



Confederation of Indian Industry

**ACTIVITY REPORT
2016-17**

BUILDING NATIONAL COMPETITIVENESS





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COMPETITIVENESS**
ACTIVITY REPORT 2016-17

President's Review

Looking Back



Our review of the past year is framed within a global context of unexpected political shifts and a healthier world economy. With a Latest Estimate growth rate of 7.1%, India retained its position as the fastest-growing large economy in the world, in spite of the impact of demonetization. For CII, too, it has been a fast-paced year, with work across domains and geography, both domestic and international.

The Government depends on CII across departments and States, for both events and content. We engaged with the Government in policy formulation and aimed always to present an objective industry-wide view. Notable issues that we took up included implementing the Goods and Services Tax such that it meets its single-market objectives, reducing corporate income tax, setting up a fund for R&D and moving public research from autonomous Government institutes to higher education institutions, ease of doing business, and sectoral and infrastructure policies. We did not always succeed in having our view accepted, but our input was always seriously considered. Our policy stance broadly eschewed protection

in favour of open markets, defined an Indian firm as one which operates in the country as an Indian firm regardless of whether it was locally or foreign-owned, and avoided asking for sectoral concessions and incentives for industry in favour of ensuring the right business environment for all industry.

The President of India Shri Pranab Mukherjee graced several key CII occasions with his presence. A highlight of the year was the joint presence of Prime Ministers Narendra Modi and Theresa May at the CII India-UK Tech Summit. We continued our strong engagement at the State level, partnering with State Governments for investor meets in Madhya Pradesh, Jharkhand, Orissa, Karnataka and Andhra Pradesh.

The CII theme of Building National Competitiveness focussed on six key sub-themes of Human Development, Corporate Integrity and Good Citizenship, Ease of Doing Business, Innovation and Technical Capability, Sustainability, and Integration with the World.

Under Human Development, employment was a major focus area, and we brought out a strategic report and established new Model Career Centres. In skill development, education and healthcare, we increasingly reached out to rural areas. The presence and commendation by the President of India at the CII Chhindwara Skill Training Centre has only inspired us to broaden this work.

The CSR initiatives of CII Foundation expanded, especially for disaster management, sanitation and gender empowerment. I am happy that the Foundation takes up multiple issues, enabling industry to partner in programmes for social development.

For Corporate Integrity and Good Citizenship, we interacted continuously with industry on sensitization and awareness. CII's new Compliance Management Programme with GE and the Indian School of Business aims to build a cadre of professionals in this important domain. New

sectoral codes in the healthcare and real-estate sectors aim to improve sectors which affect every Indian resident.

On Ease of Doing Business, CII gave inputs on simplification of administrative processes and timely clearances as well as land acquisition and plug-and-play models of bidding. Our growing engagement with the Government on Make in India and programmes such as Smart Cities and Digital India, etc. is particularly noteworthy.

Under Innovation and Technical Capability, our aim was to raise the profile of innovation policy as a key national issue, learning from the successful industrial development experience of countries from Japan to South Korea and China. In Sustainability, our efforts continued in line with the Government's Clean India and Clean Energy campaigns.

Integrating with the world has long been an active agenda for CII. The annual CEO missions to the UK, USA and Singapore were very successful and witnessed increased investor interest in India - as did other visits to Japan and Hong Kong. Emerging markets were a particular focus as they present a huge opportunity for Indian industry to be more active. Every place we went - including Iran, Myanmar, Indonesia, Sri Lanka, Vietnam, and several countries in Africa we were assured of how welcome Indian industry is, and how each country seeks us to be much more active there.

Our Membership Services have always been top of the agenda and the Mentorship Programme, Market Facilitation Service and Startuppreneurs Forum are a few of our new initiatives. Our competitiveness building programmes delivered tailored services to Members, especially MSMEs.

Indian industry's agenda for the nation's long term development is comprehensive. India has the opportunity to lead the world in the next decades as the world's growth engine while building an integrated and inclusive society that attracts, welcomes and rewards talent from across the

world. To realize our national potential, Indian industry must play its part. We need to be more of four things - more ethical in what we do so we have complete credibility with Government and society, more technology focussed as we invest more in R&D to build proprietary capabilities, more international as we build a thousand multinationals (and global brands) with Indian roots, and more collaborative as corporate citizens that work to include all 1.3 billion citizens in our growth. I would continue to work on these areas in my future capacities in CII and I look forward to Indian industry meeting its global leadership potential.

Being CII President is a challenging assignment, but a most fulfilling one. I have enjoyed almost everything I did this year, and that is thanks largely to the wonderful people one gets to work with - both across our diverse Membership and in the Secretariat. Great learnings for me from the Past Presidents of CII who have been a constant source of support and encouragement. My special thanks to those I had worked with as a team - my immediate predecessors and my present colleagues - Ajay Shriram & Sumit Mazumder - under whom I enjoyed my "apprenticeship". I much appreciate President-Designate Shobana Kamineni's constant support in all areas, and am very grateful to Rakesh Mittal, Vice-President, CII, who engaged actively with Membership and services. The contribution of the regional chairs and the chairs of national, regional and State-level Councils and Committees made the breadth of our achievements possible. I thank all of our Members for their participation and support.



Dr Naushad Forbes
President, CII (2016-2017)

President Designate's Report

Looking Ahead



While critical macroeconomic indicators such as inflation and fiscal deficit remained stable, subdued investment activity continued to impair India's potential growth. The impact of demonetization was muted, and industry and services are hopeful about revival of investments in coming months.

The rapid progress on the Goods and Services Tax legislation was heartening. CII continuously provided policy inputs on matters such as coverage and tax slabs. As GST is rolled out, CII will assist in a smooth and efficient implementation of this landmark tax reform.

Budget 2017-18 included several CII perspectives such as lowering of Corporate Income Tax rates and impetus to Government expenditure, which will help revive investments. We also worked on policy inputs for the Central and State Governments for Ease of Doing Business and investment facilitation.

For the manufacturing sector, this was a busy year. The Government's focus on Make in India was reflected in sectoral policies, where CII was a key contributor. The National Textiles, Apparel and Made-ups Policy came out with innovative steps such as fixed term employment and tax incentives, while the National Capital Goods Policy supports domestic content. Other significant policies brought out during the year include the national IPR, food processing and healthcare policies.

CII's Manufacturing Council developed the Champion Manufacturing Industries 2025 strategy by identifying key sectors where India can emerge as a global leader and outlining comprehensive actions. CII also worked with the Central and State Governments on Make in India investor meets across the country and overseas. The 'Recipe for Excellence' tool is an innovative online instrument brought out to help manufacturing firms benchmark their competitiveness.

The MSME sector remained high on our priority list with a range of new initiatives. The MSME Technology Facilitation Centre is a new programme conducted through the country, along with credit rating, insurance, and the MSME Finance Facilitation Centre. We continued to interact with the Government on redefinition of MSME under the MSME Development Act and other changes. India can only meet its development potential if the MSME sector is adequately empowered.

The agriculture sector enjoyed strong growth over the year due to good monsoon. CII is working on policies for doubling farmer incomes, food processing, agri-business, and agri-inputs. We also engaged in quality upgradation of street vendors through skill training programmes.

The Global Exhibition on Services, addressed by Hon'ble President of India, is fast emerging as an international expo of repute. In the IT sector, CII advocated for better visa regimes in key export destinations. We provided key inputs for the National Healthcare Policy and were pleased that the private sector role is to be expanded.

ASCON remains a source of strength and its deliberations serve to feed into policy. During the year, the regular surveys were keenly anticipated as advance signposts of industrial performance. We must continue to build on this excellent platform for industry interaction.

In global engagement, India's export growth turned positive in the second half. CII undertook a major project on trade facilitation in line with the WTO Trade Facilitation Agreement. I must say that the Government's action on cross-border procedures has been committed and we are working with stakeholders on developing standards, Trade in Services, and the foreign trade policy.

Infrastructure activity remained muted due to the rising level of non-performing assets with banks. We continuously highlighted the resolution of the 'twin balance-sheet problem' as the Economic Survey termed it, while also focusing on better PPP, regulation and financing terms. The energy sector saw major shifts in policy as well as in the ecosystem. The rapid rise of renewables and the moderation in thermal energy is unprecedented. CII's interaction with the Central and State Governments on various issues contributed to effective policies. Climate change was high on the agenda as well.

As we enter fiscal 2017-18, increasing domestic consumer spending and infrastructure development could encourage investments in new capacity in the next two years. An accountable, competitive and well-governed Indian industry will continue to build inclusiveness across domains such as job creation, women parity, better cities and the rural economy – growing the GDP and providing livelihoods.



Ms Shobana Kamineni
President Designate, CII (2016-2017)

Vice President's Comments

Reaching Out



Competitiveness is always a top priority for CII as we endeavor to strengthen and intensify our engagement for a conducive ecosystem for the Indian industry. CII's national Councils, Committees and Task Forces at the central and regional offices converge a range of proactive initiatives and ideas to develop the space for enterprises. At the operational level, business development and a wide spectrum of training and consultancy programmes act as pillars of support for Members.

The business development activities gathered pace this year to bring new opportunities for Indian industry. CII's major conferences and exhibitions have evolved into best-in-class events, bringing together large and small enterprises along with global players for an enriching business experience. The International Engineering Technology Fair (IETF) this year covered a variety of sectors and countries. The India Gaming Show – a new platform was also initiated which attracted high interest. An innovative event was the Incredible India Tourism Investors' Summit which brought together tourism projects across states with overseas and domestic investors. Besides, hundreds of trade shows across the country through the year helped catalyze new partnerships.

The CII Centres of Excellence work towards changing mindsets and building capacity for successful entrepreneurship. As an example, the CII Institute of Quality is recognized as a pioneer in developing the Indian quality movement, while the CII-Sohrabji Godrej Green Business Centre has led the green business campaign. So far, the CoEs have imparted training to several lakh personnel, undertaken thousands of audits for water, energy and sustainability, and felicitated hundreds of enterprises through their different prestigious awards. This year, a proactive effort was initiated to expand outreach to the services provided by the 9 CoEs and I am confident that going forward, the competitiveness programmes will benefit from greater participation of the Indian industry.

Our two key platforms of Young Indians (Yi) and India@75 enfold society into the CII outreach. Yi contributes to harnessing youth power for innovative activities across the country. India@75 has added to thought leadership in identifying specific agendas for 2022, and is now in the second phase, deploying technology and volunteerism for skills, education and urban goals.

I am particularly happy that the CII Regional, Zonal and State Offices stepped up their engagement with stakeholders, including State Governments and Members. Working with State Governments, CII offices provided quality inputs for policy strategies and took up investment hurdles. During the year, several States organized special events to attract investors, and CII partnered them with notable success. Led by highly proactive office-bearers, the 66 CII offices connect with Members at the grassroots, and it was a matter of satisfaction that we interacted with more than 3,200 Member firms at their premises this year. Over 4,600 Member firms participated in Member meetings held in 50 cities across India.

Notable actions were taken to deliver better services to Members in the year. A new mentorship programme was launched for new Members joining CII in which 152 senior leadership of CII signed in as mentors. More than 250 new Members availed mentorship services from 56 mentors. Additionally, market facilitation services was launched as a pilot in 7 countries and a comprehensive handbook on Membership services was developed to enrich their CII experience.

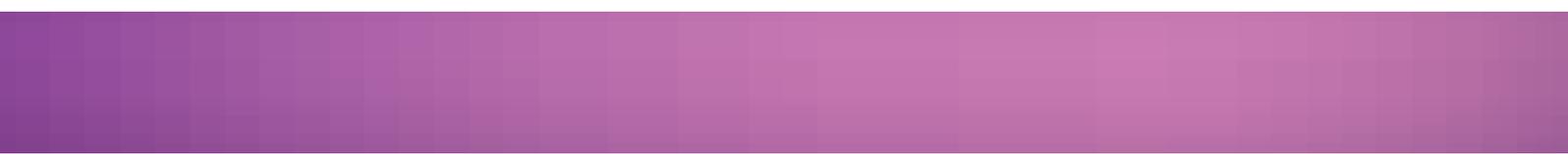
The CII Startuppreneurs Forum aims to build dialogue among start-ups for future growth. An important initiative was the CII message centre to consolidate communications to Members to be accessed at a convenient time. CII also commenced an online Membership application system. We conducted a Membership Engagement Survey and I am happy to share significant improvements

in scores from 2013 survey and confirm that CII's services to Members are meeting their needs and requirements.

The MyCII platform has emerged as an intensive interaction forum, and Members as also non-Members can benefit from its knowledge management and networking services. CII's social media is another way to engage stakeholders and is widely followed. Our range of publications on a variety of pertinent issues provide thought leadership as also information and suggestions.

It was a pleasure and a privilege to serve industry and CII Members over the year.

Mr Rakesh Bharti Mittal
Vice President, CII (2016-2017)



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Economic Affairs

In 2016-17 CII further emphasized the boosting of the economic revival process and strongly advocated continuation of policy measures that would firmly put the Indian economy on a strong and self-sustaining path to recovery. Engagements with key policy makers on actionable points to sustain the economy's growth momentum were continued. A series of initiatives were undertaken to enhance competitiveness of States by improving ease of doing business.

ADVOCACY

Representations were made to the Government on a range of issues, including demonetization, investment revival and sectoral policies.

Employment Generation

A report titled 'Employment Generation – 100 million jobs in 10 Years' outlined the challenges for the Government to create employment opportunities for more than 10 million people joining the workforce every year. A target of creating 100 million jobs between 2015 and 2025 was also recommended.

CII Study on Rupee Internationalization

A roadmap for Rupee Internationalization was prepared during the year. Based on industry interactions, the study examines India's prospects as the next globalized currency by making reference to the evolution of some globally popular currencies. Special emphasis has been given to policy and regulatory restructuring to mobilize the rupee in global markets. To propel the Rupee towards higher degree of internationalization, four key pillars to be focussed were identified as:

- Calibrated easing of Capital Account Controls
- Strengthening India's Forex Market
- Developing the Masala Bond Market
- Promoting Trade and Rupee Invoicing



Arvind Subramanian, Chief Economic Adviser, Ministry of Finance and R Seshasayee, Past President, CII, Chairman, CII Economic Affairs Council and Mission on Swachh Bharat and Chairman, Infosys Ltd at an interactive session with CII members of the Economic Affairs Council in New Delhi

These recommendations were shared with Mr Arvind Subramanian, CEA, Ministry of Finance.

Inputs on Demonetization

Detailed representations on the impact of demonetization on various sectors were made to the Government. A representation was also submitted to the Ministry of Finance on measures to strengthen economic revival post-demonetization. Measures for formalization of economy, boosting private and public sector investments in infrastructure and restoring consumption demand were suggested.

Inputs on Ease of Doing Business

Inputs given for enhancing Ease of Doing Business included:

- Implementation of Goods and Services Tax in 2017
- Implementation of Insolvency and Bankruptcy Code through NCLT
- Launch of Customs Electronic Commerce Interchange Gateway portal (ICEGATE) and SWIFT portal, to simplify border and documentary compliance procedures
- Setting-up of e-courts to expedite electronic filing of complaints, summons and payments especially in Commercial Courts

- Bringing down documentation requirements for Construction Permit procedures
- Reducing the number of mandatory documents for import and export of goods
- Abolishing the minimum paid-up capital requirement and simplifying incorporation of companies through Form INC 29
- Providing focussed and speedier resolution of company cases and preventing delay in claim settlements
- Implementation of a Single Window system for Central, State and Local Government clearances and approvals

Study of States – EoDB

A detailed study on improving the Ease of Doing Business was undertaken for eight States: Andhra Pradesh, Haryana, Karnataka, Kerala, Maharashtra, Madhya Pradesh, Rajasthan and West Bengal based on which recommendations were made. These included boosting the efficiency of the single window system, introducing the Common Application Form (CAF), increasing the efficiency of land banks and reducing the documentation requirements, amongst others.

State-Level Industry Perception Analysis

To help align CII's work across the States and the Centre, several initiatives were rolled out. CII worked with the Governments of Maharashtra, Jharkhand and West Bengal in the following key areas:

- Implementation of reforms already committed in the DIPP Survey as well as those not yet introduced by the State Governments
- Identification of new important reforms, not included in DIPP recommendations

An industry-wide perception survey was conducted in Maharashtra to identify the gaps in reforms already implemented. The analysis covered a compressed version of all 340 parameters identified by DIPP.

Framework for Measuring State Competitiveness

Recommendations of the industry-backed 'Framework for Measuring State Competitiveness' was developed to assess the attractiveness of 23 States for industrial activity and was shared with DIPP and other Government officials. Besides EoDB, it also considers important parameters determining the overall investment climate.

Study on Trade Facilitation Agreement

A study on 'Trade Facilitation Agreement (TFA) Strengthening India's Preparedness' was released by Chairman, CBEC, Najib Shah in New Delhi. The study is important in view of India's poor World Bank rankings (143rd out of 190 countries) in trading across borders. It was drafted after rigorous stakeholder engagements. Conferences were organised in New Delhi, Chennai and Mumbai to spread awareness about the TFA and to invite feedback from stakeholders.

Inputs were also provided to the National Committee on Trade Facilitation (NCTF), Chaired by the Cabinet Secretary for overseeing the implementation of TFA, and the Steering Committee on Trade Facilitation, Co-chaired by the Revenue and Commerce Secretaries.

Representation on Data Inter-linkages

A comprehensive representation was submitted to DIPP to make a strong case for creating inter-linkages between Government databases for exports and imports.



From L to R: Vivek Johri, Chief Commissioner Customs, Delhi; Najib Shah, Chairman, Central Board of Excise and Customs; Dr Jayant Dasgupta, Executive Partner, Lakshmikumaran and Sridharan; Dr John Joseph, Chief Commissioner Customs, at the Seminar on Trade Facilitation Agreement, Strengthening India's Preparedness in New Delhi

Economic Policy and Research

Today, the Indian economy is in good shape, displaying robust signs of stability. Despite global headwinds, India continues to be regarded as a bright spot amidst a turbulent global economic landscape. Simultaneously, India is grappling with challenges such as weak corporate performance, bad debts and flagging private sector investments.

Taking stock of the Indian economy and highlighting its strengths and weaknesses is an essential part of CII's Economic Policy and Research agenda. Through the year, CII shared with the Government suggestions for economic revival and growth. It has advocated the continuation of policy measures to put India's economy on a strong and self-sustaining growth path.

ADVOCACY

Comprehensive papers were prepared and submissions made to the Government on issues of topical interest such as healthcare sector, external debt, Make in India, current economic situation etc. Industry interaction was stimulated through presentations on the economy and industry during the National and Regional Council meetings held throughout the year. Ideas generated during such interactions were then fine tuned and integrated into policy recommendations made to the Government.

CII engaged with the Government on a range of topics including adherence to fiscal discipline, tackling burgeoning NPAs in banks, promoting employment, implications of Brexit, making suggestions on demonetization and digitization, amongst others. Several of CII recommendations found a place in the Government's policy announcements.

PUBLICATIONS

The monthly publication, titled 'Economy Matters', tracked economic developments on the domestic and global fronts. The domestic trends cover the latest macro-economic indicators such as GDP, IIP, inflation, rupee movement, among others during the month under reference. With an endeavor to provide insights on important policy issues, the publication continued to present views of the Government officials, policy makers, academia and industry leaders.

Supported by industry members, the Economy Matters has been developed as a comprehensive publication providing a bird's eye view of the pertinent aspects of the economy and industry.

SURVEYS

In order to get a consistent view of the prevailing business sentiments in the country, CII has been conducting a quarterly Business Outlook Survey (BOS) among its members from which a Business Confidence Index (BCI) is derived. The CII-BCI, a regularly published series, is a widely-quoted index that presents India's current economic conditions and expectations about the future. Given that the Survey findings are based on Members' responses, they are a fairly accurate depiction of the reality. The rigorous and robust methodology adds further authenticity to the survey results.

The periodic CII CEO polls conducted by CII also help to ascertain Members' views on topical issues that have a definite bearing on the business and economy. Recent polls tracked Members' perception on investment as well as growth trends of industry, based on crucial parameters such as sales growth, capacity utilization, etc. Findings are shared regularly and help fine-tune policy recommendations as well as policy initiatives.

Taxation

CII continued to engage with the Government towards effective implementation of the GST regime, simplification of taxation laws and making the country's tax structure increasingly efficient and industry friendly.

ADVOCACY

Various representations were made to the Government towards foreign tax credit, Minimum Alternate Tax (MAT) for Indian Accounting Standards (IndAS) compliant companies, indirect transfer provisions such as General Anti Avoidance Rules (GAAR), Tax Collection at Source (TCS) on motor vehicles and the India-Mauritius Treaty.

Appearances were made before the Committee for Change in Financial Year, headed by Dr Shankar Acharya, SIT on black money chaired by Justice M B Shah, the Justice R V Easwar Committee for

simplification of the Income Tax Act, 1961, the Seventh Standing Committee on TDS and the ITR Form Review Committee of the CBDT.

A representation on the Draft Model GST Law was submitted to the Empowered Committee of State Finance Ministers on GST. The Pre-Budget and Post-Budget Memoranda on both direct and indirect taxes was shared with the Finance Minister and the Revenue Secretary. These included the following:

GST Rates: While multiple GST rates seem to be a pragmatic way to begin, in view of the large number of categories of goods, it was suggested that the standard GST rate could be capped at 18% for the bulk of goods and services and a higher rate of 28% could apply as an exception only to 'demerit goods'. A cap of 15% on the cess has also been fixed.



From L to R: Ram Tirath, Member – Budget & GST, Central Board of Excise & Customs, Ministry of Finance; Rajiv Memani, Chairman, National Committee on Taxation, CII and Chairman, India Region & Emerging Markets Committee, Ernst & Young LLP; Sushil Chandra, Chairman, Central Board of Direct Taxes, Ministry of Finance and Sushil Kumar Sahai, Member – Income Tax, Central Board of Direct Taxes, Ministry of Finance at the Post Budget Interactive Session with the Ministry of Finance in New Delhi



From L to R: Prashant Deshpande, Partner – Taxation, Deloitte India; C P Rao, IRS, Chief Commissioner of Service Tax, Chennai Ministry of Finance; V R Mahadevan, Co-Chairman, Power & Renewable Energy Sub-Committee, CII-SR and Joint MD, BGR Energy Systems Ltd at the Seminar on GST Implications – Industry Perspective: Gearing up for the Change in Chennai

Common Market: To enhance the ease of doing business it was recommended that the requirement for state-wise registration and compliances be reconsidered. It was also recommended that a mechanism be devised to accept assessments undertaken by either the Centre or State administrators. A National Advance Ruling Authority instead of State-based ones was recommended to ensure consistency and to avoid multiplicity.

Transitional Provisions: A suggestion was made to amend the Law to provide for such credit for Excise Duty and CST on inventory of domestic goods, besides CVD paid on imported goods during transition for an effective and efficient transition under GST. Most of the recommendations have been incorporated in the Revised GST Bill for grandfathering seamless rollout and ensuring Ease of Doing Business.

Valuation Provisions: It was suggested that the invoice value may be accepted for payment of GST in line with the current VAT laws rather than the ones currently included in the Model Law, which are attuned to Excise and Customs valuations.

Transition – Grandfathering of Indirect Tax Incentives: It was recommended that suitable provisions may be made in the GST Law for grandfathering indirect tax incentives such as Central Excise exemptions and VAT incentives, currently offered by the Governments.

Anti-Profitteering Measure: The GST Law provides for reduction in tax rate or input credit to be passed on to customers through a commensurate price

reduction, failing which the company may attract penalty. Given that most goods are sold on MRP, this is difficult to implement. CII recommended that the clause may be deleted or suitably amended.

Inspection of Documents or E-Way Bill: In response to a CII representation, the GST Council clarified that there is no proposal to verify each and every e-way bill. Instead, only a sample check will be carried out on a random basis to ensure that goods are not transported without e-way bills.

ACTION

Pan-India seminars were organised on 'GST Implications – Industry Perspective: Gearing up for the Change' deliberating on key GST issues, including sectoral matters. The role of technology to facilitate a smooth transition to the new indirect tax regime was also discussed. A series of 17 webinars on GST titled 'Online Master Classes (OMCs) on GST' was customised to meet the requirements of various sectors and help prepare for the transition to GST.

Feedback was sought from Ms Pragya Saksena, Joint Secretary (FT&TR-I), Ministry of Finance and Mr Sobhan Kar, Director (APA), Ministry of Finance, on the work done on Base Erosion and Profit Shifting (BEPS) at the OECD and the Government's BEPS implementation roadmap.

At the Post Budget interactive session with Ministry of Finance, industry concerns were addressed by Mr Sushil Chandra, Chairman, CBDT, Mr Ram Tirath, Member - Budget & GST, CBEC and Joint Secretaries from both CBDT and CBEC.

Corporate Governance and Regulatory Affairs

Globally, Governments and law-makers are endeavoring to legislate good governance while promoting and disseminating the understanding of best practices for voluntary adoption. Regulators and responsible corporates are continuing to design strong corporate governance processes. In pursuit of this objective, CII has been at the forefront of enhancing corporate governance standards in India through policy advocacy, engagement with regulatory bodies and dissemination of best practices.

Companies Act, 2013

In continuation of policy advocacy on Companies Act, 2013, inputs were submitted to the Ministry of Corporate Affairs on the need for amendments to the Companies Act, 2013 and Rules made there under. Some of these include:

- The need for exemption to private companies and unlisted closely-held public companies from some of the rigorous provisions of the Act
- Streamlining requirements with respect to the Consolidated Financial Statements Guidelines in the context of internal financial controls
- Allow enhanced CSR activities
- Recognise MNCs that have international CSR Foundations
- Remove the requirement of auditor rotation for private companies, particularly subsidiaries of foreign companies
- De-criminalization of offences
- Address the contradictions between SEBI's Corporate Governance Provisions and Companies Act, 2013
- Remove the mandate that allows minority to approve related party transactions

Based on inputs submitted, the Companies Law Committee constituted by the Ministry of Corporate

Affairs prepared the Companies (Amendment) Bill, 2016. The Bill was referred to the Parliamentary Standing Committee on Finance and changes made to the Bill based on its Report. Many of CII recommendation find place in the Report which is yet to be placed before Parliament. Inputs were also submitted on the Companies Rules on Mergers, Amalgamations, NCLT, exemptions to private companies, inputs on IEPF, CARO and joint audit, amongst others.

Competition Law

The annual conference on Competition Law and Practice, held in Mumbai in October 2016 was presided over by Mr Devender Kumar Sikri, Chairperson, Competition Commission of India (CCI). Mr M L Bunker, Member CCI and Ms Smita Jhingran, Secretary, CCI also addressed the delegates. During the year, industry views on Merger Control Regulations and De Minimus exemption were submitted to the Government.



From L to R: Dr Raghupati Singhania, Co-Chairman, CII Public Policy Council and Chairman & MD, JK Tyre & Industries Limited; Jitendra Singh, Minister of State (I/C) for Development of North Eastern Region and Minister of State for Prime Minister's Office, Personnel, Public Grievances & Pensions, Department of Atomic Energy and Department of Space; Harpal Singh, Chairman, CII Working Group on the Lokpal and Lokayuktas Act, 2013 and Mentor & Chairman Emeritus, Fortis Healthcare Ltd and Salil Singhal, Co-Chairman, CII Agriculture Council and Chairman & MD, PI Industries Limited presenting the CII Representation on Lokpal & Lokayuktas Act, 2013 to the Minister in New Delhi



From L to R: Ninad Karpe, Deputy Chairman, CII-WR and MD & CEO, Aptech Limited; Keki Mistry, Chairman, CII National Council on Corporate Governance and Vice Chairman & CEO, HDFC Limited; Sai Venkateshwaran, Partner and Head – Accounting Advisory Services, KPMG India; Sriram Ramnarayan, Country Manager – Financial and Risk, Thomson Reuters India at the CII Governance Series Breakfast Session in Mumbai

Lokpal and the Lokayuktas Act, 2013

The Working Group on Lokpal and Lokayuktas Act, 2013 ('Lokpal Act') met with Shri Arun Jaitley, Minister of Finance, Corporate Affairs & Defence, Dr Jitendra Singh and Mr Bhanu Pratap Sharma, Secretary, Department of Personnel and Training (DoPT) to deliberate on implications of Lokpal Act on non-profit organisations as well as on senior and honorary office bearers of Corporate Foundations. Based on CII's efforts, a Notification withdrawing the operative rule on declarations of assets and doing away of timelines for compliance of filing declarations by 31 December 2016 was issued by the Government.

Following amendments suggested by CII are being deliberated upon by DoPT:

- The concept of 'wholly or partly financed' be replaced by the concept of 'substantial financial contribution' of the Government with a threshold of 75% or more for an average of the three immediately preceding financial years' operating budget received
- Enforce this amendment retrospectively, from the date when the Lokpal Act became effective

Engagement with SEBI

Continuing with its efforts, inputs on corporate governance, ESOP and insider trading were

submitted to SEBI by CII. Focused representations were made with respect to Bright line Test for Control and for FPIs.

ACTION

- At the 11th Edition of the Corporate Governance Summit, Mr Keki Mistry, Chairman, CII National Council on Corporate Governance and Vice Chairman and CEO, HDFC Limited highlighted the key governance factors-interplay between roles of CEO, Chairman and Board; risk management etc.
- Workshops were organised to encourage Non-Executive Directors and Women on Boards under a CII-IFC Cooperation Agreement with a view to promote good corporate governance practices. An award winning film on corporate governance training 'At What Cost' was screened at the session on Consequences of a Compliance Crisis.
- A pan India initiative, the CII Coffee Table Series on Companies Act, 2013 discussed technical aspects of the Companies Law Committee (CLC) Report on the Companies Act, 2013 released by the Ministry of Corporate Affairs.
- Under the CII Governance Series, breakfast sessions were organised with Mr Keki Mistry and Mrs Arundhati Bhattacharya, where they shared key guidelines for effectiveness of Boards as nerve centres of corporate governance.

Public Sector Enterprises

The Public Sector has come a long way in its evolution of becoming the engine of economic growth and developing into a key pillar of the Indian economy. In addition to contributing to the country's GDP, Public Sector companies are significant facilitators of creating a more inclusive and equitable India, by being early adopters of priorities under Government policies. A number of them have graduated successfully from a controlled environment to the free market regime, emerging as leaders in their respective fields both within and outside India. The CII PSE Council is the apex body for addressing the concerns and challenges facing this sector.

ADVOCACY

Recommendations were made to the Government on several policy areas. These included:

- Recommendations to the Third Pay Revision Committee after extensive consultation involving all stakeholders
- Recommendations on vigilance issues to the Central Vigilance Commission

ACTION

- A Summit on Evolving Organization, Evolving People Management was organised to sensitize Public Sector Management on latest HR practices. Structured to centralize the role of HR in the overall corporate strategy, the focus was also on delivering an analysis of the evolutionary role of technology in navigating complexities of time, distance and culture of a modern organization.
- In an exclusive interactive meeting, Mr Satya Nadella, CEO, Microsoft, highlighted that PSEs were an important constituent of India and would need to build capability to create their own digital technology.

- Members shared various issues and concerns as well as possible mitigation strategies in an interaction with Mr K V Chowdary, Central Vigilance Commissioner.
- For the first time in the country a CII Compendium – 'Pushing Boundaries with R&D' was prepared exclusively for CPSEs. The Compendium carries information of 30 CPSEs that are actively spending on R&D. Mrs Seema Bahuguna, Secretary, Department of Public Enterprises, launched the Compendium that covers CPSEs across diverse areas of operations at a Seminar on 'Pushing Boundaries with Innovation and Technology'. She highlighted the importance of moving towards a more conducive innovation ecosystem in the country and better collaboration between Industry and academia, the importance of commercializing patents and incentivizing innovation amongst PSEs.



From L to R: B Ashok, Chairman, CII PSE Council and Chairman, Indian Oil Corporation Limited; K V Chowdary, Central Vigilance Commissioner; Atul Sobti, Co-Chairman, CII PSE Council and CMD, BHEL and A Lohani, Chairman, CII PSE Subcommittee on Policy and Regulatory Affairs and Chairman, Air India Limited at an Interactive Session in New Delhi

Financial Reporting and NFCG



Arun Jaitley, Minister of Finance, Corporate Affairs and Defence, addressing India: Investment Promotion Seminar in Osaka

India is going through major changes in its regulatory environment and reporting formats. Over the last decade, companies have had to adopt and adapt to such changes. Several of these changes are a move in the right direction and will have far reaching implications on the management of businesses. Companies thus need to move quickly towards the adoption of new standards and formats.

In 2016-17, CII's efforts were directed at enabling the corporates to adopt the norms. CII also worked closely with the Government to resolve industry issues with adoption of new norms, to help them transition smoothly and with minimal negative impact.

This year, a 9-member high level delegation lead by Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall, accompanied Shri Arun Jaitley, Minister of Finance, Corporate Affairs and Defence, during his visit to Osaka and

Kobe, Japan. The visit was focussed on attracting Japanese investments into India, and was marked by a series of meetings, seminars and interactions with the Indian diaspora and Japanese business leaders.

Financial Reporting

CII worked towards ensuring a smooth implementation of the Indian Accounting Standards



Ajay Shiram, Past President, CII and Chairman and Senior Managing Director, DCM Shiram Limited and Masayuki Matsushita, Vice Chairman, Kansai Economic Federation (Kankeiren) at the India: Investment Promotion Seminar at Osaka



From L to R: Jitendra Agarwal, Partner, Deloitte Haskins & Sells; Amarjit Chopra, Chairman, NACAS; Amardeep Singh Bhatia, Joint Secretary, Ministry of Corporate Affairs; Dipankar Chatterji, Chairman, CII National Committee on Financial Reporting and Senior Partner, L B Jha & Co at the National Conference on Financial Reporting in New Delhi

(IndAS) and Income Computation and Disclosure Standards (ICDS). Several representations were submitted and meetings held with concerned authorities on IndAS, ICDS, SEBI's (LODR) 2015 and other related subjects.

The National Conference on Financial Reporting held in New Delhi was another step in this direction. Mr Amardeep Singh Bhatia, Joint Secretary, Ministry of Corporate Affairs, Mr Rajesh Kumar Bhoot, Joint Secretary TPL – II, CBDT, Ministry of Finance, Mr Amarjit Chopra, Chairman, NACAS, amongst others addressed the Conference. Deliberations centred around the complexity and challenges arising in the corporate financial reporting practices in India, and the steps taken by the Government to ease its implementation by industry and professionals.

During the year, the National Conference on Accounting Reforms in Indian Railways – A Strategic Mission for Sustainable Growth was organised in partnership with Indian Railways. Shri Arun Jaitley, Minister of Finance, Corporate Affairs and Defence and Shri Suresh Prabhu, Minister of Railways, addressed the delegates. During the Conference, the expectations and perspectives of various stakeholders – investors, lenders, industry were shared and discussed, especially on the accounting reforms Project of the Indian Railways and the benefits that would thus accrue.

Three publications, the outcomes of the pilot study of North Western Railway undertaken by Indian Railways, were released by the Ministry of Railways at this platform.



Arun Jaitley addressing the National Conference on Accounting Reforms in Indian Railways in New Delhi



From L to R: V S Parthasarathy, Chairman, CII National Committee for CFOs and Group CFO and Group CIO, Mahindra & Mahindra Ltd; Narendra Singh Tomar, Minister of Rural Development, Panchayati Raj & Drinking Water and Sanitation; R Shankar Raman, Co-Chairman, CII National Committee for CFOs and Whole-time Director and CFO of Larsen and Toubro Ltd, and Porus Doctor, Partner, Deloitte India at the 10th CFO Summit in Mumbai

CFO Committee

The 10th Edition of the CFO Summit was held in Mumbai this year. Shri Narendra Singh Tomar, Minister of Rural Development, Panchayati Raj & Drinking Water and Sanitation addressed the Summit. The Summit took a 360 degree view of the challenges being faced by CFOs in SMEs in rural areas. More than 200 CFOs of leading organizations exchanged views and ideas on how best to deal

with the challenges in a rapidly changing business environment.

A CII-Deloitte Report on 'The Future CFO – Thriving in Chaos and Driving Change' was also released at the Summit. The Report brings out the multiple disruptions which a business faces in the current environment, and how a CFO needs to tackle these changes to create value for business.

National Foundation for Corporate Governance (NFCG)

NFCG, a unique PPP model, was set up by the Ministry of Corporate Affairs (MCA) in partnership with CII, Institute of Company Secretaries of India (ICSI), Institute of Chartered Accountants of India (ICAI), Institute of Cost Accountants of India (ICAI), National Stock Exchange (NSE) and Indian Institute of Corporate Affairs (IICA). The objective of NFCG is to encourage individuals, companies and industry as a whole to pursue a Corporate Governance culture.

Over the years, NFCG is recognised as:

- A referral point on Corporate Governance and related fields. To meet this objective, it has granted accreditation to 47 premium Indian Institutions, as 'National Centre for Corporate Governance', focussed on promoting Corporate Governance.
- A promoter of voluntary adoption of good Corporate Governance practices by supporting/ organising programmes on the subject. To this end, over 20 Corporate Governance seminars and orientation programmes were organised by accredited and partner institutions.
- A centre for dissemination of knowledge on Corporate Governance and related fields by commissioning research studies on the subject. Around seven NFCG commissioned research project/ studies were completed during the year by accredited institutions.

Ethics in Business and Society

Corporate integrity has to be adopted by every member of the industry and the CII National Committee on Integrity and Transparency in Governance continued its effort towards making Indian industry ethical.

ADVOCACY

Five years ago, one of the first activities that the Committee undertook was to prepare a detailed CII Code of Ethics which could be adopted by Members on a voluntary basis. To make it simple for Membership to follow, a Model Code of Conduct, with only six basic principles, was recommended last year. Around 300 companies have confirmed that they would follow the Model Code, a first step towards transparency and good practices in companies. Guidelines are also being developed for companies that wish to pursue good corporate citizenship, beyond the Model Code. Such companies need to transcend the compliance threshold to emerge as socially responsible businesses.

ACTION

While CVOs guide public sector companies and MNCs have Chief Compliance Officers, several private sector companies lack a trained compliance officer. Given this need, an Executive Education programme on Compliance Management was developed along with ISB and GE. The first such programme was held in July/ August 2016 at ISB with 35 industry participants.

Since a lack of transparency in reality and healthcare sectors impacts the common man, two working groups were set up to undertake a study on how to build a culture of transparency in these sectors. The Reality Sector Working Group, under the Chairmanship of Mr Brotin Banerjee, MD and CEO, Tata Housing focussed on scheduled delivery

of flats to buyers. It aims to provide guidelines on a Model Charter for Self Governance, beyond RERA Act. The Working Group on Healthcare, under the Chairmanship of Mr Farhad Forbes, Co-Chairman, Forbes Marshall, is focussed on promoting voluntary disclosures and transparency as well as benchmarking to international best practices. To sensitize Indian industry towards human rights, in alignment with international practices, work commenced with focus on international rules and guidelines such as the UN Guiding Principles.

Discussions on a proposed Centre of Excellence to build capacity in Governance were taken forward. This Centre would undertake awareness sessions, training programmes for employee onboarding, working with Government on impending legislation and developing code of ethics, amongst others. A Seminar on 'Facilitating a Corruption-Free Environment for Achieving High Growth' was organised in December 2016, along with the Vigilance Study Circle (Delhi & NCR), an organization of Chief Vigilance Officers of the Ministries and the public sector.



From L to R: M Radha Krishna, President, VSC (Delhi /NCR) and Joint Secretary & Chief Vigilance Officer, CPWD, Ministry of Urban Development; Kiran Karnik, Chairman, CII National Committee on Telecom & Broadband and Mission on Digital India and Former President, NASSCOM; K V Chowdhary, Chief Guest and Central Vigilance Commissioner; Salil Singhal, Co-Chairman, CII Agriculture Council and Chairman & MD, PI Industries Ltd and K M Singh, Chairman and MD, NHPC Ltd at the CII and Vigilance Study Circle (Delhi & NCR) organized seminar on 'Facilitating a Corruption-free Environment for Achieving High Growth' in New Delhi

Public Policy

During the year, CII facilitated exchange of views between industry and policy makers with a focus on policy advocacy.

ADVOCACY

CII shared with the Government the industry views and suggestions to create a vibrant and transparent policy environment for businesses to thrive in.

Lokpal and the Lokayuktas Act, 2013

The Lokpal and the Lokayuktas Act, 2013 is aimed at eliminating corruption in public offices. The Act covers under the definition of public servant, all senior functionaries (including directors, managers, secretaries, etc.) as well as officers of NGOs, which receive over Rs 10 lakh as foreign contribution or more than Rs 1 crore as a Government grant. It also mandates all such public servants to declare their assets to the Government by December 31, 2016, failing which these assets would be assumed to be acquired through corrupt means.

Electoral Reforms

Over time, consistent efforts have been made to arrive at a consensus on electoral reforms required in India. Several recommendations made by a CII Task Force from time to time, have been accepted by the Government. Two important elements that have gained attention recently are cleaning up of electoral funding and conducting simultaneous elections in the Centre and States. Views on these issues were sought in a meeting of CII Past Presidents'. Recommendations and an action plan based on their views is being drafted.

ACTION

An Indo Japan Strategic Dialogue Programme was launched along with the Sasakawa Peace Foundation (SPF) in 2004. Under this programme 12 delegations of Members of Parliament from India have visited Japan. This programme has made a significant contribution in enriching the bilateral relationship and strengthening economic, political & cultural ties between the two countries.



From L to R: Tarun Vijay, Former MP Rajya Sabha; Chandrajit Banerjee, Director General, CII; S S Roy, MP Rajya Sabha; Mukul Mithi, MP Rajya Sabha; Meenakshi Lekhi, MP Lok Sabha; H.E. Kenji Hiramatsu, Ambassador of Japan to India; Suresh Prabhu, Minister of Railways, Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall; V P Singh Badnore MP Rajya Sabha; Janardan Dwivedi, MP Rajya Sabha; P Radhakrishnan, MP Lok Sabha; P D Rai, MP Lok Sabha; Vincent Pala, MP Lok Sabha at the reunion meeting of the Members of Parliament in New Delhi



From L to R: Chandrajit Banerjee; H.E. Kenji Hiramatsu and Suresh Prabhu at the release of the Coffee Table Book: '12 Years of Engaged Leadership: Down the Memory Lane' in New Delhi

To celebrate the success of this initiative, a coffee table book '12 Years of Engaged Leadership: Down the Memory Lane' was released at a reunion meeting of the Members of Parliament who have visited Japan under this programme. The first copy of the Coffee Table Book was handed over by Shri Suresh Prabhu, Minister of Railways to H.E. Mr Kenji Hiramatsu, Ambassador of Japan to India.

State MPs Meeting: Jammu & Kashmir

CII has taken several initiatives to attract investments into J&K. One key initiative was proposing a draft Start-up Scheme aimed at giving a fillip to entrepreneurship in the State. With an objective to align the J&K Industry's vision with that of the State's parliamentarians and to set an actionable agenda for inclusive growth, senior industry leaders from J&K met with Parliamentarians from the State at Delhi. Challenges related to infrastructure, connectivity, power, and skilling were highlighted at the meeting. The need to extend central excise and

customs exemptions beyond 2017 were also advocated to the Government. CII, the only apex industry body to focus on Ladakh's development, suggested that efforts be directed at promoting the city as a solar city.

Recommendations were also made for creating an enabling policy environment for encouraging tourism such as inclusion of Jammu & Kashmir as a focus State in the Central Tourism Policy. Taking examples from the best practices of Israel, Mr Sheikh Imran, Chairman, J&K State Council urged Members to raise concerns on water recycling and management. Shri Shamsher Singh Manhas, Member of Parliament assured support to the industry and called for focus on sectors such as power, connectivity and agriculture for inclusion in the roadmap.

State MPs Meeting: Kerala

Efforts were made to highlight to the Government the challenges facing the industry in Kerala. At a meeting in New Delhi, industry leaders discussed with MPs from Kerala, options of working collaboratively with the Government. During the meeting, the Government was urged to provide a facilitating business environment. Issues related to Ease of Doing Business, infrastructure, enhancing competitiveness, skill development and encouraging entrepreneurship were highlighted to the MPs. Sectors important for Kerala's development that were discussed included spices, tourism, jewellery, rubber, agriculture, handloom, coir, IT & electronics, export oriented units, construction, hospitality, ayurveda, health and wellness, renewable energy and education.



