the ConMac Road Show in Aizawl

North

Doing Business in Himachal Pradesh

2 January, Kala Amb

At an interaction with Dr Shrikant Baldi, Principal



Rajiv Aggarwal, Vice Chairman, CII Himachal Pradesh, and Executive Director, Him Teknoforge Ltd; **Dr Shrikant Baldi**, Principal Secretary, Finance, Excise & Taxation, Himachal Pradesh; and **Arun Rawat**, Chairman, CII Himachal Pradesh, and Proprietor, Kanha Biogentic Laboratories, at an interaction at Kala Amb

Secretary, Finance, Excise & Taxation, Himachal Pradesh, CII members stressed the need to enhance the 'ease of doing business' in the State. They requested Mr Baldi to put in place a mechanism for automatic and time bound refund of VAT, simplify the C-Form filing process, minimize human intervention in taxation processes by strengthening e-filing, and remove the Rajban barrier near Ponta Sahib.

Developing Gurgaon

12 January, Gurgaon

CII members interacted with Mr T L Satyaprakash, Deputy Commissioner, Gurgaon to discuss the key issues for the development of Gurgaon. Mr Satyaprakash opined that transport and security should be taken up as key priority issues in Gurgaon.



T L Satyaprakash, Deputy Commissioner, Gurgaon, at an interaction in Gurgaon

He discussed various issues like traffic management, public transport and last mile connectivity. He also suggested potential PPP opportunities in these fields which could develop infrastructure in Gurgaon, while benefitting Industry.

Sharing Best Practices in School Education

20 January, New Delhi

CII, jointly with the Government of NCT of Delhi, organized an interaction bringing together the principals of 14 private schools and 20 Government schools, along with senior officials from the Directorate of Education, Delhi. The interaction resulted in the teaming up of two Government schools and one private school to share and learn from best practices in curricular and co-curricular activities.

The session was addressed by Ms Punya Salila Srivastava, Secretary-Education, and Ms Padmini Singla, Director, Education, both from the Directorate of Education, Government of NCT of Delhi, and Mr Aditya Berlia, Convener, CII Delhi Panel on Education, and Member of Management Group, Apeejay Satya Group.

Nanhi Chhaan Day

26 January, Dehradun

Nanhi Chhaan Day was celebrated on Republic Day by CII jointly with the Himalayan Drug Company, to spread awareness about the environment as well as save the girl child. A pledge was taken to plant a sapling whenever a girl child is born. The company presented saplings and ₹ 10,000 to each of its employees who were blessed with a girl child last year.



Nanhi Chhaan Day celebrations in Dehradun

Blood Donation Camp

28 January, Chandigarh

CII Northern Region, in association with the Indian Society of Blood Transfusion and Immunohaematology (ISBTI), organized a blood donation camp. CII employees, employees of CII member companies, staff of organizations like the Food Corporation of India, Navodaya Vidyalaya Samiti, Bank of India, Ministry of Environment, Forest and Climate Change, Central Warehousing Corporation, National Hydro Power Corporation, and volunteers from the tricity, industry and institutes, participated enthusiastically in this initiative.

Manufacturing Excellence Mission

29-30 January, Gurgaon



CII TPM Mission delegates at QH Talbros Ltd, in Gurgaon

A manufacturing excellence mission was organized to TPM awarded companies: Munjal Showa Ltd, Gurgaon, Q H Talbros Ltd, Manesar, and Sona Koyo Steerings Systems Ltd, Gurgaon, to help small and medium member companies learn best practices in manufacturing technologies.