Rajesh Sharma, Member, CII; Thupstan Chhewang, MP, Ladakh; Shamsher Singh Manhas, MP; Sheikh Imran, Chairman, J&K State Council among others at the meeting between J&K Industry leaders and Delhi Parliamentarians in New Delhi

Make in India

Make in India, a national programme launched by the Prime Minister in September 2014, is designed to transform India into a global manufacturing hub. India's manufacturing sector has the potential to touch US\$ 1 trillion by 2025. The programme aims to boost manufacturing and enhance the contribution of the sector to 25% of India's GDP by 2025.

Apart from encouraging investments in manufacturing, the Make in India initiative also focuses on enhancing Ease of Doing Business, skill enhancement, job creation and high quality manufacturing. Being a call to action to the industry and the citizens of the country, it also encourages global partners to do business with India.

In just over two years, Make in India has become a rallying cry for India's innumerable stakeholders and partners. It is a part of a wider set of nation-building initiatives. Devised to transform India into a global design and manufacturing hub, Make in India was a timely response to a critical situation, designed to transform India into a global manufacturing hub.

The Government partnered with CII for most of their initiatives for this movement, which is powered by an in-depth overhaul of processes and policies. Immediately after the launch of the Make in India initiative, the CII-BCG Report titled 'Make in India: Turning Vision into Reality' was published. This Report outlined a roadmap for taking the Make in India initiative forward.

Aligning with the theme of partnering for national development, and the investor outreach programme of the Department of Industrial Policy and Promotion, CII worked on the Make in India

activities since its launch. The prestigious Make in India Summit, held in Mumbai in February 2016, for which CII was the exclusive partner attracted over 1000 foreign delegates and 8000 domestic delegates. Partnerships were forged with Central Ministries, State Governments, Indian Embassies and overseas agencies for the Summit.

CII engaged closely on each dimension of the Make in India initiative, including policy evolution, Zero Effect, Zero Defect, and skill development. Concrete steps were taken for developing a nation-wide synergised endeavor for boosting manufacturing and attracting FDI, defining new sectoral policies, and fast-tracking Ease of Doing Business at the State-level.

Make in India events were organized in Odisha, Karnataka and Madhya Pradesh. Efforts were made to promote the States through CII's business and industry linkages and B2B opportunities created between overseas and domestic industry. Information on new investment opportunities in the targeted sectors was disseminated and manufacturing strengths of the region in identified sectors was showcased.

States outlined new policies conducive for Ease of Doing Business at these platforms, thus attracting definitive investment queries and proposals.

Make in Odisha Conclave 2016

At the Make in Odisha Conclave, held in November-December 2016 at Bhubaneswar, senior ministers interacted with domestic as well as international industry players. Some of the ministers who addressed the delegates included Shri Arun Jaitley, Minister of Finance, Corporate Affairs & Defence; Shri Piyush Goyal, Minister of State (I/C) for Power, Coal, New & Renewable

Energy and Mines and Shri Dharmendar Pradhan, Minister of State (I/C) for Petroleum and Natural Gas along with Shri Naveen Patnaik, Chief Minister of Odisha and other ministers and bureaucrats from the State.

The Conclave yielded announcements and investments worth Rs 203,270 lakh crore in 10 sectors. Over 60 senior representatives of the industry and Government discussed the policy ecosystem, investment opportunities and the growth outlook for the focus sectors.

Make in Karnataka Conference 2017

At the Make in Karnataka Conference held in February 2017 at Bengaluru, Shri Arun Jaitley, Shri M Venkaiah Naidu, Minister of Urban Development, Housing and Urban Poverty Alleviation and Information & Broadcasting, Shri Ananthkumar, Chemicals & Fertilizers and Parliamentary Affairs Minister, Shri Manohar Parikar, the then Raksha Mantri and Shri M J Akbar, Minister of State for External Affairs expressed their support to give a boost to investments in Karnataka.

Shri K Siddaramaiah, Chief Minister of Karnataka, State ministers and industry leaders discussed ideas for the progress of the State. Multiple instruments to re-energize the State were discussed including infrastructure and services sectors that can create employment and add to the manufacturing effort.

Global Investors Summit (GIS), Indore, Madhya Pradesh

GIS is a flagship investment promotion event of the Government of Madhya Pradesh, started in October 2007 in Indore. Over a period of eight years the Summit has evolved into a major international event being attended by the who's who of the business, academia and political world. Organised in partnership with DIPP and the Government of Madhya Pradesh, the Summit attracted over 5000 participants from India and overseas.

Automechanika 2016

The India pavilion at the 24th Automechanika 2016 at Frankfurt held in September 2016 was organised in partnership with DIPP. Automechanika, the world's leading trade fair for automotive service industry, showcases a unique breadth and depth of product range and brings together

innovators across the automotive value chain.

This international annual event is a platform for business networking and knowledge transfer for stakeholders from the industry, dealership trade, maintenance and repair segments.

Mr Ramesh Abhishek, Secretary, DIPP, along with Mr Atul Chaturvedi addressed prospective investors at the Investors' Round Table organised at the Automechanika.

World Economic Forum 2017

Recognizing that enhanced international cooperation and earnest multicultural dialogue are critical to advancing innovations for greater societal impact, the 47th World Economic Forum Annual Meeting was held under the overarching theme of 'Responsive and Responsible Leadership'. The meeting aimed to rededicate leaders from all walks of life to achieve common goals and drive new initiatives. Responsive and Responsible Leadership entails a deeper commitment to inclusive development and equitable growth, both nationally and globally. It also involves working rapidly to close generational divides by exercising shared stewardship of those systems that are critical to our prosperity.

CII, as the lead coordinator of India's participation at World Economic Forum's Annual Meeting held in Switzerland, organized several events in partnership with DIPP.

The 125 strong Indian delegation was the 5th largest and comprised senior Ministers, high-ranking Government officials, CEOs of major Indian companies, Media and Civil Society representatives. Some of these included Shri Nitin Gadkari, Minister for Road Transport & Highways and Shipping; Smt Nirmala Sitharaman, Minister of State (I/C) for Commerce and Industry; Shri N Chandrababu Naidu, Chief Minister of Andhra Pradesh; Mr Amitabh Kant, CEO of NITI Aayog; Mr Ramesh Abhishek and Shri Kamal Nath, Member of Parliament.

The over 3000-strong community at Davos included heads of State or Government, key finance, foreign, trade and industry ministers, Governors of Central Banks, 1500 business leaders along with religious, media and cultural leaders, social entrepreneurs and heads of non-governmental organizations, from around 90 countries.

• Centres of Excellence

- CII Institute of Logistics
- CII Institute of Quality
- CII-ITC Centre of Excellence for Sustainable Development
- CII Centre of Excellence for Competitiveness for SMEs
- CII Naoroji Godrej Centre of Manufacturing Excellence
- CII Sohrabji Godrej Green Business Centre
- CII Suresh Neotia Centre of Excellence for Leadership
- CII-Triveni Water Institute
- CII-Jubilant Bhartia Food and Agriculture Centre of Excellence

• Building Competitiveness

- Competitiveness Development Services
- Design
- Innovation
- Start-ups
- Intellectual Property Rights
- Science and Technology and R&D
- Public Private Partnership Technology Centres
- Skill Development
- Knowledge Management and Business Transformation
- Human Resource Development
- Industrial Relations

Competitive Solutions and Nurturing Competitiveness



SS

CII'S COMPETITIVENESS BUILDING INITIATIVES IN 2016-2017 THROUGH FOCUSED CENTRES OF EXCELLENCE



CII INSTITUTE OF LOGISTICS

Focus: Logistics and Supply Chain Management

2500

Participated in Supply Chain, Logistics and Shipping Education/ Training programme

520

Certified Logistics and Supply Chain Professionals

150

Companies Participated in National Supply Chain and Logistics Excellence Awards

65

Warehouses Certified



CII INSTITUTE OF QUALITY

Focus: Transform India through a Quality Movement

251

Companies Advised

126

Training Programmes

24

Technical Experts

4

Overseas Missions



CII-ITC CENTRE OF EXCELLENCE FOR SUSTAINABLE DEVELOPMENT

Focus: Catalyse Sustainable Value Creation

1800

Certified Professionals Trained

43

Training Programmes

35

Technical Experts

25

Companies Awarded



CII CENTRE OF EXCELLENCE FOR COMPETITIVENESS FOR SMEs

Focus: Enhancing Competitiveness and Manufacturing Excellence of the SMEs

2550

Industry Participants Benefitted from Over 400 Companies

500

Savings Projected in Energy Audits (Rs million)

118

Companies Handheld Through 14 Ongoing Clusters for Competitiveness

65

Training Programmes and Workshops



CII NAOROJI GODREJ CENTRE OF MANUFACTURING EXCELLENCE

Focus: Enhance Competitiveness of the Manufacturing Sector in India

1300	74	17	2
Members Participated in CII CME Initiatives	Short Term Capacity Building Programmes	In-house Programmes Conducted During the Year	Technical Conferences Organised



CII SOHRABJI GODREJ GREEN BUSINESS CENTRE

Focus: Foster, Promote and Accelerate Green Practices and Businesses

550	120	69	50
Green Building Projects Registered	GreenPro (Green Product) Certified Products	Companies Registered for GreenCo Rating	Energy Audits



CII SURESH NEOTIA CENTRE OF EXCELLENCE FOR LEADERSHIP

Focus: Development of Next Gen Leadership

695	168	19	7
Persons Trained	Companies Impacted	Training Interventions	Process Improvement Interventions



CII-TRIVENI WATER INSTITUTE

Focus: Water Conservation, Water Efficiency and Waste Water Management

1100	150	15	14
Persons Sensitized	Companies Advised	WATSCAN Projects for Water Security and Planning	Water Audits and Water Security Ratings



CII-JUBILANT BHARTIA FOOD AND AGRICULTURE CENTRE OF EXCELLENCE

Focus: Improving on and off-farm Productivity and Global Competitiveness of India's Agriculture and Food Processing Sector

1500+	350	219	72%
Farmers Trained in Good Agricultural Practices Across 10 States	Companies, Farmers and Entrepreneurs Covered Under the Cold Chain Awareness Workshops	FBOs Covered Through Food Safety and Quality Workshops, in-house Trainings and Assessment	Participation of SMB at Food Safety Awards

CII Centres of Excellence

CII Institute of Logistics



India's logistics industry currently stands at US\$ 300 billion and is expected to grow at a CAGR of 12.17% by 2020. The key drivers of this growth include investments in highways, ports, airports, and other infrastructure. Logistics can be a game changer for India by improving the ease of doing business. Therefore, the Government has a keen focus on improving logistics across the country. The CII Institute of Logistics (CIL) enables Indian industry to enhance its competitiveness by aligning it with emerging global trends and best practices as well as through capacity building.

ADVOCACY

CIL supports developmental activities in logistics and supply chain by:

- Offering advisory services for efficiency improvement
- Enabling functional skill enhancement by conducting training and skill development programmes
- Imparting functional qualifications in logistics, supply chain and shipping tracks
- Helping to develop professional competency assessment framework (SCM PRO & SCM EXE)
- Focusing on Warehouse Operational Excellence Assessment and Certification (WAREX)
- Undertaking Total Cost Management (TCM) initiatives for manufacturing and services sectors

ACTION

In over a decade since its establishment, CIL has brought to the Indian industry insights on emerging global trends and best practices

as well as helped address logistics and supply chain management challenges. Working with stakeholders, the Institute strives to build the image of the sector, enhances knowledge and helps build competitiveness of the sector.

Education

- Over 1,000 participants underwent the distance education programmes in Logistics Management, Supply Chain Management, Third Party Logistics and Competitive Supply Chain Management
- More than 50 managers from Flipkart completed a highly customized direct-mode certification programme in Warehouse and International Logistics Management
- Certificates were granted to over 150 working professionals from 70 organisations in warehousing operations, freight forwarding and road transport operations under the online corporate education programme
- Students of five educational institutes benefitted from the short-term certification programme in logistics and supply chain management
- Going forward, the SCM programme will be delivered at six more educational institutions to help enhance employability of students
- CII School of Logistics, Amity University, Noida, a unique CIL initiative, enrolled its first batch of MBA in Logistics and MBA in Supply Chain Management
- The first batch of the international distance education programme under UN, meant for senior transport staff managers, was kicked off during the year



Warehouse certified clients with Professor G Raghuram, Professor, IIM- A at the Conference on Building Warehouse Competitiveness in Mumbai



2016 CII SCALE Award Winners at the Supply Chain and Logistics Excellence Awards in New Delhi

Training

- More than 1,500 professionals from various domains of supply chain management underwent training on topics such as supply chain, export-import, GST, leadership and technology
- Several corporates from IT, automobile, pharmaceuticals, engineering and manufacturing continued to benefit from the training programmes
- In-house programmes were delivered for Infosys, Accenture, TAFE, Mahindra, Shree Cements and Saint Gobain.

SCM PRO & SCM EXE

- Over 220 participants from companies such as Rolls Royce, Anand Group, Piramal Glass, Accenture, Wipro, L&T Tech, Aditya Birla, Cummins, Tata Coffee, Amara Raja, Philips, IIM Calcutta, Caterpillar, LG Electronics, Safe Express, TCS, DHL, Flipkart, Amazon, Mahindra Logistics, Dupont, Tata Motors benefitted from the SCM PRO Competency Assessment.

- Close to 250 managers from B Schools including BITS Pilani, IIT Kanpur, IIT Delhi, IIM Indore, IIT Madras underwent the SCM EXE Competency Assessment. Participants were also nominated by Ashok Leyland, Krysalis Consultancy, ABB India, Arkieva, Hyundai Motors, Bosch, BPCL and CTS for the Assessment.

WAREX

Under the Warehouse Assessment and Certification Programme, 65 warehouse facilities were assessed for their capabilities and performance with specific improvement recommendations.

Supply Chain and Logistics Excellence (SCALE) Awards

More than 150 companies participated in the 3rd Edition of the SCALE Awards that recognises organisations that have achieved significant improvement in integrating supply chain and logistics functions. This recognition is aimed at accelerating the enablers for building a world class supply chain and to prompt organizations to develop future ready supply chains, bringing knowledge and fresh perspectives to the industry.

CII Institute of Quality

**INSTITUTE
of QUALITY**
(Sponsored by ABB Limited)



From L to R: Dr Jaidev Rajpal, Partner, McKinsey & Company; Yaduvendra Mathur, Chairman and MD, Export-Import Bank of India; N Kumar, Past President, CII, Chairman, CII Primary Education Council, Former Chairman, CII Institute of Quality and Vice Chairman, Sanmar Group; Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall; R Mukundan, Chairman, CII Institute of Quality and MD, Tata Chemicals Limited, unveiling the Report on Quality in the Digital Era by McKinsey & Company at the 24th CII Quality Summit in Bengaluru

Building a quality approach across organisations and value chains is a business imperative today. It is no longer limited to delivering products that meet a certain quality standard but about building a quality consciousness across the board. CII Institute of Quality (CII IQ) significantly contributes to India's Quality Journey. Creating quality awareness, training in quality systems and processes, facilitating implementation and creating an ecosystem for quality improvement are CII IQ's hallmark. The Centre has facilitated leadership participation and collaborated with national and international institutions to aid quality deployment.

Business Excellence

ADVOCACY

Build an enabling ecosystem to recognise Excellence by building role models, capability and capacity and support the creation of global organisations.

ACTION

With excellence promotion as a fundamental management approach, the Centre has trained over 50,000 managers, annually incubated 300 assessors and recognized over 500 organisations in the last two decades.

The CII-EXIM Bank Award for Business Excellence was conferred upon Bhilai Steel Plant, SAIL; Bosch



Suresh Prabhu, Minister of Railways, addressing the 24th CII Quality Summit via video conferencing from New Delhi

Diesel Systems, Jaipur; Godrej & Boyce Mfg. Co. Limited (Interio Division) and the National Stock Exchange. Another 15 organisations were conferred Commendation Certificates, 11 were recognized for SMB Performance Excellence and eight were given the BE STAR Icon Recognition. The Business Excellence movement pressed ahead through the National Excellence Practice Competition, the National Risk Summit, a customer satisfaction Service Excellence Mission to Singapore and the Global Excellence Model meet at Sao Paulo, Brazil, as well as Business Excellence Assessor and Lead Assessor Training Programmes.

Total Productive Maintenance

ADVOCACY

Build world class 'Future Ready' manufacturing capabilities in organisations manned by a critical mass of change leaders adopting globally proven management philosophies.



From L to R: Anil Sikka, Master Expert & Partner, McKinsey & Co; N Kumar; Sunil Mathur, MD, Siemens India; R Mukundan and Kamal Bali, MD, Volvo India Pvt. Ltd at the 15th CII IQ Anniversary & BE Conclave 2016: Industry 4.0: Smart Factory in Chennai

ACTION

With 224 Indian companies having won 324 JIPM-TPM Awards till date, India boasts of the highest number of TPM Awardees outside of Japan. Of these, the TPM Club directly enabled 103 companies to win 136 Awards. In partnership with JIPM and JMAC, the TPM Club has worked with over 160 companies in India and abroad to build world class manufacturing. To this end the 16th Edition of the National Conference also focussed on Leveraging TPM for World Class Manufacturing. Various other conferences, training programmes and competitions, including the maiden edition of the 3M Competition, provided ground for Indian companies to become more competitive.

Quality Systems, Metrology & Standards

ADVOCACY

- Facilitate, design and develop professionals capable of adopting globally compliant quality systems and establish a zero defect culture.
- Work with Governments to improve quality standards in public services and regulation, build a robust conformity assessment system, world class laboratories and a risk assessment system.

ACTION

Held in partnership with the National Accreditation Board for Testing and Calibration Laboratories (NABL), the 5th Edition of National Conclave discussed policies and strategies for strengthening India's laboratory infrastructure and supporting national conformity assessment programme. Inputs on Total Quality Management were given to 377 probationary officers of the four All India Services and 12 Central Services at the Lal Bahadur Shastri National Academy of Administration, Mussoorie.



Winners of the 26th Kaizen Competition in New Delhi

Education Excellence

ADVOCACY

Promote capability and capacity building amongst school administrators to develop world class educational institutions and excellence.

ACTION

Over 160 Government and private schools participating in 17 School Excellence Clusters were exposed to international best practices. CII TEN, the Online Teacher Engagement Network and INCITE, Certification in Teaching Excellence Programmes also provided the necessary foundation for achieving excellence in teaching.

The 19th Edition of the National Summit on Quality in Education prepared Institutions for the knowledge era. Various international school excellence missions, Quality School Leadership Programmes (QSLP) and workshops helped stakeholders learn about quality in school administrative processes. The CII Stars of Education Programme for Performance Excellence recognition was launched in 2016.

Lean & Six Sigma

ADVOCACY

Build a Critical Mass of Operational Excellence for Change Leaders supporting Lean Six Sigma Green Belt to Master Black Belt in organizations including SMB's and establish analytics using industry data.

ACTION

Transformational projects, competitions, training and counselling led to developing Lean and Six Sigma experts. Companies such as Rastriya Ispat Nigam Limited achieved benefits in quality, productivity, customer satisfaction and cost reduction. Six Sigma capacity building at Infosys took place through the Train the Trainer Programme. The first ever Mission to United Kingdom for the healthcare Industry was undertaken in 2016.

CII-ITC Centre of Excellence for Sustainable Development



Over the last decade, sustainability has become a major concern for businesses. While they are under pressure to adopt technologies and adapt their practices to meet the environmental challenges, they also face several barriers in the process. Business ethics of companies are also driving them to increasingly become environmentally friendly. The CII-ITC Centre for Sustainable Development (CESD) is on a mission to catalyze innovative ideas and solutions in India and globally, to enable business and its stakeholders in sustainable value creation.

CESD's work in the areas of Knowledge and Action includes developing new tools and frameworks, data analysis and case studies, and training on sustainability strategies, greening supply chains, biodiversity and natural capital, CSR and social value creation, sustainability and integrated reporting, carbon management, risk management, human rights, circular economy, ethics and integrity. It recognizes companies through the CII-ITC Sustainability Awards and a corporate sustainability label called Sustainable Plus. Companies such as Tata Housing, Adani Enterprises, Adani Ports & SEZ, Vedanta, Mahindra & Mahindra, ITC, Godrej Industries, Cummins India, Murugappa Group, Coromandel International, JSW, Reliance Industries and Wipro have benefitted from these services. In 2016, 1,700 participants were trained through 30 open programmes and 12 in-company programmes, conducted both in India and abroad.

ADVOCACY

Implementation of Waste Management Rules

CESD suggested to the Ministry of Environment, Forests and Climate Change (MoEFCC) that a step-wise structured process should be launched across the country for implementing Extended Producers Responsibility (EPR) under the Waste Management Rules 2016. The MoEFCC agreed that under the interpretation of Plastic Waste Management Rules 2016, a 'Producer' can offset the requirement to collect a particular category of waste packaging materials, irrespective of brand ownership. However, a national level accounting



From L to R: Sanjiv Puri, CEO, ITC Ltd; Prakash Javadekar, Minister of Human Resources Development; H.E. Ambassador Shyam Saran, Jury Chair, CII-ITC Sustainability Awards 2016 at the CII-ITC Sustainability Awards at New Delhi

system with cross-states offset is yet to be agreed/conceptualized.

To develop workable models for EPR, it was recommended that MoEFCC, in partnership with Ministry of Urban Development (MoUD), may institutionalize pilot projects for waste collection under the Swachh Bharat Abhiyan. The need for a step-wise structured process for implementation of EPR, considering various socio-economic and geographically different regions across the country, was also emphasized. Based on these suggestions, the MoEFCC, in partnership with MoUD, created a scheme for capacity building of regulatory authorities. However, the Industry's role in the waste collection as identified under EPR is yet to be clarified.

Streamlining State Level Consents under Water Act and Air Act

Industry was being required to undergo appraisals for grant of Consents by SPCBs, despite the Grant of Environment Clearance. Following the rigorous process of appraisals, the issue was raised with the DIPP Expert Committee on Ease of Doing Business. The CPCB has now directed all State Pollution Control Boards (SPCBs) to consider the following points while granting consent under Air Act and Water Act:



From L to R: Sanjiv Puri; Yuri Afanasiev, UN Resident Coordinator and UNDP Resident Representative in India; Piyush Goyal, Minister of State (I/C) for Power, Coal, New & Renewable Energy and Mines and Ajay S Shriram, Past President, CII, Chairman, CII-FBN India Chapter Council and Chairman & MD, DCM Shriram Ltd at the 11th Sustainability Summit in New Delhi

- The White Category Industry may only inform the concerned SPCB, instead of seeking consent
- Combined Consent for Establishment and Operations be issued for Green Category Industry
- For building/ construction/ area development projects environment clearance shall suffice, subject to certain conditions being fulfilled
- All projects requiring Environmental Clearance either from State Authority or MoEFCC may be exempted from obtaining CTE
- To rationalise consent fee structure across states, the definition of MSME as given under the MSME Act 2006 be adopted

Forest Act

State Governments have been in the process to adapt to new approval processes as defined under the guidelines notified by MoEFCC last year. A request was made to MoEFCC to address procedural challenges with a view to reducing the time taken for processing the applications. Deadline for seeking the Forest Clearance was extended for six months, after September 30, 2016, based on a CII representation. A new Forest Advisory Committee (FAC) was constituted pursuant to a suggestion made by CESD.

ACTION

Business and Biodiversity

The India Business and Biodiversity Initiative (IBBI), was hosted along with the MoEFCC and with

the support of German International Cooperation (GIZ). IBBI is a business network for conservation and sustainable use of biodiversity hosted by the Secretariat of UN CBD.

IBBI members participated in a session on Business & Biodiversity on the invitation of the Dutch Government, where the Network's efforts in developing tools and providing guidance in biodiversity were highly appreciated. Biocare Ltd and ITC Ltd, represented IBBI at a Business and Biodiversity Forum organised by CBD COP 13 in Mexico in December 2016. A joint event was organised by IBBI and the German Biodiversity in Good Company Initiative.

Integrated Reporting

Under <IR> Lab India, an integrated reporting initiative, CESD is developing a Guidance Document for practitioners. An investor study to understand sufficiency, usefulness and possible solutions for non-financial reporting by Indian companies was launched. During the year YES Bank and SBI joined <IR> Lab India and Tata Steel and Reliance Industries included the integrated reports in their Annual Reports for the Financial Year 2016.

KNOWLEDGE

11th Sustainability Summit

The 11th Sustainability Summit, held in September 2016 in Delhi focussed on the key Sustainable Development Goals (SDGs). The sessions focussed on responsible businesses, climate action,



From L to R: Sanjiv Puri; Amitabh Kant, CEO, NITI Aayog; Anil Madhav Dave, Minister of State (I/C) for Environment, Forest and Climate Change; Shobana Kamineni, President Designate, CII and Executive Vice-Chairperson, Apollo Hospitals Enterprise Limited at the 11th Sustainability Summit in New Delhi

renewable energy, smart cities, electric mobility, responsible mining, biodiversity conservation, sustainable water solutions and integrated reporting.

During the year, CESD shared knowledge and information through the release of several publications such as Biodiversity Management: Sector Outlook and Roadmap for Implementation; Demonstrating Leadership in Biodiversity Management; and CSR Tracker 2015 – Beyond a Billion Dollar Spend.

RECOGNITION

Sustainable Plus

Sustainable Plus Label provides a brand identity tool for companies to communicate that they are sustainable, responsible and well-governed. ITC, Hindustan Unilever, Tata Chemicals, Tata Power, Mahindra and Mahindra, Siemens, Maruti Suzuki, Wipro, Vedanta and ACC Ltd. use the Label on their websites, Annual Reports and sustainability reports to communicate their sustainability performance.

CII-ITC Sustainability Awards

CII-ITC Sustainability Awards recognise and reward outstanding contributions by corporates to sustainable development in the country. In 2016,

twenty-three companies were recognized for their efforts and accomplishments towards building sustainable businesses. Commendations and Awards were conferred upon these companies for their work in Environment Management, Corporate Social Responsibility, Sustainable Supply Chains and Biodiversity.



Piyush Goyal at the 11th Sustainability Summit in New Delhi

CII Centre of Excellence for Competitiveness for SMEs



Centre of Excellence
for Competitiveness for SMEs

Comprising more than 80% of India's manufacturing sector, MSMEs play a significant role in India's socio economic development as well. Going forward, they are expected to play a key role in the country's growth. It is extremely critical to develop this sector to spur financial inclusion, generate employment and promote growth with equity. Competitiveness of this sector is crucial to India's emergence as a leading global economy. The CII Centre of Excellence for Competitiveness for SMEs focuses on accelerating competence development amongst SMEs through its services in manufacturing excellence, HR, energy, corrosion and cost management.

ADVOCACY

The Centre works towards enhancing the competitiveness of the sector by benchmarking and preparing baselines. The Centre also focusses on skill and capacity development in SMEs through platforms such as clusters, conferences and training programmes. Several networking platforms help enhance the reach of this very critical sector. Efforts are also made to promote balanced and sustainable growth through energy management and mitigating corrosion.

ACTION

Enhancing Competitiveness

Using the Cluster approach the Centre continued to drive growth and transformation of the SME economic engine. One hundred and eighteen SMEs were handheld through the process of improving business indicators and enhancing productivity and competitiveness.

Cluster Approach – Catalyst for Growth and Transformation

Clusters are important drivers of competitiveness and innovation. Clusters catalyse growth by encouraging member organisations to learn and grow in a supportive environment with each one addressing similar challenges. They create a dynamic and open environment where organisations come together in a complementary manner to generate new and smarter ways of working. Pioneered by CII about 19 years ago,



H.E. Dr Martin Ney, Ambassador of Germany to India addressing the 9th National Competitiveness and Cluster Summit in New Delhi



S N Tripathi, Additional Secretary and Development Commissioner, Ministry of MSME, addressing the 9th National Competitiveness and Cluster Summit in New Delhi

the Centre has developed this mutual learning approach as its niche area. Over the years about 3,000 SMEs have benefitted from over 250 Clusters formed to date. Of these, about 14 Clusters are currently operational.

Key Parameters (2016 - 17)	
Companies handheld through 14 ongoing clusters for competitiveness	118
30+ Energy Audits conducted with saving potential of Rs. 500 million.	500
Training Programmes & Workshops	65
Industry participants benefited from over 400 companies	2550
Best Practices competition case studies received from 317 companies	2410

Enhancing Reach and Networking

In pursuit of the Make in India initiative, the theme for the 9th National Competitiveness and Cluster Summit was 'Building Manufacturing Competitiveness for Make in India'. The Centre is working towards this goal by building manufacturing competitiveness amongst SMEs using the cluster approach. With this theme, the Centre aimed at giving a new direction to the Cluster movement and enabling networking amongst Indian SMEs and their ecosystem.



From L to R: Rajiv Kapoor, Chairman, Regional Committee on HR, CII-NR; Sunil Kant Munjal, Past President, CII and Chairman, Hero Corporate Services Ltd; Shreekant Somany, Chairman, CII National SME Council and Chairman & MD, Somany Ceramics Limited at the CII Industry Mentorship Summit 2017 at New Delhi

Facilitating Bilateral Social and Economic Relations

The Indo-German Manager Training Programme (IGMTP) enhances the foreign economic potential of Indian enterprises by connecting them with German enterprises. Efforts are also made to help enhance their competitiveness to improve their attractiveness to foreign investors. The programme has facilitated export and import deals, technology transfers, collaborations and joint ventures. Over the years, 274 Managers have undergone IGMTP. Imports and exports of over Euros 3.03 million and Euros 1.03 million respectively have been generated through this initiative.



Sitting from L to R: Dr S S Gupta, Senior Development Officer, DIPP, Ministry of Commerce & Industry; Atul Chaturvedi, Co-Chair of the Steering Committee, Joint Secretary, DIPP, Ministry of Commerce & Industry; Karl Wendling, Co-Chair of the Steering Committee, Head of Directorate, Directorate for Foreign Trade Policy, Federal Ministry for Economic Affairs and Energy (BMWi), Berlin and Wolfgang Hombrecher, Division for EU Twinning incl. National Contact Point, Manager Training Programme, Federal Ministry for Economic Affairs and Energy (BMWi), Bonn and others at the Steering committee meeting of the Indo German Manager Training Programme in New Delhi

Promoting Balanced and Sustainable Growth

To transition to a sustainable energy system, mobilising energy efficiency has become an urgent priority for the industry. CII promotes energy efficiency in the Indian industry through sensitizing the stakeholders and providing competitiveness enhancing solutions. With the aim of inspiring the energy managers of the industry, a Technical Conference on Energy Efficiency, Environment and Technology – EEETech 2016, was organised by the Centre benefitting over 150 energy managers. Latest standards in energy efficient equipment, systems and processes, automation, renewable energy industrial application and various other important aspects essential for making India an energy-self-sufficient country that is competitive, modern and attractive to both domestic and international investors were discussed. Till date, the Centre has undertaken over 1,450 energy audits, both in India and abroad, realizing annual recurring savings worth Rs 2,850 million. Advanced training programmes on Energy Management were



Interaction with the 11th International Delegation Visiting the CII Centre of Excellence for Competitiveness for SMEs at Chandigarh



From L to R: Ajai Joneja, Joint MD, Joneja Bright Steels Pvt Ltd; Dr Samir Degan, Vice President Elect, NACE International, MD, Osnar Group; J S Sondhi, Additional Director General, RDSO, Ministry of Railways; Prof Mahesh Tandon, President, Indian Association of Structural Engineers and MD, Tandon Consultants Pvt Ltd; Yatinder Pal Singh Suri, Member, CII – CMC and MD & Country Head, Outokumpu India Private Limited; Dr V R Krishnan, Member, CII – CMC and Ex Chief Consultant, Engineers India Ltd; Pikender Pal Singh, Senior Director & Head, CII Centre of Excellence for Competitiveness for SMEs, and R N Gupta, Vice President, Builders' Association of India at the Conference on Corrosion in Steel & Concrete Structures in New Delhi

also conducted. Going forward it is projected that Energy Audits will realise a further saving of Rs 500 million.

Corrosion Management

Corrosion is one of the most significant costs faced by the Indian industry, accounting for annual losses of over Rs 2 lakh crore. CII committed to enhance the competitiveness of Indian Industry, initiated Corrosion Management Services in 2006. The mission of mitigating the impact of corrosion was driven through seminars, workshops, training and certification programmes and conferences.

Setting the Next Best Practices in Electroplating

At a two-day technical conference on Pollution, Energy Efficiency & Technology in Electroplating,

Members deliberated upon measures that can lead to cost savings and help maximise profits. Over 100 delegates from the industry benefitted from this initiative of the Centre.

Advanced Manufacturing in Automotive Sector – Preparedness for Industry 4.0

As the manufacturing and automotive sector across the globe gets ready for the fourth industrial revolution – Industry 4.0, India is also gearing up for this change. An enabling eco-system is needed before India Auto Inc can fully embrace Industry 4.0. With the aim to apprise delegates of the advanced techniques in today's automotive sector, a Conference on Advanced Manufacturing in Automotive Sector – Preparedness for Industry 4.0 was organised at New Delhi.



From L to R: B Santhanam, Past Chairman, CII-SR and President & MD, Flat Glass – South Asia, Malaysia & Egypt, Saint-Gobain India Pvt Ltd; Amitabh Kant, CEO, NITI Aayog; Subodh Bhargava, Past President, CII, Chairman, Tata Communications Limited and Vijay K Thadani, Chairman of the Symposium, Chairman, CII National Committee on Higher Education and Vice Chairman & MD, NIIT Ltd at the CII Symposium on Innovative People Strategies for Competitiveness in New Delhi

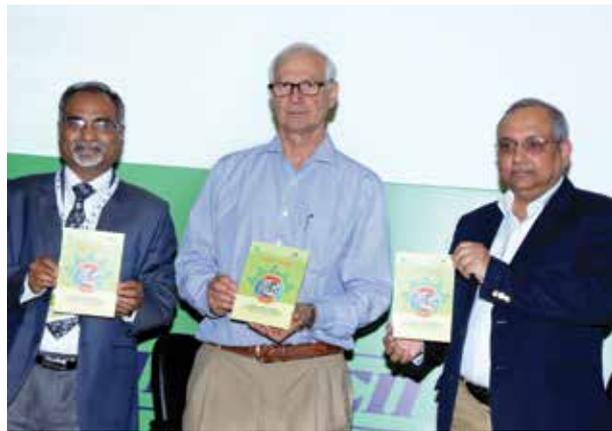
CII Naoroji Godrej Centre of Manufacturing Excellence

As manufacturing operations become increasingly global, designing innovative competitiveness strategies is on top of the agenda for corporates. The need for improving work-force performance, adopting advanced technologies and enriching the quality of management decisions is being considered increasingly critical. The CII Naoroji Godrej Centre of Manufacturing Excellence (CME) aims at fostering pre-eminence and competitiveness to create a global manufacturing hub in India. The Centre's initiatives focus on the imperative to conceive and implement initiatives that will:

- Incentivize manufacturing jobs
- Enhance competitiveness
- Forge alliances with academia, R&D establishments, Government and industry
- Help build a well trained 'smart force'
- Create globally relevant manufacturing leaders
- Compile a narrative on 'Indian' manufacturing

ACTION

Besides offering training programmes in behavioural, operational and technical excellence, the Centre works in the area of industrial safety, welding and welding technologies. In 2016, the Centre held 74 trainings / workshops which were attended by over 1,300 participants. Seventeen in-company programmes trained over 350 professionals in areas such as GST, supply



From L to R: V B Sant, Director General, National Safety Council; Jamshyd N Godrej, Past President, CII, Chairman, CII-Naoroji Godrej Centre of Manufacturing Excellence Advisory Council, Chairman, CII-Sohrabji Godrej Green Business Centre Advisory Council, Chairman, CII Climate Change Council and Chairman & Managing Director, Godrej & Boyce Mfg Co Pvt Ltd and Chandrajit Banerjee, Director General, CII at the Conference on Business Case for Safety in Mumbai

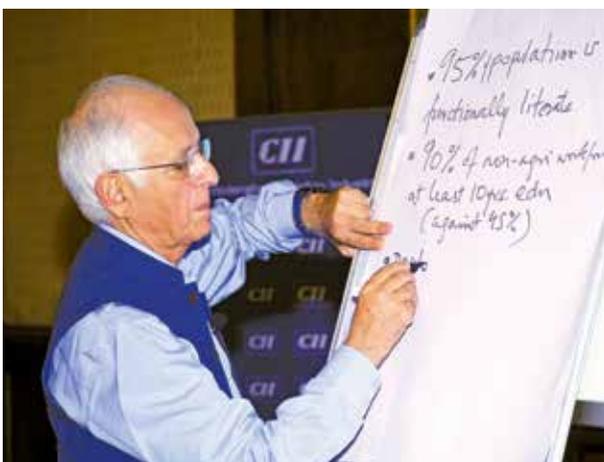
chain, communication, design of experiment and geometric dimensioning and tolerance.

Future of Jobs Initiative

This six-month long initiative helped to create a greater understanding of the transformational forces shaping industries today. The objective is to develop directions for Government policies and business strategies that will foster employment generation and enhance enterprises competitiveness. Being delivered in partnership with BCG India, the Department of Industrial Policy and Promotion (DIPP) is also involved in this initiative. The learnings have been captured in a Report titled 'Future of Jobs – Enterprises and Livelihood'.

Developing Manufacturing Managers

Gold Sash, the intensive Manufacturing Excellence programme, creates a culture of collaborative excellence in corporates. Middle level managers from manufacturing companies gain an understanding of the importance of integrating operational excellence into manufacturing strategy and the impact of such strategy on sustained corporate profitability. Batch 2 of the Gold Sash programme commenced in July 2016.



Arun Maira, Former Member, Planning Commission of India conducting the Future of Jobs Workshop in Mumbai



S Palaniselvam from K K Nag Ltd receiving the Certificate of Participation for the Gold Sash Programme from Shailish Sheth, Advisor; CII CME and M Hariharan, Faculty in Mumbai



Y S Trivedi, Executive Vice President and Member of Board – Heavy Engineering IC, Larsen & Toubro at the 1st Conference on Welding in Mumbai. Seated from L to R: Chetan Ligade, Director-Projects, BDB India Pvt Ltd; Dr G Padmanabham, Director, ARCI; A Shivkumar, Conference Chair and Former Chief Executive, EWAC Alloys Ltd

Promoting a Culture of Safety

The Task Force on Industrial Safety provides a platform to build a culture of safety and promote safety excellence in companies operating in India. Safety as a strategic imperative for organisations, necessitating an attitudinal change was thus highlighted at the 'Business Case for Safety' Conference, held in Mumbai in December 2016. The CII NSC Safety Ratings System, meant to evaluate the SHE status of companies as against industry benchmarks, was also launched.

CII BCG Growth Index

With the aim to provide a reliable indication of the previous month's revenue performance, the Centre has partnered with Boston Consulting Group (BCG) to set up a growth index. The month-wise value and volume growth rates of leading Indian companies are synthesized in this index and shared with the 100 participating companies.

Sectoral Integration – Welding Industry

The Task Force on Welding created a platform to discuss the changing landscape of India's welding sector at the 1st Edition of the Conference on Welding. Future trends with the utilization of new software, automation and communication technologies and the employment generation potential of this sector were the focus. An overview of the Welding Industry in India, the challenges and applications was presented through a CII-BDB Joint Report.

CII Naoroji Godrej Model Career Centre (MCC)

Shri Bandaru Dattatreya, Minister of Labour & Employment inaugurated the first of its kind Model Career Centre in Mumbai. An initiative along with the Ministry, the MCC will provide guidance and counselling to youth in making career choices.



Bandaru Dattatreya, Minister of State (I/C) for Labour & Employment inaugurating the CII Naoroji Godrej Model Career Centre in Mumbai. From L to R: Sudhir Mehta, Chairman, CII-WR and Chairman & MD, Pinnacle Industries Ltd.; P P Mitra, Principal Labour and Employment Advisor; Ministry of Labour & Employment; Bandaru Dattatreya; Jamshyd N Godrej, and Sunil Khanna, Chairman, CII Maharashtra State Office and President & MD, Emerson Network Power

CII Sohrabji Godrej Green Business Centre



Release of the GreenCo Best Practices Manual at GreenCo Summit 2016 in Hyderabad. From L to R: Sanjay Singh, Co-Chair, GreenCo Summit 2016 and CEO, ITC Paperboards and Specialty Papers Division; Ramesh Datla, Chairman, CII-SR and Chairman & MD, ELICO Ltd; Nitin Desai, Member, Prime Minister's Council on Climate Change; Jamshyd N Godrej, Past President, CII and Chairman, CII-Naoroji Godrej Centre of Manufacturing Excellence Advisory Council, Chairman, CII-Sohrabji Godrej Green Business Centre Advisory Council, Chairman, CII Climate Change Council and Chairman & MD, Godrej & Boyce Manufacturing Company Limited; Shobana Kamineni, President Designate, CII and Executive Vice-Chairperson, Apollo Hospitals Enterprise Limited (AHEL) and Pradeep Bhargava, Chairman, CII GreenCo Summit 2016, Co-Chairman, CII National Committee on Industrial Relations, Co-Chairman, Integrity & Transparency in Governance and Director, Cummins India Ltd

India has announced that by 2030 it will reduce its carbon footprint to one third of its level of 2005. Both the Government as well as the Corporates are making an effort in this direction. The CII Sohrabji Godrej Green Business Centre (CII-Godrej GBC) works to promote green practices and businesses through its gamut of advisory services on conservation of natural resources.

KEY AREAS

- Facilitate India's emergence as one of the global leaders in sustainable built environment by 2025
- Foster and promote ecologically sustainable business growth models and enable industry to develop long term growth plan through GreenCo rating system
- Enable industry to achieve world-class standards in energy management
- Facilitate wider adoption of renewable energy and clean technologies

ADVOCACY

Partnerships with Government

In July 2016, CII inked a MoU with Indian Railways for promoting green industrial units and accelerating energy efficiency. GreenCo Rating was identified as a tool to measure the performance of the production units and major workshops of Indian Railways on the environmental front and also help in determining further improvement areas

CII is also partnering with Indian Railways in facilitating greening of stations through Green

Railway Stations Rating System. The overarching objective of the rating system is to facilitate adoption of green concepts, thereby reduce the adverse environmental impacts and enhance the operation and maintenance of stations.

At the CII Partnership Summit 2017, the Indian Green Building Council (IGBC), part of CII inked an MoU with the Government of Andhra Pradesh for developing Amaravati as a model Green City. To further accelerate the adoption and promotion of green buildings, MoUs were inked with the Government of Gujarat, NBCC, PNB Housing Finance, ISHRAE and DMRC.

Based on discussions with CII-IGBC the Maharashtra Public Works Department (PWD) issued a notification in July 2016 stating that it would adopt the Indian Green Building Council's (IGBC) green building rating system.

Incentives for Green Building Projects

The Pune Municipal Corporation (PMC) in its new Development Control and Promotion Regulations (DCPR) incorporated a provision to offer an additional 3% FSI for IGBC silver-rated projects, 5% for IGBC gold-rated projects and 7% for IGBC platinum-rated projects.

Wind Energy Sector

With a view to facilitate the wind energy sector in realising the 60 GW production target, CII and Indian Wind Turbine Manufacturers Association (IWTMA) organised workshops across 5 States and



N Chandrababu Naidu, Chief Minister of Andhra Pradesh presenting the Indian Green Building Council (IGBC) plaque to Ramesh Kymal, Chairman & MD, Gamesa Renewable Private Ltd for Gamesa's IGBC's platinum rated Blade factory building in Nellore



Dr Mangu Singh, MD, Delhi Metro Rail Corporation (DMRC) receiving the WorldGBC's APN Business Leadership in Sustainability category Award for DMRC from Ar Tai Lee Siang, Chair, WorldGBC at the 14th Green Building Congress 2016 in Mumbai

the suggestions were submitted to Shri Piyush Goyal, Minister of State (I/C) for Power, Coal, New & Renewable Energy and Mines.

ACTION

Indian Green Building Council (IGBC)

The 21st century modern green building movement was triggered off when the CII Sohrabji Godrej Green Business Centre building in Hyderabad became India's first platinum rated green building in the year 2004. Since then, IGBC has facilitated over 4.50 billion sq.ft of registered green building spaces. With efforts since 2004, India is now home to the second largest green building footprint in the world.

IGBC Green Building Rating Systems

From Government offices to airports, banks, factories, villages and places of worship, over 4,000 IGBC projects have adopted one of the 19 indigenized IGBC green building rating systems. These are a step forward in IGBC's aspirations of facilitating 10 billion sq. ft of green building footprint by 2022.



Suresh Prabhu, Minister of Railways addressing the 14th Green Building Congress 2016 in Mumbai

IGBC Local Chapters

IGBC's 22 local chapters lead by green champions catalyse the spread and growth of green building movement across the country. Working closely with stakeholders, they address policy-related issues, help build capacity and create awareness through various platforms.

Partnerships

Partnering with the Government of Telangana's Haritha Haram programme, CII IGBC Members planted over 13 lakh saplings in one day in July 2016.

14th Green Building Congress 2016

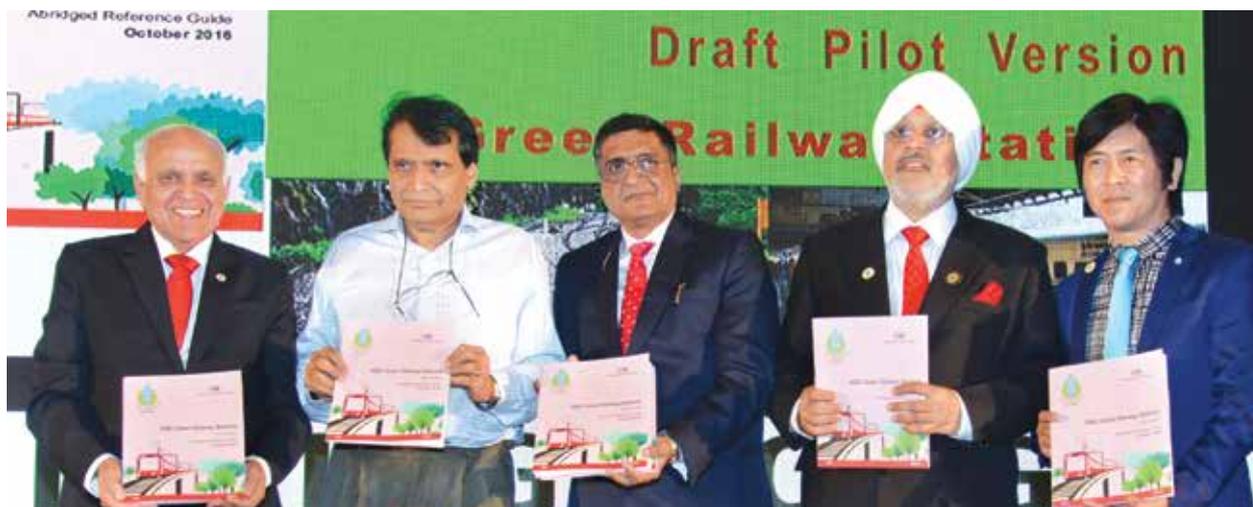
India's leadership position in the global green buildings map has been growing significantly with various initiatives taken by IGBC. Leaders of global green building movement appreciated IGBC's efforts in building a greener and healthier India at the 14th Edition of the Green Building Congress 2016.

GreenPro Certification

Over 150 products have received the GreenPro Certification, that assesses the 'Greenness of a product' based on International Standards. Initially, the focus was on the building sector. Now GreenPro is being extended to other industrial sectors.

GreenCo Rating System

GreenCo rating, the first-of-its-kind in the world, rates the degree of environmental performance of the company and suggests the way forward. Over 250 companies covering various sectors are implementing GreenCo guidelines. The first 30 GreenCo Certified companies achieved savings of Rs 595 million/ year.



Launch of Green Railway Stations Rating System – Draft Version at Green Building Congress 2016 in Mumbai

An initiative to enable Indian IT companies to gain an international edge, GreenCo IT sector rating was also rolled out. In its commemorative 50th year document, UNIDO featured GreenCo Rating System amongst the globally successful Green interventions.

GreenCo Forums and E-Forums

With 400 members in seven cities, these Forums promote green technologies, green service providers and green investments. Through an online group, industry professionals share case studies and best practices too.

Green Cementech 2016

The Indian cement industry aims to adopt highly energy efficient manufacturing processes and address sustainable development issues. The Green Cementech, held in partnership with Cement Manufacturers' Association (CMA) in Hyderabad, focussed on these aspects of the Cement Industry.

Energy Audits

As on date, CII Godrej GBC has conducted 1,550 detailed Energy Audits globally. These audits have resulted in annual recurring savings of Rs 2,925 million.

Eco-Industrial Parks

CII-Godrej GBC will deliver the Resource Efficient and Cleaner Production (RECP) Pilot Project, a UNIDO initiative, to foster Eco-Industrial Parks (EIP) in India. As part of this project, CII-Godrej GBC is partnering with TSIIC and Jawaharlal Nehru Pharma City for the implementation of EIP concepts at Jeedimetla Industrial Area-Hyderabad

and JNPC-Vizag. The project will demonstrate environment infrastructure needs at the park level, explore industrial synergies and build capacity.

Asian Cleantech MSME Financing Network (ACMFN)

This 3-Country Project, funded by the European Union (EU) through its SWITCH Asia Programme launched in 2016, will build and leverage a Cleantech financing ecosystem for MSMEs to facilitate improved access to finance. CII is the National Focal Point for this project

Energy Summit and Energy Award 2016

The 15th Edition of the Energy Efficiency Summit also hosted the 10th PaperTech and 12th Power Plant Summit. The event provided a platform to share best practices/ success stories on energy management across various sectors. At the Energy Award, over 140 companies were felicitated for Excellence in Energy Management.



Meher Pudumjee, Chairperson, Energy Efficiency Council, CII Godrej GBC and Chairperson, Thermax Limited addressing the 15th Energy Efficiency Summit at Hyderabad

GreenCo Summit 2016

With companies recognizing the ability of green to provide a competitive edge, many more are adopting this path. This paradigm shift and the ensuing opportunities were highlights of the 5th Edition of GreenCo Summit.

Innovations Accelerators – Indo-Swedish Innovation Platform

Developed along with Swedish Energy Agency and Business Sweden, this Platform saw close to 40 innovative Swedish companies showcase their technologies to over 250 Indian companies.

Green Power Market Development Group – India (GPMDG)

A joint initiative with World Resources Institute (WRI) and supported by the Shakti Sustainable Energy Foundation, GPMDG till date has facilitated over 210 MW of green power procurement by Indian industry in 5 States.

Green Power 2016

The 15th Edition of Green Power, held in July 2016, focussed on enhancing adoption of renewable energy and promoting private sector participation in the sector.

Benefits through CII’s Facilitation Role Based on Feedback

Activity	Reduction in CO ₂ Achieved (Tons / Annum)	Recurring Annual Savings (in Million Rupees)
Energy Audits & Energy Efficiency Improvement Studies 1550 Energy Audits	5,985,368	2,925
Implementation of CII Code by MSG Signatories and GreenCo Rated Companies	1,150,000	2,513
Green Buildings 960 Completed Green Buildings	4,548,000	2,092
Total	11,683,368	7,530



Suresh Prabhu presenting GreenCo Award to Vinod Kumar Yadav, General Manager, South Central Railway (SCR) for Lallaguda Carriage Workshop (GreenCo Silver rated) in New Delhi



CII-Sohrabji Godrej Green Business Centre (CII Godrej GBC) – India’s first Platinum-rated Green Building in Hyderabad

IGBC Green Building Rating Systems

Commercial	Health & Wellbeing	Industrial	Built Environment
IGBC Green New Buildings	IGBC Green Healthcare Facilities Rating IGBC Wellbeing Rating*	IGBC Green Factories	IGBC Green Cities
IGBC Green Existing Buildings		IGBC Green SEZ	IGBC Green Villages
IGBC Green Interiors			IGBC Green Townships
IGBC Green Campus			IGBC Green Landscape
IGBC Green Data Centres	Residential	Education	Transit
	IGBC Green Homes	IGBC Green Schools	IGBC Green Metro Stations
	IGBC Green Residential Society		IGBC Green Existing Metros
	IGBC Green Affordable Housing		IGBC Green Railway Stations

* Under Development

CII Suresh Neotia Centre of Excellence for Leadership



From L to R: Anil Vaswani, Chairman, CII West Bengal & MD, Wesman Engineering Company Ltd; Rajiv Pratap Rudy, Minister of State (I/C) of Skill Development & Entrepreneurship; Alope Mookherjea, Chairman, CII-SNCEL Advisory Committee and Chairman at Flaktwoods Ltd at the Leadership Oration on Preparing for Tomorrow through Entrepreneurship and Skill Development in Kolkata

Human resource development, especially leadership development, has become increasingly important in the last decade as organisations learn to operate in a VUCA environment. The CII Suresh Neotia Centre of Excellence for Leadership (CII-SNCEL) was set up with the core belief that quality of leadership will play a key role in enabling India to succeed in its mission for inclusive growth and competitiveness and claim its rightful position in the global arena. CII-SNCEL envisages for itself a major role in catalyzing leadership development across all businesses and socio cultural demographics through a range of interventions, especially focussed on people and process transformations.

During the year, the Centre catalyzed leadership development through a range of initiatives.

ACTION

Leadership Dialogues

Leadership Orations

Vision, thoughts and perspectives of eminent leaders help budding leaders imbibe leadership thoughts and traits. This objective was driven through a series of Leadership Orations organized by the Centre.

Shri Rajiv Pratap Rudy, Minister of State (I/C) for Skill Development & Entrepreneurship shared his perspectives on 'Preparing for Tomorrow through Entrepreneurship and Skill Development'. Earlier in the year, Ms Rita A Teotia, Secretary, Department of Commerce, Ministry of Commerce & Industry, spoke about the emerging contours of global trade in the context of the unfolding global dynamics with senior industry leaders.

At the 5th C K Prahalad Memorial Lecture 2016, Dr Naushad Forbes, President, CII focussed on how innovation can become the driver to sustain business growth in the current volatile and dynamic



Rita A Teotia, Secretary, Department of Commerce, Ministry of Commerce & Industry speaking at the Leadership Oration on Emerging Contours of Global Trade in Kolkata



Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall Pvt Ltd at the 5th C K Prahalad Memorial Lecture 2016 in Kolkata



From L to R: Arijit Basu, MD and CEO, SBI Life Insurance; Professor Vijay Govindarajan, Coxe Distinguished Professor, Tuck School of Business, Dartmouth College; T V Narendran, Chairman, CII-ER and MD, Tata Steel at STRATEGYEDGE, a Thought Leadership Masterclass in Kolkata

environment. Mr Jawhar Sircar, Chief Executive Officer, Prasar Bharati dwelt upon the changing facets of the media industry and explained why 'digital' would hold sway over other forms of the media.

Leadership Debate

To share perspectives on leadership to help in the development of leadership thinking, understanding and appreciation of complexities amongst a range of stakeholders, the Centre organized the 1st Leadership Debate in December 2016. Business leaders, senior Government officials and academicians engaged in a debate on the topic 'Disruptive Leadership is only a Myth'.

Strategic Leadership

Strategic leadership enhances an organisation's prospects of long-term success and financial stability. Given that strategic leadership is vital in enabling organisations to thrive, survive and sustain, the Centre undertook several initiatives to help build this competence.

STRATEGYEDGE 2017

Professor Vijay Govindarajan, Coxe Distinguished Professor at Dartmouth College's Tuck School of

Business was the keynote speaker at the 1st Edition of STRATEGYEDGE held in January 2017 in Kolkata. During the Masterclass, Professor Govindarajan explained the The Three Box Strategy for creating the future while managing excellence in the present.

Masterclass on Strategic Marketing

A two-day Leadership Masterclass provided valuable insights on opportunities and challenges related to strategic marketing. Contemporary issues that were discussed included business model innovation, market re-segmentation strategies, strategic pricing, role of communication in brand building, winning in rural emerging markets, role of analytics and big data in strategic marketing decisions.

National Leadership Conference

Managing organisational change has emerged as one of the biggest leadership challenges in the highly disruptive business environment. The National Leadership Conference thus focussed on leading and managing transformation. Industry leaders brainstormed on the role of leadership, HR and technology in organisational transformation. Case studies on successful change intervention models were also shared. A CII-EY Report titled



From L to R: Jawhar Sircar, Former CEO, Prasar Bharti; P R Ramesh, Chairman, Deloitte India Ltd; Professor Anuradha Lohia, Vice Chancellor, Presidency University; Professor Dr Sugato Bose, Member of Parliament; Pradeep Gooptu, Trustee, Calcutta Debating Circle; Dr Rupali Basu, Vice-Chairperson CII West Bengal, and CEO (ER), Apollo Hospitals Group; Harshavardhan Neotia, Chairman, CII-SNCEL and Chairman, Ambuja Neotia Group; Indrani Kar, Head, CII-SNCEL; B J Panda, MP; Rear Admiral A K Verma, VSM, IN (Retd) CMD, Garden Reach Shipbuilders & Engineers Ltd; Joydeep Mukherji, Group Chief Financial Officer and VP Operations & HR iMerit, and Roopen Roy, Founder, Sumantrana at the Leadership Debate 2016 at Kolkata



Enhancing leadership through process transformation – a workshop on Achieving Operational Excellence in Kolkata

'Succeeding in the VUCA Paradigm – Making Change Happen' was also released.

Enhancing Leadership Through People Transformation

Training Interventions

Most workplace conflicts can be resolved by applying intervention strategies and productively engaging in such conflicts. These strategies and related skills were shared with leaders and leadership pipeline of companies, in a two day leadership workshop. Leaders were also enabled to become conflict management coaches, thereby increasing their own conflict resolution quotient.

In a VUCA environment organisations are facing continuous challenges of redefining their business models. An agile and flexible talent pool, that is capable of multitasking, is the need of the hour. A two-day leadership development programme provided HR Heads/ Frontline Leaders and HR professionals the opportunity to understand various aspects of talent acquisition and the creation of talent metrics to measure the effectiveness of the talent acquisition process were also discussed.

Enhancing Leadership Through Process Transformation

Competitiveness is a key challenge faced by companies in both domestic as well as global markets. Operational excellence helps build the necessary competitiveness through process transformation. To this end, CII-SNCEL supported several manufacturing companies in implementing



From L to R: Rajiv Krishnan, Partner & India Leader, EY; Dr Ganesh Natarajan, Chairman, Global Talent Track; R. Mukundan, Managing Director, Tata Chemicals Limited; Sunil Khanna, President & Managing Director, Emerson Network, Power (India) Pvt Ltd

tools and techniques to improve productivity, quality and cost. A series of modular leadership training programmes on achieving operational excellence enabled senior managers and supervisors to learn these tools and understand their own roles in the implementation.

Statutory Compliance

Knowledge of legal and statutory framework within which organisations must operate is an essential element of organisational competence. CII-SNCEL enabled companies to understand the nuances of statutory compliances through several initiatives.

A training programme on the Prevention of Sexual harassment at the Workplace was organised in May 2016 in Kolkata to make companies aware of the statutory provisions of the Sexual Harassment at the Workplace (Prevention, Prohibition and Redressal) 2013 Act.

CII-Triveni Water Institute



Oceans make up 97% of the world's water resources, leaving only three per cent as fresh water. Glaciers and ice at poles make up two thirds of this three per cent, leaving only about one per cent as useable freshwater. With increasing global population and rising demand for water, this limited resource is very stressed, making water conservation and management critical.

The CII-Triveni Water Institute (CII-TWI) endeavours to transform India's water conservation and management by influencing stakeholder mindsets leading to effective and sustainable water management practices at the grassroots. On ground impact is made through initiatives directed at water use efficiency, water risk assessment, strategizing and mainstreaming water related CSR. Focused interventions for effective water and wastewater management include awareness creation, stakeholder training and implementation of scalable solutions and strategies.

The Institute also organizes the CII National Awards for Excellence in Water Management to recognise and award 'Excellence' in Water Management in Industries (both Public and Private) and facilitate sharing of information. The Awards measure performance and provide detailed feedback for opportunities to excel while maintaining strong competition and high standards of excellence. The Centre of Excellence is also the secretariat for the CII National Committee on Water and engages with Government and Industry on issues of concern.

ADVOCACY

CII-TWI provided policy inputs to the Government on water and wastewater management.



Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall and Chandrajit Banerjee, Director General, CII in conversation with Devendra Fadnavis, Chief Minister of Maharashtra on the WATSCAN study in Mumbai

The Government is deliberating on CII-TWI's inputs on management of waste water. These inputs were aimed at encouraging an integrated urban water management through Industry-Municipal interface, creating a buyers' market and ensuring bankability of projects.

Feedback and recommendations were provided on the CGWA Guidelines, with a view to ensuring sustainability of the ground water regulatory process. The Government is working on CII-TWI's suggestion that industry be given permission for ground water withdrawal on the condition that they will install effective monitoring systems.

The Institute's recommendations on the National Mission on Clean Ganga (NMCG) that the Government is considering include:

- Mandatory auditing of all major water users in the Ganga basin such as municipalities, Urban Local Bodies (ULB) and the industry
- Design and approval of all developmental projects based on the integrated watershed approach (IWRM)
- Encourage subsidies and incentives for recovery of pollutants and recycling / reuse



Winners of the CII – National Awards for Excellence in Water Management 2016 at the 2nd Water Innovation Summit in New Delhi



From L to R: Rishi Kumar Bagla, Vice Chairman, CII Maharashtra, Council & Director, OMR Bagla Automotive Systems Ltd; U P Singh, Additional Secretary and Director General, National Mission on Clean Ganga, Ministry of Water Resources, River Development and Ganga Rejuvenation; Dhruv M Sawhney, Past President, CII, Chairman, CII-TWI and Chairman & MD, Triveni Engineering & Industries Ltd; Keshav Chandra, CEO, Delhi Jal Board, Government of NCT of Delhi and Doreen Reid, Renewables & Low Carbon Specialist, Scottish Development International at the International Conference on Water Security and Sustainability in the Blue World at New Delhi

The following recommendations were also made on the NMCG

- Clear demarcation of roles and responsibilities of the local Government and the regulatory authority in States to develop synergies for mutual co-operation. This would help to ensure successful implementation of the Draft National Water Framework Bill at the ground level
- A system of lifeline pricing, whereby only consumptive use of water for basic needs is subsidized, while use for commercial or productive purposes attract higher tariff
- Enable/ encourage ULBs to develop an ownership of Special Purpose Vehicles (SPVs) established in the Ganga river basin, and promote innovative concepts such as industry-municipal interface

ACTION

CII-TWI's work revolved around the following areas:

- Evaluating water resources using its state-of-the-art Tool, WATSCAN™. It facilitates the assessment of water availability and risks and enables design of appropriate community centric strategies for ensuring water security
- Advisory services for industry, including water audits, designing roadmaps towards zero liquid discharge and water PINCH analysis
- Designing water security framework and rating for an improved water scenario
- Conducting water audits
- Benchmarking and baselines for improving water use efficiency

- Connecting industry with municipality, a key enabler for water security in India
- Creating thematic platforms to deliberate on improving water use efficiency through information dissemination, awareness generation and advocacy

Comprehensive and detailed water audits helped map the water situation across municipal areas, including commercial buildings and industrial sectors such as textiles and cement. These audits offer the following potential benefits to industry:

- Low cost strategies with payback of 4 to 5 months can lead to 15~20% water savings
- Low to medium cost strategies with payback of 12-18 months may result in 30~40% savings
- Wastewater recycling alone can yield potential saving of 40~50%

CII-TWI's Roadmap Towards Zero Liquid Discharge provided a comprehensive action plan for a textile unit in Philippines. A unique study was undertaken by bringing together the municipality and industry to improve the water situation in Rajahmundry, Andhra Pradesh. At a consultation meeting with the Commissioner and Andhra Pradesh Pollution Control Board (APPCB), industry representatives deliberated on options for treatment and safe disposal of treated effluent and sullage. A series of deliberations were undertaken to sensitize over 500 plant personnel on water management and conservations.

In May 2016, a major Water Drive was undertaken to improve the water scenario in 50 drought



From L to R: Anil Kumar, CEO, Shreyans Industries Ltd; A K Vidyarthi, Additional Director, Central Pollution Control Board; Sanjay Singh, President, IPMA CEO, ITC Paper Boards and Specialty Paper Division; Arun Bijur, MD, SPB Projects & Consultancy Ltd; Suresh Panwar, Scientist F & Head, Environmental Management Division, Central Pulp & Paper Research Institute; Neehar Aggarwal, President – IPPTA, COO, Ballarpur Int. Graphic Paper Holdings B.V at the National Conference on Innovative Water Management Strategies towards Enhancing Competitiveness of the Pulp & Paper Industry in New Delhi

prone districts of ten States of India. Using the CII WATSCAN™ Tool, water resource assessments were undertaken across geographies and strategies developed for balanced water demand and supply management, among others. Improved water scenarios and frameworks can be developed using this tool. Based on the results, recommendations for technological, policy and institutional interventions can be made. Water resource assessment and planning of ten drought prone districts located across Maharashtra, Rajasthan and Uttar Pradesh was undertaken. A water mapping project for 13 drought prone districts was launched in partnership with the CII Foundation and the Government of Maharashtra, under the leadership of the Chief Minister. The project intends to identify strategies to help them transform from water stressed to water blessed.

A water security framework to help an industry become water positive, water neutral and water secure was designed in consultation with industry to ascertain water related risks and vulnerability and facilitate timely decisions.

The 2nd Edition of the Water Innovation Summit held in September 2016 deliberated on concerns regarding availability of water and economic growth of the country and human development.

At the 10th CII National Awards for Excellence in Water Management, seven companies were recognised for their work in Water Management. Bajaj Auto Limited, Aurangabad; Godrej & Boyce

Mfg. Co. Ltd. (Appliances Division), Shirwal; Trident Limited (Home Textile Division), Barnala, and Mahindra & Mahindra Limited, Plant 1, Nashik, Maharashtra were conferred the awards in the 'Within the-Fence' category. Lupin Limited, GAIL (India) Limited and ITC Limited were adjudged winners in the 'Beyond-the Fence' category for implementing watershed initiatives at Junnar (Maharashtra), Jhabua (Madhya Pradesh) and Jhalawar, (Rajasthan) respectively.

National and international case studies and sustainable water efficiency practices were shared at the conference on Enhancing Competitiveness of the Pulp & Paper Industry. The International Conference on Water Security and Sustainability, with special focus on Namami Gange, debated upon the water delivery systems.



From L to R: Nitin Desai, Chairman, Institute of Economic Growth and Former Under Secretary General, United Nations; Dr Amarjit Singh, (the then Officer on Special Duty), Ministry of Water Resources, River Development and Ganga Rejuvenation; Dhruv M Sawhney; Katherine Russell, Director, Strategy and Corporate Affairs, Water Industry Commission for Scotland (WICS); N K Ranganath, Co- Chairman, CII National Committee on Water & MD, Grundfos India Pvt Ltd at the 2nd Water Innovation Summit in New Delhi

CII-Jubilant Bhartia Food and Agriculture Centre of Excellence



In India, the agriculture sector engages 54.6% of the total workforce, but contributes only 15.11% to the GDP (at 2011-12 prices). This dichotomous situation reflects the several challenges faced by India's food & agriculture sector. The CII Jubilant Bhartia Food and Agriculture Centre of Excellence (FACE) was set up to catalyze the integral development of India's food and agriculture sector, focusing on efficiencies across the supply chain and policy dialogue.

ADVOCACY

Model Food Processing Policy

India's food processing industry has the potential to drive rural economic growth as it brings about synergy between the consumer, industry and agriculture. At present, few States have an exclusive food processing policy while others have integrated it in their Industrial Policy. The need at present is for a comprehensive Model Food Processing Policy which is expected to catalyze investments and optimise the sector's growth. A draft Model Food Processing Policy prepared in consultation with the Ministry of Food Processing Industries (MoFPI) was tabled in the meeting of the State Food Processing Ministers in New Delhi in March 2017. The document has been uploaded on the website of MoFPI for wider stakeholder feedback.

ACTION

Innovation and Technology

The 1st Edition of the Advanced Technology Programme launched in November 2016, helped to identify, incubate and strengthen the dialogue on advanced technologies and its scope for Indian agriculture. The programme provides an opportunity for students, innovators and entrepreneurs to showcase their ideas as well as build their network with agribusiness leaders and global experts. The Global Dialogue on Advanced Technologies Reshaping Agriculture discussed how advanced technologies can address higher productivity and higher incomes for farmers.

The 4th India-Israel Round Table on Precision Agriculture deliberated on the potential and barriers of digitizing Indian farms and application of precision technology in Indian agriculture's ecosystem. An exclusive pavilion brought together 20+ participants including pre-commercial, and



From L to R: P Ravichandran, President, Danfoss Industries Private Limited; Chandrajit Banerjee, Director General, CII; Harsimrat Kaur Badal, Minister of Food Processing Industries; T Nanda Kumar, Former Chairman, National Dairy Development Board (NDDB); Pawanexh Kohli, CEO and Chief Advisor, National Centre for Cold Chain Development (NCCD); Ashok Mirchandani, MD, Asia Pacific, Carrier Transicold at the 6th National Cold Chain Summit at New Delhi

start-ups who showcased a range of technologies to a distinguished Jury comprising agri-business leaders, investors, and experts. Future Farms (Chennai) and AGNEXT Technologies (Chandigarh) won an exposure trip to Israel and a cash prize each. Sixty seven students from 24 universities, including IITs and IIMs, participated in AgHack 2016 focusing on agri marketing, crop and soil health, crop insurance, data analytics to dairy farm management.

Capacity Building

Cluster Development Programmes on Good Agricultural Practices for primary producers were organised across 10 States comprising 10 fruits and vegetables clusters. Through 22 training programmes conducted in partnership with State Governments, APEDA and State Agricultural Institutes, over 1500 farmers and exporters have been trained.

An estimated 18,500 participants and 5,100 food business operators have been impacted through trainings, assessments and in-company interventions till date. The key programmes include:

- Indian Institute of Technology, Kharagpur – CII-FACE Certified Food Professional Batch 4 for supervisory and managerial staff
- CII- India Section of AOAC International Certificate Course on Advances in Food Safety Analytics for Quality and Technical Professionals – a new service for laboratory connect

- Workshop on Food Safety and Regulatory requirements for Packaging and Labelling of Foods for Regulatory and Quality personnel – a new service for food business operators

Under the stewardship of the CII Cold Chain Task Force, FACE in partnership with the Department of Horticulture, Government of Andhra Pradesh, has initiated a project titled 'Strengthening of Post-Harvest Value Chain Management for Development of Mango Industry in Andhra Pradesh'. The project aims to address challenges that are hampering the growth of the sector, catalyze investments in post harvest infrastructure management, promote value addition and create brand value for mangoes from Andhra Pradesh.

A Memorandum of Understanding (MoU) was signed for targeted interventions under the project. A FPO (Farmer Producer Organisation) with 100 farmers located in Bhimavaram village, Prakasham District will be supported for backward integration to enable scientific production of mangoes. Several activities including setting up an integrated post harvest infrastructure facility will be piloted with the identified FPO to develop a replicable model.

Promoting a Culture of Excellence

The 11th National Food Safety and Quality Summit, themed 'Food Safety, Quality and Regulatory Exchange', was attended by over 200 industry professionals. About 50 speakers of national and international repute gathered for this event. Ms Awilo Ochieng Pernet, Chairperson, Codex Alimentarius Commission and members of Codex Committees and reputed global institutes were special participants.

Over 73% applicants for the CII Food Safety Award represented the Small and Medium Food Sector. More than 112 qualified assessors from a pool of



ADM Agro Industries, Latur Unit, receiving the 7th CII Award for Food Safety 2016 from Ashish Bahuguna, Chairperson Food Safety Standards Authority of India; Anuradha Prasad, Joint Secretary, Ministry of Food Processing Industries and Awilo Ochieng Pernet, Chairperson, Codex Alimentarius Commission at the 11th Food Safety and Quality Summit at New Delhi

over 300 undertook the assessments. Since its inception in 2010, the Award has registered an increase of more than 10 folds in the number of applications. Mr Ashish Bahuguna, Chairperson FSSAI and Mrs Anuradha Prasad, Joint Secretary, MoFPI gave away the Awards at the Food Safety and Quality Summit in December 2016 in New Delhi.

The 1st CII Cold Chain Awards, supported by National Centre for Cold Chain Development (NCCD), encouraged sharing of best practices. The Awards for Outstanding Performance in Cold Chain were given away by Smt Harsimrat Kaur Badal, Minister of Food Processing Industries in New Delhi.

At the 6th National Cold Chain Summit, over 200 cold chain & food processing companies deliberated on enabling the 2nd Green Revolution. About 20 national and international speakers shared their perspectives on the theme. Mr S K Pattanayak, Secretary, Ministry of Agriculture and Farmer's Welfare, Mr J P Meena, Special Secretary, MoFPI, Ms Anuradha Prasad, Mr Ravneet Singh Khurana, Deputy Commissioner, GST, Ministry of Finance addressed the delegates.

Nutrition

The CII Nutrition Resource Centre: Business 4 Nutrition is instituted within FACE to take forward business led initiatives on nutrition security. The centre is also working very closely with the Food Regulator on the formulation of standards around fortification.

A study was initiated to capture case studies showcasing the best practices in nutritional security through improved availability and affordability of nutrient rich foods and extending outreach to people of all income classes. The study will provide a roadmap to strengthen industry engagement in achieving national goals. A white paper on Food Fortification as an effective vehicle for addressing micronutrient deficiency was developed. The paper builds the case for staple food fortification to address malnutrition.

The National Consultation on Staple Food Fortification was organised jointly with the Ministry of Food Processing Industries. The deliberations brought forth the key challenges in fortifying salt, oil and wheat flour, which would be helpful in building a roadmap to reach the benefits to intended beneficiaries.

Building Competitiveness

Competitiveness Development Services

With the Government's focus on creating a favorable ecosystem for businesses, CII's Competitiveness Development Services (CDS) department continued its engagement with Industry to create a competitive manufacturing culture in India, through its initiatives such as Visionary Leaders for Manufacturing (VLFM), 1000 Visionary SME Programme, Village Buddha Project, Good to Great Initiative and various summits organised during the year.

ADVOCACY

A focus on building a futuristic leadership and evolving a robust supply chain, besides transforming society by creating synergies between community development and businesses through identification and uptake of scalable models for holistic village management and business development marked the year. Documentation of success stories, re-launching of the website, release of multiple publications, outreach to new companies that will benefit from these interventions and extension of the programme by the Japan International Cooperation Agency (JICA) until 2018, were the highlights of the year.

ACTION

Champions for Societal Manufacturing (CSM, erstwhile VLFM) continued to transform India's manufacturing sector by building capability of senior managers. An initiative of CII and JICA, with five programmes under its umbrella, CSM has impacted over 1000 SMEs, and has also strengthened a unique Industry-Academia-Government partnership.

Senior Managers' Course

- 60 participants from 33 companies from 25 cities joined the 10th batch of the course

- 10 new companies joined the VLFM community this year and 7 new demonstrators were trained
- The 60 participants, who visited Japan, conducted Self-Initiated Research (SIR) with a view to understand the Japanese society and manufacturing ecosystem

At the decennial year celebrations of CSM, Mr Chandrajit Banerjee, Director General, CII, Mr Venu Srinivasan, Chairman, CII VLFM Initiative and Chairman & Managing Director, Sundaram-Clayton Ltd and H.E. Kenji Hiramatsu, Ambassador of Japan to India, interacted with participants. Professor Shoji Shiba and Mr T Furuhashi, Chief Faculty, 1000 VSME Programme, took the guests through the VLFM journey. The Ambassador, impressed with the work, emphasized Japan's commitment to work with JICA and CII in furthering the on ground results as this is one of its' kind collaboration working for transforming Senior Managers into Leaders.

Visionary SME Programme

- As on date, 1084 manufacturing plants have benefitted from the programme in terms of creating Win-Win relationships with their suppliers and achieving the common goal i.e. business growth and profit both for customer and supplier plants
- The results of the Tata Motors Supplier Relationship Transformation (SRT) Project, Phase 1 were released at the 8th CSM Annual Learning Convention. India and Japan have identified Tata Motors as a symbolic OEM, representing India's Manufacturing. Phase 2 of the Tata Motors SRT Project commenced during the year



H.E. Kenji Hiramatsu, Ambassador of Japan to India delivering the Keynote Address during a special session commemorating the 10th Anniversary of the VLFM / CSM Initiative in Gurugram. From L to R: Takeyuki Furuhashi, Chief Faculty, VSME Programme; Professor Shoji Shiba, Chief Adviser, Champions for Societal Manufacturing; Takayoshi Tange, Senior Representative, Japan International Cooperation Agency - India; Chandrajit Banerjee, Director General, CII and Venu Srinivasan, Past President, CII, Chairman, CII VLFM Initiative & Chairman and Managing Director, Sundaram-Clayton Ltd

- Two plants of Tractors & Farm Equipment Limited (TAFE) and one of Harita Fehrer joined VSME along with their model suppliers
- Lucas TVS at Chennai and Sona Koyo, Gurgaon & Dharuhera joined Type 2 of VSME for diffusion of learnings across their plants and suppliers

Visionary Learning Community, India (VLCI) Initiative

VLCI is a path breaking 'Volunteer-driven Model' of VSME, where local industry & local engineering colleges partner CII & JICA to strengthen industry with improved employability of students graduating from the colleges. Solan was added as the third hub to Pune and Dharwad this year.

Village Buddha Research & Publications

- Through research, the programme continued to contribute to elements of systematic and scientific processes and models for holistic engagement with village communities
- 'On the Path to Progress: The Journey of Three Villages', the 1st Village Buddha publication, was released by H.E. Kenji Hiramatsu, Ambassador of Japan to India. It captures the results of Village Buddha learnings in a rural setup.

Summits

The 10th Anniversary VLFM/CSM Learning Convention focussed on 'Building Tomorrow's Manufacturing: Transforming Mindsets, Building Creation Skills & Acquiring Quick Business Results'. Two publications titled 'VSME Success Stories from Tata Motors SRT Project' and 'Journey Towards Global Recognition – Godrej Refrigerator Case' were released. The convention also witnessed the certification of the graduating batches.



Vandana Kumar, Joint Secretary, DIPP addressing the 2nd Champions for Societal Manufacturing (CSM) Summit in Delhi From L to R: Prof Shoji Shiba; Kenko Sone, Minister, Embassy of Japan in India; Venu Srinivasan; Takema Sakamoto, Chief Representative, Japan International Cooperation Agency - India

The 2nd CSM Summit was themed 'Celebrating 10 years of VLFM / CSM Towards Make in India'. Ms Vandana Kumar, Joint Secretary, Department of Industrial Policy & Promotion, Mr Venu Srinivasan, Mr Kenko Sone, Minister, Embassy of Japan in India, Mr Takema Sakamoto, Chief Representative, JICA India, Prof Shoji Shiba and CEOs of companies practicing VLFM learnings, shared their perspectives at the Summit. Three publications titled 'Transforming Indian Villages: Village Buddha Success Stories -1, Creating Next Generation of Manufacturing Change Leaders – A Unique Learning Community Approach and a brochure on VLFM / CSM Initiative (Japanese Version)' were also released at the 2nd CSM Summit.

Good to Great (GTG) Initiative

The results in the 1st and 2nd Phase of the Good to Great Initiative (GTG) were achieved through execution of 14 projects, that led to top line growth for the participating companies

- Based on the results of the Business Process Transformation Project, a PSU has procured orders for manufacturing electronic voting machines from the Election Commission and for manufacturing flexible solar modules for the Railways. The company's turnover increased from Rs 50 crore to Rs 145 crore in two years.
- The Manufacturing Excellence Project resulted in increased output for the company. Recovery of 8500 square foot space and savings of Rs 23 lakh from waste reduction, increased production by 30% and a collaboration are some results of this project.
- The New Product Development Project assisted in the creation of railway toilets, retention tanks, fuel tanks and supplies to coach factories.

Design



Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall at the 16th India Design Summit at Mumbai

Design is the central theme for the Make in India vision. It has opened the door of opportunities for designers, innovators and creative professionals in India through massive Central Government programmes like Make in India, Digital India, Clean India and Smart City. The National Design Policy of the Department of Industrial Policy & Promotion (DIPP) lists several action plans for promoting design in manufacturing in India. Renewed impetus to the development of the design sector will revolutionise product development in India. The CII National Committee on Design has, over the last 16 years, worked to ensure that Indian businesses integrate design into their operations. CII's endeavours in 2016 centered around the theme, Design: the New Now! The concept focuses on knowledge development, capacity building and showcasing the latest updates in design to Indian entrepreneurs.

ACTION

Design Promotion, Networking, Learning

With product innovation being a key to gaining a competitive edge in global markets, Indian MSMEs need to revolutionise new product development to mark their presence in a highly competitive market environment. A workshop on new product development was thus organised in partnership with the Centre for Product Design and Manufacturing (CPDM), IISc, Bangalore, and World Intellectual Property Organization (WIPO), Geneva.

To achieve the India at 2020 vision, design must be leveraged to its fullest potential. The Design conference at the India-UK Tech Summit addressed the major challenges faced by the sector like the Future of Design Education, how Design Supports Manufacturing and Innovation and Technology in the Creative Arts. The conference had the likes of educators, decision makers, CEOs and Managing Directors' discussing the role of design and the way forward for collaboration between India and UK.

The India Design Summit creates enduring partnerships between design and organisations to ensure that Indian businesses integrate design into their operations to enable a thriving design industry and increased economic competitiveness. The 16th Edition of the India Design Summit was organised in partnership with National Institute of Design. The Design Summit, endorsed by the National Design Council of India, initiated discourse around requirements and possibilities the Design sector holds and its current place in the Indian economy. Notable dignitaries at the Summit included Dr Naushad Forbes, President, CII and Co-Chairman Forbes Marshall, Hemant Jha, Chief Design Officer, Godrej Industries, Chandan Chowdhury, Vice President, Global Affairs and Business Development, Dassault Systèmes and Alok Nath De, Corporate VP and Chief Technology Officer, Samsung India.

The 2nd India Design Show 2017 was held in partnership with DIPP, National Institute of Design and India Design Council during the 22nd Edition of the International Engineering and Technology Fair (IETF) 2017. The Show presented Design as being vital to economic development, system operations and the overall quality of life. It brought together myriad manifestations of design and presented them as a unified force while showcasing India's design capability. A curated collection of CII Design Excellence Award Winners, Indian iMark granted products and MSME Design Clinic Scheme supported products were on display. The conference on Design Innovation for Manufacturing focussed on design led innovation, positioning India as a global design and manufacturing hub and future of Indian design and manufacturing.



From L to R: Milon K Nag, Co-Chairman, CII National MSME and CMD, K K Nag Pvt Ltd; Haribhai Parthbhai Chaudhary, Minister of State for Ministry of Micro, Small & Medium Enterprises; Surendra Nath Tripathi, Additional Secretary & Development Commissioner, Ministry of Micro, Small & Medium Enterprises; Shreekant Somany, Chairman, CII National MSME Council and CMD, Somany Ceramics Ltd. at the National Summit on MSME at New Delhi

CII's annual publication on design, the India Design Book, celebrates the best in Indian design and is a comprehensive compilation of everything that is designed and developed in India. The book features MSME Design Clinic Scheme supported products, the winners of CII Design Excellence Awards and I-Mark granted Products. The 3rd Edition of the India Design Book was launched by Shri Haribhai Parthbhai Chaudhary, Minister of State for MSME at the National Summit on MSME in February 2017 at IETF 2017.

Innovation

Innovation is important at all stages of economic development and enhanced competitiveness. Opportunities for innovations arise from the spread of newer technologies as well as the development of global value chains. Innovative solutions are also crucial to promoting inclusive growth, especially in developing nations. CII thus works closely with the Indian industry to promote innovative technologies and to establish linkages for successful technology absorption and commercialization. At the core of this initiative lie strengthening the innovation ecosystem in the country and promoting science and technology led innovations. Investment in innovation is stimulated through intense engagement with a cross section of stakeholders including academia, industry and R&D organisations. CII also works with the Government to encourage strategic investment in emerging technologies to help build an innovation ecosystem.

ADVOCACY

A 'Knowledge-Economy Movement' was launched in partnership with the Central and State Governments to accelerate India's journey to becoming a knowledge-driven economy. The aim is to enable companies to effectively realize the economic benefits of value added manufacturing, high technology exports and ownership of critical technologies from investments made in the knowledge ecosystem, through public private partnerships and stronger global collaborations.

CII is the Knowledge Partner with the Global Innovation Index (GII), which is co-published by WIPO, Cornell University and INSEAD. It ranks world economies, including India, according to their innovation capabilities and outcomes along 82 indicators, amongst a host of important parameters. As it captures the multi-dimensional facets of innovation, the Index is a leading reference on innovation and a 'tool for action' for policy makers.



From L to R: Nirmala Sitharaman, Minister of State (I/C) for Commerce & Industry (I/C); Dr Gopichand Katragadda, Chairman, CII National Committee on Technology and Group Chief Technology Officer, Tata Sons; Ratan P Watal, Principal Adviser, NITI Aayog; Ramesh Abhishek, Secretary, Department of Industrial Policy & Promotion, Ministry of Commerce & Industry; Francis Gurry, Director General, World Intellectual Property Organization; Amitabh Kant, CEO, NITI Aayog; Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall; Chandrajit Banerjee, Director General, CII; Professor Soumitra Dutta, Global Innovation Index, Co-Editor and Dean, Cornell University, USA and Dr Nikolai Dobberstein, Partner, A.T. Kearney Limited, UK at the Launch of the Global Innovation Index 2016 in New Delhi



Y S Chowdary, Minister of State for Science & Technology & Earth Sciences, giving the i3 Sliver Award for Best Innovator to Gaurav Mittal at the 8th India Innovation Initiative National Fair & Awards Ceremony at New Delhi. Also seen: Deep Kapuria, Chairman, CII Trade Fairs Council and Chairman, The Hi-Tech Gears Limited Professor Anil Sahasrabudhe, Chairman, All India Council for Technical Education

CII has been consistently working with the Government and brought to its attention, India's ranking on the Global Innovation Index which jumped from 81st to 66th position in 2016. CII, NITI Aayog, and Department of Industrial Policy and Promotion (DIPP) organised the India launch of the GII 2016 at a special event in New Delhi. At this launch event the Minister of State for Commerce and Industries constituted a high-level Task Force on Innovation, to suggest ways through which India can improve its innovative ecosystem.

CII has been advocating that a higher rank of a country reflects the level of corporate and public investment in R&D and its outcomes such as patents, manufacturing capabilities and helps in maintaining the innovation momentum for an emerging economy like India. CII thus emphasized, to the Government, the need to create awareness about India's innovation potential and the importance of India's performance on the index.

- Based on these discussions and recommendations, NITI Aayog, announced the launch of the India Innovation Index at the World Economic Forum at Davos in January 2017
- NITI Aayog, DIPP, and the CII also launched the Global Innovation Index online portal that aims to capture data on innovation from the Indian states in real time, along with GII and other indicators
- An India Innovation Index Framework, based on the GII and certain additional India-centric parameters, is being structured to reflect the state of India's innovation ecosystem. NITI Aayog, DIPP and CII are structuring this Index in consultation with World Economic Forum, the WIPO, Cornell University, OECD, UNIDO, ILO, UNESCO, and ITU amongst others. Expected to be a central reference point, all international agencies and global indices will be able to access India's data and analytics from this Framework.

ACTION

The Global Innovation Index 2016: Winning with Global Innovation was launched by the Minister of State for Commerce & Industry, Smt Nirmala Sitharaman in New Delhi in August last year. Mr Amitabh Kant, CEO, NITI Aayog interacted with dignitaries and industry leaders on the state of innovation in India.

The 8th India Innovation Initiative, a national innovation challenge was jointly organised by CII, Department of Science and Technology (DST), the All India Council for Technical Education (AICTE) and Young Indians (Yi) in October 2016. Fourteen best-in-class innovations in healthcare, agriculture, food technology, electronics, IT & ITeS amongst others were conferred the top awards by the Minister of State for Science and Technology and Earth Sciences, Shri Y S Chowdary.

Industrial Innovation Awards, now in their 3rd year, recognise Indian industry's most innovative companies and provide a platform for global exposure to their innovative products and services. JCB India won the Grand Award for the Most Innovative Company of 2016 in the large manufacturing category, where 25 most innovative companies were also recognized. Multiversal Technologies was conferred the Grand Award for being the Most Promising Start-up.

Global Innovation Index: India Round Table Taking the momentum to make India an innovation-driven economy forward, NITI Aayog, DIPP and CII organized a first of its kind international consultative exercise at New Delhi in January this year, involving international agencies like WIPO, UNESCO, ILO, UNIDO, ITU etc. The objective was to address the existing data gaps in GII to improve India's ranking and also put in place an index that measures State-level innovations and ranks the States accordingly. A portal to capture the data from states on innovation periodically and nationally, and create a better data platform to be accessed by global stakeholders was also developed.

Start-ups

Both, the Indian Government and the industry recognise that disruption through convergence of technology and enterprise can be a game changer for the economy and the society.