Activity Snapshot

23 January, Chandigarh	Workshop on Effective Negotiation Skills
9 January, Noida	Members' Meet Session on GST
19 January, Chandigarh	Meeting with Mr Santosh Kumar, Director, Science & Technology, Chandigarh Administration
28 January, Ghaziabad	Workshop on Creative Marketing and Simplified Selling

South



Nitin Gadkari, Minister of Road Transport & Highways and Shipping, addressing a session in Kochi. Also seen (L-R): **Harikrishnan Nair**, Vice Chairman, CII Kerala, and President, Western India Cashew Company Pvt Ltd; **Alok Srivastava**, Additional Secretary, Ministry of Shipping; **Navas Meeran**, Chairman CII (SR) and MD, Eastern Condiments Pvt Ltd; **Shyam Srinivasan**, Chairman, CII Kerala, and MD & CEO, The Federal Bank Ltd and **Paul Antony**, Chairman, Cochin Port

Session with Mr Nitin Gadkari

8 January, Kochi

CII Kerala organized a session with Mr Nitin Gadkari, Minister of Road Transport and Highways and Shipping.

Mr Gadkari said the Government would give more thrust to the development of infrastructure in all the major ports in the country. The Shipping Ministry, he said, is planning to connect all major ports with direct rail connectivity and also start a roll-on-roll-off service to transport vehicles easily from factories. He emphasized that major rivers have to be connected and inland waterways developed, since they are more economical than road and rail transport.

Session on Macedonia

12 January, Chennai

Mr Nikola Gruevski, Prime Minister of Macedonia, invited Industry to invest in Macedonia, which he described as an ideal destination for low cost manufacturing and a gateway to the European market. He said that Macedonia is one of the top-ranking countries in the world when it comes to ease of doing business and

has signed Free Trade Agreements (FTAs) with all the European nations, which makes trading easier for companies invested in Macedonia. Mr Gruevski invited Indian investment in sectors such as auto components, Information Technology, textiles, pharmaceuticals, hospitality, energy, agro, food processing and others.

Academic Leadership Mission to Singapore

19-21 January, Singapore

CII Southern Region organized an Academic Leadership Mission to Singapore, led by Mr C R Swaminathan, Co-Chair, CII National Committee on Higher Education, Chairman, CII SR Education Sub-Committee, and Former Chief Executive, PSG Institutions. The delegation, which included 15 senior professors and academia administrators from Tamil Nadu, Andhra Pradesh, Telangana and Kerala, had fruitful visits to state-of-the-art training facilities and also had meetings with faculty members.

The discussions focused on best practices sharing, exploration of faculty and student exchange programmes; exploration of research collaborations and internships for Singapore students in Indian Industry, and potential



Nikola Gruevski, Prime Minister of Macedonia, addressing a CII Business Session in Chennai. Also seen (L-R): **T T Ashok**, Co-Chairman, CII National MSME Council, and MD, Taylor Rubber Pvt Ltd; **Ambassador Toni Atanasovski**, Ambassador of Macedonia to India; **Jerry Naumoff**, Minister in Charge of Foreign Investments, Macedonia; **Hristijan Delev**, Deputy Minister of Economy, Macedonia, and **Arvind Gupta**, Honorary Consul of Macedonia in Chennai



R Seshasayee, Past President, CII, Chairman, CII Economic Growth & Investments Council, and Executive Vice Chairman, Hinduja Group India; **Arun Jaitley**, Minister of Finance, Corporate Affairs and Information and Broadcasting, and **Ravi Sam**, Chairman, CII Tamil Nadu, and MD, Adwath Textiles Ltd, at an Interactive Session in Chennai

Interaction with Mr Arun Jaitley

19 January, Chennai

“Analysts believe that if we can be consistent in our policy direction, and if we can thus restore the credibility of the Indian economy, a lot of global investment is likely to come our way,” said Mr Arun Jaitley, Minister of Finance, Corporate Affairs, and Information and Broadcasting, at an interactive session with CII members. “Let us not fritter away the opportunity before us,” he urged. “We are not merely a cooperative federalism, but also a competitive federalism, where the States compete for investment. We have a shared national vision for security and foreign policy. Similarly, we require a larger shared national vision on growth and development, even while accommodating ideological differences. Only then can we restore credibility in the Indian economy,” said the Minister.

Mr Jaitley spoke of a progressive reduction of subsidies, transparency in the budgetary process and policy-making, expenditure management, industrialization, housing, higher spend on infrastructure, and also encouragement for Indian companies to manufacture.

Mr R. Seshasayee, Past President, CII, Chairman, CII Economic Growth and Investments Council, and Executive Vice Chairman, Hinduja Group India, said the change of Government has opened a new chapter for Indian industry. The Government has moved rapidly to bring in legislation where legislation was lacking, as in the case of GST and land acquisition, and has put in place policies where legislation was there, as in FDI in insurance and defence, he said.

reciprocal agreements.

The delegation visited 9 top higher education institutions in Singapore, including the National University of Singapore, Nanyang Technological University, Singapore Management University, INSEAD Singapore, etc.



CII Mission Members with faculty members of the National University of Singapore, in Singapore

Andhra Pradesh Investment Session

21 January, Davos

CII and the Government of Andhra Pradesh organized an Andhra Pradesh Investment Session on 21 January in Davos, Switzerland, to showcase the investment



N Chandrababu Naidu, Chief Minister of Andhra Pradesh, addressing a session in Davos, as **Chandrajit Banerjee**, Director General, CII, looks on

opportunities available in the new State of Andhra Pradesh to international investors.

Mr. N Chandrababu Naidu, Chief Minister of Andhra Pradesh, said his Government has adopted a mission

mode approach to accelerate development in the State.

The Session was attended by 40 CEOs representing various countries.

Vivasaaya Thiruvizha

23 – 25 January, Madurai

CII, in association with the Government of Tamil Nadu, organized the 2nd edition of its major agricultural initiative 'Vivasaaya Thiruvizha 2015' - A Unique Platform for Pre and Post Harvesting Technologies. The event showcased the latest trends, technologies and best practices in agriculture, while providing a platform for farmers to connect with processors and traders of agricultural products across the region. Over 50 exhibitors showcased products and services in farm mechanization, fertilizers, seeds, pesticides and micro irrigation, and 15000+ farmers visited the show from all over the State.



Dr Rohini Sridhar, Chairperson, CII Madurai Zone, and COO & Director - Medical Services, Apollo Speciality Hospitals; **R Gopalakrishnan**, Member of Parliament, Madurai; **Dr K A Ponnusamy**, Director of Extension Education, Tamil Nadu Agricultural University, and **A Kathir Kamanathan**, Event Chairman, CII-TN Vivasaaya Thiruvizha, and CEO, Chella Software P Ltd, at Vivasaaya Thiruvizha, in Madurai

Tamil Nadu Smart Cities

29 January, Chennai

The record of Tamil Nadu, as the most urbanized State in India with good standards of urban governance, which is also the best performing State under the Jawaharlal Nehru National Urban Renewal Mission (JNNURM) gives the hope and confidence that the State will also be at the forefront in making its cities smart, said Mr M. Venkaiah Naidu, Minister for Urban Development, Housing and Urban Poverty Alleviation, and Parliamentary Affairs, in his inaugural address at the Conference on 'Tamil Nadu Smart Cities.'

A Smart City, the Minister outlined, should enable better urban living by offering urban mobility, quality utilities such as water and electricity, good sanitation, solid waste management, accessible and affordable social infrastructure such as healthcare and education, and responsive governance. "A Smart City is basically one which is livable, workable, sustainable, and inclusive.



M Venkaiah Naidu, Minister of Urban Development, Housing & Urban Poverty Alleviation, and Parliamentary Affairs, addressing the Conference on Tamil Nadu Smart Cities in Chennai

Ideally, all aspects of city life and environment should be smart. A Smart City would attract business and investment, ensuring economic growth and employment to the people. Smart Cities should also address the growing concern of climate change," he said.

The Minister said the 4S mantra for Smart Cities is smart leadership (with vision and courage), smart governance (ensuring transparency and accountability), smart technology (enabling waste to wealth, and real time information), and smart people (who participate in the process, and are willing to pay for value-added and quality services). "For all this to be realized, governance is the key. We need to ensure governance which enables citizen participation in decision-making and execution through community action," he said.

Mr Ravi Sam, Chairman, CII Tamil Nadu, and MD, Adwaith Textiles Ltd, said that Tamil Nadu, with its strong industrial base, is a natural choice for many foreign investors, such as those from Japan.