Given this realisation India's start-up ecosystem has begun to develop at a rapid pace over the last few years as an increasing number of start-ups emerge. According to the Economic Survey 2015-2016, India has over 19,000 technology start-ups (ITeS), with eight entering the unicorn club; Indian start-ups raised US\$ 3.5 billion in the first half of 2015 and the number of active investors in India increased from 220 in 2014 to 490 in 2015.



From L to R: Navas Meeran, Co-Chairman, CII Start-up Council and MD, Eastern Condiments Pvt Ltd; H.E. Daniel Carmon Ambassador, Embassy of Israel in India; Kris Gopalakrishnan, Past President, CII and Chairman, CII Start-up Council and Co-Founder Infosys Limited and Chairman Axilor Ventures and Harkesh Kumar Mittal, Adviser, Member Secretary, National Science & Technology Entrepreneurship Development Board at the Start-up Conclave in New Delhi



Kris Gopalakrishnan signing the CII - Tel Aviv University MoU with Professor David Mendlovic, Tel Aviv University on CII's National Start-up Centre in Andhra Pradesh

ADVOCACY

As a key contributor to the development of national policies on innovation and start-ups, CII's Start-up Council chaired by Mr Kris Gopalakrishnan, Co-Chairman, Task Force on CII University, Past President, CII, Co-Founder, Infosys Limited and Chairman, Axilor Ventures actively provided inputs, resources and thought leadership to the Government. Some critical policy advocacy work undertaken by the vertical, is reflective of the Council's recommendations. Continuous engagement with start-ups, Government, venture capitalists and other stakeholders defines the agenda for advocacy work undertaken.

ACTION

There is a need to connect industry with academia to inspire young people to become entrepreneurs. Given the job creation imperative that India faces, there also has to be an urgency in promoting start-ups as new businesses to create jobs. Several initiatives were rolled out to encourage and promote a start-up culture in India.

The 2nd Start-up Conclave, 2016, organised jointly with the Ministry of Skill Development and

Entrepreneurship, is a national forum for Indian start-ups to showcase their innovative products and services. H.E. Carmon, Ambassador of Israel to India shared the key to success of Israel's start-up ecosystem. Given that India and Israel have several commonalities, this model will be leveraged for strengthening India's start-up ecosystem. From India, CII will lead the replication of the Israel start-up ecosystem.

A CEOs delegation to Israel, focussed on Start-ups and Innovation, was lead by Mr Kris Gopalakrishnan. The delegation engaged with the Government, industry, incubators, venture capitalists, universities and start-ups, to explore collaboration possibilities between India and Israel in this area.

A MoU was signed with the Tel Aviv University for the upcoming CII National Start-up Centre in Amaravati. The MoU Partners will promote and unleash the entrepreneurial potential of youth through practical curriculum and initiatives at the University level. Linkages with other organisations dealing with youth economic empowerment will also be created. It will also support potential entrepreneurs in converting their business ideas/dreams into existing businesses.

India-UK Tech Summit, 2016 highlighted the importance of the interplay of policy, technology and institutions in promoting successful enterprises and inclusive growth while improving lives and livelihoods. Different areas were explored to give a fillip to India-UK Partnership & Collaboration.

Pitch@Rashtrapati Bhavan

CII organised Pitch@Rashtrapati Bhavan, a first, unique platform for start-ups, innovators and investors to connect and reach out to each other.



From L to R: Kris Gopalakrishnan; Amitabh Kant, CEO, NITI Aayog; Rajiv Pratap Rudy, Minister of State, Ministry of Skill Development & Entrepreneurship; Pranab Mukherjee, President of India and Omita Paul, Secretary to the President of India at Pitch@Rashtrapati Bhavan at New Delhi



From L to R: Dr Pradeep Patil, General Manager - Global IP & Strategy, Wockhardt Ltd, receiving the CII Industrial IP Award 2016 for Top Patent and Trademark Driven Industry of the Year (Large Enterprise) by R Saha, Senior Advisor, CII and Dr Gopichand Katragadda and Professor Y S Rajan, Chairman, Board of Governing Council, National Institute of Technology, Manipur during the India UK Tech Summit at New Delhi

CII facilitated exchange of MoUs involving Rs 85 crore-worth investment between start-ups and investors in the august presence of H.E. President of India. The event was graced by Shri Rajiv Pratap Rudy, Minister of State for Skill Development and Entrepreneurship, Shri Amitabh Kant, CEO, NITI Aayog, and well known industry captain Mr Kris Gopalakrishnan.

Intellectual Property Rights

India is being envisioned as a country where creativity and innovation are stimulated by Intellectual Property (IP) and one where IP promotes science and technology development. India's IP framework is supported by a strong legal, judicial and administrative set up. Aligned to this vision, India has also committed to several international treaties and agreements. CII thus aims to boost the IP culture in the country to enhance the intellectual capital vital for the nation's economic development. From sensitization workshops to training, policy advocacy, preparing

special studies and filing of IP applications on behalf of industry, especially SMEs, CII worked in several areas over the last two decades.

ADVOCACY

CII engaged deeply with Central and State Governments for policy formulation and implementation. The contours of the existing Indian laws, Government policies and rules were meticulously followed during policy making exercises. Policy positions, action plans and advocacy plans were detailed bearing in mind the entire spectrum of Membership.

Based on the initial comments submitted to the Government, DIPP constituted a committee to revisit the Computer Related Invention (CRI) issued by IPO in February 2016. These guidelines are seen to adversely impact start-ups and SMEs since their innovations are largely meant for existing devices, in particular, developments in 3D printing, artificial intelligence, digital medicines, Internet of Things (IoT) etc. The initial comments submitted were as follows:

- The requirement of 'novel hardware' to be mandatorily integrated to a 'novel software', to allow patenting of CRI is highly restrictive and goes against the intent of the law consolidated over a period of time. This requirement would also seriously hamper the interest of Indian start-ups which are heavily dependent on developing competitive software, and not necessarily on hardware. It may also negatively affect the R&D efforts in the country if adequate patent protection for stand-alone 'novel software' is not available
- Several terms in the guidelines, such as algorithm, may be clearly defined and not left to be interpreted, varying from time to time
- There is a need to clearly and specifically illustrate the 'determinants' that satisfy the benchmark for technical advancement and inventiveness.



National Intellectual Property Award winners with Nirmala Sitharaman; Ramesh Abhishek; Chandrajit Banerjee; O P Gupta, Controller General of Patents Designs and Trademarks among other dignitaries at the National IP Day at New Delhi



Interactive session with Enforcement Officials in Bhutan



From L to R: Dr Gopichand Katragadda; Jo Johnson, Minister of State for Universities, Science, Research and Innovation, UK; Lord Bilimoria, Founder & Chairman, Cobra Beer; Dilip Chhabria, Founder, DC Design Pvt. Ltd; John Kampfner, CEO, Creative Industries Federation and Kate O'Rourke, President, Institute of Trademark Attorneys at the India-UK IPR Summit in New Delhi

To strengthen the IPR ecosystem in the country, CII partnered with USPTO, EUIPO, JPO, the UK Patent Office and WIPO. Several platforms were provided along with these organisations for experts to share their knowledge on trade secrets. Judges of District and High Courts of Maharashtra and Tamil Nadu as well as police and custom officials benefitted from the IPR sensitization programmes. Summaries of these Round Tables were shared with the Government and the USPTO.

A series of programmes were held along with the USPTO in Bhutan. Roadshows with DIPP were focussed on implementation of India's National IPR policy and stakeholders' expectations. IPR and branding related issues such as design protection were addressed through EU supported seminars in Bengaluru, Delhi, Kolkata and Mumbai.

With a view to promote a culture of IP protection in Indian industry, IPR Awards are conferred upon Indian companies that have excelled in patents trademarks and design. In 2016, an eminent jury evaluated process awarded Wockhardt Ltd for patents and trademarks and Siddhi Vinayak Knots & Prints Pvt Ltd for designs in the large industry category. In the SME category, Concept Medical Research Private Ltd, Quick Heal Technologies Ltd and Resil Chemicals Pvt. Ltd. were the winners for patents, trademarks and designs respectively.

The National IP Awards 2016, were also held jointly with DIPP on the occasion of World IP Day at the National IPR Conference. Innovators, organisations and companies were honoured for their outstanding work in the field of patents, designs, trademarks and geographical indications.

Prime Minister of India Shri Narendra Modi and Prime Minister of UK, Ms Theresa May addressed the Indo-UK Technology Summit, a joint initiative with the Department of Science and Technology. The Summit shared knowledge and best practices on trade secrets, IPR protection, technology transfer and licensing, higher education and innovation management.

Science and Technology and R&D

Modern India has maintained a strong focus on science and technology, given its importance for economic growth. As India aspires to achieve sustainable and inclusive growth, science, technology and research will play a defining role towards this goal. In this light, CII works to bring technology to the centerstage and make it into a movement in the Indian Industry through several Science, Technology and R&D activities. Over the last 25 years these have included bilateral cooperation events to facilitate global technology partnerships, workshops, training programmes, policy advocacy, special technology and R&D studies. CII also engages with the Government on policy areas.



From L to R: Girish Shankar, Secretary, Department of Heavy Industries; Gurjit Singh, Ambassador of India to Germany and T S Bhasin, Chairman, EEPC India inaugurating the India Technology Pavilion at Hannover Messe 2016



From L to R: Dr Harsh Vardhan, Minister of Science & Technology and Earth Sciences; Rt Hon Theresa May, Prime Minister of United Kingdom; Narendra Modi, Prime Minister of India and Dr Naushad Forbes at the India-UK Tech Summit in New Delhi

ADVOCACY

With a view to enhancing India's R&D expenditure from the current 1% to 2% of GDP, recommendations were made to the Government on policies that will encourage R&D investments.

- The need to extend the duration of R&D incentives for in-house research, R&D not undertaken in-house and expenditure incurred on R&D was also emphasised to the Government
- An approach paper outlining the data on number of companies that availed the 200% weighted deduction, the jobs thus created and the number of patents filed as a result, will be shared with the Government. The objective is to highlight that while such deduction is not an expenditure for the Government, it has encouraged industry to undertake R&D
- Efforts were made to catalogue sectors where, according to the Government, industry requires collaborations and needs to make investments. Maximum effect can be realised if these sectors are aligned with Government initiatives such as Make in India and Digital India. Further, the Department of Science & Technology agreed to include the following recommendations in the study on the impact of MNCs' R&D units in India:
 - ~ Government is considering involving MNCs in drafting the curricula for academic institutes so that output from these institutions is in sync with industry expectations, in terms of quality and relevance for R&D
 - ~ Stimulate holistic and collaborative research between MNCs' R&D units, Indian universities and research institutes through policy interventions

- ~ Consider putting in place policies that incentivize R&D in select high-priority sectors, along the lines of the policy adopted by China. This will boost India's share of high-tech goods in manufacturing exports and enhance domestic production capabilities
- ~ Work towards putting in place a strong IP policy, backed by an efficient judicial process to encourage MNCs to include local technology players in the R&D chain. This is critical to effect a positive spillover from MNCs' R&D activity in India.
- ~ Under the Swachh Bharat Mission, a PPP model is being developed for waste management projects, to encourage and facilitate private sector investments in 10 cities by 2019. This is being driven through stakeholder consultations, policy advocacy with Central and State Governments and facilitating engagements between potential investors, global technology providers, State Governments and municipal corporations.

ACTION

Over the last two years, the impact of MNCs R&D Units on India's Science, Technology and Innovation (STI) ecosystem was studied along with the Department of Science & Technology (DST). The results of the study will provide insights for suggestions on policy reforms and on tailoring implementation strategies to attract MNCs to setup R&D units in India. Technology and R&D heads of MNCs shared their views on the R&D ecosystem in their organisations at four Round Tables.



From L to R: S N Eisenhower, Past Chairman, CII Tamil Nadu and Director-Operations, Saint Gobain India Ltd; Professor Dr P Vanangamudi, Vice Chancellor, The Tamil Nadu Dr Ambedkar Law University; Komal Kalha, U.S. Patent & Trademark Office, The Office of South Asia; S Panikkassery, Director, MSME Development Institute at the Seminar on Role of IPR & Technology Transfer in Chennai

The CII 100-100 initiative aims to catalyze industry-institute research to foster investments in R&D. Several interaction forums were organised under the aegis of such consortium projects involving academia, research institutions and industry.

The Technology Summit has been organised over the years, as a bilateral co-operation event along with Ministry of Science & Technology to facilitate global partnerships. The 22nd Edition of the Technology Summit was presided over by the Prime Minister of UK, Ms Theresa May and the Prime Minister of India Shri Narendra Modi.

The India Technology Pavilion at Hannover Messe, held in April 2016, showcased India's Technology and R&D capabilities and promoted trade, investments & partnerships in technology.

Different aspects of opportunities in export of healthcare and life sciences R&D and issues related to Good Laboratory Practices and Clinical Trials were deliberated upon in a seminar held in April 2016.

Shanghai Municipal Commission of Commerce (SMCC) and Shanghai Municipal Financial Services Office (SMFSO) partnered with CII for a business session held alongside to a high level Government and business delegation, under the leadership of Mr Heng ZHENG, Member of the Political Bureau of the CPC Central Committee and Party Secretary of Shanghai.

Innovation, science & technology cooperation between India and Japan formed the centre of discussions at the Science and Technology in Society (STS) Forum's India-Japan Workshop.

Public Private Partnership Technology Centres

Andhra Pradesh Technology Development & Promotion Centre

Set up in the year 2000 as a joint effort of the Government of Andhra Pradesh, CII and Technology Information, Forecasting and Assessment Council (TIFAC), APTDC is a single window for technology development and promotion, technology upgradation and induction of new technologies. It is a unique model that provides networked institutional assistance to industry and institutions. The focus is on technical problem solving, clean technology promotion, technology audits and Intellectual Property Rights (IPR) services. APTDC provides a user friendly environment, linking support and guidance from global experts and Government in promoting industrial growth.

Intellectual Property Rights

Efforts were directed at creating an effective



Prathipati Pulla Rao, Minister for Agriculture, Agri-Processing, Marketing & Warehousing, Animal Husbandry, Dairy Development and Fisheries, Government of Andhra Pradesh and other dignitaries at Aquabiz 2016 in Kakinada, Andhra Pradesh



Ganta Srinivasa Rao, Minister, Human Resources Development, Government of Andhra Pradesh and other dignitaries at the International Symposium on Municipal Solid Waste Management in Vishakhapatnam



Jayesh Ranjan, Secretary to Government, IT, Electronics & Communications Department, Government of Telangana addressing the Conference on IoT: Current and Future Trends in Hyderabad

IP ecosystem in the State by providing several platforms to deliberate and network. Through its IP services APTDC has facilitated the filing of over 120 IPR Services including 4 GI applications. Marketing collaboration between Allen Solly and Pochampally Handloom Park was also enabled. A research study on the socio-economic benefits of GI registration in the Indian context will be undertaken for European Union Intellectual Property Office (EUIPO).

Apart from open programmes, workshops and Round Tables, APTDC also organised sensitization seminars along with the Ministry of Electronics & Information Technology and roadshows on the New IP Policy in association with DIPP. The EUIPO, UKIPO and India IPO also partnered with APTDC in creating IP awareness through several platforms. A series of interactive sessions held in association with US Patent & Trademarks Office (USPTO) provided a platform for stakeholders to understand the IP Policy, protection of Computer Related Inventions and technology transfers. The 7th MIPCON 2016 offered a range of perspectives on opportunities, challenges and role of IP in the rapidly evolving marketplace.

Food and Agriculture

Agriculture is a crucial sector in India, since much of the rural population depends on this sector for its livelihood. The sector has huge scope for productivity improvement through implementation of new technologies. APTDC endeavors to disseminate knowledge about modern agricultural technologies with a view to enhance their adoption by the sector. This objective was driven through various international level platforms and exhibitions including Aquabiz India 2016, Foodbiz India 2016 and Meatbiz India 2016. A conference on precision agriculture encouraged farm entrepreneurs with technology implementation.

Municipal Solid Waste

As Indian cities have expanded, they have been struggling to find sustainable solutions to solid waste management. The Centre offers advisory services, builds capacity and also prepares detailed project reports as well as offers concept to commissioning services to enable stakeholders to effectively manage solid wastes.

APTDC also has expertise to deliver these services for Smart Cities. A series of high level experience sharing sessions and an international symposium helped drive the Centre's agenda on solid waste management. A conference titled Solarbiz was also organised.

Information Technology

APTDC promoted disruptive technologies in IT/ITeS through a host of conferences, workshops and seminars. A Conference on IoT with the theme 'Managing Data, Devices and Connectivity in a Digital World', held in October 2016 addressed the challenges and opportunities presented by Internet of Things (IoT) and data analytics for India to become a digital economy.

Intellectual Property Facilitation Centres

CII set up Intellectual Property Facilitation Centres (IPFCs) at Ahmedabad, Indore and Mysore, under the aegis of the Ministry of Micro Small & Medium Enterprises (MoMSME).

These Centres aim to sensitize stakeholders on how to protect their ideas and boost an IP culture in the country by creating an effective ecosystem. The Centres endeavor to enable innovators to compete in the global market through enhanced intellectual capital.



From L to R: R Saha, Senior Advisor, CII; Dr A K Garg, Scientist 'F' & Officer In-charge, International Cooperation - Bilateral Division, Ministry of Electronics & Information Technology; Dhananjay Dwivedi, IAS, Secretary, Department of Science & Technology, Government of Gujarat; Reena Bhagwati, Chairperson, CII Gujarat State Council and Director, Bhagwati Spherocast Pvt Ltd. at the IPTECH 2016: Conference on Intellectual Property Management for Start-ups in Electronics, IT & ICT in Ahmedabad

ADVOCACY

MSMEs, technopreneurs, start-ups and individuals can achieve a significant competitive advantage by protecting and leveraging their intellectual property. IPFCs help these smaller players in identifying their IP and defining strategies towards this objective. They provide a single window system for protection, incubation and commercialization of technologies, by aligning with CII's Centres of Excellence and Technology Development Centres in various States.

ACTION

Together these Centres provided IPR services to over 463 companies during 2016-17. The Centres filed more than 54 national patents and 11 international patent applications through PCT, facilitated over 555 trademark filings and more than 1500 industrial designs. Assistance was provided for filing of 51 copyright applications and two GIs. The Centres also maintain IP Portfolios of 7 corporates and conduct IPR trainings for these corporates.



From L to R: Rajendra Joshi, Chairman, CII Malwa Zonal Council and VP - Operations, John Deere India Pvt Ltd; Sandeep P Naolekar, Chairman, CII-WR MSME Sub Committee; Yogesh Bajaj, Assistant Controller of Patents & Designs, Patent Office Mumbai, DIPP, Ministry of Commerce & Industry; Dr Vikas Manjrekar, Executive VP, AVTEC Limited; R Saha; Anal Kumar Roy, Project Manager, SIPEIT, PMU, CDAC at the IPTECH 2016: IP Management for Start-ups in Electronics, IT & ICT at Indore

Capacity building programmes, workshops and conferences were organised on a range of issues related to IPR. These included IPR Best Practices, IP management for start-ups and MSMEs and GIs for Lawyers, IP Advisors and Attorneys. World IP Day was celebrated to increase awareness about the global importance of IP.

The recently released National IPR Policy has been framed in compliance with the World Trade Organisation's (WTO) agreement on Trade Related aspects of IPRs (TRIPS). Roadshows were conducted along with DIPP to sensitize stakeholders to the provisos of this policy to enable them to leverage these to their benefit.

Global Innovation Technology Alliance

GITA is an innovative mechanism between Government of India and the Indian industry that works to attract investment in technology. It is a company promoted jointly by the Technology Development Board (TDB), Department of Science & Technology (DST), and CII. GITA maps technology gaps, evaluates global technology offers on their appropriateness from the techno-economic perspective for India and connects technology developers and providers. Commercialization of technology, funding the last phase of technology development and deployment of technology solutions are also some areas pursued by GITA.

International Programme (Bilateral)

GITA manages and administers several programmes of the Department of Science & Technology (DST) and Ministry of Electronics & Information Technology (MeitY) for funding of



From L to R: Vishwajit Sahay, Joint Secretary, Department of Heavy Industry, Ministry of Heavy Industries & Public Enterprises; Ritu Pande, Director, Department of Heavy Industry, Ministry of Heavy Industries & Public Enterprises; U K Mukherjee, Under Secretary, Department of Heavy Industry, Ministry of Heavy Industries & Public Enterprises; Ashutosh Goel, Director, AEW; at the signing of the first TAFP-DHI agreement between GITA and AEW at New Delhi



Gautambhai Shah, Mayor, Ahmedabad; D Thara, the then Municipal Commissioner, Ahmedabad Municipal Corporation and D J Yadav, Chairman, CII Gujarat State Energy & Environment Panel at the e-Bikeathon 2016: A Step Towards Smart & Green Mobility Solution at Ahmedabad

industry-led bilateral R&D projects. Some key initiatives include the Industrial R&D Funds set up by India in collaboration with Israel, Canada, UK, Spain, Finland and Republic of Korea. The success of these Programmes has encouraged setting up of three more such Funds – India-Japan Industrial R&D Fund, India-Sweden Industrial R&D Fund and the India-Norway Industrial R&D Fund.

International Programme (Multilateral)

Multilateral programmes technically and administratively managed by GITA include the Innovation-driven Initiative for the Development and Integration of Indian and European Research (INNO INDIGO) and the Enterprise Europe Network (EEN). Both these programmes are supported by the European Union. The INNO INDIGO initiative endeavors to increase the involvement of businesses as well as clusters and networks of excellence in the transnational Indo-European Joint Calls for Proposals for research in science and technology. An innovation roadmap, that builds on the analytical work performed on SMEs, Industries and Clusters in the EU and India, has been prepared towards this objective. In 2016 calls for projects in the areas of biotechnology and bio energy received an encouraging response.

The Enterprise Europe Network in India enables SMEs from the European Union to explore business opportunities in India. The Network also assists Indian SME's to develop opportunities in the EU. This Network brings together SMEs from 50 countries and in India it is coordinated by CII along with the European Business and Technology Centre (EBTC), Federation of Indian Export Organisations (FIEO), and the Steinbeis Centre for Technology Transfer India (SCTI).

Homeland Programme

DIPP's Technology Acquisition & Development Fund (TADF), set up under the National Manufacturing Policy, is technically and administratively managed by GITA. The Scheme launched in November, 2015, will soon get transferred to the Ministry of MSME.

Technology Acquisition Fund Programme

India needs to create an effective environment to enable its heavy industrial enterprises to acquire futuristic and revolutionary technologies. This is essential to catalyze growth to compete with global competitors and showcase India's quality and support Make in India. The Technology Acquisition Fund Programme (TAFP) was set up by the Department of Heavy Industry, (DHI), Ministry of Heavy Industries & Public Enterprises in 2014 to help enhance the competitiveness of the Indian capital goods sector. An industry driven initiative, this scheme aims to assimilate technology in a short span of time. TAFP's mandate is to provide funding to offset the higher cost of best technology available globally. GITA has been appointed by DHI to manage and administer this fund.

Gujarat Knowledge Application and Facilitation Centre

In the recent years India has displayed its capabilities with several path breaking innovations, research and development and technological advancements. Stakeholders are increasingly playing a dynamic role in creating a robust ecosystem. Within India, Gujarat is home to several dynamic industrialists, innovators and entrepreneurs. Thus CII, with the support of the Government of Gujarat, set up the Gujarat NRE Knowledge Application and Facilitation Centre (GKAFC) to support the industry, technopreneurs and society at large.



From L to R: Rajesh Shetty, Director, Data Center & Virtualization Sales, Cisco India & SAARC; Atul Garg, Chairman, CII Gujarat State Council and Director & Co-Founder, Skilltelligent Solutions Pvt Ltd and Jay Ruparel, Co-Founder and CEO, Azure Knowledge Corporation Pvt Ltd at the CxO's Round Table on Network Mission Critical: In the Era of Digitization at Ahmedabad

The Centre facilitates research and development, product and process innovation, intellectual property, technology commercialisation as well as industry academia collaborations. It also supports the State in realizing its potential towards the vision of becoming an investor friendly destination.

ADVOCACY

Solid wastes from industries and households are a source of toxic metals, hazardous wastes, chemicals and bio-wastes. When released, these can cause biological and physicochemical changes in the environment and may impact soil productivity. The Ahmedabad Urban Development Authority & Ahmedabad Municipal Corporation appointed GKAFC to identify solutions to meet the challenges of solid waste management and eco-friendly methods for treating and managing legacy solid wastes.

ACTION

GKAFCC engaged the stakeholders through several debates and discussions in solid waste management, sanitation, sustainable mobility solutions, standards and certifications, industrial R&D, business incubation, and technology commercialisation. The Centre also facilitated technology based start-ups by rendering specialized services.

Tamil Nadu Technology Development & Promotion Centre

In the prevailing business environment, technology is an essential tool for the industry to achieve enhanced competitiveness. Technology helps improve quality, productivity, efficiency and hence customer satisfaction. Small & Medium Enterprises (SMEs) can hardly afford their own

individual R&D, making it necessary to nurture and support them by way of technological upgradation. The Tamil Nadu Technology Development & Promotion Centre (TNTDPC), a joint initiative of the Government of Tamil Nadu and CII, is an intermediary between various stakeholders to help meet the technology needs of the SMEs while developing a stronger business network.

Automotive Sector

Globally, the automotive sector is at the forefront of technological development and is currently undergoing transformational changes. These emerging trends throw up several challenges. TNTDPC works with stakeholders across the automotive value chain towards possible solutions and interventions with respect to emerging technologies. The conference on Automotive Electronics and Automotive Design thus convened potential ideas for technological advancements in the automotive sector and to identify the key growth



From L to R: S N Eisenhower; Sanjay Garg, Joint Secretary-Defence Industries Production, Department of Defence Production, Ministry of Defence; Jayakar Krishnamurthy, Conference Chairman and Chairman & MD, UCAL Fuel Systems Ltd and UCAL- JAP Systems Ltd; Dr P Sivakumar, Scientist - H / Outstanding Scientist and Director, CVRDE, DRDO, Ministry of Defence; Hari Mohan, Senior General Manager, Heavy Vehicles Factory - Avadi, Ministry of Defence at the Conference on Defence Manufacturing Technologies at Chennai



From L to R: Dr Rakesh Kumar Sharma, Director, Defence Food Research Laboratory; Hari Krishnan R Nair, Co-Chairman, Agriculture & Food Processing Task Force CII-SR and President, Western India Cashew Company Pvt Ltd; S Nagoor Ali Jinnah, Chief General Manager, NABARD; Dr Vilas A Tonapi, Director, Indian Institute of Millet Research at the Foodcon 2016: Conference on Recent Advances in Food Processing Industries at Chennai



From L to R: Sriram Subramanya, Chairman, Task Force on Agriculture & Food Processing, CII-SR and Founder, Managing Director & CEO, Integra Software Services (P) Limited; S N Eisenhower; Justice M Jaichandren, Madras High Court; Dr S P Subramaniyan, Deputy Controller of Patents & Designs Patent Office, Chennai at the World IP Day Celebrations at Chennai

levers that support the trends. The conference also projected opportunities and expectations to relevant stakeholders. The Centre engaged industry players, experts, Government officials and other stakeholders on various platforms to discuss automotive R&D trends. Discussions on making Tamil Nadu a global manufacturing hub were central to many of these interactions.

Defence Sector

TNTDPC initiated its first ever conference on Defence Manufacturing Technologies with respect to the 'Make in India' initiative that envisages increased participation of the Indian industry, especially MSMEs, in the defence sector. Mr Sanjay Garg, Joint Secretary –DIP, Department of Defence Production, Ministry of Defence addressed the conference. It is proposed to set up a defence forum to help improve manufacturing efficiency, marketing capabilities and to promote technology based manufacturing in India.

Food and Agriculture

TNTDPC's FoodCon 2016 focussed on fostering new business opportunities and technology advancement for the food processing industry. It also aimed at boosting entrepreneurship in agricultural sector by providing greater marketing support and setting up more storage facilities. Initiatives taken for establishing an innovation system for development and commercialization of agro products, agro technologies, food processes, designs, prototypes and services for improved on-farm and off-farm productivity were highlighted.

The forum brought to the fore Government initiatives, the policy framework and Tamil Nadu's potential as an agri and food processing hub.

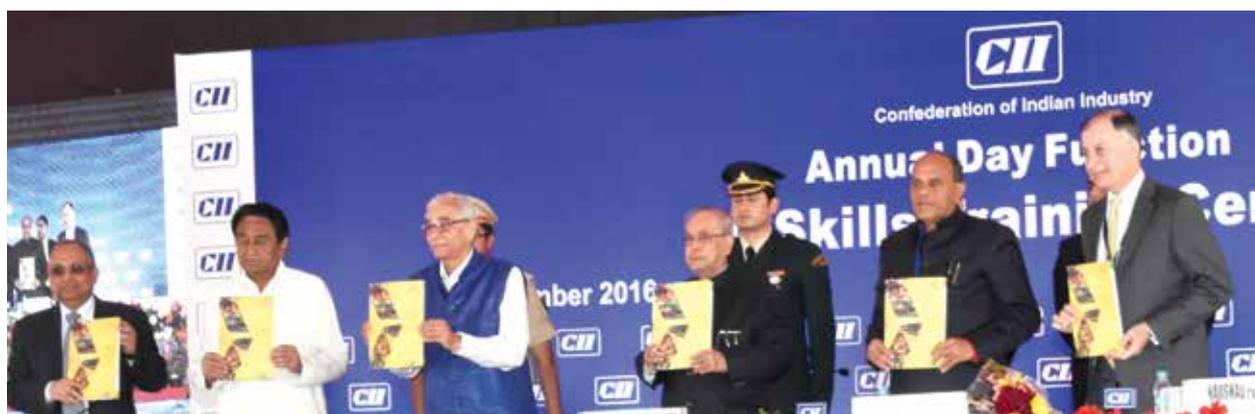
Intellectual Property Rights (IPR)

A one stop IPR solution provider for MSMEs, academia and stakeholders, TNTDPC enables MSMEs to harness the power of innovation and research. The Centre conducts IP Counselling sessions and helps MSMEs register patents, designs and trademarks. TNTDPC's IP advisory committee comprises seven IPR experts who guide the Centre in framing the mission, goals and objective. The Centre helps MSMEs reach out to global markets through effective IPR protection and its IPR network partners.

A Certificate Course on Intellectual Property Rights was conducted along with Anna University's Centre for Intellectual Property Rights in Chennai and Coimbatore. LITCON- 2016, Conference on IP Litigation, highlighted the key challenges in multi-jurisdictional litigation. The World IP Day was celebrated with a seminar to highlight how IPR can be a game changer in the digitalized and creative world. A seminar on Role of IPR in Technology Transfer explained how deadlocks and IPR disputes can be resolved.

The Centre filed six patents and three design applications of which one has been granted. In addition, over 10 trademark applications were filed and more than 50 IP counselling sessions conducted.

Skill Development



From L to R: Chandrajit Banerjee, Director General CII; Kamal Nath, Member of Parliament; Om Prakash Kohli, Governor of Madhya Pradesh; Pranab Mukherjee, President of India; Gourishankar Bisen, Minister of Farmer Welfare & Agricultural Development, Government of Madhya Pradesh and Dr Naushad Forbes, President CII and Co-Chairman, Forbes Marshall at the annual day celebrations of the CII Skills Training Centre at Chhindwara

Skill Development is an imperative for India to attain inclusive economic growth and sustainable development. India is amongst the youngest nations in the world with over 54% population being below the age of 25. The Government had launched the Skill India initiative in 2015, and Industry, the Government, multilateral agencies and academia are working together to address the skill agenda. For decades, CII has advocated the importance of a skilled workforce and has participated in both policy and on-ground initiatives to make Indian youth employable and industry highly productive.

ADVOCACY

State Governments are working in lockstep with the Union Ministry of Skill Development & Entrepreneurship towards making the new Apprenticeship Act, 2014, a reality and towards increasing the engagement of apprentices.

The Central Government has additionally provided monetary incentives to industry to engage apprentices through the National Apprenticeship Promotion Scheme (NAPS). CII is facilitating the process for industry to engage a larger number of apprentices through this scheme.

Several recommendations were made to the Government to strengthen skill development in

India. With a view to boosting apprentice training, the Government has accepted CII's submission that such training be embedded in the curricula of various trades being taught in ITIs and ITCs. One such recommendation was for the 2-year ITI course to include a 6-month mandatory apprenticeship training at the end of the first year. Additionally, based on CII's recommendations, several State Governments have notified the Apprentices Act. Institutionalising training of trainers' facilities will help create an enabling ecosystem for skill development in the country. The Government is thus considering the suggestion of establishing a dedicated cross-sectoral and world class institute for trainers. The trainer's pool could be drawn from retired Government officials, defence and other services personnel.

Based on the recommendation that the existing public infrastructure be optimally utilised for skill development and training, instead of spending on new facilities, the Government has initiated mapping of such infrastructure. Utilisation of railway stations as training centres has already begun.

ACTION Flagship Initiatives

CII in partnership with the Department of Education & Training, Government of Australia



From L to R: Megan Lilly, Head – Workforce Development, Australian Industry Group, and Co-chair, AIEC Skills Working Group; Senator the Hon Simon Birmingham MP Minister for Education and Training, Government of Australia; Rajiv Pratap Rudy, Minister for Skill Development and Entrepreneurship (I/C), Government of India; Dr Shubnum Singh, Chairperson, HSSC NOS Approval Committee & Chief Executive, Max Institute of Health Education & Research at the Australia India Skills Conference in New Delhi.

(under the ambit of the Australia India Education Council) organised the 4th Australia India Skill Conference: The Senator Birmingham, Minister for Education & Training, Government of Australia and Shri Rajiv Pratap Rudy, Minister for Skill Development & Entrepreneurship, Government of India graced the occasion.

Global Summit on Skill Development: Following international standards, and using technology in training for both the youth as well as industry is critical. This was the central discussion at the 7th Global Summit on Skill Development held in Hyderabad. A mega job fair connected over 8,000 youth to job providers.

Partnership with Telangana: Minister of State (I/C) for Labour and Employment, Shri Bandaru Dattatreya released the India Skills Report 2017. Two MoUs were signed between Telangana Academy for Skill and Knowledge (TASK), BSE Institute Ltd and Call Health. At a special Session on 'Skilling for Golden Telangana', Telangana State's Draft Skill Policy was launched by Mr B V Papa Rao, Special Advisor to the Chief Minister, Government of Telangana.

Chhindwara Skill Training Centre: Inaugurated in 2012, the Centre has grown to a state-of-the-art institute with ten Industry champions collaborating on 12 trades. President of India, H.E. Pranab Mukherjee while addressing the centre's Annual Day celebrations, 2016 applauded CII's vision for nation building through skill development.

Technical Training: Welding remains a critical issue for industrial sectors to assure reliability across applications such as fabrication of buildings, railways and ships, amongst others. Given India's focus on 'Make in India' and 'Skill

India', a series of technical seminars, workshops and demonstrations were conducted to promote welding technology. The last session of the series was organised with Panasonic Welding Systems and JICA to promote high precision arc welding technology in India.

New Initiatives

Project Disha: The Business Case for Women in India's Workforce: Under a multi-year collaboration with UNDP, IKEA Foundation, Xyntéo, and India Development Foundation, an innovative model will be established for scaling up employment and entrepreneurship opportunities for women. The project aims to strengthen a continuum that connects education to skills, jobs, and economic growth of women.

Model Career Centre-Gurgaon & Mumbai: Shri Bandaru Dattatreya inaugurated the CII Naoroji Godrej Model Career Centre (MCC) in October 2016 in Mumbai. The MCCs located in Mumbai and Gurgaon address the needs of both the job-seekers and the job-providers. They are a one-stop solution for industry to tap into skilled workforce. The youth are counselled, assessed and linked to gainful employment opportunities. Each job fair witnesses participation of 50-100 employers and 5,000-10,000 youth.

On Ground Projects

Skill Hubs: CII, through its 3 Skill Hubs, imparts technical training in various manufacturing and services trades. Each of the Skill Hubs successfully trains and places over 2,500 youth per annum. Several organisations are directly involved in imparting quality training at these hubs.

Skill Gurukuls: A unique and sustainable training model has been created in partnership with PanIIT Alumni Reach for India (PARFI). A first-of-its-kind loan-based model for financing, the 22 Gurukuls skill underprivileged candidates in blue collar trades in LWE and backward States. Established to meet a single employer's requirement, these centres have a 100% placement record. Industry provides equipment and trainers to train the 6,600 students that enroll every year.

Outreach Programmes

Skill development projects are being implemented for several PSU/Private industries under their CSR mandate. These skill development initiatives impact thousands of youth across India.

Knowledge Management and Business Transformation

With the rise of the services sector, the growing importance of knowledge is a key factor in productivity, competitiveness, employment and economic growth. The increasing use of artificial intelligence, big data analytics, Internet of Things (IoT) and knowledge automation are throwing important challenges to the management to analyze their knowledge maturity strength. CII endeavors to create awareness about these dimensions and the strategic value of Knowledge Management (KM) with respect to business transformation. This objective is achieved through a series of knowledge sharing platforms, continuous engagement with Members and creating opportunities for KM practitioners to collaborate.

ACTION

The Study Mission on KM Best Practices provided an opportunity for 35 KM and IT practitioners to learn from companies such as Infosys, Robert Bosch Engineering & Business Solutions Pvt Ltd, Capgemini and Flipkart. Participants also gained insights on initiatives in creating a successful ecosystem, creating a culture for knowledge, transforming knowledge to add value to the processes, leveraging knowledge to accelerate innovation and using knowledge to provide a competitive edge.

A series of webinars focussed on topics such as The New Face of KM, Improving Business Results Through Engagement & Collaboration-The Kai Po Chi Way and Knowledge Management as a Career Option For Gen Y, were well received by the Membership.

As part of the capacity building initiative, the KM Curriculum & Certification Programme was launched at Symbiosis Institute of Business Management, Pune, for first year management students and third year technology students. Faculty from Deloitte, Tech Mahindra & Capgemini helped students gain an understanding of Knowledge Management, the role of technology, social media and cloud, sustainability factors and the use of KM in supporting R&D processes in an organization.

The National Knowledge Management Summit with the theme 'Knowledge Management in all its Dimensions' was held in February 2017 in Hyderabad. Dr Ganesh Natarajan, Chairman, CII National KM & BT Committee emphasized the relevance of KM to a firm's growth in the rapid globalizing and technology driven business environment.

Coinciding with the Knowledge Summit, CII also recognized the India's 'Most Admired Knowledge Enterprise (MAKE)' winners. The Indian MAKE study, part of Telego's MAKE research programme, is conducted to recognise organizations (founded and headquartered in India) for their ability to create stakeholder value. The winners were: Afcons Infrastructure, HCL Tech, Infosys Technologies, Tata Consultancy Services Ltd., Tech Mahindra, The Titan Company and Wipro Limited. This year's overall winner was Infosys Limited.



From L to R: Nitin Gawhane, Convenor, CII Industry-Institute-Interface Panel; Deepak Sood, Executive Director, CII; Dr Ganesh Natarajan, Chairman, CII National KM&BT Committee and Executive Chairman, 5F World; Dr R Raman, Director, Symbiosis Institute of Business Management [SIBM] and Nikita Tete, Director, Knowledge Services, Deloitte Touche Tohmatsu Ltd at the launch of Knowledge Management Curriculum at Pune



From L to R: Ganesh Natarajan, Dr B V R Mohan Reddy, Past Chairman, CII-SR and Chairman, Cyient Limited; Sasi Sunkara, Partner, McKinsey and Professor Deepak B Phatak, Indian Institute of Technology, Mumbai at the Knowledge Management Summit at Hyderabad

Human Resource Development

In an uncertain and rapidly changing global environment, an organisation draws its competitive advantage from a knowledgeable workforce. Human Resource Development is thus crucial to steering an organisation on the growth path. During 2016, the CII-HR Committee was driven by the vision of enabling organisations and leadership to deal with change to succeed in the VUCA world and capability building through creation of a framework of HR Excellence and Innovation.

ACTION

Achieving Excellence in HR Processes

The 7th Edition of the CII HR Excellence Awards focussed on driving HR as a critical business partner and competition differentiator by strengthening HR processes within organisations and identifying best practices in the area. Dr Naushad Forbes, President CII and Co-Chairman Forbes Marshall Pvt Ltd gave away the awards. He highlighted the role of HR in building a performance driven culture, which is critical to business profitability. The 8th Edition of the Awards was also launched.

Assessor Training Workshops

The CII HR Assessor Training Workshops helped to strengthen the talent pool of assessors across different zones and develop internal facilitators in organisations for adoption of the CII HR Excellence Model. The main objective of these workshops was to equip participants with necessary management and assessment skills required for measuring the effectiveness of various initiatives taken by the organisation towards creating a framework of HR Excellence.

Exposing Membership to Industry Best Practices & Knowledge Sharing

The HR Confluence with the theme 'Learn from the Winners' provided a platform to share perspectives and assimilate knowledge on best practices. These were shared by previous HR Excellence award winners and Assessors who are senior HR leaders and have been an integral part of the CII HR Excellence Award process. The key objective was



From L to R: Suman M Akkiraju, Assistant Vice President - HR, HCL Technologies; Anuranjita Kumar, CHRO, Citibank India; Shatrunjay Krishna, Director – Rewards, Talent & Communication, Willis Towers Watson Ltd; Yashwant Mahadik, Executive Vice President and Global CHRO; Animesh Kumar, CHRO, IDFC Ltd and Anil Menghrajani, Assistant Vice President, Tata Business Excellence Group at the seminar on Human Capital Risk Management: An Imperative for Sustained Business Success at Mumbai



Ashank Desai, Co-Chairman, CII HR & Leadership Council and Founder, Mastek Ltd; Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall with the GSK team members at the 7th Edition of the CII HR Excellence Awards at New Delhi

to strengthen the HR capability of organisations to build, create and sustain a culture of HR excellence. The Confluence saw deliberations on how organisations can create a framework of HR Excellence by focusing on crucial aspects of leadership development, HR strategy, learning and development and employee well being and engagement.

HR Seminars

A Seminar on 'Human Capital Risk Management: An Imperative for Sustained Business Success' was organised in Mumbai in May, 2016. CII-Suresh Neotia Centre of Excellence for Leadership in collaboration with Willis Towers Watson Ltd. had conducted a study on the 'State of Human Capital Risk in India'. The study ranked the top Human Capital Risks facing companies in India based on an assessment of both – the potential impact and probability of occurrence – across 17 identified HCRs. The seminar focussed on the relevance and implications of human capital risks in India and the current state of risk management practices.

Industrial Relations

Healthy industrial relations are key to economic growth and sustainable industrial development. Apart from creating an enabling working environment, they improve productivity and reduce wastage too. Efforts have been made to reform the Labour Laws and build an ecosystem to maintain healthy industrial relations in the country. The CII National Industrial Relations Committee worked proactively with the Ministry of Labour and various State Governments to simplify and bring flexibility in Labour Laws and to build consensus.

ADVOCACY

- Key interventions of the Committee focussed on re-instatement of Fixed Term Employment for all sectors and developing a framework for calculation of Minimum Wages.
- Dialogue with Trade Unions: With a view to creating consensus on key labour reforms, an Industry – Trade Union Dialogue Forum was formed. It is a platform to discuss contentious labour reforms in a bipartisan manner without Government intervention. The discussions led to the generation of consensus on a Model Framework for Fixed Term Employment.
- Flexibility in Labour Laws: With a view to encouraging the Government to bring in

flexibility in Labour Laws, a request was made to the Government to consider allowing companies to decide on working hours and increasing the overtime to respond effectively to the changing markets and business environment. Ministry of Labour has presented the Factories Amendment Bill in Parliament wherein the total overtime limit is proposed to be raised from 50 to 100 hours per quarter.

- Responsible Industrial Action: With a view to showcasing industry's commitment, two guidelines were drafted for creating a fair and responsible workplace. One is focussed around contract labour and the other is related to collaborative employee relations. The Guidelines ratified by CII National Council were circulated for adoption by Members.

ACTION

The Changing Paradigm of Industrial Relations in India', the National Conclave on Employee Relations highlighted the changing legal and regulatory landscape. The Conclave also provided a platform to share experiences on good industrial relations practices and for industry to interact with Central and State Governments as well as Trade Unions.