Mr Chitty Babu, Chairman, CII TN Conference on Smart Cities, and CMD, Akshaya Pvt Ltd, spoke about the need for regeneration and innovation.

Governance for Development

30 January, Hyderabad

The Conference on 'Governance for Development' was organized with the theme – 'Creating enabling policies to fast-track development.'

Mr Jupally Krishna Rao, Minister of Industries, Handlooms, Textiles and Sugar, Telangana, in his inaugural address, called for a collaborative approach in strengthening institutions for delivering civic services to the citizens. In order to bring transparency and fast-track clearances for Industry, the State Government has come up with a new Industrial policy to attract investments, and has formed a Single Window system to simplify procedures, he said.

Mr. Arun Maira, Chancellor, Central University of Himachal Pradesh, in his keynote address, stressed on the importance of governance for development.



Nrupender Rao, Vice Chairman, CII Telangana, and Chairman, Pennar Industries Ltd; **Dr Gopal Reddy Gade**, Chairman, Telangana Development Forum, USA; **Arun Maira**, Chancellor, Central University of Himachal Pradesh; **Jupally Krishna Rao**, Minister of Industries, Handlooms, Textiles and Sugar, Telangana, and **Vanitha Datla**, Chairperson, CII Telangana, and CFO and Executive Director, Elico Ltd; at the Conference on 'Governance for Development' in Hyderabad

Activity Snapshot

Region	
10 January, Chennai	Training programme on 'Business Excellence' for DICCI members
21 January, Chenani	CII-UNICEF CSR Conclave on Women, with Special Focus on Adolescent Girls
21 January, Bengaluru	Online Master Class on EHS Management: Emerging Trends in 2015 and beyond!
30 January, Bengaluru	Online Master Class on Systems Approach to EHS and Improving EHS Culture
Andhra Pradesh	
9 January, Visakhapatnam	Workshop on Entrepreneurship: Success vs Challenges
23 January, Visakhapatnam	Advanced Training Programme on Energy Efficiency
Karnataka	
7 January, Bengaluru	Walk the Shop floor
18 January, Mysore	A New 'You'
23 January, Bengaluru	Outreach Session on Free Trade Agreement
24 January, Mysore	Workshop on Shop Floor Efficiency for World Class Manufacturing
Kerala	
16 January, Kottayam	Awareness Session on Service Tax and Implications of GST
Puducherry	
2 January, Puducherry	Interactive Session with Mr. Amarendra Sinha, Special Secretary and Development Commissioner, Union Ministry of MSME
7 January, Puducherry	Workshop on Managerial Effectiveness for Career Progression
Tamil Nadu	
9-10 January, Salem	Faculty Development Programme on Personal Effectiveness to Organizational Excellence
10 January, Salem	New Faculty Induction Programme at Vysya College
13 January, Salem	Workshop on 'Streamlining the Manufacturing Process for Better Productivity and Organization Growth'
19 January, Madurai	Interactive Session with Mr Shyam Srinivasan, Chairman, CII Kerala, and MD & CEO, Federal Bank
21 January, Erode	Basic Life Support Programme (First Aid)
22 January, Erode	Session on Practical Issues in VAT, Central Excise, Service Tax & Income Tax
22 January, Tiruppur	Session on Business Opportunities for Apparel Exporters in Latin America
31 January, Chennai	Session on 'Innovations in Healthcare- Preparing for Growth'
Telangana	
7 January, Hyderabad	Workshop on Finance Appreciation and Productivity Best Practices for HR Professionals
8-9 January, Hyderabad	Faculty Development Program at Usha International Ltd.
23 January, Hyderabad	IWN Interactive Session with Ms. Zia Patel, Director-India, Wolff Olins on 'Journey towards the top and the role of support networks'
30 January, Madanapalle	CEO Speak session with Mr Vijay Naidu Galla, CEO, Mangal Industries

West



Narendra Modi, Prime Minister of India addressing the Vibrant Gujarat Summit 2015 in Gandhinagar. Also seen (L-R): **Ajay S Shiram**, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd; **Sam Walsh**, CEO, Rio Tinto Group; **Gautam Adani**, Chairman, Adani Group; **Kumar Mangalam Birla**, Chairman, Aditya Birla Group; **David Farr**, Chairman & CEO, Emerson Electric Company; **Anil Ambani**, Chairman, Reliance Group; **Ajay Banga**, Chairman, USIBC, and President & CEO, MasterCard; (Back row L-R): **Chandrajit Banerjee**, Director General, CII; **Deepak Parekh**, Chairman, HDFC Ltd; **Hari S Bhartia**, Past President, CII, and Co-Chairman, and Founder, Jubilant Bhartia Group, and **Karsanbhai Patel**, Founder, Nirma Group

Vibrant Gujarat Global Summit 2015

The brand 'Vibrant Gujarat,' which began as an 'investors' summit,' has now evolved into a strong platform for knowledge sharing, social and business transformation. The 7th edition of Vibrant Gujarat 2015, held on 11-13 January in Gandhinagar, had eight Partner Countries. With the prime focus on inclusive development, the key areas for development identified were Innovation, Sustainability, Youth & Skill Development, Knowledge Sharing and Networking.

CII was the proud National Partner of the Government of Gujarat for Vibrant Gujarat for the 4th time. Partnering the State Government in promoting sustainable economic growth and social development, CII has been consistently propagating a policy framework to encourage local industry to compete with international counterparts with ease and transparency, to remove major bottlenecks from the business process, starting right from the establishment of a company.

The Summit was an ideal convergence for other States and countries to showcase their strengths, highlight business opportunities and facilitate knowledge dissemination. It also provided an attractive opportunity for participants to understand the potential of Gujarat in various sectors, and interact with policy makers, industry leaders, and renowned academicians from all over the world.

The focus sectors in Vibrant Gujarat 2015 were Healthcare, Ports & Ship Building, Renewable Energy, Water Security, Tourism, Defense, Innovation & Technology, Urban Development, Environment, Agri & Food Business, Manufacturing, MSMEs, Biotechnology, Nanotechnology, CSR and Skill Development.

The mega event brought together more than 25000 delegates from 110 countries. Around 400 B2B meetings were held, 1225 strategic partnership agreements were signed and 21000 investment intentions were received for Gujarat State.

Prior to Vibrant Gujarat, the State Government released a vision document of Gujarat Industrial Policy 2015, which envisaged its aim to develop Gujarat as a global manufacturing hub, in the context of Prime Minister Narendra Modi's 'Make in India' programme. As per the vision document, the new industrial policy will focus on skilled manpower, innovation and entrepreneurship. In a unique feature, the policy will also encourage the differently-abled, women, the jobless and young entrepreneurs by providing financing assistance.



Dr J N Singh, Additional Chief Secretary, Finance, Gujarat; **Jasabhai Bhanabhai Barad**, Minister of State of Agriculture & Civil Aviation, Gujarat; **Arun Jaitley**, Union Minister of Finance, Corporate Affairs and Information & Broadcasting; **Dr Hasmukh Adhia**, Secretary, Financial Services, Union Ministry of Finance; **Dr Arvind Subramanian**, Chief Economic Advisor, Union Ministry of Finance, and **Chandrajit Banerjee**, Director General, CII



TS Bisht, Additional Director General of Police – Law & Order, Gujarat; **O P Agarwal**, Former Director General, Institute of Urban Transport; **G R Aloria**, Additional Chief Secretary, Home Department, Gujarat; **Rajanikant Patel**, Minister of State of Home, Gujarat; **P C Thakur**, Director General of Police, Gujarat, and **Shivanand Jha**, Commissioner of Police – Ahmedabad, at the National Traffic Technology Summit in Ahmedabad

National Traffic Technology Summit

2 January, Ahmedabad

The tremendous burden on road infrastructure and on authorities to maintain this infrastructure to efficiently and effectively manage the continuous stream of vehicular traffic calls for traffic management systems and the police force to serve as important catalysts to ensure road safety. The 'National Traffic Technology Summit 2015' organized by the Home Department, Gujarat, under the umbrella of Vibrant Gujarat 2015, focused on smart strategies for traffic management, traffic enforcement and accident investigation.