From L to R: Pradeep Bhargava, Co-Chairman, CII National Committee on Industrial Relations and Director, Cummins India Ltd; M S Unnikrishnan, Co-Chairman, CII National Committee on Industrial Relations and MD & CEO, Thermax Ltd and Panudda Boonpala, Director, ILO Decent Work Team for South Asia and Country Office for India at the Conclave on Employee Relations at New Delhi



Connecting with Society

- **Affirmative Action**
- **CII Foundation**
- **Development Initiatives**
- **Swachh Bharat Mission**
- **Backward Districts**
- **India@75**
- **Youth Power**
 - Young Indians
 - Bharatiya Yuva Shakti Trust
- **Sports**
- **Education**

Affirmative Action

Affirmative Action for Scheduled Castes (SCs) and Scheduled Tribes (STs) communities is a voluntary commitment by Indian companies to help Government and civil society in the National endeavor to ensure equal opportunity to members of these communities. CII enables the scaling up of these initiatives by promoting capability, efficiency, productivity and competitiveness of SC/STs in a holistic approach to equip them with skills and capabilities that will ensure their sustainable advancement. Recognizing the need for economic and social inclusion of these communities CII, under its Affirmative Action programme, has been spearheading collective action by Indian industry since 2006.

ACTION

A Voluntary Code of Conduct on Affirmative Action was formulated with focus on the 4E's identified for concrete steps by Industry:

- Education/ Scholarships
- Employability/ Skill Development
- Entrepreneurship/ Supplier Diversity
- Employment
- **Education:** Mentorship and financial support is provided to SC/ST students for undergraduate

studies in India in close partnership with Foundation for Academic Excellence and Access (FAEA). Member companies granted education scholarships to students from these communities. A Model Career Centre was set up for career counselling of youth and linking to employment/ internship.

- **Employability:** Skill development initiatives were delivered, under Corporate CSR, through Skill Hubs, CII-Pan-IIT Skill Gurukuls, Finishing Schools and Training Centers.
- **Entrepreneurship:** Buyer Seller meets were conducted in Bangalore, Pune, Bhubaneshwar and Delhi under the Supplier Diversity model to link Dalit entrepreneurs as suppliers to Member companies in partnership with Dalit Indian Chamber of Commerce & Industry (DICCI). Capacity building programmes were also delivered alongwith National SC/ST Entrepreneurship Hub.
- **Employment:** Manpower Mix Survey Round II was conducted to assess the composition of the SC/ST in the workforce of Member companies. Sensitization workshops and webinars were conducted for greater employment of such candidates.



Manoj Joshi, Joint Secretary, MSME and others at the 2nd DICCI-Buyer Seller meet in Pune

CII Foundation

FOCUS

CII Foundation (CIIF) continued to expand its footprint in education, sanitation, skills and livelihoods, women empowerment and, disaster relief & rehabilitation by engaging with corporate donors and a variety of grassroots implementation partners. The focus was on adding new dimensions to CIIF work, particularly in the area of disaster management and empowering women at the grassroots.

ACTION

While the CII Foundation continued to implement its existing on-ground projects, new initiatives were undertaken to increase its impact and outreach. A Disaster Response Platform was launched to facilitate convergence of humanitarian aid and relief efforts for a quick and efficient response to natural disasters in India. The platform aims to map and maintain a ready inventory of corporate resources such as relief supplies and services.

For the first time the Women Exemplars, who have been recognised for succeeding against all odds, were brought together with a few shortlisted candidates to build capacities, help expand their work and create a network of extraordinary women leaders.

Education

The Foundation was instrumental in refurbishing infrastructure as well as helping underprivileged children gain access to new tools and technologies to enhance education.

Digital Literacy

The recently initiated E-Connect project aims to bridge the digital divide by connecting school children with digital literacy in 25 schools across Bihar, Rajasthan and Uttarakhand. Being undertaken as part of CISCO's CSR project, it facilitates basic computer and navigation skills through the 'Get Connected Course'.



Arun Jaitley, Minister of Finance and Corporate Affairs and Information & Broadcasting; Sumit Mazumder, Past President, CII and Chairman & Managing Director, TIL Ltd; Shobana Kamineni, President Designate, CII and Executive Vice-Chairperson, Apollo Hospitals Enterprise Ltd (AHEL); Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall and Chandrajit Banerjee, Director General, CII with CII Foundation Women Exemplars at the CII Annual Session 2016 in New Delhi



Infrastructure support for underprivileged girls in Jharkhand supported by CII Foundation

Supporting Quality Education

Significant work was undertaken towards strengthening the learning environment in eight primary and upper primary schools in the villages of Sinjal, Mulaya, Satagad, Hadiyada, Pangaria, Anthwalgaon and Bagwan of Tehri District, Uttarakhand. With support from Industry, a library and audio visual tools for teaching the underprivileged students were set up; reading, writing and speaking capabilities were built and teachers and parents were sensitized. Issues of school dropouts, low enrollment and absenteeism were addressed through community engagement. The intervention also focussed on enhancing enrollment and sustaining the interest of students in pursuing further education.

Adarsh Vidyalaya

The Adarsh Vidyalaya Project was initiated with a view of making Government schools sustainable through unhindered supply of electricity and water. Supported by the Tata Power Community Development Trust, the project is leveraging solar energy to resolve electricity and water crises in Saharsa, Bihar. The project is being implemented in the District Boys School and the Girls High School reaching out to over 3500 students.

Women Empowerment

Recognising Women at Grassroots

The Woman Exemplar Programme to identify, recognise, empower and support women working at grassroots, was carried forward. Women who have, against all odds, excelled and contributed significantly to the development of their communities in education, health and micro enterprise are given a cash award of Rs 3 lakh. Since its inception in 2005, thirty five women exemplars have been recognized and further empowered.

In 2016, twenty five selected members of the CII Foundation Woman Exemplar Network from eight States underwent training through a unique

Capacity Building Programme in Kolkata, Chennai and Pune. The objective of the workshops was to enhance their leadership quotient and enable them to become more effective managers of their projects and programs. The Exemplars are presently being mentored by sector experts to help them scale their initiatives.

Supporting Underprivileged Adolescent Girls

CIIF supported Yuwa, an NGO, that works for the upliftment of underprivileged adolescent girls in rural Jharkhand by promoting education through sports. The infrastructure support provided will directly impact over 400 girls and over the course of the next 5 years, will impact over 1500 underprivileged girls.

Primary Health and Sanitation

Support for National Programmes such as Swachh Bharat Abhiyan and Integrated Child Development Services (ICDS) was continued through industry engagement.



Infrastructure support to a school in flood hit Ghat Phalhalan village, Baramulla district, Jammu & Kashmir

Mission Sanitation in School (SoS)

Since 2014, Mission SoS has undertaken various on-ground initiatives by engaging companies and communities, both in urban and rural India. Along with construction, operations and management of toilets, WASH training and behavior change interventions to end open defecation were also undertaken.

Model Anganwadi Centres

Mobilisation of corporate support to create 46 model Anganwadi Centres in Metiabruz area of Kolkata was continued. The Anganwadi Adoption Programme, now in its 3rd year, aims to provide direct support for infrastructure, equipment and capacity building, ensure early childhood education, reduce morbidity, mortality and malnutrition in children, pregnant women and nursing mothers. Additional nutritional supplements were provided

and immunization of pregnant women and infants was ensured under the programme with UNICEF and the Department of Women and Child Development, Government of West Bengal. Aditya Birla Finance Ltd, Garden Reach Shipbuilders & Engineers Ltd, TIL and Titan Ltd have been supporting the programme.

Skill Development and Livelihood Welding Centre of Excellence

With support from Department of Prisons, Tamil Nadu and Bharat Heavy Electricals Ltd (BHEL) welding training was provided to 200 inmates of Trichy Central Prison to help them find a job, post their jail term. Now in its 2nd year, the project aims to keep inmates productively engaged and prepares them for social and psychological readjustment and rehabilitation.

Enhancing Employability

The CIIF Finishing School programme being undertaken in Pune, Maharashtra, continues to provide soft skills training to SC/ST students to help improve their communication skills and employability. Till date 34 batches, totaling 1190 students have benefitted from the course designed with inputs from Industry and English Language Teaching Institute of Symbiosis (ELTIS).

Alternate Livelihood Support

A project was initiated to enable women, widows and persons with disabilities to resume life as it was prior to the floods that hit Baramulla and Bandipora Districts of Jammu and Kashmir in 2014. The project supports 90 vulnerable families through new / alternate livelihoods as well as strengthens and develops existing livelihoods in partnership with Godrej & Boyce.

Disaster Rehabilitation

Post the Tamil Nadu floods of 2015, boats were provided to affected fishermen and hostel facilities were provided to SC/ST students who do not live within commuting distance of the school in Cuddalore district. The pool funded project is also supporting rebuilding of nine Anganwadi Centres in Tiruvottiyur, Tamil Nadu to create a conducive environment for children from the deprived sections of society to learn and play.

In Nepal, three prefabricated clinic units/ health posts were constructed and medical supplies provided in Lapilan, Jayku and Orang in Dolakha District. Supported by Godrej & Boyce and other



Distribution of boats to the affected fishermen community as part of Disaster Rehabilitation intervention in Tamil Nadu

companies, the project is aimed at providing enhanced access to medical facilities, both for short term relief and long term medical needs.

The recently initiated, Jammu and Kashmir rehabilitation initiatives, funded by Godrej & Boyce and DCM Shriram, include ensuring medical preparedness and quick response post disaster by developing capacity of healthcare providers and Village Response Committees in 10 villages of Bandipore District and supporting quality education by up-scaling infrastructural facilities in three Government schools in Ghat Thalhalan and Ghat Gopalan villages of Baramulla.

The Foundation expanded its work further through sensitization and training programmes on disaster preparedness.

Environmental Sustainability Plantation for Environmental Awareness & Creative Education (PEACE)

The PEACE project, funded by Godrej & Boyce, aims to reduce the risk of slope instability by planting trees in Kunjo Maikot village of Chamoli district, Uttarakhand. Of the 5000 trees planted, there are varieites such as Guava and Khumani fruit, that provide nutritional supplements to children and can also be an additional source of income for the neighboring families. In addition, a playground and toilets were constructed in the Government Inter College located in the village. School bags, stationery and solar lanterns were distributed to children.

Water Resource Mapping, Planning and Conservation for drought prone districts using WATSCAN Tool

CII Foundation recently initiated a water resource mapping, planning and conservation programme in 13 districts in partnership with CII-Triveni Water Institute. The project, supported by Dow Chemicals, Honda Motorcycle and Scooter India, Standard Chartered Bank, Volkswagen and Vertiv, is being implemented in select drought affected districts of Maharashtra.

Development Initiatives

CII engages with Government, industry and civil society organisations to take forward its agenda of inclusive and sustainable growth. Members are assisted in meeting their social development aspirations by integrating businesses with social development. Industry, Government and civil society including NGOs are brought together to carry forward effective programmes for social upliftment.

ADVOCACY

- Redefining Corporate Social Responsibility by promoting and facilitating industry engagement towards new and innovative initiatives
- Promoting industry engagement towards inclusion with a special focus on vulnerable sections

ACTION

Promoting and Facilitating CSR

With the CSR Legislation in its 3rd year, a momentum has been built up with a large number of companies galvanising to undertake CSR. A need was recognised for companies to

start thinking differently and build conversations around innovative approaches, applications and technologies that will help create socially responsible businesses.

At the National CSR Summit, held in August 2016 in New Delhi, stakeholders began a conversation on Innovation – Approach and Application. The dialogue focussed on experimentation and innovation to make CSR effective and impactful and debated whether the current legislations and regulations offer a conducive environment for CSR experimentation and innovation.

Through discussions it also emerged that CII Foundation could become a key vehicle to create an impact by enabling companies to collaborate and build sustainable and large scale solutions.

Information about collaborative projects with the potential to create scale and impact through CSR and enable cross learnings was shared with Members. Select initiatives on skills, water and disaster management, offering opportunities for multiple companies to partner, were presented.



From L to R: Pratima Kirloskar, Co-Chair, CII National Committee on CSR and President – Innovations (Society), Kirloskar Brothers Ltd; Anshu Gupta, Founder, Goonj and Ramon Magsaysay Award Winner 2015; Chandrajit Banerjee, Director General, CII; Suresh Prabhu, Minister of Railways; Shobana Kamineni, President Designate, CII and Executive Vice-Chairperson, Apollo Hospitals Enterprise Limited (AHEL); Dr Mukund Rajan, Co-Chair, CII National Committee on CSR and Member - Group Executive Council and Brand Custodian and Chief Ethics Officer, Tata Sons Ltd; Louis-Georges Arsenaull, UNICEF Representative for India at the National Summit on CSR 2016 in New Delhi



Performance by Artists from a Tribal Community in Jharkhand at the National CSR Summit in New Delhi, playing Banam, an instrument on the verge of extinction until Tata Steel's Tribal Cultural Society revived the indigenous art form

The Ministry of Rural Development (MoRD) expressed interest in engaging with industry (through CSR) to support the Government's rural programmes on water conservation, marketing of Self Help Group products, waste management and Sansad Adarsh Gram Yojana. Industry members and development experts came together to discuss how private sector engagement in rural development can be made effective and impactful. Priority areas, where support from industry would be transformational, were highlighted.

Industry led rural development programmes in identified areas were shared with the MoRD with a view to exploring collaboration and scale-up efforts. CII plans to lead a few of such initiatives in the coming months.

Industry Engagement to Promote Inclusion

The year witnessed the passing of the Rights of Persons with Disabilities Bill and thereafter being notified as an Act. A landmark legislation, it ensures equal opportunities and accessibility to Persons with Disabilities (PwDs). Warranting barrier-free access to buildings, transport systems and all kinds of public infrastructure and eliminating discrimination in matters of employment and education are the hallmarks of this legislation.

CII has promoted inclusion of PwDs in the corporate sector and facilitated an enabling and conducive environment towards this objective. A National Committee on Special Abilities anchors this agenda by galvanising champions from industry, conducting sensitisation and training programmes and facilitating corporate sector response. A series of sessions and interactions

with experts helped Members understand the Act and its implication.

Despite India's exponential economic growth, millions of children are left behind. No other country in the world sees as many children die from preventable and treatable diseases as India. Therefore, addressing children's needs was taken up as a new initiative. Senior industry leaders, led by Mr Rakesh Bharti Mittal, Vice-President, CII, and Vice-Chairman Bharti Enterprises, interacted with Ms Helle Thorning-Schmidt, Global CEO, Save the Children, on how industry can partner and contribute towards the betterment of children. Prevention of child abuse, advocating with Government to include children as stakeholders in its programmes, supporting child shelters and working on supply chain issues and business principles on child rights were some intervention areas identified.

A Memorandum of Understanding (MoU) was signed with Save the Children to promote and address the needs of most excluded and marginalized children of India.



From L to R: Helle Thorning-Schmidt, Global CEO, Save the Children; Rakesh Bharti Mittal Vice President, CII & Vice-Chairman, Bharti Enterprises and Harpal Singh, Chairman, Save the Children India and Mentor & Chairman Emeritus, Fortis Healthcare at an industry leaders interactive session and signing of MoU between CII and Save the Children in New Delhi

Swachh Bharat Mission

Launched on 2nd October 2014, the Swachh Bharat Mission is a mass movement that seeks to engage all stakeholders in the task of cleaning homes, work places, villages, cities and surroundings in a collective quest. The Corporate sector was especially called upon to engage actively through CSR. CII has stayed committed to the Mission and has contributed to it through a number of interventions.

Ending Open Defecation

CII launched Mission Sanitation in Schools (SoS) Phase I focussed on Swachh Vidyalaya in October 2014 to undertake management of construction and maintenance of toilets through the CII Foundation (CIIF). Thirty Members got 4193 toilet blocks constructed in Government schools. In addition, CIIF took up construction of 206 toilet blocks in Chhattisgarh, Bihar and Tamil Nadu.

Phase II of the Mission focussed on urban areas and engaging and ensuring industry participation in construction of public/community toilets in cities. Mitsubishi, DCM, Mahindra & Mahindra, J.K Tyres and JCB joined hands with CIIF to construct 15 toilet blocks in Delhi. Fifteen public toilets in and around select railways stations across Mumbai Central, Varanasi, Katra, Amritsar, Vijayawada, and

Lucknow were constructed by the CIIF with IRCTC as a donor.

To create awareness and bring about a change in behaviour, a Sanitation Pilot project in two South Delhi slums was initiated by CIIF, to make them open defecation free and improve on solid waste management. Pilot projects in rural areas of Kith and Kund Villages, Tehri Garhwal, Uttarakhand are reaching out to 118 households. These water scarce villages will also be provided with potable water under this pilot. A CIIF project in 10 villages in Bandipora District, Jammu & Kashmir to address Health and WASH (Water, Sanitation and Hygiene) reaching out to more than 8000 was also undertaken.

Promoting Cleanliness

India@75, a CII initiative, recorded over 8,000 hours of volunteering towards the Swachh Bharat Mission through its efforts of augmenting and promoting a clean India:

- Swachhta Pakhwada – More than 200 volunteers participated in the mass cleaning drives in Delhi, Guwahati and Shillong
- Pan India Swachhta activities – cleaning drives, sapling plantations and aesthetic modification



Inauguration of the Model Public Toilet in New Delhi – CII Foundation Project



Cleaning Drive by India@75 at the BHU Campus at Varanasi

of public walls in 16 cities across 11 States saw more than 5000 volunteers take active part

- Swachh Bharat sensitization drives across 22 schools in Delhi, Indore and Gwalior reached out to 16000 school children and their families
- A mega cyclothon in Varanasi sensitized the masses on Swachh Bharat and undertook a cleaning drive in and around Banaras Hindu University.
- Art competitions were held in 10 schools in Bihar, Rajasthan and Chhattisgarh

Industry members and other stakeholders were galvanised towards cleanliness drives, Swachha pledge and other activities to drive mission clean India.

In urban areas, Phenk-Mat, Mumbai, a year-long social-awareness campaign recently initiated by CII Foundation on maintaining cleanliness and sanitation, aims at bringing about a behavioural change among Mumbaikars. The project has been taken up in partnership with the Brihanmumbai Municipal Corporation and the State Government.

Swachh Bharat: A Business Opportunity

Together with International Toilet Board Coalition, a coalition of sanitation private players was catalysed towards creating a robust business sector while delivering universal access to sanitation. The partnership with Toilet Board Coalition aims to create a robust business environment to address and scale up efforts towards making Swachh Bharat a reality. The objective is to facilitate private sector engagement to serve low-income markets and build awareness around opportunities in the

sector. Towards this objective an exhibition and Summit on Global Toilet Business, Innovation & Investment - Accelerating the Business Opportunity of the Decade was held in November 2016 in Mumbai. With poor sanitation costing the global economy US \$222.9 billion, the Summit brought together multinationals such as Unilever, Kimberly Clark Corporation, LIXIL and Firmenich, to over 75 entrepreneurial young businesses or 'sani-preneurs'.



Model Public Toilet in Katra, J&K – construction undertaken by CII Foundation



Swachhata Rally at Dalit Ekta Camp, a slum in New Delhi- A CIIF intervention



Behaviour Change intervention in a village in Tehri Gahrwal District, Uttarakhand – Project managed by CII Foundation

Backward Districts

For the development of backward districts, a focus on quality education healthcare facilities, training/ skilling in order to build capacity and empower people to compete, is the need of the hour. There is growing realization that development deficit and rights of the people in the backward regions of the country cannot be addressed without a special drive for transformation. 'Business as usual' cannot go on. New ways of increasing efficiency of public services as well as of creating holistic development must be found. Additionally, it is critical for stakeholders to think differently about the definition of economics and the economic disparity that exists today and to find workable and effective solutions for issues marring growth.

CII's Backward District Development Committee thus enables local people in improving their earnings capability rather than taking up charitable projects. Initially, several skill building activities were undertaken to create livelihood opportunities particularly for people in Naxal affected areas. Later, attention was shifted towards holistic development of villages, rather than just skill building.

A project covering several backward villages in the remotest parts of the country was taken up with Vizag as the centre. Starting with drinking water and primary education, other services such as healthcare will be gradually built up in these villages, towards holistic development. While development projects in two villages of Haryana and Himachal Pradesh were taken up by Northern Region, projects for development of villages in other regions are under discussion.

With poverty alleviation as a major focus area of the Government, it was decided to bring together experts to make recommendations on how

industry could contribute to this cause. Areas for working jointly with the Bharat Rural Livelihoods Foundation (BRLF) were also explored. BRLF is an autonomous society, established by the Ministry of Rural Development, which works to up-scale civil society action for transforming livelihoods and lives of rural households with emphasis on women in Central India tribal regions.

It is proposed to conduct a dipstick survey to gain a better understanding of the backward areas and their challenges as well as to make recommendations for the planning process. The survey will profile the area and collect information about Government schemes, utilization of funds earmarked under these schemes, challenges faced by Government Departments in utilization of funds, CSR programmes and their budgetary allocations.

For creating a level playing field to increase rural incomes of dairy farms, Government was urged to encourage fair competition amongst State Cooperative Agencies and others.

Work is being done to publish information on Best Practices of companies working in Backward Areas.



Learning Center for tribal children at Nittamamidi Village, Visakhapatnam

India@75



Dr Arvind Panagariya, Vice Chairman, NITI Aayog, delivering the Keynote address during the India@75 conclave at New Delhi

India@75, a CII initiative, was created to bring sharper focus to CII's nation building agenda. Envisioned in 2007, India@75 embarked upon outreach and advocacy for co-ownership of the vision, which was validated through a pan India public reasoning process. Through the years, it has strengthened its efforts in engaging with a large and diverse group of people, all driven by the same vision of seeing India as a developed country by the 75th year of its Independence.

The Union and State Governments have acknowledged the target date of 2022, India's 75th year of independence, and endorsed most elements of the vision, such as skilling 500 million people, creating 500 developed cities, housing for all, generating adequate non-conventional energy, among others.

With this endorsement, India@75 moved on to creating synergies amongst diverse stakeholders, for collaborative and participative action, to augment its efforts at nation building.

In the final phase of the march towards 2022, the initiative is positioned as an aggregator and

facilitator of various mission mode schemes that are in sync with its vision elements. The main focus of India@75 is on skills, education and urbanisation to achieve the aspiration of creating an inclusively developed India by 2022. Technology and volunteerism are the key tools of outreach and connecting to people from across the social spectrum. India@75 endeavours to position itself as an initiative that bridges the gaps in various initiatives and expedites their execution. It is a neutral platform for stakeholders to converge and leverage their combined strengths on specific issues of interest.

ADVOCACY

With a view to giving an impetus to volunteerism and moving towards a structured volunteering ecosystem in India, a suggestion was made to the Central Government to declare a National Volunteering Week. It was proposed that this week could culminate in a National Volunteer Day on lines similar to the UN Volunteer Day celebrated on 5 December and a National Youth Day on 12 January. This would help draw participants and give the initiative a focal, rallying point as well.



Nitin Gadkari, Minister of Road Transport, Highways & Shipping, at the CNBC – CII Dialogue on India@75 at New Delhi



Suresh Prabhu, Minister of Railways, at the CNBC – CII Dialogue on India@75 at New Delhi

ACTION

Various innovative initiatives were undertaken in an endeavour to achieve the vision in a planned manner:

- India@75 Week was celebrated in August 2016 for the second year in succession. At the Confab held in New Delhi to mark the launch of India@75 week, Dr Arvind Panagariya, Vice Chairman, NITI Aayog, was the keynote speaker. Mrs Gayatri Prahalad, wife of Late Prof C K Prahalad was a special guest. Prof Prahalad was the inspiration behind the India@75 movement.
- During the week, masses were sensitized about the vision of India@75 through pan India activities.
- A public discourse, 'Dialogue on India@75', deliberated upon the roadmap for achieving the vision over the next 6 years and roles that stakeholders need to play. Held in partnership with CNBC TV 18 in August, 2016 in New Delhi,

the dialogue saw participation of Shri Suresh Prabhu, Minister of Railways and Shri Nitin Gadkari, Minister of Road Transport, Highways & Shipping. The Discourse was well attended and saw dialogues between CEOs of several corporate entities and participants.

- A Conclave, themed 'Pro Bono – An Essential Component to Augment Nation Building' was held in Mumbai in August 2016. Dr Mukund Rajan, Chief Ethics Officer & Head – Sustainability, Tata Sons highlighted that for a concept like Pro Bono to succeed in a developing economy such as India, engaging with the Government was critically important.
- India@75 organizes a series of cycling events each year, with the objective of promoting cycling as a symbol of good health, redressal from traffic woes and pollution. More than 300 people, including 30 professional cyclists, participated in the 75 km Cyclothon held in Gurgaon under this



Dr Mukund Rajan, Co-Chair, CII National Committee on CSR and Member - Group Executive Council and Brand Custodian and Chief Ethics Officer, Tata Sons Ltd delivering the Keynote address during the India@75 Pro bono Summit at Mumbai

annual cycling event. Even in a metro, the event saw enthusiastic participation from people who believed in the benefits of cycling as a way to good health, and wanted to promote it. India@75 plans to organise 6-8 Cyclothons every year to increase the outreach and visibility of this initiative.

- The cities of Varanasi and Vishakapatnam, in addition to organising Cyclothons, went on a cleaning drive on 2 October, 2016. These drives created platforms for the masses to contribute to the larger national mission of 'Swachh Bharat, Swasth Bharat', key initiatives of the Government of India. A cleaning drive in New Delhi saw active participation from a large number of people, especially student volunteers.
- The 4th Edition of the Annual National Volunteering Week (NVW), focussed on the theme 'I for India'. NVW is a part of the National Volunteering Grid (NVG) under the overarching



Students in Kanpur participating in the Blood Donation Camp organized as a part of India@75 National Volunteering Week

Strategic Civic Engagement initiative to engage youth, individuals, communities, non-profits and corporates to celebrate the spirit of volunteerism. In January 2017, during the NVW, over 1,700 activities were held in 72 cities and 1,401 villages across the length and breadth of the country. NVW engaged more than 150,000 volunteers and generated over 250,000 volunteering hours. With successful in-roads made into rural India for the first time, the plan is to expand the reach to about 50,000 villages pan India, to engage more people in these endeavours and thereby accelerate India's march towards being a developed country by 2022. The Ministry of Youth Affairs pledged its support to the initiative and numerous NGOs/CSOs and corporates participated in the NVW by organising volunteering activities.



Student volunteers during the cleaning drive at Connaught Place in New Delhi



Flagging off cyclists at the India@75 Cyclothon at Visakhapatnam

Youth Power

Young Indians



Demographically, India is amongst the youngest nations in the world, giving it the advantage of a population that has the potential to drive its future. India's youth have the power to meet any challenge and develop an economically strong and thriving nation. Young Indians (Yi) plays a proactive role in India's development process with a focus on empowering the youth. With the vision being 'To Become the Voice of Young Indians Globally', Yi provides a platform for young Indians to participate in India's growth story and contribute by becoming an integral part of it. Yi has around 2,390 direct members in 40 Chapters. It engages close to 7,425 students through 80 YUVA institutions. Yi focuses its work on the three pillars of Youth Leadership, Nation Building and Thought Leadership.

Under the Youth Leadership pillar, Yi promotes leadership skills through learning programmes and missions to companies of global excellence in India and abroad. Regional and national summits on themes related to youth, such as the role of youth as well as continuous engagement with Governments at the State and National level, provide Members an opportunity to become effective leaders, with a vision for the future.

A key objective is to engage and empower India's youth through a contributory movement of constructive action, collaborative reasoning and collective voice through Thought Leadership.

International engagement of India's youth is driven through various efforts. Yi joined as one of the founders of G20 Young Entrepreneurs' Alliance, a collective of leading entrepreneurially-minded organisations, from G20 countries, who



Yi Panel Discussion on Has Political Interest Taken over People's Interests? From L to R: Jay Panda, BJD Leader and MP; Lalitha Kumaramangalam, Chairperson, National Commission for Women and Former Spokesperson, BJP; Meenkashi Lekhi, BJP Spokesperson and MP; Rahul Kanwal, Panel Moderator and Managing Editor, India Today TV; Dinesh Trivedi, All India Trinamool Congress Leader and MP; Sachin Pilot, Congress Leader and MP; Ashutosh, AAP Leader during Takepride 2016 at New Delhi



The Yi Delegation at G20, China

seek to promote youth entrepreneurship as a powerful driver of economic renewal, job creation, innovation and social upliftment. Yi is also one of the founders of the Commonwealth Alliance of Young Entrepreneurs (CAYE-A), a network of young entrepreneurs from the Commonwealth Asia region and the organisations that support them. Learning missions to several countries provided an opportunity to understand and learn from best practices and cultures.

Various projects, such as Masoom, to prevent Child Sexual Abuse by creating awareness amongst young children, parents and other stakeholders, were undertaken under the Nation Building pillar. Awareness for a clean and healthy India by 2019 was created through Swachh Bharat, a project aligned to the Swachh Bharat Mission of the

Government. Gift an Organ (GaO), helps amplify the awareness and need for organ donation in a sustained but conspicuous manner. Horn Not Ok Please is aimed at sensitizing people to the health hazards related to noise and thus the need to reduce unnecessary vehicular honking.

With 14 years of glorious past and decades ahead that promise nothing short, Yi intends to become a larger movement of young people and promote attitude of 'We Can, We Will'.

Bharatiya Yuva Shakti Trust



India is amongst the youngest nations in the world today, with a large number of employable youth. However, many of India's youth are unable to unleash their potential due to lack of resources, education and mentoring. With the right kind of training and mentoring, the country's demographic dividend can be leveraged to help achieve inclusive growth. Adequate and appropriate guidance can turn this large pool of job seekers turn into job creators and contributors to the national economy. Bharatiya Yuva Shakti Trust (BYST), a non-profit organisation established in 1992, helps such disadvantaged Indian youth to develop their business ideas into viable enterprises. With financial assistance through partner banks and



Arun Jaitley, Minister of Finance and Corporate Affairs and Information & Broadcasting presenting the CII Foundation Women Exemplar Award to BYST Entrepreneur Dalimi Rabha at the CII Annual Session 2016 at New Delhi. From L to R: Shobana Kamineni, President Designate, CII and Executive Vice-Chairperson, Apollo Hospitals Enterprise Limited (AHEL); Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall; Sumit Mazumder, Past President, CII and Chairman, CII National Committee on Integrity and Transparency in Governance and Chairman & MD, TIL Limited and Chandrajit Banerjee, Director General, CII



Rahul Bajaj, Past President, CII, and Chairman, Bajaj Auto Ltd and Sir Dominic Asquith, British High Commissioner to India, giving away the Entrepreneur of the Year Award to Tusshar Munoat at the JRD Tata BYST Awards Ceremony at New Delhi

mentoring support, several selected youngsters have become successful entrepreneurs. CII has continued their unstinting support to BYST since inception.

ADVOCACY

Over the years, BYST has expanded its clusters in 6 States: NCR, Tamil Nadu, Maharashtra, Telangana, Assam and Odisha. BYST has counselled over 500,000 youth nationwide and supported 5,500 entrepreneurs with financial assistance of over Rs 200 crores through its banking partners. Close to 4,500 trained and accredited mentors, who are industry volunteers, guide these entrepreneurs. With 10% becoming millionaires and winning both International and National Awards, these entrepreneurs have also created employment for over 250,000 people.

ACTION

Awareness Programmes

Business Idea Contest (BIC), a BYST initiative to ignite the spirit of entrepreneurship is conducted in all its operational areas.

BIC for grassroots youth of National Capital Regions was launched in Faridabad in August, 2016. It was inaugurated by Shri Chander Shekhar, Deputy Commissioner of Faridabad District and Mr Malay Mukherjee, CEO & MD, Industrial Finance Corporation of India. Another BIC, organised under the Rashtrapati Bhavan initiative of Smart Model Village, was flagged off by Smt Omita Paul, Secretary to the President of India, amidst a gathering of over 600 participants in Gurugram in January, 2017.

BYST Youth Entrepreneurship Development Programme, being delivered in partnership with Industrial Finance Corporation of India (IFCI), a public sector financial institution, supports entrepreneurs in Delhi NCR. The projects in Haryana are being delivered under this banner.

Awards

Shri Arun Jaitley, Minister of Finance, Corporate Affairs and Information & Broadcasting, presented the CII Foundation Women Exemplar Award in the Micro-Enterprise category to BYST entrepreneur, Dalimi Rabha, at the CII Annual Session, 2016. She was recognised for her transformational leadership in enabling better livelihood and financial security by training 800 marginalized women in Kamrup Rural district of Assam.

Mr Rahul Bajaj, Chairman, Bajaj Auto Ltd and Sir Dominic Asquith, High Commissioner of Britain to India, gave away the JRD Tata BYST Awards to young entrepreneurs at a Conference on Grassroots start-ups for inclusive growth. The recipients of this award include Mr Tusshar Munoat (Entrepreneur of the Year), Mr Bhaskar Tamuli (Special Award, Entrepreneur of the Year) Ms Sonal Patil (Woman Entrepreneur), Mr Arun Awatade and Mr Yogesh Kode (Social Entrepreneur Category).

BYST Mentor Mr Aashish Kr Das, showcased the power of mentoring at the Mentor Training Programme, conducted by Prince's Trust International in United Kingdom. The YBI (Youth Business International) Mentoring Master Class in Toronto, provided an opportunity to interact with other YBI members, share experiences, explore good practice and learn from the World's best.

Sports

Of late sports have been established as economic enterprise, generating serious wealth and employment. India, with its large young population and increasing levels of opportunity – and now, with highly successful sporting leagues as standing examples – is at the cusp of a sporting revolution. The country is poised to take the next leap, one that can potentially catapult our standing on the world stage and create opportunities for employment.

The CII National Committee on Sports aims to promote sports by defining the agenda to catalyse forces of both policy-making and private enterprise. At the grassroots level, it focuses on education and infrastructure, and at corporate level, it promotes the business of Sports.

ADVOCACY

The agenda for making India a sporting nation was taken up by CII and driven by showcasing sports opportunities through engagement with stakeholders. CII is acting as an enabler for evangelizing sports in the country by catalyzing the forces of both the policy-making and private enterprise. Education, infrastructure and investments in sports at the grassroots level were the areas of focus. With sports being categorized as a CSR activity under schedule VII of Companies Act, efforts are being made to mobilize corporates to fund sports.

ACTION

To encourage sports at the school level, CII engages with owners/trustees and principals of schools through Round Table meetings, offering schools an opportunity to partner with service providers endorsed by CII. The service provider would train the PE teachers of the school who will undergo a training and certification process endorsed by NSDC. In Government schools, where



Deep Mukherjee, Vice President, Star India Pvt Ltd and Sanjay Gupta, Chairman, CII National Committee on Sports and MD, Star India Pvt Ltd, at a meeting of the CII National Committee on Sports at New Delhi

lack of funds hinders infrastructure and facilities that a school can offer, CII aims to plug the gap through corporate partnerships as part of the CSR agenda of companies.

With these as the driving force, a nationwide initiative was launched for implementing sports education in schools and colleges with an objective of encouraging children to enroll for sports education programmes. The National Seminar for Development of University Sports discussed innovative ideas for development of sports for India's youth. Among other aspects, it touched upon University Sports and its eco-environment impact, University Sports and innovation through information technology; and the role of private and public sector in the development of University Sports in India.



National seminar for the development of university sport in India at New Delhi



Girls Team at the CII SoccerFest 2016 at New Delhi

The Regional SoccerFests organised by CII have played a critical role in promoting sports. The first Regional SoccerFest was held in April 2016, played in Goa followed by Bengaluru and back again in Goa. Sixteen teams from Corporates and 16 local clubs participated in the Regional Fest.

The 4th Edition of the CII SoccerFest 2016 held in New Delhi emphasized the need for developing grassroot football as well as connecting and involving key influencers within the Indian corporate world. The Fest saw 16 women's teams, 16 boys' teams, 32 men's teams and 8 disabled athlete teams vying for the trophies. Round Table discussions in Ahmedabad, Mysuru and Bengaluru encouraged select schools to start sports education programmes.

Under the business of sports, CII constituted a market study for mapping all local sporting events which can be leveraged for branding. The data thus collected can then be presented to the corporates, especially FMCGs, as well as SMEs, which could leverage the branding opportunity a



CII Beach Soccer in Panjim, Goa

sports event offers. Industry participation will give sports the boost it requires, encourage sports and produce sportsmen and sportswomen who would do India proud. CII's initiatives were driven through both, international and domestic industry level engagements.

A 10 Member Australian Government Mission on sports technology visited India to understand the market and forge partnerships. Additionally, an interaction on sports infrastructure with the Dutch Sports Infrastructure (DSI) was held in May 2016 in New Delhi. The aim was to understand and achieve desired benchmarks in creating the sports ecosystem – design, construction, management of sports infrastructure, and the development of semi-urban spaces needed to integrate all this with the local ecosystem. The idea was to build an ecosystem that would have an impact and would transform the way India views sports.

The delegation committed to supporting innovation and addressing challenges as well as opportunities for developing a sustainable sports infrastructure.



Deep Mukherjee addressing the delegation from the State Government of Victoria, Australia in Mumbai

Education

Primary Education

Primary education plays a significant role in the economic development of a nation. India has made substantial progress in improving access to primary education and in its efforts towards achieving universal elementary education.

CII works towards contributing to quality education at the primary level while addressing the challenges facing this sector. Three key areas of focus include learning outcomes, teacher professional development and pedagogy curriculum. Industry participation will help both in terms of quality as well as linking education with employability. Industry initiatives are channelized through specific interventions in enhancing teaching quality; achieving minimum learning levels and benchmarking in the primary education sector. Promoting inclusive and enabling education through public private school partnership is also mandated with methods such as mentoring.

ADVOCACY

The industry perspective was represented to the Government through recommendations on the matters of policy and practice with the objective of facilitating comprehensive reforms in School Education.

A representation was made to the Ministry of Human Resource Development on the Central Board of Secondary Education's amendment of the Affiliation Bye-laws regarding the nomination of Board/Government representatives to the selection committee for the recruitment of the head of the school. It is believed that this amendment goes against the very principle of increasing governance and not government.

CII has also suggested that CBSE could lay down precise and transparent guidelines to ensure that school managements recruit the right candidate to the Chair of Principal. That would enhance the quality of education in schools across the country.

A position paper on Education is being developed which will put forward views on some of the critical areas that need immediate and sustained interventions through both policy level support and industry-institution partnership initiatives.

ACTION

Following initiatives have been launched to enhance stakeholder engagement:

- Teacher 2.0 – From defining Teacher 2.0 and outlining the 'must have' knowledge, skills, aptitude and soft skills for teachers of today and tomorrow, a framework of what is and what should be, was drawn up
- Economically Weaker Sections – Best practices were identified to integrate EWS children into mainstream schools
- Remote Schools – Best practices to improve learning outcomes and teacher training were documented
- Closer coordination with CII Regions to drive initiatives through the pan India network
- School Partnership and Sharing of Best Practices – A database of CII Member supported schools and a knowledge repository are being developed through an online platform

The CII India Education Summit 2017 to be held in July, will focus on immediate areas to build consensus and awareness for quality education, learning outcomes, policy interventions, teacher development, stakeholder engagement, school leadership, State governance and structures.

Higher Education

To leverage the demographic dividend, India needs to transform its higher education. Industry engagement is essential to improve quality of education, enhance employability and accelerate interest in research. CII's Higher Education initiative engages with Government, industry and academia with an aim to bridge the industry-institute divide and create a high quality, open and diverse education system in the country. CII's two successful collaborative vehicles, the AICTE-CII IndPact Survey and the Prime Minister's Fellowship Scheme have covered significant ground in a span of five years.

ADVOCACY

A substantial component of the work of the National Committee on Higher Education is focussed on driving change through policy advocacy on issues such as internationalization of higher education, industry - academia collaborations and the new Education Policy.

CII presented its recommendations on select themes enumerated by the Ministry of Human Resource Development for nationwide consultation on the new Education Policy. Inputs were provided on key areas of governance reforms, regulation, quality assurance, open and distance learning & MOOCs. Suggestions were also made on internationalization of education and faculty development as well as encouraging research and innovation, creating new knowledge and financing education. Some of the key recommendations made to the Government included:

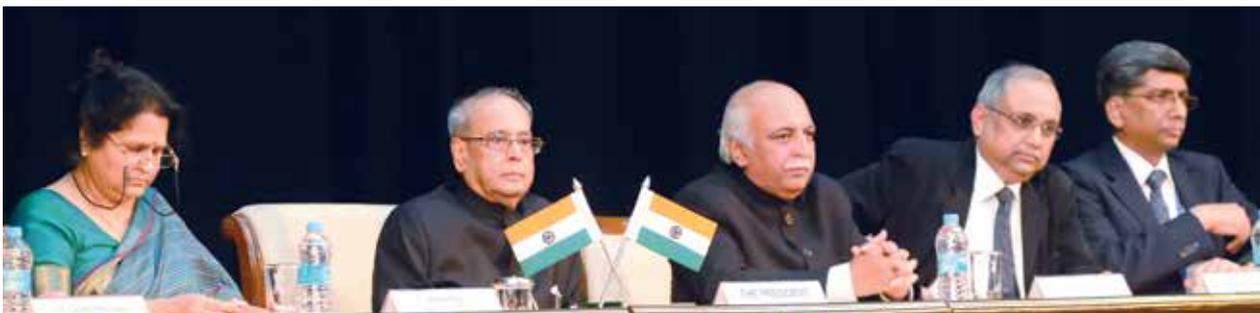
- To help improve quality by accreditation, compliance and disclosure of information, the National Board of Accreditation (NBA) was encouraged to outsource its work to independent

agencies that can help carry out the task of accreditation.

- A representation was made to the Government to consider granting increased autonomy to more and more institutes by allowing them to set and revise their course curriculum.
- A request was also made for granting increased autonomy to Government institutes to enable them to attract and retain good faculty. It was suggested that they be allowed to appoint foreign nationals as permanent faculty rather than as short duration consultants. The current system allows only permanent faculty to have a long-term vision for the growth of the institute.
- It was also suggested that academic research be encouraged by bridging the gap between research and teaching. Funding to CSIR system (under the Science & Technology Ministry) could be gradually routed through educational institutes based on competitive bidding.
- Several recommendation were made to facilitate easier access to funds. These included:
 - ~ Allowing educational institutions access to external commercial borrowings Modifying Companies Act to allow
 - ~ Educational institutes to float bonds to raise money
 - ~ Including the education sector in the list of 'priority sectors' to enable easier lending terms by banks

ACTION

Industry-academia collaboration is the mainstay for fueling industry relevant research and development in a country. Over the last decade Indian industry, Government and academia have stepped up their focus on building such collaborations. CII facilitated industry-academia collaborations at a special session of the Visitor's



From L to R: Omita Paul, Secretary to the President; Pranab Mukherjee, President of India; Vinay Sheel Oberoi, then Secretary, Higher Education, Ministry of Human Resource Development; Chandrajit Banerjee, Director General, CII and Professor Anurag Kumar, Director, IISc Bangalore at the CII Session on Industry-Academia Collaboration at Rashtrapati Bhavan



From L to R: Dr Y S Rajan, Chairman, Board of Governing Council, National Institute of Technology, Manipur; Dr Vikram Sarabhai, Distinguished Professor ISRO; Dr Anil Sahasrabudhe, Chairman, All India Council for Technical Education giving away the AICTE-CII Survey Award for Best Industry-Linked Institutes at the UK-Tech Summit at New Delhi

Annual Conference held in November 2016 at the Rashtrapati Bhavan. As many as 67 CII Member Companies exchanged Memorandums of Understanding in the presence of the President of India, Shri Pranab Mukherjee. Under these MoUs, companies will collaboratively work with academia in improving governance, developing curriculum as well as faculty, building infrastructure, encouraging research projects and enhancing placements.

The 5th Edition of the AICTE-CII IndPact Survey released in 2016 witnessed an encouraging increase in participation by institutes to 890. This number was a mere 156 in the 1st Edition held in 2012. The discipline-wise actual submissions also increased to 3115. The Annual Survey assesses whether collaborations between higher education institutes and industry are deepening over six parameters. Over a period of five years, this

survey has become widely acceptable as a tool to gauge the effectiveness of industry academia collaborations. Both, the Government as well as the funding agencies consult this document to measure the efficacy of their aid to the academic institutions.

The Prime Minister's Fellowship Scheme, a PPP with the Government of India, aims to encourage young result-oriented scholars to take up industry-relevant research. Making it open-ended since September 2014 has allowed aspirants to apply anytime within 14 months from their PhD registration. The number of fellowships conferred on PM Fellows stood at 108 in 2016, almost double of the cumulative figure for first two years. This very encouraging trend reflects the industry's mindset change towards investing in R&D and in recruiting PhDs.

The Government of India has identified technology as a key enabler that can help the country address the problem of shortage of good teachers as well as absence of adequate and proper learning tools for all. A day-long conference deliberated on how technology can be leveraged to support inclusive and quality education and promote lifelong learning. Major technology players such as Microsoft, Intel and HP as well as representatives from Government and civil society put their heads together to draft recommendations to aid policy development.