Reception for US Ambassador to India

10 January, Ahmedabad

CII and the US-India Business Council (USIBC) hosted a joint reception to welcome the new US Ambassador to India, Mr Richard Rahul Verma.

Mr Saurabh Bhai Patel, Minister of Finance, Gujarat, several senior Government officials, Mr Arun Kumar,

Assistant Secretary, US Department of Commerce, and Mr Thomas Vajda, US Consul General, Mumbai were also present on the occasion, along with other distinguished invitees from the US and India, including the 130-member strong Executive Business Delegation led by USIBC for the Vibrant Gujarat 2015 Summit.

Mr Ajay Banga, Chairman, USIBC, and President and CEO, MasterCard; Ms Diane Farrell, Acting President, USIBC; Mr Ajay S Shriram, President, CII and Chairman & Senior Managing Director,

DCM Shriram Ltd, and Mr Chandrajit Banerjee, Director General, CII, welcomed the Ambassador, and the US delegation.

Renew India

16 January, Mumbai

'The Power of RE' conference explored novel approaches, promising solutions and technologies in renewable energy, in line with the



Conference on Renew India 'The Power of RE' in Mumbai

Prime Minister's agenda of 'Make in India' which covers Renewable Energy (RE) as a growth potential for the sector.

It also shared success stories to address long term issues through sustainable development.



Chandrajit Banerjee, Director General, CII; **Ajay Banga**, Chairman, USIBC, and President & CEO, MasterCard; **Arun Kumar**, Assistant Secretary, US Dept of Commerce; **Ambassador Richard Verma**, US Ambassador to India; **Saurabh Patel**, Minister of Finance, Energy & Petrochemicals, Mines & Minerals, Cottage Industries, Salt Industries, Printing & Stationery, Planning, Tourism, and Civil Aviation, Gujarat; **Diane Farrell**, Acting President, USIBC; and **Ajay S Shriram**, President, CII, and Chairman & Senior Managing Director, DCM Shriram Ltd, at the welcome reception in Ahmedabad

7th MPEXPORTECH 2015

16-18 January, Gwalior

The 7th MPEXPORTECH was organized in association with the Madhya Pradesh Laghu Udyog Nigam and the Ministry of Commerce and Industry, to develop links between international markets and exporting units, bringing together producers, sellers, exporters, and international buyers in 7 focus sectors.

The event was inaugurated by Ms Yashodhara Raje Scindia, Minister of Industry, Madhya Pradesh, and Mr Vivek Narayan Shejwalkar, Mayor of Gwalior. Mr Anupam Rajan, MD, MP Laghu Udyog



Girish Mangla, Vice Chairman, CII Madhya Pradesh, and MD, Mangla Enterprises Pvt Ltd; **Vivek Narayan Shejwalkar**, Mayor of Gwalior; **Yashodhara Raje Scindia**, Minister of Industry, Gwalior; **Anupam Rajan**, MD, MP Laghu Udyog Nigam, and **DP Ahuja**, MD, MP TRIFAC, at the 7th MPEXPORTECH, in Gwalior

Government bodies and regulatory authorities in this sector.

Eminent speakers provided views on development, maintenance and operation of marinas in Goa, sustainable development

Nigam and Mr DP Ahuja, MD, MP TRIFAC, were also present.

MPEXPORTECH had product categories like agro/food products, handloom and handicraft, herbal and ayurvedic products, engineering goods, processed and unprocessed food, stones and textiles. With the participation

of 60 foreign buyers from 18 countries, 105 exhibitors and 12 foreign diplomats, the event culminated with Expressions of Interest worth ₹186 crores.