From L to R: Debjani Ghosh, Vice President – Sales and Marketing Group and MD-South Asia, Intel Technology India Pvt Ltd; Bhaskar Pramanik, Chairman, Microsoft Corporation India Pvt Ltd; Aditya Nath Das, Principal Secretary - Education, Government of Andhra Pradesh; Richard Everitt, Director, Education, British Council of India; Rajiv Srivastava, MD, HP India at the Conference on Leveraging Technology in Education in New Delhi

- **India and the World**
- **Multilateral Forums**
- **Trade Policy & Exports**
- **Promoting Brand India**
- **Trade Fairs**
- **CII-FBN India Chapter**

International and Business Development

CII'S GLOBAL FOOTPRINT AND INTERNATIONAL INITIATIVES IN 2016-2017





100

Inbound Missions

54

Outbound Missions

9

International Offices

Australia, Bahrain, China, Egypt,
France, Germany, Singapore, UK
and USA

2016 - Germany Office Inaugurated

9

Bilateral CEO Forum
Meetings Facilitated by CII

Indo - French CEOs Forum
India - Indonesia CEOs Forum
India - Japan Business Leaders Forum
India - Malaysia CEOs Forum
India - Pakistan Joint Business Forum
India - South Africa CEOs Forum
India - Sweden Business Leaders Round Table
India - Thailand Joint Business Forum
India - UK CEOs Forum

6

Operational India Business
Forums - IBF

China, Caribbean (LAC), Egypt,
Latin America, Singapore, UK
and USA

2016 - LAC IBF Launched

India and the World

With heightened international engagement being pursued by both the Indian Government and the industry, India is getting deeply integrated into the global economy. CII continued to work towards connecting Indian industry with Global industry, policy makers and other key stakeholders. Platforms were created to interact with industry bodies in several countries and to enhance multilateral and bilateral cooperation to further the interests of Indian industry.

India Business Forum

The India Business Forum is a CII initiative that brings Indian industry together towards building Brand India. The Forum's chapters in various countries create platforms for interaction.

CII-IBF China provides a platform for interaction with stakeholders in China including Government departments, business associations, think tanks, academies, as well as Chinese companies. In 2016, IBF China focussed upon building information, communication and trust for greater economic engagement.



Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall addressing the India-China Business Forum at Guangzhou, China

Investing in India Seminars were organised across China along with the Embassy of India, Beijing and Consulate General of India in Shanghai, Guangzhou and Hong Kong. Interactive sessions on Madhya Pradesh, Andhra Pradesh, Punjab and Haryana were focussed on creating awareness about the investment potential that these States offer. India's brand image was built through trade fairs such as Chinese Renewable Energy Conference and Exhibition. China & India: Strengthening Partnership in Science & Technology, Innovation, Financial & IT Services organised during the Shanghai Party Secretary's visit to India, showcased India's investment attractiveness. The Mumbai-Shanghai Dialogue concept was also proposed at this event.

In Egypt, CII IBF held meetings with various Government officials including Heads of General Authority for Investment & Free Zones, Tax Authority and the chambers of commerce to create a vibrant relationship between the two nations.

It was proposed that access to business visas be eased through provision of long-term visas to businesses from India. Equally, India urged Egypt to ensure that the Indian companies be given work permits for foreign staff, specially when they fall below the Free Zone limit. With instances of counterfeit products with identical packaging to the original being sold, the Egypt Government was urged to take action against those who violate the IPR laws.

Currently, only a handful of countries are entitled to supply medicines to Egypt. The remaining countries are automatically disqualified solely based on their country of origin. Keeping India's stature in the pharmaceutical sector in mind, CII recommended that a strong push be given to have India included in the approved list of countries.

CII IBF was represented at the Global Competitiveness Summit and Egypt CEOs Forum. Egyptian think tanks, businessmen and consulting firms shared details of economic reforms taking place in Egypt. In February 2016, a CII business delegation explored new business and investment opportunities through meetings with ministers and business associations. A high level Egyptian delegation participated in the Global SME Summit in New Delhi in November 2016.

The first regional IBF, for the Latin American and Caribbean (LAC) region, was launched in September 2016 in Sao Paulo Brazil. IBF LAC Region Members interacted with Ms Anita Praveen, Joint Secretary FT-LAC, Ministry of Commerce and Industry, Government of India and representatives of the Brazilian Government and industry. The second meeting of IBF- LAC Region, held on the sidelines of India-LAC Conclave in Guadalajara, Mexico was chaired by General (Retd) V K Singh, Minister of State for External Affairs, Government of India.

For CII-IBF UK, 2016 was an interesting year with much of the deliberations revolving around BREXIT. While maintaining a neutral stance during the UK-EU Referendum, IBF Members interacted with proponents of both the Remain and Leave campaigns. During a meeting with Mr Alok Sharma, Member of Parliament Reading West, a strong proponent of Remain, Members also discussed smart city collaborations. Mr Sharma was then designated as the Infrastructure Envoy to India under Prime Minister Cameron. Mr Bob Blackman, Member of Parliament from Harrow East, explained the Leave position to Members.

Soon after the decision to exit the European Union was announced in June, IBF Members brainstormed with H.E. Navtej Sarna, Ambassador of India to the UK and Dr Virander Paul, Deputy High Commissioner on primary areas of concerns and their possible immediate and long-term implications. Later in the year, the IBF UK Members bid farewell to both, the High Commissioner as well as the Deputy High Commissioner and held an introductory reception for Acting High Commissioner H.E. Dinesh Patnaik in December 2016.

The Mayor of London, Mr Sadiq Khan and Deputy Mayor for Business, Mr Rajesh Agrawal also interacted with leading Indian companies in the UK,

supported by CII, UKIBC and London & Partners. Senior representatives of leading Indian companies including the Tata Group, Infosys, Wipro, ZEE TV, ICICI Bank, HDFC, Air India, amongst others, discussed expanding economic ties with London through business, education, tourism and cultural avenues.

The Members of an IBF UK delegation met the Lord Mayor of Manchester during a visit organised under the Roadtrip UK initiative. Senior representatives from Air India, State Bank of India, V-campus, ITC Infotech and Times of India participated in the discussion on 'Make in India, Innovate with Manchester', hosted alongwith MIDAS, UKTI and Deloitte.

IBF USA further strengthened its outreach amongst US stakeholders to highlight the positive contributions of Indian companies to the US economy and community. This has gained further importance in the wake of the US Presidential election. Attention was drawn towards Indian FDI in US through a series of meetings and events held in New York and Washington DC with key players, including US Department of Commerce, US Trade Representative (USTR), National Governors Association, Members of the Trump transition team and the Embassy of India. A monthly CSR newsletter was launched to focus attention on community engagement by Indian businesses that entwine so deeply with the American society.

IBF Singapore's activities focussed on commemorating the 51st year of diplomatic relations between India and Singapore and the visit of the Singapore Prime Minister to India. The exclusive session with Mr Sakthikanta Das, Secretary, Department of Economic Affairs, Government of India was well attended by Fund Managers and CFOs of multinational companies. The sessions with Mr Raghubar Das, Chief Minister of Jharkhand and Mr K T Rama Rao, Minister for Industry, IT, Urban Development, Government of Telangana helped to build awareness about investment opportunities in these States. The first Indian Industry consultation meeting was organised with H.E. Ambassador Jawed Ashraf, the new High Commissioner of India to Singapore.

AFRICA

The India-Africa partnership is a stellar example of multi-pronged South-South Cooperation.



From L to R: Adi Godrej, Past President, CII, Chairman, CII Africa Committee and Chairman, Godrej Group; Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall; Nirmala Sitharaman, Minister of State (I/C) for Commerce & Industry, Government of India; King Mswati-III, Kingdom of Swaziland; Pranab Mukherjee, President of India; Dr Ruhakana Rugunda, Rt Hon Prime Minister and Leader of Government Business, Republic of Uganda; General (Retd) V K Singh, Minister of State for External Affairs, Government of India; Chandrajit Banerjee, Director General, CII and Debasish Mallick, Deputy MD, EXIM Bank of India at the 12th EXIM Bank Conclave in New Delhi

Since the turn of the millennium, this bilateral partnership has grown manifold, encompassing cooperation endeavors in diverse areas such as manufacturing competitiveness, innovation and R&D, physical infrastructure development, food and energy security, environmental safeguards, and human capital formation. CII has always taken keen interest in strengthening business relations with Africa and has taken a strong leadership role in this regard.

With a view to strengthening this relationship further, several policy initiatives were pursued.

Services Exports to Africa: CII worked with the Government to address the major impediments such as the need to improve the business environment, access to buyers and issuance of visas/work permits in exporting services to African countries.

Construction Exports to Africa: The need to restore

eligibility of construction services for 'Duty Credit Scrips' under the Served from India Scheme and reinstatement of interest subvention are essential to ensure competitive credit. These were taken up with the Governments of the two nations.

Investment Led Trade: CII advocated for India's investment-led trade approach to help sustain dynamic trade growth between India and Africa, and help extend trade both in terms of the number of partners involved and also the range of goods and services traded.

Preferential Trading Agreements / Free Trade Agreements between India and Africa: To help increase trade, India and South African countries are looking to expand the India-Southern African Customs Union Preferential Trade Agreement (India-SACU PTA) towards a comprehensive economic co-operation agreement incorporating services and investments. It was suggested that the possibilities of a comprehensive economic



CII CEOs delegation to South Africa accompanying Narendra Modi, Prime Minister of India

cooperation partnership agreement with Mauritius, and several other regional communities in Africa should be studied further. A joint study is also underway to work out a free trade agreement with COMESA.

Engagement at the highest level between India and Africa provided opportunities to strengthen the relationship. Shri Pranab Mukherjee, President of India, His Majesty, The King Mswati – III, Kingdom of Swaziland, Rt Hon Dr Ruhakana Rugunda, Prime Minister and Leader of Government Business, Republic of Uganda, presided at the inaugural of 12th CII EXIM Bank Conclave on India Africa Project Partnership. The Conclave was held with support from Ministry of Commerce and Industry, Government of India. Smt Nirmala Sitharaman, Minister of State (I/C) for Commerce and Industry, Gen V K Singh (Retd), Minister of State for External Affairs, and Shri M J Akbar, Minister of State for External Affairs, Government of India also met with the 32 ministerial delegations.

SOUTH AFRICA

A number of bilateral agreements have been signed between India and South Africa and several high level interactions continue to strengthen bilateral exchanges. CII worked with stakeholders in South Africa and India to further boost this relationship. Some areas that were explored include:

Financial Services: South Africa's banks have pioneered mobile and digital technology advancements, innovation in debt capital, capital-raising products, and strong risk management systems and India's banks have their own innovations in microfinance and the under-banked segments. It was recommended that a regulatory framework be developed to provide a formal system of collaboration.

Healthcare and Pharmaceuticals: It was suggested that a level playing field be created between South Africa and India in the pharmaceuticals sector. A system could be put in place to encourage cooperation in medical technology, expert health-management consultation, disease control programmes and private sector development could be further strengthened and expanded. India can be a partner for South Africa in delivering healthcare programmes and a reliable source of quality pharmaceuticals.

Mining: Deep Mining is an important area of collaboration between India and South Africa. Indian companies have expressed their interest in acquiring mining assets in South Africa, as well as in signing long-term supply agreements for molybdenum, manganese and rare metals such as vanadium, in line with the growing demands of the Indian metals industry. Additionally, Indian companies were encouraged to provide wider access to South Africa mining industry to meet their mining interests.

Power: With both countries battling the issue of access to electricity, the potential to jointly collaborate and explore efficient technology solutions was explored by industry.

At a Business Forum organised jointly with the Association of Ghana Industries (AGI), the President of India, Shri Pranab Mukherjee, highlighted India's strengths and investment intentions for mutual benefit of both India and Ghana. A CII CEOs delegation visited South Africa coinciding with the visit of Prime Minister of India, Shri Narendra Modi in July, 2016. H.E. Mr Uhuru Kenyatta, President of the Republic of Kenya, encouraged Indian companies and investors to work closely in a transparent manner with their counterparts in Kenya for successful collaboration and prosperity of both sides.

ASIA

East Asia: East Asia's importance in India's economic and foreign policy landscape has increased over the last few years. In this light, CII made deeper forays and built relationships in the region through several initiatives such as business forums, ministerial interactions and participation in trade and investment events.

CHINA

Both India and China have become increasingly outward-looking in their economic policies and have embraced deeper economic integration



India – China CEOs Dialogue at New Delhi



H.E. Narendra Modi, Prime Minister of India and H.E. Shinzo Abe, Prime Minister of Japan and the India Japan Business Leaders at Tokyo

not only with the rest of the world, but also with each other. To heighten the business interactions between the two nations, several policy level recommendations were made. These included:

Information Technology: It was recommended that the Government of India give a substantial push to get China to provide preferred access to Indian companies in State Owned Enterprises (SOE) and create awareness to reduce fears of layoffs.

Chinese ministries such as MOFCOM, MIIT and MOST were urged to participate in partnership initiatives taken by industry bodies such as CII.

Movement of Indian professionals to China: As cross-border business opportunities improve, shorter approval timelines and longer duration work permits were pushed for.

Drugs and Pharmaceuticals: Setting up of a Chinese Regulatory Office in India, similar to the US Food and Drug Administration (USFDA), for direct inspection of Indian facilities was suggested to fast track approvals.

Media and Entertainment: To enhance the penetration of Indian Media & Entertainment industry into the Chinese market, it was suggested that Indian and Chinese film companies take advantage of the co-production treaty for films and television content.

Auto Components and Light Engineering: It was suggested that as a strategy, India should focus on select components with design capability and price competitiveness. The target could be

Chinese OEMs with interest in sourcing from India or wanting to get into a JV partnership. The Government of India was urged to include auto components in the Foreign Trade Policy schemes.

Cooperation in SMEs: CII recommended the setting up of a special cell to encourage cooperation between Indian and Chinese SMEs. An agreement was signed with Alibaba for enhancing participation of Indian SMEs in the Chinese marketplace.

Apart from the regular stakeholder interactions, these policy level interventions were also driven through specific platforms such as the industry delegation that accompanied the President of India, Shri Pranab Mukherjee to China. While addressing the India-China Business Forum at Guangzhou, the President of India also called for greater market access in sectors of interest for India in China. The India China CEOs Dialogue discussed the interests of businesses from both countries in terms of bilateral economic and trade cooperation.

JAPAN

India and Japan are natural allies and the bilateral relations are marked by continuous exchange at the highest of levels. Business to business engagement has strengthened further in the last two years. Some issues that pose a challenge in the smooth delivery of businesses were addressed through engagement with the Governments.

On the sidelines of the Prime Minister of India's visit to Japan, the India Japan Business Leaders Forum (IJBLF) deliberated on issues confronting bilateral economic relationship and opportunities for cooperation.

Some of the issues discussed at this forum and others included:

- Review the India-Japan Comprehensive Economic Partnership Agreement (IJCEPA)
- Elimination of the 10% withholding tax on dividend royalty and technical service fee applicable in Japan
- Mechanisms need to be developed to streamline testing, inspection and record-keeping in the export of food from India to Japan, especially seafood
- Introduction of mutual recognition agreement for services professionals, such as lawyers and accountants when called for by Japanese clients was also suggested
- India's software services industry faces challenges in Japan due to a lack of outsourcing culture, complex procedures for contract qualifications for overseas companies, and time taken to close a deal. Japanese companies often do not follow standard Software Development Life-Cycle (SDLC) and require high level of customisation which involve added costs. Efforts were made to promote and facilitate contract procedures to enable greater participation of Indian companies in the Japanese software market.

The Forum members presented a joint report to the Prime Minister of India, Shri Narendra Modi and the Prime Minister of Japan, Mr Shinzo Abe.

Dr Naushad Forbes President, CII and Co-Chairman, Forbes Marshall, led a CEOs Delegation to Hong Kong and called upon Mr C Y Leung, Chief Executive of Hong Kong.

CENTRAL ASIA

Central Asia is strategically important for India and holds tremendous opportunities for expanding bilateral economic relations. CII actively pursued business opportunities in the CIS Region.

Indian companies are keen to see the restoration of banking channels between India and Iran as this would facilitate trade between the two countries. Currently, buyers in Iran and sellers in India are being adversely affected by the slow progress in restoration of banking links. These challenges were highlighted to the Governments on either side.

An India – Iran Business Round Table, organised in partnership with the Iranian Embassy in New Delhi, coincided with the visit of H.E. Mr Mohammad



Exclusive meeting of CII CEOs with H.E. Ranil Wickremesinghe, Prime Minister of Sri Lanka on the sidelines of India Economic Summit at New Delhi

Javad Zarif, Foreign Minister of the Islamic Republic of Iran. Several business and investment opportunities between the two countries emerged from the discussions with the high powered business delegation accompanying the Foreign Minister.

SOUTH ASIA

Home to quarter of the world's population, South Asia's strong consumer market offers immense growth potential. The Region witnessed close to 6% GDP growth over the past two decades. A large working-age population, right culture to foster entrepreneurship, a dynamic industry sector and geographical proximity of members countries provide a vibrant growth landscape. CII continued to build bridges with stakeholders in the nations.

SRI LANKA

At an exclusive CII CEOs meeting with H.E. Mr Ranil Wickremesinghe, the Prime Minister of Sri Lanka, the need for forging enhanced economic and trade relations between Sri Lanka & India was highlighted.

PAKISTAN

Efforts were made to encourage bilateral trade between India and Pakistan. It was recommended that the two countries consider a Bilateral Agriculture Trade Agreement (BATA) to improve trade in agricultural produce and products. A recommendation was also made to allow trade in farm machinery via land. This would help Pakistan in mechanization of both small and large farms. Windows were identified for off season trade in fruits such as Mango and Kinnow.

A suggestion was also made to allow movement of rail freight through interchange of goods trains at the Attari-Wagah borders. This will ease the movement of goods between the two countries and reduce the pressure on the road route. The number of commodities allowed to be traded through the Wagah border could also be expanded.

Power tolling arrangement: A cashless barter of power tolling arrangement was suggested. Under such an arrangement, India could export 300 MW of power to Pakistan by importing coal from the country.

NEPAL

During the visit of H.E. Mr Pushpa Kamal Dahal, Prime Minister of Nepal, CII organised an exclusive business meeting to discuss facilitation of trade and investment.

ASEAN

Having been the growth engine for global prosperity, the ASEAN Region continued the negotiations for a pan-Indo-Pacific economic community with ten ASEAN states and six dialogue partners – Australia, China, India, Japan, South Korea and New Zealand, known as the Regional Comprehensive Economic Partnership (RCEP). The RCEP is expected to provide India the much-needed and a broader web of economic integration into the Region. Encouraged by the Government of India's 'Act East' policy, CII continued to build regional connectivity in the ASEAN Region. Several Joint Business Forums were organised through the year.

MYANMAR

Coinciding with the visit of a 25-member industry delegation led by Smt Nirmala Sitharaman, Minister of State (I/C) of Commerce and Industry, Government of India, CII organised a Government-Business Round Table on 'Forging Partnerships' jointly with the Department of Commerce and the Embassy of India in Myanmar.

The India – Myanmar Business Round Table, held in cooperation with the Ministry of External Affairs,



Interaction with Daw Aung San Suu Kyi, State Counsellor and Union Minister for Foreign Affairs, Republic of the Union of Myanmar; Amar Sinha, Secretary, Ministry of External Affairs; Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall and Chandrajit Banarjee, Director General, CII at the India-Myanmar Business Round Table at New Delhi



Members of the First India-Thailand Joint Business Forum meeting in New Delhi

Government of India in New Delhi, was addressed by Daw Aung San Suu Kyi, State Counsellor and Union Minister for Foreign Affairs, Republic of the Union of Myanmar.

THAILAND

The First India-Thailand Joint Business Forum (ITJBF) recommended a target of doubling bilateral trade from US \$8 billion level to US \$16 billion over the next five years. Mr O P Lohia, Indian Co-Chair, ITJBF and Chairman & Managing Director, India-Rama Synthetics (I) Ltd and Mr Sanan Angubolkul, Thailand Co-Chair, ITJBF and Vice Chairman, Board of Trade of Thailand and Chairman, Srithai Superware Public Co Ltd presented their recommendations to General Prayut Chan-o-cha, Prime Minister of Thailand.

INDONESIA

The first meeting of the re-constituted India – Indonesia CEO Forum coincided with the visit of H.E. Mr Joko Widodo, President of the Republic of Indonesia to India. The CEO Forum stressed the need to increase trade and investment cooperation by setting an achievable target of US\$ 20 billion bilateral trade by 2018. Key sectors for bilateral cooperation include trade, mining, infrastructure and manufacturing. Following are some challenges that were highlighted by CII:

Laws on Mining: The need to relook at Mining Laws in Indonesia and examine provisioning for long-term leases for coal mines.

Regulations in the pharmaceutical sector: Create an enabling environment to encourage entry of Indian pharmaceutical companies, with quick facilitation for product registration, free trade and flow of investment.

Issues in logistics and mobility: Resolve logistics and mobility issues such as granting of long-term business and work visas, improving air connectivity, etc.

Doing Business in Indonesia: Make doing business in Indonesia easier by addressing issues such as land availability and cost of land, availability of trained manpower, and easier transfer of manpower.

MALAYSIA

Under its Act East Policy India has stepped up its engagement with Malaysia over the last three years. To further spur this relationship, CII sought to address the challenges that become bottlenecks to a vibrant business relationship.

It was proposed that the Bilateral Air Services Agreement between India and Malaysia be reviewed and the number of slots for airlines from both sides be increased

Malaysia was encouraged to promote visa-free travel or consider extending the facility of the ASEAN visa to India, an ASEAN Dialogue Partners agreement. To encourage movement of students between India and Malaysia, it was recommended that both countries ease regulations, procedures and costs involved in obtaining student visas.

SINGAPORE

Held in conjunction with the official visit of the Prime Minister of Singapore, Mr Lee Hsien Loong to India, the India-Singapore Business Forum was themed 'Fostering holistic growth between India and Singapore'. Supported by the India strategic partner, Standard Chartered Bank, the Forum explored opportunities for business collaborations. The Forum also took a closer look at how India and Singapore could together make forays into the ASEAN, North Asia, the Middle East and Africa.

The 24th Annual CII Core Group visit led by Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall continued to focus on engaging with key leaders and opinion-makers in Singapore Government, industry and civil society. The visit serves to brief the stakeholders on latest developments in Indian economy, policy directions, emerging opportunities as well as CII's initiatives and measures to strengthen India's business environment and deepen the bilateral relations.

VIETNAM

Cambodia, Laos, Myanmar, Vietnam (CLMV Region).

A platform to discuss investment requirements in India was created by the India-CLMV Business

Conclave held in association with the Department of Commerce, Ministry of Commerce & Industry and Government of India. Indian industry also explored investment and trade opportunities available in the CLMV countries. The Government initiatives to enhance economic engagement with the region and discuss the way forward in line with the Act East policy were also highlighted.

AUSTRALIA and NEW ZEALAND

The substantial scope for growth in India's economic engagement with Australia and New Zealand has been largely recognised. CII continues to tap into this potential and strengthen bilateral economic linkages by creating engagement forums as well as through policy level interventions. Some policy areas addressed with Australia include:

Business Visas: CII highlighted to the Government the need to streamline and simplify the process of granting long-term business visas to both Indian and Australian Business people.

Mining and Minerals: The need to put in place long-term supply agreements for certain items of interest to India such as coking coal, iron ore, copper, gold, LNG and uranium were stressed through various engagements.

Agriculture and Food Processing: Efforts were made to leverage Australia's expertise in cold-chain infrastructure to reduce wastage of food and bring food inflation under control in India.

Education and Skill Development: The potential for Australia and India to work together to train teachers in India as well as train trainers in the country was emphasized.



Shobana Kamineni, President Designate, CII and Executive Vice Chairperson, Apollo Hospitals Enterprise Limited at a business meeting with Rt Hon John Key, Prime Minister of New Zealand at New Delhi

During the India – New Zealand Business Summit, Rt Hon John Key, Prime Minister of New Zealand emphasised the keenness of his country to partner India, particularly with regard to the early conclusion of the bilateral free trade agreement.

The 2nd Australia India Leadership Dialogue (AILD), held alternately in India and Australia in partnership with the Australia India Institute (AII), discussed a wide range of themes of fundamental importance to Australia and India. The Dialogue focussed on issues such as governance, geopolitics, economics, business, education and social change.

MIDDLE EAST, WEST ASIA and NORTH AFRICA

India enjoys strong bilateral ties with the Middle Eastern countries. India is a key source of investments, technology, knowledge resources and manpower for the Middle Eastern countries and is a large market for its semi-finished and finished goods. As India shores up its long-term energy security, its crude oil imports from the Middle Eastern states are gaining critical importance.

CII has been at the forefront of Indian industry's initiatives to deepen the ties with Government bodies, public enterprises and private companies in the Middle East. Several business delegations to the Middle Eastern countries have paved the way for joint ventures and project partnerships.

SAUDI ARABIA

An Investment and Business Delegation led by Mr K K M Kutty, Co-Chairman, CII Gulf Committee & Chairman, South West Group visited Saudi Arabia. The visit, organised in cooperation with Ministry of Commerce, Saudi Arabia and the Royal Embassy of Saudi Arabia in New Delhi, met counterparts such as Industrial Clusters, SAGIA,



CII Members with the Officials of various Industrial Clusters of Saudi Arabia

MODON, SIDF. Government officials shared the current status of Saudi Arabia's Economy and investment opportunities for the industry.

To further strengthen the bilateral trade with Saudi Arabia, the following issues were raised:

Business visas: It was proposed that visa-on-arrival be considered for Indian business executives visiting Saudi Arabia. Alternatively, issuance of electronic visas could be considered to facilitate B2B contacts. Advocacy work was undertaken to encourage banking through Saudi Arabian General Investment Authority (SAGIA): Local Banks were encouraged to consider Foreign Investors, known as SAGIA Investors in Saudi Arabia, as preferred clients to enable them to access banking facilities. The issue of SAGIA investors being charged a higher rate of tax (20%), as compared to 2.5% for local investors was discussed. Difficulties of SAGIA investors in obtaining adequate visas, especially for Indian workers, were highlighted

SME Sector: The need for better protection of Indian investors (especially SMEs) in accordance with the Bilateral Investment Treaty (BIT) signed between India and Saudi Arabia was highlighted.

Labour Exchange Agreement: CII pressed for the conclusion of a Special Labour Exchange Agreement to promote equitable exchange of labour, prevent exploitation and bondage of Indian labour, especially after expiry of contract period.

UAE

Bilateral trade between India and UAE has been growing gradually and people-to-people contacts have also increased. In the emerging global landscape, ties between India and UAE are also evolving. To continue to spur this relationship, CII worked towards addressing the trade and investment related issues faced by both countries:

Infusion of capital: It was recommended that rules surrounding infusion of capital be simplified to enable Indian companies wanting to invest in UAE to infuse funds from India. This holds especially true for working capital and debt.

Infrastructure projects: Often large infrastructure projects are known to stall for reasons beyond the contractor's control. It was suggested that progress of infrastructure projects be continuously monitored to ensure smooth functioning of projects.



MoU Signing between CII and the Global Manufacturing & Industrialization Summit Secretariat by Badr Al Olama, CEO, Strata Manufacturing PJSC and Chandrajit Banerjee, Director General, CII at the India Roadshow in New Delhi. Standing from L to R: Ahmed Al Falahi, UAE Commercial Attaché to India; Karim Al Alami, Logistics and Operations, GMIS; H E Dr Ahmed A R AlBanna, UAE Ambassador to India; Abdullah Al Saleh, Undersecretary- Foreign Trade & Industry, UAE Ministry of Economy and Ramesh Abhishek, Secretary, Department of Industrial Policy and Promotion, Ministry of Commerce and Industry, Government of India

Project exports: Efforts were made to build Brand India to encourage companies from UAE to partner with Indian companies capable of delivering quality output at a much lower cost than their Western counterparts.

The 1st Edition of the Global Manufacturing & Industrialization Summit (GMIS) was held in Abu Dhabi. An initiative of the Ministry of Economy, UAE and the United Nations Industrial Development Organization (UNIDO), it is also a collaboration with the World Economic Forum's Global Agenda Council on Future of Manufacturing. The India Roadshow for this Summit, held in New Delhi, witnessed the signing of a MoU between CII and GMIS.

QATAR

An MoU was signed with the Supreme Committee for Delivery & Legacy (SCDL), during the India visit of H.E. Sheikh Abdullah bin Nasser bin Khalifa Al Thani, Prime Minister and Minister of Interior of the State of Qatar. This MoU aims at jointly establishing a partnership for coordination and cooperation between Indian and Qatar Companies for delivery of the 2022 FIFA World Cup Qatar™ Tournament. The MoU was exchanged between Mr Ali Sharif Al Emadi, Minister of Finance, State of Qatar and Mr Chandrajit Banerjee, Director General, CII in the presence of the Prime Minister of India, Shri Narendra Modi and the Prime Minister of Qatar.



Exchange of MoU between H.E. Ali Sharif Al Emadi, Minister of Finance, State of Qatar and Chandrajit Banerjee in the presence of the Prime Minister of India Shri Narendra Modi and H.E. Sheikh Abdullah bin Nasser bin Khalifa Al Thani, Prime Minister and Minister of Interior of the State of Qatar in New Delhi

EUROPE

Trade and investment between India and Europe remained healthy despite the bleak global economic scenario. CII worked very closely with European nations to supplement Indian industry's agenda in these countries.

The 8th Edition of the Horasis India Meeting gathered a host of decision makers, including businessmen and Government officials from Portugal, Europe and other parts of the world, to discuss India's role in the global economy and to shape the country's future direction. Led by Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall a 20-member CEOs Delegation participated in the meeting organized alongwith Horasis, the City of Cascais and the Portuguese Government.

Themed 'Fostering an Inclusive India through Digital Transformation' the India Economic Summit explored how to collectively shape policies for inclusive growth and harness the Fourth Industrial Revolution. Organised jointly with the World Economic Forum (WEF), the Summit was addressed by H.E. Mr Ranil Wickremesinghe, Prime Minister of Sri Lanka.

BRITAIN

With Britain's departure from the EU, India would have to negotiate fresh bilateral trade and investment agreements with the UK, which may be easier to accomplish at the bilateral level. The CII leadership urged the two Governments to commence discussions at the earliest towards a mutually beneficial agreement, given the unprecedented first-mover advantage.



Prime Minister of India Narendra Modi and Prime Minister of UK Rt Hon Theresa May with the CEOs of the India – UK CEO Forum in New Delhi

The India-UK CEO Forum is chaired by Mr Ajay G Piramal, Chairman, Piramal Enterprises Limited on the India side and Sir Gerry Grimstone, Chairman, Standard Life on the UK side. The Forum met for the first time after the Brexit Referendum on the sidelines of the India visit of Rt Hon Ms Theresa May, the Prime Minister of the UK. With CII and UK-India Business Council as the official partners, the Forum discussed challenges and opportunities in the India-UK business landscape, issues relating to bilateral trade and investment, as well as new areas for collaboration. During various discussions the following challenges were sought to be addressed:

Tourism: The UK is by far the most popular business destination in Europe for Indian companies. Well over 400,000 Indians visited the UK in 2015. It was recommended that the UK visitor visa (business and leisure) for Indian nationals be granted for 2 years as a standard and the visa rates be made more competitive at GBP 87, as offered to Chinese nationals. India could also consider a reciprocal arrangement for UK nationals visiting India.

Social Security Totalisation Agreement: Given that the social security contribution is an unnecessary burden on Indian workers who are in the UK for a short period, it was suggested that a Social Security Totalisation Agreement (SSTA) be signed to exempt such professionals.

Advanced R&D: Indian companies were encouraged to partner with Catapult Centres in the UK as Tier-1 or Tier-2 members, and collaborate on advanced R&D projects.

Smart cities: Digital technology will be central to the smart cities projects. Therefore, efforts were made to promote cooperation between Indian and UK telecom, IT and ITeS companies.

Skills Development: Both UK and Indian expertise can be leveraged to offset skills shortages in various sectors. Opportunities were explored to learn from UK's experience with Sector Skills Councils, the National Vocational Education Qualifications Framework (NVEQ), and the National Health Services.

Infrastructure: CII worked with the Government to facilitate UK Sovereign Funds'/Debt Funds' participation in Government of India's National Investment and Infrastructure Fund (NIIF) to provide liquidity to India's infrastructure/construction sector.

NORDIC REGION

The India-Nordic Conclave on Smart Cities provided stakeholders from India and Nordic countries the opportunity to discuss innovations, trends, challenges and opportunities in the rejuvenated Indian urban landscape as also deliberate upon solutions adopted in the Smart Cities. Focused on 'Sustainable Technologies for Smart Cities', the conclave was organised jointly with the Ministry of External Affairs, Government of India and the Nordic Missions in India.

SWEDEN

Mutual bilateral interests have fueled an already cordial diplomatic relationship between India and Sweden. The two countries continue to work



From L to R: Chandrajit Banerjee, Director General, CII; Marcus Wallenberg, Chairman, SEB; Mikael Damberg, Minister of Enterprise and innovation, Government of Sweden; Ramesh Abhishek, Secretary, DIPP, Ministry of Commerce and Industry, Government of India and Baba Kalyani, Chairman, CII National Committee on Defence and Chairman & MD, Bharat Forge Ltd at the 1st meeting of the India-Sweden Business Leaders' Round Table at New Delhi

towards enhancing this relationship. CII, together with the Sweden-India Business Council (SIBC) and the Department of Industrial Policy & Promotion (DIPP), Ministry of Commerce and Industry, Government of India, co-hosted the first meeting of the India-Sweden Business Leaders' Round Table (ISBLRT) on 9 November 2016 at New Delhi, India. The deliberations centred around finding resolutions to bottlenecks such as :

Data regulations and restrictions: Efforts were made to increase awareness and build trust in the capability of Indian IT companies to deliver high-end, secure and data regulation compliant services.

Visas/ work permits: To facilitate easier and faster movement of Indian professionals to work in Sweden, the Swedish Government was encouraged to reduce the processing time for work permits from the current 4 to 8 weeks. Similarly the Indian Government was also encouraged to review the time taken by Swedish companies to get a work permit for India.

FRANCE

India and France share a strategic relationship and cooperate in the areas of defence, security and energy. To help further fortify this relationship, CII worked with stakeholders in the two nations. Some policy areas that were stressed upon included:

Ease of Access to Work Visas : France was urged to reduce the time taken for obtaining a working visa to France as it adds to the overall cost of doing business.

Access to Medical Insurance: It was recommended that Indian companies in France be given easier access to state-run medical insurance schemes as they are making regular and timely social security contributions defined by French regulations.

Social Security: Although France and India have ratified a social security convention, it only covers basic retirement arrangements. French complementary retirement charges are normally not due if the Indian employee of a French entity has an Indian 'certificate of coverage.'

Apart from deliberating on these challenges, The Indo French Forum, Co-Chaired by Mr Dhruv Sawhney, Past President, CII, Chairman, CII - Triveni Water Institute Advisory Council and Chairman, CII National Committee on Water and Chairman & MD, Triveni Turbine Ltd, on the Indian side and by Mr Paul Hermelin, Chairman and CEO, Capgemini, on the French side discussed opportunities and challenges in the Indo-French business landscape. The Meeting focussed on three key areas – Smart Cities – Transport and IT, Infrastructure, Energy & Water and Defence.

GERMANY

Bilateral relations between India and Germany remain strong, marked by a high degree of trust and mutual respect. Yet there are challenges that the businesses from the two countries face, which were addressed through high level stakeholder interactions. Some of the challenges that were highlighted include:

Need for long-term business visas: It was proposed that India and Germany could arrive at a bilateral arrangement on the issue of long-term business visas.

Issuing of work permits: German authorities were urged to consider easing of procedures for movement of Indian professionals to Germany, through simplification of Germany's visa and work permit procedures.

Access to high technology: Several Indian companies face difficulties in importing key high-tech equipment from Germany, although both countries are in a strategic partnership since 2001. The German approach of resolving such issues on a case-by-case basis often results in delays and time overruns for concerned projects. Germany was urged to resolve this issue expeditiously.

Non-tariff barriers: It was highlighted that despite trade liberalisation and unilateral reduction of tariffs by India, Indian exports have been repeatedly rejected in the European Union on account of Non-Trade Barriers (NTBs). The standards applied

to Indian food exports often exceed that set by the WTO. It was also highlighted that EU regulations, especially with respect to compliance costs, unfairly benefit European countries.

Taxation regime: It was recommended that the incidence of double taxation emanating from the 10% withholding tax on dividend payments by companies in Germany be resolved through the Double Taxation Avoidance Agreement (DTAA), since this amount is again taxed in India through the Dividend Distribution Tax.

Data Security: The issue of data security, which is hampering Indo-German cooperation in ICT sector, was sought to be addressed. The Government of India is pressing for the data secure status for the Indian IT industry under the proposed India-EU Bilateral Trade and Investment Agreement (BTIA). India says that since US has a safe harbour pact with EU, and US and India already have a data adequacy agreement, the EU should also provide data adequacy status to India. It was recommended that to facilitate Indo-German cooperation in the ICT sector, the German Government should push for India to be granted data secure status in the EU.

In addition, a ten member CEOs delegation aimed at strengthening bilateral trade and investments between India and Germany was led by Ms Shobana Kamineni. Some of these issues were raised in a meeting with German Federal Government Officials, including Mr Matthias Machnig, State Secretary, Federal Ministry for Economic Affairs and Energy, and Professor Dr Lars Hendrik-Röller, Economic Advisor to the Federal Chancellor of Germany. The highlight of the visit was an exclusive meeting with the Federal Minister of Finance, Dr Wolfgang Schäuble, a highly respected Member of the German Cabinet.

MINISTERIAL DELEGATIONS

Interactive sessions were held with Mr Péter



General (Retd) V K Singh, Minister of State for External Affairs, Government of India addressing the audience at the India-Latin America & Caribbean (LAC) Conclave in Guadalajara, Mexico

Szijjártó, Minister of Foreign Affairs and Trade, Hungary, Mr Liam Fox PC MP, Secretary of State for International Trade and President of the Board of Trade, United Kingdom and Minister of Foreign Affairs of the Czech Republic Lubomír Zaorálek.

LATIN AMERICA and THE CARIBBEAN

The Ministry of External Affairs, Government of India, the United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC), Government of Jalisco, Mexico and Ministry of Foreign Affairs of Mexico joined hands with CII for the The India-Latin America & Caribbean (LAC) Conclave. The Conclave aimed at strengthening the alliance between India and the LAC Region.

NORTH AMERICA

Economic partnership between the US and India holds tremendous promise. This engagement is bound to increase as the two countries step up their strategic partnership in areas such as energy and climate change, civil nuclear cooperation and financial services, to name a few. CII believes there are complementarities between our societies and economies, and opportunities for bilateral economic cooperation.

The Annual Leadership Mission to United States of America formed a prelude to the fourth visit of the Prime Minister of India to the US.



From L to R: Rick Rossow, CSIS; Naushad Forbes; Shobana Kamineni, President Designate and Executive Vice-Chairperson, Apollo Hospitals Enterprise Limited and Ray Vickery, Global Fellow of the Woodrow Wilson International Center for Scholars at the India US Session at the CSIS, Washington DC, USA

The Mission highlighted the importance of the Indian economy and aimed at strengthening the US-India commercial and trade partnership, while reiterating Indian industry's commitment towards this relationship.

Several issues that are impacting India-US bilateral trade were addressed during the year. The main issues highlighted included the following:

Labour Mobility: On December 18, 2015, the then US President Barack Obama signed into law a US\$1.8 trillion spending package as part of the Omnibus Spending Bill, which introduces a US \$4,000 fee for a H-1B visa and US \$4,500 for a L1 visa. The fee, which is in addition to the documentation process involving premium processing fee, lawyer fee, social security fee, medicare fee, would add a huge financial burden on the Indian companies. CII pushed for the legislation to be applied in a non-discriminatory, non-protectionist manner to all companies using the visa programmes.

Totalisation Agreement: Indian industry in the US pays approximately US \$1 billion towards social security, only redeemable after 10 years. Since a typical term of a temporary high-skill visa holder is 3 to 6 years, such workers are unable to derive any benefits. The Ministry of Commerce is front-ending the Government of India's effort towards a totalisation agreement and has already submitted a draft to the US Social Security Administration (SSA). CII worked to facilitate a mutually acceptable agreement at the earliest.

Financial Sector: It was recommended that the barriers to Indian banks seeking to set up operations in the US be removed. The Foreign Bank Supervision Act of 1991 (FBSEA) limits retail foreign bank activity to FDIC-insured subsidiaries which can only be established if the FRB recognises the parent country's regulator as conforming to the Comprehensive Consolidated Supervision (CCS). So far, the Reserve Bank of India (RBI) is not recognised as conforming to CCS.

Drugs and Pharmaceuticals: Increased inspections by USFDA have led to a ban on several companies' that export drugs or components to the US market. This is even as India supplies more generic drugs to the US than any other country. Indian industry's concerns in this regards regard were shared with the regulatory authorities.



Sergei Cheryomin, Minister, Head of Department for Foreign Economic Activity and International Relations, Moscow City Government and Chairman of the Board, Business Council for Cooperation with India with Chandrajit Banerjee, Director General, CII at the St. Petersburg International Economic Forum at St Petersburg, Russia

RUSSIA

The St Petersburg International Economic Forum (SPIEF) 2016, held in June 2016 in St Petersburg, Russia, marked its 20th anniversary. The Forum discusses issues and the event offered a platform for sharing issues such as:

Conformity of Standards: Currently, there is only limited compatibility of technical regulations and standards of both countries. Russian authorities, in general, do not recognise Indian certifying agencies. There is a need to bring about conformity in standards between the two countries.

Visas and Work Permits: Simpler processes and faster visa issuance was recommended to streamline the processes.

Customs and Procedures: For trade in agricultural products, Indian exporters in particular often face unexpected changes in the Sanitary and Phytosanitary (SPS) measures which creates uncertainties in the process. This was highlighted to the Russian Government officials.

Rupee-Ruble trade: It was suggested that a framework to conduct bilateral trade in the Indian Rupee and the Russian Ruble be developed.

Pharmaceuticals: The need to streamline the cumbersome and expensive registration process for pharma products was highlighted.

Automotive: Issues related to utilisation fee based on the gross weight to be paid upfront for imported vehicles and significant duties on CBU car imports to Russia were highlighted to Government officials.

Multilateral Forums

Private sector partnerships with Multilateral Organisations create an ecosystem for effectively driving and meeting the global development agenda. Industry, therefore plays an increasingly vital role in partnering with global institutions across economic sectors. To arrive at the right strategies and identify effective ways to meet the goals of the development agenda, CII worked in tandem with significant multilateral agencies and regional groupings in bringing together key stakeholders – policy makers, industry and others.

Supporting Indian Investment in East Africa

There is enormous untapped potential for trade expansion between India and Africa. India's trade with Africa is concentrated only in certain sectors and countries and is dominated mainly by exports of primary commodities. A Round Table discussion, organised in association with ITC, focussed on 'Supporting Indian Investment in East Africa' (SITA) with the objective of enhanced trade cooperation. While identifying best strategies to promote trade and investment between India and East Africa, the Round Table provided opportunities to look at how these two economies could collaborate and build bridges to foster partnerships, knowledge exchange, technology transfer and sharing best practices with a focus on effecting positive change and addressing immediate requirements of these countries.

CII-OECD Interaction

Mr Angel Gurria, Secretary General and Organisation for Economic Cooperation and Development (OECD), were hosted for an interactive session, which also saw the signing of a first of its kind MoU for the OECD with an industry body. The MoU signing was witnessed by Shri Suresh Prabhu, Union Minister of Railways,

Government of India; Mr Rakesh Bharti Mittal, Vice President, CII and Vice-Chairman, Bharti Enterprises and Mr Chandrajit Banerjee, Director General, CII. The MoU reinforces the common commitment of the two institutions to promote best practices and collaboration to create a robust competitive environment for global trade and seeks to assist India in increasing its industrial efficiency and competitiveness. Cooperation with the 34 OECD countries will be enhanced through their services in technology, environment, energy and manufacturing amongst others. This MoU will provide a new approach and a fillip to interactions through the business arm of OECD i.e. Business and Industry Advisory Committee (BIAC).

ASEM Workshop

Asia Europe Meeting (ASEM) is a unique platform for dialogue and cooperation between Asia and Europe. The grouping was created out of a mutual recognition that both continents would benefit from further strengthening their relationship, especially in the context of the new challenges and exciting opportunities of the contemporary world.