Corn Technology Conference 2015

19 – 21 January, Mumbai



At CII Corn Technology Conference 2015 in Mumbai

The CII Corn Technology Conference brought together corn wet millers, dry grind ethanol producers and corn dry millers to discuss the latest trends in starch processing technology for food, beverages, feed, biofuels and bio products/bio materials. The conference facilitated knowledge-sharing on topics such as technology, equipment, enzymes and feedstock relevant to the starch processing industry. It also presented opportunities for transfer of technology to manufacturers of starch in India and users of products in India and South-East Asia region.

Goa Nautical Tourism

22 January, Goa

CII Goa, in association with the Government of Goa, and with KPMG as the Knowledge Partner, organized an event on nautical tourism in Goa, engaging private investors,



Aashim Mongia, MD, West Coast Marine; **Ameya Abhyankar**, Director, Tourism, Goa; **Hemant Arondekar**, MD, Pinakin Constructions P Ltd; **Gautama Dutta**, Director, Marine Solutions Distribution & Services Pvt. Ltd; and **Atul Pai Kane**, Member, Goa Investment Promotion Board, at the Goa Nautical Tourism conference in Goa

of Goa's inland waterways, revival and rejuvenation of waterways through sustainable tourism development, regulations, and safety and security procedures, to deliver the finest water sports experience, and promote inclusive development of the local economy. CII will

prepare an implementable action plan based on key insights from the conference.

National Conference on E-Governance

30 – 31 January, Gandhinagar

The 18th National Conference on e-Governance was conceived on the theme of 'Digital India' and focused on 'Digital Governance - New Frontiers' and 'Skill Development and Employability.'



At the National Conference on E-Governance in Gandhinagar

Activity Snapshot

Region	
14 January, Mumbai	Session on 'Showcasing Australia - A Leading Innovation Destination'
Gujarat	
9 January, Ahmedabad	Interaction between Industry Members of Singapore and Gujarat
23 January, Bhavnagar	Talk on 'Keys to make your Organisation Successful,' by Mr V P Mashroo, Vice President, Harsha Engineers Ltd
23 January, Rajkot	Industry Institute Interactive Session with R K University, Rajkot
28 January, Rajkot	CII 'Connect' Lecture Series
Madhya Pradesh	
13 January, Indore	Awareness Session on Lean Six Sigma
19 January, Gwalior	Doing Business with Hamriyah
Maharashtra	
16 January, Nashik	10 th KAIZEN Maharashtra State-level Competition
16 January, Mumbai	Webinar on 'Breaking the Glass Ceiling'
Pune Zone	
8 - 9 January, Pune	Train the Trainers Programme for Computer Operator and Programming Assistants
17 January, Pune	Inaugural Session of the 25 th , 26 th , 27 th & 28 th Batches of the CII Foundation Finishing School in association with the English Language Teaching Institute of Symbiosis
23 January, Pune	Workshop on 'Coming up with the next Business Innovation Breakthrough'



Inaugural Session of the 25th, 26th, 27th & 28th Batches of the CII Foundation Finishing School, in Pune



At the 10th KAIZEN Maharashtra State- level Competition, in Nashik



Rami Goldratt, CEO, Goldratt Consulting India Pvt Ltd, conducting a workshop in Pune



Dr Shubhadha Rao, Senior Vice President & Chief Economist Yes Bank, at the CEO Session in Pune



Dr Theyvendran, Chairman, Singapore Indian Chamber of Commerce & Industry, addressing a session in Ahmedabad



S K Jain, Vice Chairman, Gwalior Zonal Council and Chief Executive, Saffron Transformer Components Pvt Ltd; **Muhamed Basheer**, Business Development Officer, Hamariyah Free Trade Zone, UAE, and **Ravi Prasad V**, Chairman, Gwalior Zonal Council, and Plant Manager, Kurlon Ltd, at an interaction in Gwalior



India's Tryst with Destiny

Addressing new challenges

The book reiterates the crucial importance of growth and continued reform to strengthen market forces

Two years after a book comes out may not be a good time to review it, but 'India's Tryst with Destiny' gains because one of its authors, Dr Arvind Panagariya, has been appointed Vice-Chairman of the National Institute for Transforming India (NITI) Aayog, which replaces the erstwhile Planning Commission, and thereby signals a new economic development philosophy in the country. Hence, the perspectives of its Vice-Chairman on the path to development as presented in the book are significant.