MoU Exchange between Angel Gurria, Secretary General, The Organisation for Economic Cooperation and Development (OECD) and Chandrajit Banerjee, Director General, CII in the presence of Suresh Prabhu, Minister of Railways and Rakesh Bharti Mittal, Vice President, CII and Vice-Chairman, Bharti Enterprises in New Delhi



Arun Jaitley, Union Minister of Finance and Corporate Affairs, Government of India, addressing the BRICS Seminar on Best Practices in PPPs and Long Term Infrastructure Financing at New Delhi. Sitting from L to R: Ajay Tyagi, Additional Secretary, Department of Economic Affairs, Ministry of Finance, Government of India; Shaktikanta Das, Secretary (Economic Affairs), Ministry of Finance, Government of India and Chandrajit Banerjee

An ASEM Workshop, co-hosted with The Ministry of External Affairs, Government of India, deliberated on non-invasive technologies for diagnostics and treatment of diabetes as a lifestyle disease. Held during Health Tech India, alongside the 22nd International Engineering and Technology Fair, the Workshop aimed at identifying common issues related to prevention, treatment and management of diabetes.

BRICS Business Forum and BRICS SUMMIT

The economies of Brazil, Russia, India, China and South Africa together form the BRICS grouping - a unique assemblage of the world's largest emerging economies. India as the Chair for the BRICS Business Forum for 2016, pursued the theme 'Building Responsive, Inclusive and Collective Solutions'. The Forum thus focussed on the need to leverage comparative advantages of the BRICS economies and discussed cooperation in energy, infrastructure development and agri-business.

The BRICS Business Forum was a precursor to the 8th Edition of the BRICS Summit, hosted in October 2016 in Goa. The session on trade, investments and enhanced cooperation took centre stage at the BRICS Summit.

A Knowledge Exchange Seminar on 'Best Practices in PPPs and Long-term Infrastructure Financing' was held in September 2016 as a run up to the BRICS Summit. Organised in partnership with Ministry of Finance, Government of India, the seminar was addressed by Shri Arun Jaitley, Union Minister of Finance, Government of India. The seminar deliberated upon regulatory issues and financing of infrastructure and innovative investment vehicles among other issues..

BIMSTEC Business Summit

October 2016 saw the BIMSTEC Business

Summit being convened on the sidelines of the BRICS Summit 2016 as a precursor to the BIMSTEC Leaders Retreat. Chairing the Summit, Smt Nirmala Sitharaman, Minister of State for Commerce and Industry (I/C), Government of India called for greater buoyancy in the approach toward implementing projects in the BIMSTEC region. The Commerce and Economic Minister of Nepal was accompanied by a strong delegation. Over 200 delegates from Nepal, Bhutan, Bangladesh, Sri Lanka, Myanmar, Thailand and India, countries that cooperate under the 'Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation' (BIMSTEC), converged in New Delhi for this Summit.

World Export Development Forum

The World Export Development Forum (WEDF) forms a unique global platform to support trade-led development through high-level plenaries, workshops and facilitated business-to business meetings. As the flagship event of the International Trade Centre, WEDF gathered over 500 senior policymakers, business leaders, heads of national trade support institutions and international agency officials to address issues. Mr Shreekanth Somany, Chairman, CII MSME Council, led India's business delegation to Sri Lanka at this 16th Edition of the WEDF in October 2016.

ASEAN-India Students Exchange Programme

The ASEAN-India Students Exchange Programme is an ongoing exercise in promoting Brand India amongst the youth in ASEAN countries. It aims to build greater cultural and economic understanding between the two dynamic regions of Asia.

Starting with 100 students visiting India annually, today approximately 250 students in 2 batches join this effort at familiarising themselves with the new, vibrant India. Till date eleven such visits have been organised jointly with the Ministry of External Affairs, Government of India. Apart from visiting prominent heritage sites across the country, the groups also met a cross-section of senior officials of Central and State Governments, heads of premier corporate houses, members of prestigious academic institutions and a number of Indian students and youth entrepreneurs. Twenty-Five students from each of the ten ASEAN member nations with a background of studying international relations political science, Arts and Humanities are selected for this exchange programme, which has been very successful.

Trade Policy & Exports



From L to R: Roberto Azevedo, Director General, WTO addressing the audience at the session on Advancing Global Trade: The Role of the WTO at New Delhi. Sitting from L to R: Chandrajit Banerjee, Director General, CII; Anup Wadhawan, Additional Secretary, Department of Commerce, Ministry of Commerce & Industry and Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall

The CII National Committee on International Trade Policy & Exports is a representation of trade associations, trade policy experts and major industry sectors such as textiles, metals and automobile and business services.

The impact of the results of BREXIT and US Presidential election on growth of Indian exports were deliberated upon. Extensive work was undertaken on Foreign Trade Policy (FTP), trade related standards, mega-FTAs, particularly the Regional Comprehensive Economic Partnership (RCEP) and potential of Free Trade Agreements (FTAs) between UK and India. CII also worked with the Department of Commerce (DoC) on India's proposal to negotiate trade facilitation in services agreement in WTO.

ADVOCACY

Detailed suggestions and representations were made to the Government of India on issues impacting exports. For the mid-term review of FTP scheduled in August-September 2017, consultation with industry was begun. Recommendations were submitted to DGFT on a range of issues. Increased coordination with State Governments,

improvement of ease of doing business in India and reduced transaction costs were key areas of recommendation. Representations on export infrastructure, trade facilitation (TF), legal, regulatory and financial framework, FTA and mega-regionals were shared with the Government. Inputs on Merchandise Exports from India Scheme (MEIS), Services Exports from India Scheme (SEIS), SEZ policy, duty drawback scheme and exports obligation (EO) were touched upon.

CII is working on the DoC's initiative on the National Standard Strategy. Representations were made on sanitary and phytosanitary, technical barrier to trade and domestic regulations. A roadmap to reduce the gaps in existing procedural, administrative, regulatory or legislative processes to work towards a stronger standards regime was suggested. A series of Regional Standard Conclaves were organised across the country apart from the one in Delhi.

Following India's ratification of TFAs in Goods, a National Committee on Trade Facilitation was constituted. As a member of this Committee CII is working with the DoC and Department of Revenue for a gap analysis with regard to fulfilling India's TF commitment to WTO.

ACTION

Following the TF in goods agreement coming into force in February 2017, India has been demanding a similar agreement for services in WTO. During the WTO Director General, Mr Roberto Azevedo's interaction with industry members and senior officials from the Department of Commerce, India's demand for Trade Facilitation in Services was discussed. Two workshops were organised to sensitize the industry on the need for an agreement on Trade Facilitation in Services.

Promoting Brand India

CII Events in Davos

A 125 Member Indian delegation comprising of senior Ministers, high-ranking Government officials, CEOs of major Indian companies, media and civil society representatives participated in the 47th Annual Meeting of the World Economic Forum (WEF) in Davos-Klosters, Switzerland from 17-20 January, 2017.

The 3,000 strong community at Davos comprised over 50 Heads of States or Governments, key finance, foreign, trade and industry ministers, governors of central banks and about 1,500 business leaders, along with religious, media and cultural leaders, social entrepreneurs, and heads of non-governmental organizations from around 90 countries.

CII was the lead coordinator for the Indian industry participation at the meeting, held

under the overarching theme of 'Responsive and Responsible Leadership.' Events were organised by several Indian companies as well. In addition to the traditional annual 'India Reception' and the India breakfast session, CII collaborated with the Department of Industrial Policy and Promotion for 'Make in India' Lounge, and with Government of Andhra Pradesh for an Investment Round Table.

The Partnership Summit 2017

The Partnership Summit is a global platform for dialogue, deliberation and engagement amongst global leaders, towards a greater understanding of forces that are shaping our world, the challenges that need global policy attention and the responses that are required to manage changes effectively.

The 23rd Edition of the Partnership Summit, held in Visakhapatnam in January 2017, aimed to celebrate India's global rise, outline a roadmap of



CII BCG Round Table on India and the Emerging Markets in the New Phase of Globalisation with Nirjala Sitharaman, Union Minister of State (I/C) for Commerce & Industry, Government of India and Nitin Gadkari, Union Minister of Road Transport and Highways & Shipping, Government of India in Davos 2017



From L to R: Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall; N Chandrababu Naidu, Chief Minister of Andhra Pradesh and Chandrajit Banerjee, Director General, CII at the CII CEOs' Round Table at Davos

the country's 'Global Integration Strategy' in the new world economic order and to position India as the global growth engine.

Carrying forward the agenda of strengthening partnerships between India and the world, this year's Summit was themed 'Partnerships for Sustained Growth in an Emerging Global Economic Order'. The Summit provided opportunities to consider strategies for the advanced and emerging economies to collaborate and build bridges to foster balanced and equitable growth. Topics

focused on the four pillars of industry in the Asia context: global trade dynamics, sustainable development goals, Industry 4.0 and finance.

The Summit was organised in association with DIPP, Ministry of Commerce and Industry and the State Government of Andhra Pradesh. Smt Nirmala Sitharaman, Minister of State (I/C) for Commerce and Industry was the Chair of the Summit that was hosted under the leadership of Shri N Chandrababu Naidu, Chief Minister of Andhra Pradesh. A large number of MoUs were signed at the Summit.



Arun Jaitley, Union Minister of Finance & Corporate Affairs and Defence, Government of India delivering his inaugural address at the Partnership Summit 2017 at Visakhapatnam

Trade Fairs

To project the strength of Indian manufacturing and services sectors and to bridge the gap between industry and Government, CII organises exhibitions and expositions as an important tool that bring together stakeholders on a common platform. These events aim to meet industry needs, showcase innovations and expose stakeholders to updated technologies

Objectives

- Deliver value to membership
- Leverage existing brands by expanding scope
- Focus and encourage SME participation
- Collaborate and partner with like-minded organisations
- Build new sector specific brands
- Explore new markets

Bengaluru Space Expo-BSX 2016

CII joined hands with Indian Space Research Organization (ISRO) and Antrix Corporation for the 5th Edition of the Bengaluru Space Expo held in September at Bengaluru. BSX is the only event in the Indian space sector that focuses on space, satellites, launch vehicles and related products, services and technologies to address challenges and deliberate on future growth prospects. More than 83 exhibitors from 15 countries participated in BSX this year, which hosted, for the first time, space agencies from countries such as Australia, France, Taiwan, Sweden and Japan.

International Railway Equipment Exhibition- INNORAIL 2016

The 2nd Edition of InnoRail India 2016, the international exhibition and conference on innovations in railways, metro and monorail, was held in Lucknow in association with Research Designs and Standards Organization (RDSO),



From L to R: C P Sharma, Chairman InnoRail India and MD, Daulat Ram Industries; P K Srivastava, Director General of RDSO; Hiroshi Tabata, Vice Minister of Transport, Tourism and International Affairs, Government of Japan; H.E. Kenji Hiramatsu, Ambassador of Japan to India; Deep Kapuria, Chairman, CII Trade Fair Council and Chairman, The Hi-Tech Gears Ltd and Jai Agarwal, Vice Chairman, CII Madhya Pradesh State Council and Director, C P Milk and Food Pvt Ltd at the 2nd Edition of InnoRail India 2016 at Lucknow

Ministry of Railways, Government of India, and was supported by Lucknow Metro Rail Corporation (LMRC). Japan as partner country brought the largest ever Japanese delegation from the rail transportation sector, with over 250 businessmen and 40 companies. InnoRail India 2016, covering an area of over 15000 sq mt, attracted participation of over 200 companies from 15 countries and witnessed an attendance of over 12000 visitors.

International Mining & Machinery Exhibition- IMME 2016

The IMME has, over the years, proven to be a one stop solution for the Mining Industry in India. The 13th Edition of the Exhibition, hosted at the new Eco Park, in Kolkatta, was spread across 60000 sq mt and featured eight country pavilions. With 292 exhibitors, including 88 from overseas, several hailed from Australia, Belarus, Belgium, China, Czech Republic, Finland, Germany, Indonesia, Italy, Poland, Russia, Spain, Turkey, UK and Ukraine. More than 5000 visitors from India and overseas visited the exhibition.



Pranab Mukherjee, President of India at GES 2016 in New Delhi



Anant Geete, Minister of Heavy Industries and Public Enterprises at IETF 2017 in New Delhi

International Engineering Technology Fair-IETF 2017

The 22nd Edition of IETF was of special significance as it marked 42 years of the IETF journey. This flagship event, spread over 40000 sq mt at the exhibition grounds in New Delhi, had a strong emphasis on 'Make in India'. The exhibition featured focussed shows such as Green Mobility, Global, Industrial Automation, Knowledge Expo, Logistics, Metal & Metallurgy, Real Estate & Building Technology, Water, Waste & Recycling, Welding & Joining Technology showcasing the strength of Industry from around the globe. Over 500 companies from 25 countries participated at this event. IETF 2017 was supported by ten Ministries of the Government of India and Government of NCT of Delhi, besides several relevant industry associations.

While Japan was the partner country, other countries that participated include Korea, USA, UK, China, Canada, Russia, Germany, Poland, Israel, Turkey and Latvia. More than 25 conferences/seminars and workshops, on subjects relevant to the focus industry segments, were hosted alongside the IETF.

Health Tech India

The 1st Edition of Health Tech India infused new energy into the Indian healthcare sector, encouraging the vital sector to explore new vistas



From L to R: Sarat Kumar Acharya, Chairman and MD, Neyveli Lignite Corporation; Tom Albanese, CEO, Vedanta Resources Plc and Vedanta Limited; Tim Martin - Trade Commissioner at Australian Trade and Investment Commission; Balvinder Kumar, Secretary, Ministry of Mines, Government of India; V K Arora, Chief Mentor, Karam Chand Thapar & Bros (Coal Sales) Ltd and Chairman: Mining, Construction and Equipment Division, CII at 13th Edition of IMME at Kolkata

of growth and efficiently utilize technology to close delivery gaps at all levels. Shri Faggan Singh Kulaste, Minister of State for Health and Family Welfare along with Mr C K Mishra, Secretary, Ministry of Health and Family Welfare inaugurated the show. Over 100 companies participated and showcased the latest devices and equipment required by health sector.

India Gaming Show

The maiden India Gaming Show was an attempt at opening up the Gaming Industry in India. Japan's association as partner country brought in large participation of Japanese companies, that saw a total of over 70 exhibitors. The show recorded an attendance of over 72000 visitors, with over 247 delegates interacting in the B2B Conference, International Conference on 'Indian Gaming Industry'. The show, that also had Korea as Guest Country and UK as a Focus Country, was supported by Ministry of Electronics, Information and Technology, Government of India.

Construction Equipment & Construction Technology-ConMac 2017

The 2nd Edition of ConMac, the Annual Exhibition on Construction Equipment and Construction Technology was held in Guwahati, Assam. The Indian Construction Equipment Manufacturers' Association (ICEMA) was the sector partner of the event that was supported by Builders Association of India (BAI). Inaugurated by the Chief Minister of Assam, Shri Sarbananda Sonowal, this Edition of the exhibition was spread across 200,000 sq ft. Over 120 Exhibitors showcased their products and services to more than 3,500 business visitors from India and abroad.



Narendra Modi, Prime Minister of India visiting the Start-up India Exhibition at New Delhi

Start-up India Stand-up India 2016

The start-up India Exhibition was organised by the Ministry of Commerce and Industry in partnership with CII in January. It is a flagship initiative of the Government of India, intended to build a strong ecosystem for nurturing innovation and Start-ups in the country that will drive sustainable economic growth and generate large scale employment opportunities. The Government, through this initiative, aims to empower start-ups to grow through innovation and design. In order to meet the objectives of the initiative, the Government of India has announced an Action Plan that addresses all aspects of the start-up ecosystem. With this action plan the Government hopes to accelerate spreading of the start-up movement from digital/technology sector to a wide array of sectors including agriculture, manufacturing, social sector, healthcare, education, amongst others and from existing tier 1 cities to tier 2 and tier 3 cities including semi-urban and rural areas. The event witnessed the presence of Yi Members across the country.

Cities4kids-Urban 95

Cities4kids Urban 95, an international conference on child friendly cities, was organised in February 2017. The conference was a pioneering initiative where people, institutions and Governments discussed, how the inclusive and liveable smart cities being envisaged for the future, will respond to and accommodate young children. The conference focussed on how our understanding of the child's perspective of the city could help us build inclusive and sustainable settlements and public spaces.

Shri Rao Inderjit Singh, Minister of State (I/C) for Planning, and MoS for Urban Development, Housing and Poverty Alleviation, Government of India was the chief guest. The purpose of this conference was to brainstorm on how cities can be designed while keeping children's needs in mind.



From L to R: Baroness Julia Neuberger, Member, House of Lords, United Kingdom; Rao Inderjit Singh, Minister of State (I/C) for Planning and Minister of State for Urban Development, Housing and Urban Poverty Alleviation; Shreekant Somany, Past Chairman, CII-NR and Chairman, CII National Council on SMEs and Chairman and MD, Somany Ceramics Limited; Michael Feigelson, Executive Director, Bernard Van Leer Foundation; Dharitri Patnaik, Senior Country Representative, Bernard van Leer Foundation at the Conference on Cities4kids – Urban95 at New Delhi

India Pavilions in Overseas Shows

With a view to build Brand India and to showcase India's manufacturing and services strength across sectors, CII regularly organises India Shows/ Enterprise India Shows as well as India Pavilions on global platforms. The following India Pavilions were organised at sector specific shows in different countries to boost exports, enhance bilateral trade and investment and create awareness of the opportunities available on both sides.

- Cambuild – Camenergy Show, Cambodia
- Korea Automotive Industry Exhibition, Republic of Korea
- Metalex Show, Vietnam
- Big 5 Construction International Expo, Indonesia
- Power Bangladesh Expo, Bangladesh
- Automechanika Shanghai, China

Make in India Pavilion

CII, jointly with DIPP, Government of India, organised a session on 'Make in India' at the Automechanika Frankfurt, world's leading trade fair for the automotive service industry, held in September. The objective of the session was to facilitate manufacturing through multiple changes and to understand the need of companies wanting to invest in India. More than 65 delegates from 12 countries representing Industry Associations, Government Agencies, Financial Institutions and Consultants participated in the Session.

CII-FBN India Chapter



Ajay Shriram, Chairman, CII-FBN India Chapter, Past President, CII and Chairman & Senior MD, DCM Shriram Limited addressing the audience at the 18th Annual International Convention on Family Businesses in Mumbai

In India, like in most other developed and developing nations, family businesses contribute a significant percentage of the GDP. Given their unique management challenges, about 13% of such businesses survive till the third generation,

with only 4% surviving beyond. India's family businesses form the backbone of the economy, making it critical to help them expand their life span. With this backdrop, the CII-FBN India Chapter creates knowledge sharing platforms for its Members and next-gen leaders to help them overcome problems pertaining to family governance and stimulate leadership development.

ADVOCACY

- Conduct leadership development workshops for next-gen family business members to help them improve their effectiveness in leadership roles.
- Guide family businesses in succession planning, resistance to change and driving change, resolving family conflicts involving different generations.
- Bringing technical expertise on board to advise business families on strengthening family bonds while working in the business environment.



Kelly Le Couvie, Senior Consultant at the Family Business Consulting Group at the 4th Edition of the Next Generation Conference and Workshop at New Delhi

ACTION

The 4th Edition of the Next Generation Conference and Workshop facilitated knowledge sharing on competitive advantages of a family business and how it can be unleashed by the Next Generation. Ms Kelly Le Couvie, a senior consultant with the Family Business Consulting Group, delved into how family businesses could cope with failures as well as the big threats that emanate more from new start-ups rather than from established businesses.

Eminent speakers shared their personal experiences at the 18th Annual International Convention on Family Businesses, themed 'Can Families Live and Work Together'. Dr Annelie Karlsson, one of the Founders of FBN Sweden, touched upon the basic concepts of Family Business, their right visioning and how to conduct successful meetings across generations. Members benefitted from the session conducted by Dr Gonzalo Jimenez, the Chapter Director of FBN Chile and Board Member of various family business groups in Chile and Peru.

Mr Albert Jan Thomassen, Chairman of the family holding board of a large international seventh generation family business and an internationally renowned Family Business expert, addressed the Family Business Summit held in December, 2016. The deliberations provided new insights on professionalization of family businesses and attendant challenges.

Regional Activities

Sensitisation sessions, a core focus of the FBN India Chapter, help business families address challenges relating to managing the business. Mr Amit L Shah, Chairman, Family Business Sub-Committee of Southern Region & Director, Grace Infrastructure Pvt. Ltd interacted with members of Tier II/III cities in Kerala at one such session held in June, 2016,. Similar sessions were organised in Vijayawada and Tiruppur along with CII-SR.

The sensitisation session of the Eastern Region Family Business Task Force in Siliguri was addressed by Mr Ratan Kumar Bihani, Chairman, CII North Bengal Zonal Council and Mr Ashish Agarwal, Chairman, CII-ER Family Business Sub Committee. They deliberated on issues such as overlapping and conflicting needs of the family and the business, values and traditions constantly challenged across generations and ways to develop a lasting institution.



Albert Jan Thomassen, Chairman of the family holding board of a large international 7th generation family business at CII-FBN India Chapter Summit in Mumbai



Ravi Shroff, Chairman, CII-FBN India Chapter Next Gen Committee and Executive Director, Excel Industries Limited, at the 4th Edition of the Next Generation Conference and Workshop at New Delhi

International Activities

The central objective of the 12th Edition of Next Generation International Summit was to highlight that sensitive subjects related to family businesses can be safely explored. Held in Tallberg, Sweden, in collaboration with FBN International and FBN Sweden, the Summit was attended by 194 participants from over 30 countries. There was particularly strong representation from Sweden, Germany, India, Colombia and Finland. The sessions included a thought-provoking talk on 'How to Get it Wrong', a workshop on personal communication styles, and an exploration of re-combined families.

The 27th Edition of the FBN Global Summit was held in SUZHOU, China in November 2016 in collaboration with FBN International and FBN Asia. The Summit themed 'From I to We: Awareness, Conflict Resolution, Cohesion' saw participation of 500 delegates. Some key speakers at the Summit included Mr John A Davis, Founder and Chairman of Cambridge Advisors to Family Enterprises and Dr Winter Nie, who is Professor of Management at IMD and the Regional Director for Southeast Asia & Oceania. The Pre-Summit learning journeys to Hangzhou and Shanghai were very well received.



- **Agriculture, Food Processing and Dairy**
- **Manufacturing**
- **Infrastructure**
- **Defence & Aerospace**
- **Energy**
- **Fast Moving Consumer Goods**
- **Retail & MNCs**
- **Marketing Strategies**
- **Luxury**
- **Services**
 - Financial Services
 - Information & Communication Technology
- Media & Entertainment
- Tourism & Hospitality
- **Health**
 - Healthcare
 - Health Insurance
 - Public Health
 - Medical Technology
- **Life Sciences**
 - Biotechnology
 - Pharmaceuticals
- **Micro, Small and Medium Enterprises**

Sectorscape



Agriculture, Food Processing and Dairy

Agriculture plays a vital role in India's economy, and the sector engages 54.6% of the workforce. This sector, along with fisheries, livestock and forestry accounts for about 15.11% of the GDP (at 2011-12 prices). A related sector, the food processing sector has emerged as a high-growth and high-profit sector for the country. CII works closely with stakeholders of the agriculture, food processing and dairy sectors to help spur the growth momentum.

Agriculture

Aligned with the Government's target of 'Doubling Farm Incomes by 2022' the CII National Council on Agriculture made concerted efforts towards resolving policy issues in consultation with the Government and policymakers; upgrading technology quotient in agriculture, imparting specific skills to the farming community and enhancing long term sustainability of the agriculture ecosystem.

CII worked closely with the Ministry of Agriculture and Farmers' Welfare, Ministry of Commerce (MoC), Ministry of Environment, Forest and Climate Change (MoEFCC), Ministry of Food Processing Industries (MoFPI) amongst others. Following representations were made to various Ministries:

ADVOCACY

- The Cotton Seeds Price (Control) Order, 2015 is likely to have a negative impact on innovation, investment and role of markets in agricultural sector, particularly seeds. The matter was escalated to the PMO. The draft Licensing Guidelines and Formats for GM Technology Agreements, that seek to create a Government determined license structure and price for use of technology in agriculture can also become limiting. In both cases CII suggested that the Government, instead of controlling, needs to facilitate and promote ease of doing business.
- In line with the theme to foster innovation in the agriculture sector, a representation was made for authorization of environmental release of genetically engineered hybrid mustard.



From L to R: Sanjeev Asthana, Lead – CII Core Group on Sustainability and Founder & Director, ifarms Venture Advisors Private Ltd; Salil Singhal, Co-Chair, CII National Council on Agriculture and Chairman and MD, PI Industries; Nirmaljeet Singh Kalsi, Additional Chief Secretary, Development & PWD (B&R), Government of Punjab; Dr S S Kukal, Additional Director of Research (NRPHM), Punjab Agriculture University and Gokul Patnaik, Chairman, CII Agro Tech 2016 Conferences and Chairman, Global Agri System Pvt Ltd at the Conference on Making Indian Agriculture Sustainable at Chandigarh

- Concerns regarding the impact of the GSR 858 (E) amendment to the Legal Metrology (Packaged Commodities) Rules, 2011 on brand, quality and pricing, packaging innovation and ease of doing business were raised.
- Representations were made regarding the Notification that seeks to suddenly do away with the Central Excise Duty waiver on Ethanol meant for blending with petrol. This amendment will result in huge financial losses to the sugar industry.

ACTION

To drive sustainability in Indian Agriculture, a conference titled Making Indian Agriculture Sustainable was organised in November 2016 in Chandigarh. Deliberations centred around integration of environmental health, economic viability, and social equity to ensure long-term productivity of natural resources and improved livelihoods.

CII's working group on innovation is working to institutionalize a programme on agriculture technology and entrepreneurship. The programme includes a virtual platform NAVI (Network of Agri Start ups, Venture Financiers and Incubators) launched last year. At the Agro Tech Exhibition Pavilion, Agri Startups showcased their technology and entrepreneurs presented before a Distinguished Jury to mobilize funding and secure potential incubation opportunities.

Food Processing

To position India as the Food Factory of the world and double farmers' income by 2022, the CII National Committee on Food Processing Industries aligned with the CII National Agriculture Council. These objectives were driven in close partnership with the MoFPI, State Missions on Food Processing, Food Safety Standards Authority of India (FSSAI), Ministry of Agriculture, (MoA), National Centre for Cold Chain Development (NCCD) and the National Horticulture Board (NHB).

The Government has initiated extensive reforms such as allowing 100% FDI in marketing of food products produced and manufactured in India. Catalysing investments in infrastructure, creating an enabling environment for innovation,



From L to R: B Thiagarajan, Chairman, CII National Committee on State Level Coordination – Agriculture & Food Processing and Joint MD, Blue Star Ltd; Avinash K Srivastava, Secretary, Ministry of Food Processing Industries; Rakesh Bharti Mittal, Vice President, CII and Vice Chairman, Bharti Enterprises; Harsimrat Kaur Badal, Minister of Food Processing Industries; Ramesh Abhishek, Secretary, DIPP, Ministry of Commerce & Industry; Chandrajit Banerjee, Director General, CII; Piruz Khambatta, Co-Chairman, CII National Committee on Food Processing Industries and Chairman & MD, Rasna Private Limited and Krish Iyer, President & CEO, Walmart India at the Conference on FDI in Marketing of Food Products and Promotion of Exports at New Delhi

strengthening farmer industry linkages, which will help reduce post-harvest losses and increase farmer incomes by building India's brand in this sector were the areas of focus. CII's State level panels supported the industry with their strong implementation capability.

ADVOCACY

Various issues were taken up with the Government throughout the year, such as impact of Goods and Service Tax (GST) on food processing sector and incentivising marketing and brand promotion of Value Added Indian food products overseas.

These and other issues were deliberated upon by Members with Smt. Harsimrat Kaur Badal, Union Minister of Food Processing Industries; Mr Avinash Srivastava, Secretary, Ministry of Food Processing Industries and Mr Ashish Bahuguna, Chairperson, Food Safety and Standards Authority of India (FSSAI) and Mr. Pawan Agarwal, CEO, FSSAI.

ACTION

FDI in marketing of food products was promoted through a Conference organised with the MoFPI and with the Department of Industrial Policy and Promotion (DIPP) and National Institute of Food Technology Entrepreneurship and Management (NIFTEM). Efforts were also made to promote India as an attractive investment destination and for exploring collaboration opportunities with international companies in food processing, food technology and retail industries. The SIAL show in Paris, The Gulf Food in Dubai and a Roadshow in London provided platforms for investment dialogues.



Participants during the session on Role of Dairy in Enhancing Farmers' Income at New Delhi

The Government's Make in India agenda was taken forward through several seminars on Food Processing and Dairy Industry, concurrently with flagship events such as the Make in Odisha, Agrotech and Vibrant Gujarat. World Food India, a joint effort of CII and MoFPI, scheduled for November 2017, will showcase vast opportunities open to the sector.

Dairy

India has vast livestock resources that play an important role in the national economy and also in the socioeconomic development of millions of rural households. The sector contributes a large share of the agricultural gross domestic product (GDP). India is amongst the largest milk producers in the world. To position India as a global dairy hub, the CII National Committee on Dairy worked in step with the Ministry of Agriculture and Farmers' Welfare, MoFPI, State Missions on Food Processing, FSSAI and NCCD.

In 2016 this sector was opened to 100% FDI in Animal Husbandry Sector (including breeding of dogs), pisciculture, aquaculture, under controlled conditions. Several discussions were organised with Government officials and experts to this extent. These include the Secretary, Department of Animal Husbandry, Dairying and Fisheries and Dr H Rahman, Deputy Director General – Animal Sciences, ICAR.

ADVOCACY

The Committee's agenda is to encourage private sector participation in the Indian Dairy Sector and strengthen the delivery infrastructure. Adopting global best practices, technological advancements and improving quality to meet global

standards remain the issues of concern for the sector.

ACTION

The Committee reached out to the Government to help promote a feasible fiscal environment and an enabling regulatory framework. Representations and deliberations were undertaken on important policy issues such as impact of introduction of GST on dairy sector, allowing 100% FDI in animal husbandry, enhancing exports of processed food, promoting ease of doing business, encouraging manufacturing and employment generation, incentivising marketing and brand promotion of Value Added Indian food products overseas, various reports highlighting the importance of food processing industry etc.

Members interacted with Mr Devendra Chaudhry, Secretary, DAHD, Ministry of Agriculture and Farmers' Welfare to highlight the industry issues and concerns.

In an interaction with Dr H Rahman, DDG-Animal Science, ICAR discussions focussed on R&D in the Animal Science sector.



From L to R: Samir Shah, MD & CEO, National Commodity and Derivatives Exchange; S Sivakumar, Chairman CII National Council on Agriculture & Chief Executive – ABD, ITC Ltd and Dr B B Pattanaik, Member, Warehousing Development & Regulatory Authority at the Round Table on Connecting Farmers to Regulated Markets: Challenges and Opportunities in New Delhi

Manufacturing

The importance of manufacturing to India's economic growth and development cannot be undermined. The Prime Minister's vision of Make in India is thus aimed at enabling the manufacturing sector to increase its contribution to GDP from 16% to 25% by 2022. CII has been at the forefront of the Government's Make in India agenda. Inputs were provided on key issues across the manufacturing spectrum to facilitate growth, enhance efficiencies and competitiveness as well as generate business opportunities for both local and foreign investors.

National Manufacturing Council

The overall mission of the Council has been aligned with the Government's flagship programme, Make in India. To achieve this, two broad initiatives, one at the macro level - 'Champion Manufacturing Industries 2025' and one at the firm level - 'Recipe for Excellence' were undertaken.

Champion Manufacturing Industries 2025

The genesis of the Champion Manufacturing Industries initiative lies in a meeting with the Prime

Minister of India, Shri Narendra Modi in June 2015. Through a detailed consultative process, 28 industries were identified where India has the potential to become Champions i.e. global number 1 or 2, drive double digit growth in manufacturing and create significant employment. An in-depth study of close to 156 industries, across eight manufacturing sectors was undertaken. These include aerospace and defence, auto and auto components, cement, chemicals, engineering, ICTE manufacturing (ESDM), steel and pharmaceuticals. The textiles sector was also studied separately. Over 200 policy recommendations, at the industry and sectoral levels, were made in this Study. DIPP recognised that Make in India 2.0 focussed on select sectors is based on this study. Going forward CII will work with the nodal Ministries to help implement the recommendations.

Various sectoral committees partnered to statistically and qualitatively quantify the strategic and commercial importance based on several sub-parameters. Policy interventions were defined



From L to R: Anant Talaulicar, Chairman, CII Manufacturing Council and Chairman & MD, Cummins Group India; Ramesh Abhishek, Secretary, DIPP; Amitabh Kant, CEO, NITI Aayog; Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall and Chandrajit Banerjee, Director General, CII at the Conference on Champion Manufacturing in India: Excellence - Growth - Employment at New Delhi

to help the identified industries achieve their potential. An apex level Government committee is proposed for overseeing implementation of the recommendations of this study, which include:

- Shift principle of public procurement from L1 or Lowest Cost to Lifecycle Cost of Ownership
- Accelerate the announced policy to lower corporate tax rate to an internationally competitive 18%
- Harmonize Indian standards with internationally accepted standards
- Provide stable and co-ordinated policy regime transitions with adequate lead times and certainty. For example, environmental related regulations in automotive, cement, chemicals, construction equipment and pharmaceuticals, amongst others
- Provide time-bound compensation for disabilities on account of finance, power, logistics costs through WTO-compatible production subsidy based on value addition
- Leverage Industrial Corridors network as spines for creating manufacturing centres / clusters
- Create sector skill councils for all 28 Champion Industries and have focussed programmes for each
- Extend Fixed Term Employment to all manufacturing sectors
- A focussed and targeted approach to promoting R&D in Champion Industries

Recipe for Excellence-Rx, is an online tool that helps a company self-evaluate its competitiveness on core functions such as marketing, human resources, operations, supply chain, research and development and environment, sustainability and governance and benchmark it with industry peers. The platform helps guide these companies

on their competitiveness journey by identifying their weakest link and connecting them to various CII Centres of Excellence. Till date about 250 companies have registered for the tool of which 70 companies have used it.

Industry 4.0 is a global phenomenon and India can not be left untouched by this emerging trend. Several activities were undertaken to create awareness about Industry 4.0 to boost India's manufacturing. The 2nd Smart Manufacturing Summit, with Mr Amitabh Kant, CEO Niti Aayog as Chief Guest, was themed 'Leveraging Industry 4.0 for Efficiency, Automation and Productivity' (LEAP). Several countries shared their experience on tenets of Industry 4.0 such as 3D printing, Big Data, Internet of Things and Robotics.

Advanced materials are becoming increasingly important in a large number of industries due to their superior characteristics, including improved resistance to higher temperatures, increased strength and durability. Special initiatives were undertaken in the areas of advanced composite materials and geosynthetics. At the 'Global Geosynthetics Summit' case studies on technical, economic and environmental benefits of geosynthetics were shared. Codes followed by other countries were shared with a view to exposing industry to evolving standards and expediting formation of robust standards.

Another emerging advanced material is composites, which possesses low corrosion resistance, high design versatility, high tension strength etc. as compared to its substitutes. A working group on composites was constituted and a study titled 'Growth Strategies for Composites in India' was commissioned to promote its usage.



From L to R: Sumit Sawhney, Country CEO and MD, Renault India; Anshu Prakash, Additional Secretary, Department of Heavy Industry, Ministry of Heavy Industries and PSE; Amitabh Kant and Dilip Sawhney, Summit Chair and MD, Rockwell Automation India Pvt Ltd at the 2nd Smart Manufacturing Summit in New Delhi



From L to R: K Nandakumar, Chairman and MD, Chemtrols Industries Pvt Ltd; Girish Shankar, Secretary, Department of Heavy Industry, Ministry of Heavy Industries and PSE; Dr V K Saraswat, Member, NITI Aayog; Nikhil Sawhney, Co- Chairman, CII National Committee on Capital Goods and Engineering and Vice Chairman & MD, Triveni Turbine Ltd at the Capital Goods Summit at New Delhi

Capital Goods and Engineering

The capital goods sector is a US\$ 32 billion industry in India, contributing 12% to India's manufacturing output. The sector is expected to employ 2.8 million people in 2017. Therefore, with a clear objective of increasing production of capital goods from Rs 230,000 crore in 2014-15 to Rs 750,000 crore in 2025 and raising direct and indirect employment from the current 8.4 million to 30 million, the CII National Committee on Capital Goods worked in lockstep with the Department of Heavy Industry (DHI) to launch the National Capital Goods Policy. Several interventions on advanced manufacturing, boosting exports and building technology depth were identified to help in implementation of the Policy. DHI was also assisted in the creation of a scheme to help actualize targets set forth by the Policy.

The flagship CII-DHI Capital Goods Summit, organised alongwith DHI, focussed on identifying strategies to help actualize the 3 pillars of the National Capital Goods Policy i.e. bolstering trade, building technology depth and nurturing talent.

Cement

India is the second largest producer of cement in the world. The sector employs more than a million people, directly and indirectly. CII's Cement Industry Division thus engaged with the Government towards enhancing demand and availability of raw materials. The 2nd Indian Cement Conference 2016 themed 'Spurring Demand and



From L to R: Rajnish Kapur, Business Head – Grey Cement, JK Cement Ltd; Atul Khosla, MD, CRH India Management Services Pvt Ltd; Vivek Agrawal, Group Executive President & CMO, Ultratech Cement Ltd; Siddharth Zarabi, Executive Editor, BTVi; Ajay Kapur, Chairman, CII Cement Industry Division and MD & CEO Ambuja Cements; Anil Kumar Pillai, CEO, JSW Cement Ltd; M S Gilotra, MD, Saurashtra Cement Ltd and Jagdeep Verma, Head – Business Consulting, Holtec Consulting Pvt Ltd at the Indian Cement Conference 2016 at New Delhi

Accelerating Growth' took this agenda forward. The Conference focussed on creating a shared vision and effective collaboration between industry and Government to sustain effective demand of cement and enable the industry to acquire globally acclaimed production standards. Mr Amrit Abhijat, Joint Secretary and Mission Director (Housing for All), Ministry of Housing and Urban Poverty Alleviation was the Chief Guest. In a special interaction with Mr A K Gupta, Additional Member – Traffic, Ministry of Railways, Members deliberated on cost- effective, energy efficient and environment-friendly modes of transport for cement.

Chemicals

India's chemical sector stands at US\$ 139 billion. The Government has taken several steps to promote this sector including permitting 100% FDI. The National Committee for Chemicals under its signature campaign 'Chemistry Everywhere' undertook perception building activities for the sector. The Seminar on 'Odisha – The Hub for Chemicals, Petrochemicals and Plastics Sector' organised during Make in Odisha Conclave in Bhubaneswar, highlighted the potential of the chemical sector in India and showcased the investment opportunities in Odisha.

Under the policy advocacy initiatives for specialty chemicals, a study analyzed seven key feedstocks that serve as the building blocks for Indian chemicals industry and chalked out the roadmap for areas requiring Government and industry intervention for better availability of feedstock. The report was launched during the 3rd Chemistry Everywhere Conference – 'Achieving 3X growth in the Indian Chemicals Industry by 2025'.

ICTE Manufacturing

The Information Communication Technology & Electronics (ICTE) industry in India is witnessing uninterrupted consumption led growth, which is presently pegged at US\$ 100 billion. The CII National Committee on ICTE Manufacturing thus focussed on making the industry increasingly competitive, introducing value addition based incentives and encouraging development of the value chain.

Extensive engagement was undertaken with Ministry of Electronics & IT (MeitY) and other related Ministries. Advocacy efforts were focussed on the need to mitigate disability factors, retaining existing incentives available to domestic manufacturers in the GST regime, reducing transaction costs through simplification of procedures. Major recommendations made to the Government include:

- Introduction of value addition based methodologies for compensation of disabilities related to high cost of power, finance and logistics
- Extending the scope of 'Production Subsidy', a value addition based incentive to all existing and new investments
- Removal of 'Surety' clause from the revised 'Import of Goods at Concessional Duty (IGCD) procedure'
- Suggestion for the implementation of Preferential Market Access (PMA) provision for all Government initiatives such as Digital India and Smart Cities and 'Prakash Path/ Unnat Jyoti by Affordable LEDs for All' (UJALA)/ Domestic Efficient Lighting Programme (DELP)

for LED lighting with domestically manufactured products. It was also proposed that the scope of PMA be extended to cover purchases by State Governments. Suggestions were made to MeitY regarding the tax structure for ICTE industry under the GST regime.

Ministry of Electronics and Information Technology (MeitY) is actively considering the recommendation for providing compensation to mitigate the competitive disadvantage caused by high costs of finance, power and logistics. The Ministry was also urged to implement the policy provisions of DTA sales of ITA -1/Zero Duty on ICTE products, extending benefits similar to physical exports.

- Based on a CII submission, the scope of differential excise duty has been extended to cover charger/adaptor, battery and wired headsets/speakers for supply to mobile phone industry and also some notified CPEs.
- CII suggestions on bringing parity in taxation on manufactured items in DTA and export oriented schemes for DTA sales were aimed at promoting Make in India. These suggestions are under consideration by the Government. With a view to encouraging local manufacturing, the Ministry is also considering a proposal to increase the BCD to 20% for non-ITA-1 products.

In line with the Government's 'Make in India' initiative, the session titled 'Creating Roadmap for Developing Value Chains in the ICTE Industry' was aimed at progressively increasing domestically manufactured inputs in finished products. Focus was on three growth driving products – mobile handsets, LED lighting and PCB & PCB assemblies.



Members of the CII National Committee on ICTE Manufacturing with N Chandrababu Naidu, Chief Minister of Andhra Pradesh at the CII Partnership Summit at Visakhapatnam

Mining

Mining, a core sector, contributes about 2.4% of India's GDP. The growth of this sector has accelerated over the last two years, with an enabling policy environment building up. The CII National Committee on Mining focussed on policy advocacy for expediting mineral exploration, while highlighting the need to reorient focus towards deep-seated minerals for long-term mineralization of the nation. Under the guidance of the CII National Committee on Mining a comprehensive report titled 'Mining Opportunities – Realizing the Potential' was prepared. A report was released by Dr Amit Mitra, Minister for Excise, Finance, Commerce, Industries, Industrial Reconstruction, Public Enterprise, Government of West Bengal during the Global Mining Summit, held in Kolkata in November 2016. The flagship Global Mining Summit, focussed on the salience of mining in ensuring long term mineral security of the nation and on steps to promote mineral exploration, discovery and mine development on a full cycle basis.

Some of the key recommendations of the report include:

- Amend rules for grant of exploration permits to facilitate seamless transition to mining lease.
- Pre-set timelines and create a single window system for clearances working seamlessly
- Gradually move to seamless self-certification regime for progressive miners based on a predefined rating system
- Review present laws to allow monetization of explored assets, with proper reporting and compliance parameters to be enforced
- Clearly demarcate Go/No-Go Zones prior to mineral block allocation stage; facilitate grant of exploration of permits to speed up the mineral block development process
- Simplify the taxation regime to have a single threshold, which is consistent over the tenure of the lease
- Reduce and rationalize the number of taxes imposed, avoid cesses & duties

CII's recommendation that a single window system be created and a robust IT platform be put in place for increasing efficiency and effectiveness of the clearance process, was implemented. The Ministry of Mines developed the TAMRA (Transparency, Auction Monitoring and Resource Augmentation)



From L to R: Anuj Aggarwal, Chairman, CII Office Automation & Imaging Division and CFO, Canon India Pvt Ltd; V Lakshmikumaran, Founder & Managing Partner, Lakshmikumaran & Sridharan Attorneys and Vinod Sharma, Chairman, CII National Committee on ICTE Manufacturing and MD, Deki Electronics Ltd, during the Interactive Session on GST at New Delhi

portal and a mobile application to enhance transparency and accountability.

Office Automation & Imaging

Office Automation & Imaging (OA&I), a US \$ 3 billion industry, has the potential to enable India to achieve the Digital India mission as well as foster inclusive growth. The products covered under this industry find application in e-Governance, healthcare, education, insurance, rural development the smart cities amongst others. The Office Automation & Imaging (OA&I) Division thus engaged with the Government to make purchase procedures simpler and faster as well as make compliance to various Government regulations user friendly. During meetings with officials of the Ministry of Commerce & Industry, DG(S&D), DG, BIS and MeitY members shared their concerns and proposed corrections that could be made. An interactive session on GST with Mr V. Lakshmikumaran, Founder & Managing Partner- Lakshmikumaran & Sridharan Attorneys was also organised.