The book is co-authored by Prof. Jagdish Bhagwati, highly-acclaimed Professor of Economics at Columbia University, USA, and a leading proponent of economic reforms in India. Prior to his appointment in NITI Aayog, Dr Panagariya was Professor of Economics and Indian Political Economy at Columbia University, too.

The 284 page book is divided into three parts and 17 chapters. 'Part I: Debunking the Myths' outlines various fallacies about growth, development and policies through India's history, which are often used as weapons to wound and maim the reforms in the public eye, and refutes them systematically with logic and facts. The authors point out that growth, particularly after the 1991 reforms, has led to dramatic poverty reduction as also improved health and education outcomes.

'Part II: The New Challenges – Track I Reforms to Accelerate Growth and Make it Yet More Inclusive' addresses key factors of production, namely, labour, land, infrastructure and higher education. 'Part III: The New Challenges – Track II Reforms to Make Redistribution More Effective and Inclusive' talks about poverty, food security, healthcare and elementary education.

Noting that Indian Industry has avoided labour-intensive factories due to a multitude of labour laws, the authors talk about the 'huge scope for improving efficiency and accelerating growth through the progressive expansion of formal employment in the formal sector,' and point to the Industrial Disputes Act 1947 as the most urgent reform. Changes to the Factories Act and the Trade Unions Act are also recommended.

In land reforms, the two issues identified include definition of 'social purpose' for acquisition, and compensation to farmers. The book emphasizes that land acquisition cannot be at less than market prices, and argues that Government need not intervene in acquisition of land for private projects.

The chapter on infrastructure touches upon air transport, highway construction, power, and urban infrastructure.

India's Tryst with Destiny: Debunking myths that undermine progress and addressing new challenges
Jagdish Bhagwati and Arvind Panagariya
Collins Business, 2012, 284 pages, ₹ 399

The authors call for the privatization of Air India which 'absorbed more than \$10 billion in subsidies in 2010-11 alone.' However, other sections of the book do not mention any specific policies, or talk about how to reform the public-private partnership model.

The chapter on higher education suggests the end of the 'de facto licence-permit raj' and calls for market access to both for-profit and non-profit institutions. The deregulation of tuition fees is recommended, as also allowing foreign institutions into this sector.

In agriculture, competition in the crop market has been taken up along with removing restrictions on inter-state movement of grain and downsizing of the Food Corporation of India, with some of its work transferred to the private sector. To improve productivity, the authors suggest giving land titles to farmers and simplifying rentals.

Interestingly, the Track I reforms also suggest that import tariffs can be brought down further.

Part II tackles redistributive policies. Here, the authors emphasize that their preferred policy option is unconditional cash transfers to 'minimally exclude the clearly identifiable non-poor.' The beneficiaries would have the option of selecting public or private providers. For education, they recommend vouchers, while for health, the preferred choice is insurance for major illnesses.

According to the authors, direct transfers would not be susceptible to leakages and would expand purchasing power and reduce subsidy outgo. Direct cash transfers would also prevent distortions in the labour market. This should be accompanied by raising the production of food nutrients such as meat and milk, as also allowing for imports in times of shortage. Contract farming, infrastructure and organized retail are mentioned as necessary to this effort.

In healthcare, the areas of reform are public health, routine healthcare, hospitalization, human resources, and overhaul of the health system. Huge emphasis is laid on preventive public health through population-wide environmental services and clinical services. Sanitation is also strongly mentioned, and the new Swachh Bharat initiative does accentuate this area. For routine healthcare, cash transfers that enable the poor to access both public and private services are suggested.

The book ends on a positive note by expressing optimism on India's growth experience in the medium and long term. Compared with China, the authors say, 'Her (India's) growth will be slower but surer. And after all, democracy must be judged not just instrumentally, in terms of its economic consequences, but also as an end in itself.'

Sharmila Kantha is Member, Advisory Board, 'Economy & Industry' magazine