Steel

India is the third largest producer of crude steel in the world and is poised to move up to the 2nd position. The sector is a major contributor to India's manufacturing output. The CII National Committee on Steel focussed its advocacy efforts on addressing the industry's concerns to work towards a level playing field for domestic manufacturers. The concerns of the domestic steel industry with

respect to cheap imports were raised with Shri Chaudhary Birender Singh, Minister of Steel and Dr Aruna Sharma, Secretary, Ministry of Steel.

Based on the deliberations and recommendations made to Mr A K Behera, Executive Director, Railway Board, the Ministry of Railways announced the withdrawal of busy season charge and removal of port congestion surcharge (levied on cargo moving to inland distribution points). CII had suggested that while allotting Wagons/Rakes, the Railways may consider using a factor of 2.54 instead of 1.7 for determining quantity of iron ore to be transported. A request was also made for restoring the 50% concessional freight for distances within 50 km. Inputs given on the National Steel Policy are under consideration.

A steel user-producer meet helped resolve challenges of steel requirements and quality faced by the capital goods industry. The interaction paved the way for better analysis of user requirements by steel producers helping them in their product planning.

Rail Transportation and Equipment

Indian railways runs 108,607 kms across the length and breadth of the country. It is considered an economic mode of freight forwarding, especially for bulky material. Given its importance, the Government has undertaken an extensive exercise to modernize this infrastructure. CII's Rail

Transportation and Equipment Division focussed its efforts towards creating an enabling environment for attracting private participation as well as enhancing competitiveness of the sector.

The Division provided inputs to the Government on balanced contract conditions, and adoption of best practices from international contracts. The inputs for revising the tender conditions included:

- Removal of fall clause
- Opening financial bid only for technically eligible bidders
- Drawing clear distinction between stage payment and milestone
- Providing suitable compensation where the reason of delay is not attributable to the contractor.

As an outcome of a workshop on 'Contract Management in IR' two committees were formed by the Railway Board to review the general and standard conditions of contracts. A base paper on 'Contract Management in Indian Railways- Improving Ease of Doing Business', prepared in consultation with the Railway Board and industry members highlighted issues relating to specific clauses in the conditions.

Policy advocacy was also undertaken for streamlining procurement processes and vendor development in railways, strengthening indigenous capabilities for technology, equipment and services export globally.

Transmission Lines

Transmission forms a critical link in the power sector value chain. With the power sector growing at a rapid pace, the network of transmission lines has also accelerated. In light of the Government's focus on 'Make in India' and 'Electricity for All', the Transmission Line Division focussed on sensitizing policy makers on prevailing issues impacting the transmission space. Recommendations were made to develop faster clearance processes and redressal mechanisms, increased innovation and upgradation of technology. Time optimization from concept to commissioning alongwith innovative funding measures for meeting huge investment and capacity enhancement targets were also suggested.



From L to R: C P Sharma, Vice Chairman, CII Rail Transportation and Equipment Division and MD, Daulatram Engineering Services Ltd; Rajeev Jyoti, CEO - Railway Business, Larsen & Toubro Limited; S Mookerjee, Financial Commissioner, Railway Board; Tilak Raj Seth, Chairman, CII Rail Transportation and Equipment Division and Executive Vice President, Siemens Ltd; Hemant Kumar, Member-Mechanical, Railway Board and A K Kapoor, Member-Electrical, Railway Board at the Workshop on Contract Management in Indian Railways at New Delhi



From L to R: Manish Mohnot, Vice Chairman, CII Transmission Line Division and MD, Kalpataru Power Transmission Ltd; I S Jha, Chairman and MD, Power Grid Corporation of India Ltd (PGCIL); Pradeep Kumar Pujari, Secretary, Ministry of Power; Vimal Kejriwal, Chairman, CII Transmission Line Division and MD and CEO, KEC International Limited at the Transmission Line Conference 2016 at New Delhi

DGFT is considering CII's suggestion that TED refund be made available for the benefit of projects under International Competitive Bidding (ICB). The issue was taken up with the Ministry of Commerce, with a request to make amendments to the Foreign Trade Policy.

New ways to enhance productivity, reduce costs and fast-track project execution by technological advancements and planned investments were deliberated upon during the conference on 'Electricity for All' held in association with Power Grid Corporation of India Ltd (PGCIL). A CII- EY report titled 'Indian Power Transmission Industry' was released by Mr P K Pujari, Secretary, Ministry of Power.

Textiles and Apparel

India accounts for about 14% of the world's textile fibre and yarns and has the highest loom capacity. The domestic Textile and Apparel sector is expected to stand at US\$ 141 billion by 2021. The National Committees on Textiles & Apparel worked extensively to build competitiveness of the Indian textiles and apparel industry and to position the country as a preferred global source. Given the importance of textiles & apparel industry to exports and creating employment, BCG was commissioned to study 'Weaving the Way: Breakout Growth Agenda for the Indian Apparel, Made-ups and Textile Industry'. The study proposes an action plan for both, the Government and the industry, to achieve growth and competitiveness. The Government's policy package for the Apparel and Made-ups sector was based on the recommendations of this study.

Based on CII's recommendations, fixed term employment was introduced in a special apparel package. Ensuring predictability to wage growth and allowing women to work night shifts were the other suggestions made. Central support for job creation was also sought. It was also suggested that India-specific clusters be encouraged by building State infrastructure under PPP. A submission was made requesting that the operations costs of the apparel, fabrics and made ups be reduced through electricity subsidies and by considering GST – neutral rates for cotton/MMF. A recommendation on wage support through direct



From L to R: Sarada G Muraleedharan, Director General, National Institute of Fashion Technology; Ritu Beri, Advisor, Khadi and Village Industries Commission; Smriti Irani, Minister of Textiles; Gautam Nair, Co-Chairman, CII National Committee on Apparel and MD, Matrix Clothing Pvt Ltd and Alok Kumar, Development Commissioner – Handlooms, Ministry of Textiles at the Conference on Creating Handloom 2.0 in New Delhi

benefit transfer for all new employment generated was accepted by the Government. Based on a request made to the Government, EPF has been made optional for employees earning Rs 15000 per month.

The recommendation on Export VAT rebate under GST similar to China (from yarn to apparels/ made-ups) was accepted by the Government. The suggestion on FOB rebates on export matching domestic GST rates, adjusted for fuel, power has also been implemented. Inputs were given to help de-bottleneck logistic and break trade barriers.

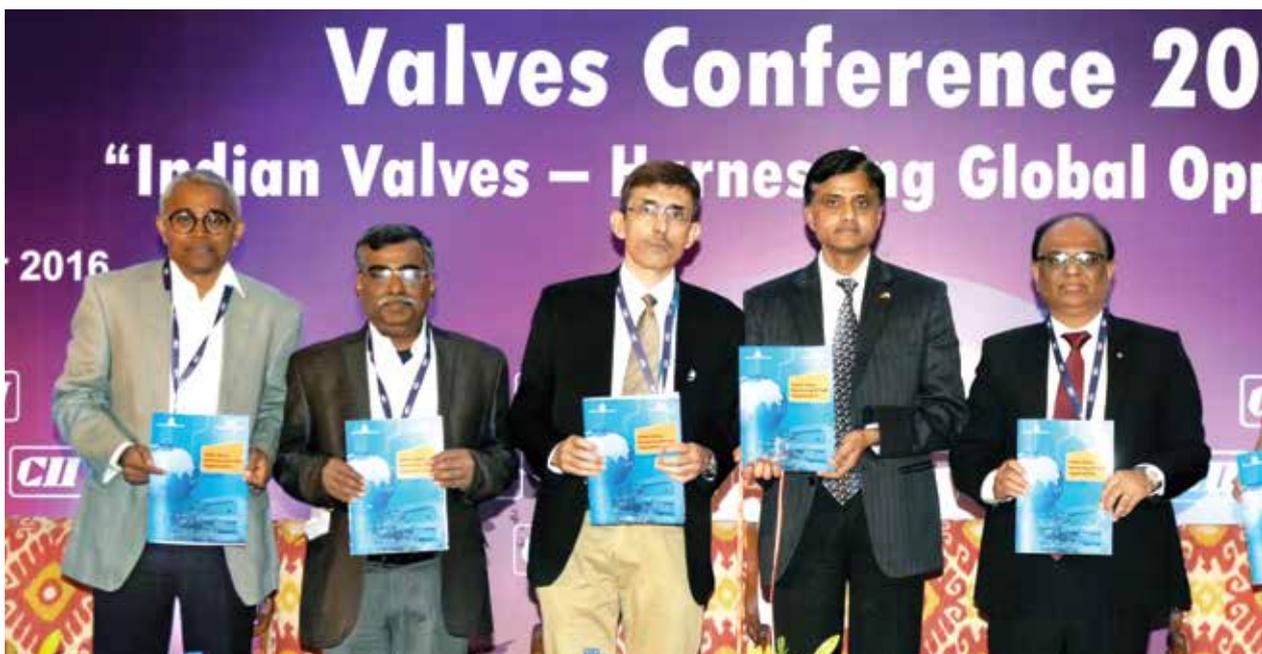
The Government agreed to extend the apparel package incentives to made-ups, based on a CII plea that these would help to strengthen the entire value chain.

Building on the increased Government focus to promote Indian Handlooms, a platform was created in partnership with DC (Handlooms), Ministry of Textiles to showcase handloom as a premium fabric with a global appeal. The key objective was to understand the growing role of brand, design and institutional infrastructure in promoting handloom industry. Indian handlooms were also encouraged through an exclusive exhibition on Handlooms Woven Wonders of India.

Valves & Automation

With growing demand of energy in various forms, mainly oil and gas, petrochemicals and power, India's valves market is expanding. The sector, expected to grow at a CAGR of 13%, has an export potential of US\$ 1200 million by 2020. Given this potential, the Valves & Automation Division advocated the creation of universally accepted national standards to build global competitiveness of India's valve industry. Bureau of Indian Standard (BIS) agreed to make the revisions to Indian Standards for Valves to align these with international specifications, based on inputs provided by CII.

Efforts were made to build brand India as a global manufacturer of a spectrum of valves. A Valves Conference with the theme 'Harnessing Global Opportunities' thus focussed on faster adoption of advanced manufacturing trends, technological revolution and emerging opportunities. A CII-Tata Strategic Management Group report titled 'Indian Valves – Harnessing Global Opportunities' was released by Mr Aniruddha Kumar, Joint Secretary, Ministry of Power. The report highlights global growth opportunities for Indian manufacturers and the need for the industry and stakeholders to collaborate and adopt advanced technologies.



From L to R: Ramesh Babu, Vice Chairman, CII Valves & Automation Division and MD, Velan Valves India Pvt Ltd; S K Roy, Executive Director - Operations, NTPC; R K Sabharwal, Director – Commercial, EIL; Aniruddha Kumar, Joint Secretary, Ministry of Power; N V Venkatasubramanian, Chairman, CII Valves & Automation Division & Chief Executive, L&T Valves Limited at the Valves Conference 2016 at New Delhi

Associations' Council

The CII Associations' Council (ASCON) is an important forum for national sectoral associations to come together. ASCON plays a major role in monitoring industry performance and highlighting key sector specific policy issues through representations with Government and policy makers at various levels. The Council has established itself as a key repository of industry data and reference points provided to Members through Industry surveys and reports released every quarter. The ASCON Quarterly Reports/Surveys of Industry performance and the growth outlook, released quarterly, also provide a perspective of the past.

ADVOCACY

Deliberations during the year focussed on the current state of Industry and economy, the growth prospects as well as the steps necessary to support recovery in the near to medium term. The need for certain reforms was strongly recommended to the Government. These included:

- Speeding up delayed reforms such as GST, LAAR (Amendment Bill), 2015
- Developing a well laid out export ecosystem to enhance export competitiveness
- Reconsidering issues related to inverted duty structures
- Relooking at FTA's to tackle the issue of cheap imports

- Reviving the investment cycle, faster approval of projects, removing implementation bottlenecks especially in energy, mining and power sector
- Facilitating ease of doing business especially with a focus on ease of cross border trade as per international standards

ACTION

Special interaction sessions on Skills and GST were organised during the year.

Mr Asheesh Sharma, Joint Secretary, Ministry of Skills & Entrepreneurship apprised the Council of the steps taken by the Government to promote apprenticeship. In the wake of the impending transition to the Goods and Services Tax (GST), Mr Sumit Dutt Majumder, Ex-Chairman, Central Board of Excise and Customs and Customs & GST Expert and Mr Atul Gupta, Partner, Deloitte addressed the queries of ASCON Members .

Concerns relating to Inverted Duty Structure (IDS), raised by affiliated associations were submitted to the Tariff Commission. Recommendations on the Ease of Doing Business (EoDB) were put forward to the Expert Committee on Regulatory Approvals. The Budget recommendations for 2017-18 received from associations were included in the Pre-Budget Recommendations submitted to Ministry of Finance.



From L to R: Shobana Kamineni, President Designate, CII, Chairperson, CII Associations' Council and Executive Vice-Chairperson, Apollo Hospitals Enterprise Limited (AHEL); Ratika Jain; Sumit Dutt Majumder, Former Chairman, CBEC and Atul Gupta, Partner, Deloitte at the third meeting of the CII Associations' Council in New Delhi

Infrastructure

Being key to the country's development, the Government has placed much focus on the infrastructure sector. For India to continue to achieve social and economic development, substantial infrastructure expansion is critical. CII works to enable infrastructure development which would not only facilitate growth, enhance efficacy, build competitiveness and boost ease of doing business in India, but simultaneously generate business opportunities for both local and foreign capital investors.

ADVOCACY

The Government initiated significant steps to ensure a pickup in infrastructure investments and revitalize PPPs. Inputs and policy recommendations were made to the Government and expert groups on several issues related to policy, regulatory and implementation to facilitate an enabling and conducive framework for the infrastructure sector. These included roads and highways, railways, ports and shipping, real estate and housing, civil aviation and construction. From

infrastructure financing to institutional framework for renegotiation of PPP concessions, legal and regulatory framework, several issues were taken up with the Government. Private sector's thin interest in PPPs and restrictions on realignment of current debt and fresh borrowings from banks were deliberated upon. Advocacy work was also undertaken for dispute resolution mechanisms and unsettled claims, inequitable contracts and Uniform Rules for Demand Guarantees (URDG).

ACTION

At a policy focussed workshop held on 'Key Recommendations of the Report on Revisiting and Revitalizing the PPP Model' in September, 2016, Mr Ashok Lavasa, Secretary Finance, and Dr. Vijay Kelkar, Chairman of the Expert Committee shared their perspective. Discussions on the recommendations of the Kelkar Committee and their implications focussed on renegotiation and resource mobilisation. Some points that emerged clearly included:

- Industry is very upbeat about the proposed



From L to R: Dr Shekhar Shah, Director General, National Council of Applied Economic Research (NCAER); Sudipto Sarkar, Barrister-at-law, Kolkata; S B Nayar, Chairman and MD, India Infrastructure Finance Company Limited; Ashok Lavasa, Secretary, Finance and Expenditure, Ministry of Finance; Vinayak Chatterjee, Chairman, CII National Committee on Infrastructure & PPP and Chairman, Feedback Infra Ltd; Rajiv Ranjan Mishra, MD, CLP India; Soma Banerjee, Principal - Energy & Infrastructure, CII and Abhilasha Mahapatra, Director - (PPP), Infrastructure Division, DEA, Ministry of Finance, at the Interactive Workshop to discuss Key Recommendations of the Report on Revisiting and Revitalizing the PPP Model in New Delhi



Narendra Modi, Prime Minister of India inaugurating the Maritime Exhibition at the Maritime India Summit at Mumbai

investment by the Government in Infrastructure, especially Rs 2,18,000 crore in Roads and Railways

- PPP in Indian infrastructure has reached operational maturity and it is time to incorporate lessons learnt during this journey. Equitable risk sharing between Government and Private Sector is a pre requisite foundation step
- Capacity Building for all stakeholders, including Government, Private Sector and Consultants, also deserves due consideration and CII along with proposed institutions such as 3PI can play a crucial role in the same
- Option of monetization of State owned assets for recycling and attracting long term Pension and various other funds along with tax incentives could be considered
- Existing Dispute Resolution Mechanism mandates a thorough overhaul
- Industry has a lot of expectations from the much anticipated Specific Relief Act
- A mutually acceptable Code of Governance and Transparency for Indian Infrastructure PPP Projects may be constituted

Railways

Several interactions were held with Shri Suresh Prabhu, Minister of Railways and other senior Ministry officials keeping in view the Government's initiative to modernize the rail infrastructure, augment capacity, develop terminals, enhance safety and use IT in project management and

railway station development. The objective was also to explore broadbasing CII's initiatives in this important area.

The ministry of Railways has initiated work to develop/re-develop the new/existing railway stations for upgrading passenger amenities. The plans for modernizing 400 stations and commercial utilization of land and air space is an important area for mobilizing resources through private sector participation. With this background, two sessions were organised on Railway Development in October, 2016 in Ambala and Ludhiana in partnership with the Ministry of Railways and French Railways SNCF.

Shipping

Realizing the importance of the maritime sector for economic development, the Government has undertaken a slew of policy enablers to further reform the sector. Some Government initiatives aimed at improving ease of doing business include replacing the annual licence renewal process with a one time trading license for vessels and introduction of e- governance for online processing of chartering permission. Hundred per cent FDI under automatic route for port development projects and tax holiday for ten consecutive assessment years for infrastructure development including ports and inland waterways are only two of the many initiatives to improve the investment attractiveness of the sector.

CII works closely with the Ministry of Shipping to strengthen India's Shipping sector. The Maritime India Summit 2016 (MIS 2016) held in Mumbai in April 2016 was the maiden initiative of the Ministry of Shipping to showcase potential business opportunities and invite investors to participate in this growing sector. Shri Narendra Modi, Prime Minister of India inaugurated the Summit organised in partnership with Republic of Korea (ROK). Alongside this Summit, high level bilateral meetings were held with 12 participating countries and 80 eminent speakers. The thematic session on Maritime Nations highlighted the global trends of the shipping industry and the importance of co-operation & collaboration between maritime nations. The Maritime Exhibition, spread across 25,000 sqm, saw participation of 81 International Companies, 80 private Indian Companies and 36 Government entities.

An exclusive CEOs' Forum chaired by Shri Nitin Gadkari, Minister of Shipping, Road Transport & Highways deliberated on the potential and growth opportunities of the Indian Maritime Sector. Around 240 Indian projects in the maritime sector offering investment opportunities worth US \$ 66 Billion over the next 5 years were identified. Besides the 140 business agreements signed, the Maritime India Summit resulted in investments worth US\$ 12.75 billion. Over 5,000 delegates including global maritime players from 42 countries participated in the Summit. A 3-day exhibition organized during the Summit had participation of 197 exhibitors.

A Working Group on Make in India, Shipbuilding & Ship Repairs has been constituted under the chairmanship of Mr Barun Mitra, Joint Secretary (Shipping) with a focus to revive India's ailing Shipbuilding, Ship Repair and Ship Breaking sector.

Real Estate and Housing

In the Real Estate and Housing Sector, CII engaged with Ministers and Government officials of several line Ministries to discuss related policies. Suggestions were submitted to Dr Nandita Chatterjee, Secretary, Ministry of Housing & Urban Poverty Alleviation (MoHUPA) on the Draft Rules for Union Territories under the Real Estate (Regulation and Development) Act, 2016. GST related issues were raised with Mr Amitabh Kumar, Joint Secretary (TRU 2), Department of Revenue,

Ministry of Finance. Fast tracking environmental clearance process for construction of residential/commercial/IT developments is a key concern of the sector. This was raised with Mr Ajay Narayan Jha, Secretary, Ministry of Environment, Forests & Climate Change. Dr Guruprasad Mohapatra, Joint Secretary, Department of Commerce, Ministry of Commerce & Industry deliberated with members on Infrastructure Status for Special Economic Zones and External Commercial Borrowing for SEZs.

Some key provisions of the GST Law, that need urgent review to grant relief to real estate sector, were raised with Dr Amit Mitra, Chairman, Empowered Committee of State Finance Ministers.

Civil Aviation

The recent initiatives of the Ministry of Civil Aviation have been significant to ensure sustained growth momentum on the back of key policy initiatives. The National Civil Aviation Policy (NCAP 2016), released in June 2016, is a path-breaking move. Work was undertaken in the crucial sub-sectors of aviation infrastructure through five sub committees. These included regional connectivity, sustainable growth strategies, ease of doing business and 'Make in India' in aerospace research, design, manufacturing and MRO. At a CEOs Round Table on Aviation with Shri Jayant Sinha, Minister of State for Civil Aviation, industry and Government discussed the interventions required to expeditiously resolve procedural and policy issues. The agenda was to arrive at a 90-day action plan to achieve this objective. The discussions focussed on the Regional Connectivity Scheme (RCS) announced by the Ministry of Civil Aviation the following day.



From L to R: Amber Dubey, Vice Chairman, CII National Committee on Civil Aviation and Partner, KPMG India Pvt. Ltd.; Shri Jayant Sinha, Minister of State for Civil Aviation, Ministry of Civil Aviation; -Phee Teik Yeoh, Chairman, CII National Committee on Civil Aviation & CEO, TATA SIA Airlines Limited at the CEOs Round Table on Civil Aviation in New Delhi

Construction

The Construction industry is currently facing severe systemic challenges ranging from project financing difficulties, liquidity constraints, lack of projects off-take, suboptimal risk sharing mechanism, unfair encashment of bank guarantees and substantial amount of funds locked in claims/arbitration, cross-border issues, etc. The Arbitration and Conciliation (Amendment) Act, 2015 ('Amendment Act') was notified in the Gazette of India on 1 January 2016 and has now come in to force. Several recommendations made by CII found mention in the proposed amendments.

Meetings to address issues related to Dispute Resolution Mechanism, unfair encashment of bank guarantees, inequitable contracts were held with Shri Suresh Prabhu, Minister of Railways, Shri Jayant Sinha, then Minister of State for Finance, Mr Pradeep Kumar Sinha, Cabinet Secretary, Mr Ramesh Abhishek, Secretary, Department of Industrial Policy and Promotion, Mr Sanjay Mitra, Secretary, Ministry of Road Transport and Highways, Mr Rohit Kumar Singh, Joint Secretary, Ministry of Road Transport and Highways and Dr Arun Kumar Panda, Additional Secretary, Ministry of Health & Family Welfare.

The Cabinet Committee on Economic Affairs (CCEA) chaired by the Prime Minister, Shri Narendra Modi announced initiatives to revive the Indian construction sector. Several of CII's recommendations were included in these initiatives. One of the major recommendations included refers to the direction to pay 75% of the award amount to contractors against a margin free in cases where PSUs have lost the Arbitration and have appealed further in Courts. This amount will infuse liquidity and will be used by contractors to repay bank loans or to meet commitments in ongoing projects.

Based on CII's recommendations, Government departments and PSUs were also instructed to transfer cases under arbitration to the amended Arbitration Act which has an expedited procedure, with the consent of contractors. This will help settle disputes expeditiously, with minimum cost & time overruns and also bring back an amount of around INR 70,000 crores in to the economy.

The Cabinet has also directed PSUs/ Government departments issuing public contracts to set up Conciliation Committees comprising of independent subject experts to ensure speedy disposal of pending or new cases, while the Department of Financial Services in consultation with RBI is examining a suitable one-time scheme for addressing stressed bank loans in the construction sector. Other measures recommended by CII are under consideration, including changes to bid documents and model EPC contracts.

- Allow a one-time debt realignment window for construction companies commensurate with expected future cash flows
- Give Construction sector due importance as in the case of infrastructure sector for Banks/ Institutional Finance
- Issue directives to banks to inform Contractors promptly, and wait at least 30 days before BG encashment and adopt International Chambers of Commerce's Uniform Rules for Demand Guarantees (URDG 758), as per global practice
- Issue directive to employers to pay all unsettled claims (pending in Courts) that have been awarded by Arbitrators
- Mandate employers to pay claims certified by independent engineers/ awarded by Arbitrators, before challenging these further
- NIIF should provide a large enough window for financing EPC / Construction companies through direct funding by a sector specific Alternate Investment Fund (AIF). In addition, we suggest that NIIF should set up a 'Take-out Fund' or 'Claims Take-out Fund'



Rajnath Singh, Home Minister, at the Maritime India Summit at Mumbai

Smart City Mission

The Smart Cities Mission is a Government programme to develop 100 citizen friendly and sustainable cities across the country. CII worked to achieve the main goals of enabling economic development, Cleaner – Greener – Sustainable environment and richer cultural heritage by working with Government, academic partners and citizens.

ADVOCACY

Recommendations were made to the Government on policy, regulatory and implementation related issues to facilitate opportunities for industry. The advocacy work revolved around the overarching issues of financing, planning, capacity building and foreign expertise. Several recommendations were made to the Government and other stakeholders to help strengthen PPPs in infrastructure.

ACTION

The Smart City Investors Meet, held in partnership with the Ministry of Urban Development (MoUD) in May 2016, provided a platform for sharing ideas. Shri M Venkaiah Naidu, Union Minister for Urban Development, Housing and Urban Poverty Alleviation & Parliamentary Affairs released the CII Smart City Profile Booklet and the CII Directory on Smart City Products & Services. Mr Rajiv Gauba, Secretary, Ministry of Urban Development and Mr Ravi Parthasarathy, Chairman, CII National Mission on Smart Cities and Chairman, IL&FS and Project Developers, Multilateral Institutions also addressed the audience.

Using smart technologies to address the challenges of rapid urbanization and ways for cities to become truly sustainable, connected across organisations and with citizens is a key focus area of the Smart Cities Mission. A dialogue on these aspects was initiated during 'The Connected City: Tech Solutions for India's Smart Cities' Session organised along with the Department of Science & Technology at the India-UK Tech Summit. Shri Rao Inderjit Singh, Minister of State for Urban Development, Housing, Urban Poverty Alleviation and Mos (I/C) for Planning interacted with UK Government officials, project developers, multilateral institutions, amongst others.

A successful Smart City would have to be resilient, efficient, affordable, livable and inclusive rather than have features imposed by policy makers. This was



From L to R: Chris Elstof, Deputy High Commissioner, Australian High Commission, New Delhi; Soma Banerjee, Principal - Energy & Infrastructure, CII; Professor Sheel Nuna, Director - South Asia, QUT and Leonie Muldoon, Minister Commercial and Senior Trade and Investment Commissioner South Asia, Australian Trade and Investment Commission at the signing of the MoU on Smart Cities between CII and Queensland Smart City Consortium at New Delhi

the key takeaway from the 'Make in Odisha- Smart Cities' Conclave, organised with the Government of Odisha and in collaboration with DIPP in Bhubaneswar.

A MoU was signed with Queensland University, Australia Smart City Consortium in the presence of Ms Soma Banerjee, Principal-Energy & Infrastructure, CII and Professor Sheel Nuna, Director, South Asia, Queensland University of Technology in New Delhi. The MoU Partners will combine their strengths and resources for business assignments and infrastructure projects in India. CII's National Mission on Smart Cities would also be supported.

A MoU was also signed with Teknikföretagen, Sweden in the presence of Mr Chandrajit Banerjee, Director General, CII and Ms Jennie Cato, Director Trade and Promotion, Teknikföretagen in New Delhi.

The Smart Cities Technical Workshop organised in partnership with USTDA focussed on building upon the ongoing cooperation with the States of Andhra Pradesh, Rajasthan and Uttar Pradesh. The Workshop provided an opportunity for cities, States, and the U.S. and Indian private sectors to share best practices and develop partnerships for the Smart Cities Mission.

The essential components of a Smart City were highlighted at The Vidarbha Investment Summit - Smart Infrastructure- 'A need for a modern Nagpur' in December 2016 in Nagpur. Mr Sachin Kuvre, Collector, Government of Nagpur interacted with the participants on areas such as Smart Governance, Smart Citizen, and Smart Energy.

Defence & Aerospace

Over the last two years, India's defence sector has seen immense activity, evincing interest of Indian as well foreign OEMs. While the Indian industry has focussed on capacity building, foreign OEMs have shown interest in participating in Make in India in Defence. Critical changes have been made to enhance ease of doing business in Defence procurements.

Under the Defence Procurement Procedure (DPP) 2016, a new and preferred category 'Buy Indian' (Indigenous Design, Development and Manufacturing IDDM) was launched to encourage design and manufacture of defence products, thus leading to further self-reliance. Another highlight of DPP 2016 is the provision of long term engagement with India's private sector through the strategic partnership model, thus benefitting the Indian industry.

India's membership to the MTCR club and the country's designation as a 'Major Defence Partner' by the United States is a unique status which puts India at par with other closest allies and partners. These developments should help the Indian defence industry gain access to many military technologies which have thus far remained beyond its reach.

ADVOCACY

It works closely with the Armed Forces, Ministry of Defence (MoD), Defence Research and Development Organisation (DRDO) and Defence PSUs/OFB in steering policy formulation, defence market development / trade promotion and formulation of international joint ventures/ technology transfers. Representations and recommendations were made to the Ministry of Defence and Prime Minister's Office on several issues, many of which have been accepted by the Government.



The then Minister of Defence, Manohar Parrikar addressing the audience at the Army Technology Seminar at New Delhi

Make in India: A multi-pronged effort was launched by the Armed Forces under DPP 2016 for indigenisation of equipment / components to pursue Make in India. In response to a representation calling for identifying and executing high value 'Make in India' projects, the MoD announced a list of 25 'Make' projects, decided in consultation with the Indian Navy, Army and Air Force. The MoD also accepted a request to fast track an additional 50 projects that were in the final stages of procurement.



From L to R: Baba N Kalyani, Chairman, CII National Committee on Defence and Chairman & MD, Bharat Forge Limited; Ashok Kumar Gupta, Secretary (DP), Ministry of Defence; Surina Rajan, Additional Secretary (DP), Ministry of Defence; Sanjay Garg, Joint Secretary (DIP), Ministry of Defence at the session on 'Make' Procedure (DPP 2016) and Potential Projects Under 'Make' Category at New Delhi

Deepen/Broaden Defence Offsets: Government is actively considering a representation with regard to broadening the defence offset provisions. The requests were based on CII's discussions with foreign OEMs and Indian offset partners.

Develop local test facilities for indigenous production: The Government is already taking action on some of the suggestions with respect to the representation on issues and constraints faced by Indian defence manufacturers owing to inadequate local test-facilities. The Government also agreed to the request to disseminate information about the already available field-test facilities for private Indian defence manufacturers, through the websites of Ministry of Defence, DRDO, Services and DPSUs.

Recalibration of the requirement of End User Certificate (EUC): The need to liberalise the exports of 'sub-systems', 'near finished' and 'platforms', to OEMs of Wassenaar Arrangement (WA) countries or a duly cleared sub-set of WA countries was emphasized. The Government held inter-ministerial meetings to resolve this issue which emanates from the stringent regulations for export of military stores at sub-systems and platforms level.

Facilitate strategic partnerships for manufacturing of defence equipment in India: Under the new Defence Procurement Policy (DPP), Strategic Partnership (SP) has been identified as having the potential to transform domestic manufacturing ecosystem in India. The Minister of Defence led consultative meetings on SP and sub-groups have submitted their recommendations on different aspects and segments.

Facilitate vendor registration: Based on a suggestion made by CII, MoD issued a notification asking all DPSUs to provide 'Deemed Registration of Vendors' status, to those vendors who are already registered with one or more DPSUs, for a specific product.

Ease Customs Duty Reimbursement Process: It was recommended that Government reimburse customs duty based on incurrence, instead of asking for documentary evidence, which puts an unnecessary financial burden on the supplier.

Upgradation of amphibious infantry fighting vehicle 'BMP 2': Directorate General of Mechanised



From L to R: Lt Gen Subrata Saha, UYSM, YSM, VSM, DCOAS (P&S), Lt Gen MMS Rai, PVSM, AVSM, VSM, ADC, Vice Chief of the Army Staff, General Dalbir Singh, Chief of Army Staff, PVSM, UYSM, AVSM, VSM, ADC; Ashok Kumar Gupta, Secretary, Defence Production, Ministry of Defence and R S Bhatia, Co-Chairman, CII National Defence Sub-Committee on Land Systems and President, Bharat Forge Limited at the Make in India Army Seminar and the Launch of Army Design Bureau in New Delhi

Forces (DGMF) withdrew the proposal to place the order on 'nomination' basis after a suggestion was made to consider the participation of both public and private sector companies in this project.

The need to roll out many MAKE projects, especially under MAKE II requiring industry investment in R&D was impressed upon the MoD. Importance of order guarantee after successful development of such projects was also advocated.

ACTION

Armed Forces – Industry Interaction

The CII Defence & Aerospace division works closely with the Government on DPP, enhancing transparency, competitiveness, level playing field for Indian industry and expanding business opportunities for industry through constant interaction with end users i.e. the Armed Forces.

Policy makers, industry, investors, SMEs, advisory groups came together on several platforms to deliberate upon opportunities and issues pertaining to the defence and aerospace industry. The major interactions included the Army Seminar, AMICOM 2016, Energising Indian Aerospace Industry, Make in India seminars with Indian Air Force and Indian Army, launch of Army Design Bureau, Outsourcing and Vendor Development by OFB, Unmanned Aerial Vehicles and Technologies, Indigenisation of Diesel Engines and industry- academia interactions to promote Make in India.

Technology Development

Technology plays a crucial role in development of capabilities and systems. To ensure linkages between capability development, military systems



From L to R: Chandrajit Banerjee, Director General, CII; Lt General Dalbir Singh, PVSM, UYSM, AVSM, VSM, ADC Chief of the Army Staff, Indian Army; Manohar Parrikar; Dr S Christopher, Secretary Department of Defence R&D, Defence Research and Development Organisation; Lt Gen Bipin Rawat, UYSM, AVSM, YSM, SM, VSM Vice Chief of the Army Staff Indian Army; Baba N Kalyani launching Problem Statements at the Army Technology Seminar in Delhi

and technology, an MoU was signed with Defence Research and Development Organisation, MoD. The MoU aims to facilitate Transfer of Technology (ToT) to industry. At the DEFTECH 2016, where this initiative was launched, DRDO also shared technologies that could be commercialised through industry participation. The Technology Development Fund (TDF), with an initial budget of Rs 100 crore, was also launched by MoD, to facilitate development of critical components by Indian industry. The launch of Army Design Bureau by the then Raksha Mantri, Shri Manohar Parrikar and the release of the compendium of Future Core Technologies and Problem Statements are a testimony to Indian Army's efforts to achieve self-reliance through promotion of indigenous content.

Defence Acquisition Management Course

The Defence Acquisition Management Course (DAMC), organised by CII since 2003, is designed to enable the industry to understand the changes in procurement and acquisition related procedures of Defence establishments.

Defence and Aerospace Consultancy Services (DACs)

In pursuit of the Make in India initiative, the MoD is continuously transforming its policies to facilitate expansion of the defence industrial

base and indigenous capacity. In this light a new initiative, 'Defence and Aerospace Consultancy Services' (DACs), was launched to enable greater participation of Indian Industry in the defence sector. In the first year, the defence expert group assessed over 25 Indian companies enabling their entry to defence manufacturing and subsequently into the global supply chain. These companies could be potential suppliers for Defence PSUs and Ordnance Factories as well as be the right joint venture and technology partners for Foreign OEMs.

International Cooperation

A number of international delegations were hosted to enhance bilateral defence cooperation. Various delegations were mounted, notably to UK and USA. CII also hosted country delegations from Australia, USA, UK, Bangladesh, Oman, and country specific Round Table meetings were held with international delegations.

Online Directory of Capability Matrix

Indian Aerospace and Defence Industry is on a high growth trajectory with US \$ 250 billion worth defence acquisitions lined up for the next 10 years. An online directory of Indian Manufacturing Capabilities for Defence and Aerospace was initiated to develop a database capturing their competency and capability.

Energy

Energy is amongst the key enablers for a country's economic development. In India, this sector has undergone major transformation over the last decade, with policy level changes and infrastructure development. CII provided inputs on key issues across the energy spectrum ranging from recommendations to develop a gas market in India, policy reforms and incentives to expedite growth in renewables, and transformational changes to put the power sector back on the growth trajectory.

ADVOCACY

Power

The hydropower sector has the potential to provide affordable and sustainable electricity. Recommendations were made to the Government on re-orienting policies and practices to unlock the huge economic, ecological and energy value and revitalise the hydropower sector. With a view to supporting digitisation of the Indian economy,

a proposal was made to incentivise cashless payments of electricity bills and levying special charges on large cash payments.

The Ministry of Power is working on the following CII recommendations, aimed at restoring commercial viability of hydropower:

- To create a policy framework for procurement of hydropower, introduce incentives as well as a PPP policy
- Strengthen road infrastructure, consider basin-wise infrastructural development, make developer responsible for infrastructure within this project battery limit
- Streamline ecological issues by stipulating clearance/approval time frames, amending land acquisition laws, rehabilitation of project area population and sustainable development
- Execute hydel projects through basin-wise joint ventures between the Central and State Governments.



From L to R: Ramesh Kymal, Co-Chair, CII National Committee on Renewable Energy and MD, Gamesa India Ltd; Dr Inderjit Singh, Additional Secretary, Ministry of New & Renewable Energy; Anil Sardana, Chairman, CII National Committee on Power and MD, Tata Power Co Ltd; Piyush Goyal, Minister of State (I/C) for Power, Coal, New and Renewable Energy and Mines and Sumant Sinha, Chair, CII Task Force on Solar and Founder Chairman & Chief Executive Officer, ReNew Power Ventures Pvt Ltd at the ENERGISING INDIA - CEOs Dialogue on Power & Renewable Energy at New Delhi

Inputs given on the Ministry of Power's Energy Banking Arrangement document included a standardised competitive bidding process, carrying out reverse / forward auction on return ratio and enhancing participation in the tender process by keeping low benchmarks for minimum quantum of power. The final policy announcement is awaited.

The Ministry of Power accepted CII's suggestions to ensure insulation of investors from the adverse impact of change in laws or policies such as National Coal Distribution Policy (NCDP) and National Tariff Policy (NTP). These included arranging clarifications and relief to industry either through a Supreme Court order, a policy directive or suitable amendments to the Electricity Act 2003. DIPP was also urged to issue clarifications recognising an anomaly in the Escalation Index published by them in FY12-13.

To address leakages in the system for recovery of costs, it was requested that the CERC could revise the price escalation index to account for commercials such as coal terminal surcharges, service tax on coal and other charges that go unrecovered. It was also suggested that a new WPI series be published considering specific grades of coal used by the power sector.

Renewable Energy

CII has suggested extending the Generation Based Incentive (GBI) scheme by smoothening its transition from an investment-based incentive to an outcome-based incentive; to create a level-playing field among various classes of investors; to broaden the investment base; to attract Foreign Direct Investment (FDI) / Independent Power Producer (IPP) into the sector, and to promote generation capacity and efficiency.

On the issue of unnecessary backing down of power generated from renewables-based plants, CII represented that this is not only resulting in revenue losses for operating plants, but also causing overall national loss due to the inability to capitalise on generated power due to grid unavailability. In response to a CII representation on Exemption of Custom Duty on Solar PV Modules, the Ministry of Finance allowed companies to furnish affidavits stating that Solar PV Module components attracting a levy of 7.75% customs duty are not meant for independent trade, and are therefore exempt from this duty.

A GST rate of 18 to 20% is likely to significantly increase procurement costs, making setting up of renewable power generation projects highly unviable. Recommendations were thus made to the Ministry of New and Renewable Energy (MNRE) for a lower / Nil GST rate for procurement by renewable power generation companies.

CII's recommendations on Government subsidies for making India a leading global hub for solar manufacturing are under consideration. The report on Solar Manufacturing advocates providing tax and export incentives, grants and land subsidies to promote manufacturing of indigenous solar products in India.

CII has represented in favour of the MNRE's proposal to include Waste Heat to Power (WHP) in the ambit of renewable energy. WHP utilisation will help reduce industrial power consumption, lessen the load on distribution and transmission networks and reduce greenhouse gas emissions by causing a shift from consumption of fossil fuel for power generation.

CII has requested that the applicability of the provisions of Section 56(2)(viib) of the Income Tax Act to Renewable Energy companies receiving foreign equity through an Indian entity be reconsidered. This request is being studied by MNRE.

Hydrocarbons

With GST getting implemented very soon, a clarity on timelines for inclusion of petroleum products as a part of the broader Goods and Service Tax (GST) was requested from the Government.



From L to R: Piyush Goyal; Soma Banerjee, Principal - Energy & Infrastructure, CII; Pradeepsinh Bhagwatsinh Jadeja, Minister of State for Energy, Government of Gujarat at the International Energy Conference: Opportunities, Challenges and Way Forward, at Vadodara

Service tax related ambiguities have adversely impacted the oil & gas companies and dampened investor sentiment. CII thus suggested that the Government resolve these ambiguities through field formations to support development and competitiveness of the sector. To help proactively resolve these issues, it was requested that a coordination committee between MoF, MoPNG and industry forums be formed.

The need for increasing the contribution of gas in the country's energy mix cannot be denied. The gap between the cost of production and price of natural gas determined by the formula notified by Government in 2014 is increasing. CII impressed upon the Ministry of Petroleum and Natural Gas to revisit the formula for pricing natural gas to enable gas companies to continue operations. CII also suggested that natural gas be considered for declared good status in line with coal, crude oil and Liquefied Petroleum Gas (LPG). Due to different taxes being levied by States, several fields awarded under New Exploration Licensing Policy (NELP) remain unattractive.

ACTION

New business models and cheaper technological solutions that will reduce the cost of renewable energy production are necessary to give a fillip to clean energy production in India. The International Energy Conference, held in Vadodara in October 2016 in partnership with MNRE discussed these issues.

A series of workshops in partnership with Hero Future Energies titled 'Powering Your Rooftops', is engaging State-level stakeholders in discussions on the implementation of the target of 40GW rooftop solar capacity by 2022.

In a closed door session with officials of Ministry of Power, discussions revolved around finding solutions to improve the operational and financial performance of distribution companies since the launch of the Ujwal Discom Assurance Yojna (UDAY) scheme and making them ready for new market mechanisms such as medium term PPAs.

There is need for an analysis of competitiveness of natural gas sector, its cost comparison with alternative fuels and creating a business case for power, fertilizer, City Gas Distribution (CGD), transportation and industrial segments. In August 2016, CII deliberated on these issues with

Shri Dharmendra Pradhan, Minister of State (I/C) for Petroleum and Natural Gas.

Though India's power sector has experienced rapid growth, challenges related to commercial risks and infrastructure bottlenecks need to be addressed. A series of CEOs Dialogues with key stakeholders provided the platform for Government-Industry interactions on these issues.

In line with the Government's Make in India initiative, efforts were undertaken to promote India on the global energy landscape at the Abu Dhabi International Petroleum Exhibition and Conference (ADIPEC 2016). In addition, CII in partnership with NITI Aayog and Columbia University hosted the Global Energy Dialogue in New Delhi to explore the new trends and practices in the international LNG markets and how to successfully develop a domestic gas market in India.

The Gas4India campaign is a call to action demanding clean and affordable energy for all. This campaign, spearheaded by CII, Natural Gas Society (NGS) and Federation of Indian Petroleum Industry (FIPI) with support of MoPNG, creates awareness about natural gas.

India's commitment to sustainable development was reasserted at the UNFCCC CoP22, at Marrakech in November 2016, in partnership with the Ministry of Environment, Forests and Climate Change (MoEFCC) and the MNRE. A delegation led by Ms Shobana Kamineni, President-Designate, CII and Executive Vice-Chairperson, Apollo Hospitals Enterprise Limited hosted multiple sessions at the CoP22.



From L to R: Sashi Mukundan, Chairman, CII National Committee on Hydrocarbons and Regional President & Head of Country (India), BP; Jason Bordoff, Founding Director, Center on Global Energy Policy, Columbia University and Former Special Assistant to Former US President Obama for Energy and Climate Change; Dharmendra Pradhan, Minister of State (I/C) for Petroleum and Natural Gas; Dr Arvind Panagariya, Vice Chairman, NITI Aayog and Amitabh Kant, CEO, NITI Aayog at the Global Energy Dialogue: India and Natural Gas: The Joining Together of Plentiful Supply with Promising Demand at New Delhi

Fast Moving Consumer Goods

The FMCG sector in India has experienced a slowdown over the last couple of years. This slowdown is not fully explained by external factors, such as changes in consumer spending power, which has only marginally decelerated growth, or by significant shifts to non-FMCG categories. During this period FMCG companies scaled back growth-oriented investments and shifted focus to sustaining profits. Given this backdrop, the CII National Committee on FMCG engaged with Members to strategise on growth acceleration. Dialogues with Government and policy makers were focussed on creating an enabling policy environment.

ACTION

A learning mission on People Management in the FMCG Sector visited companies such as ITC Limited, Britannia Industries Limited, Hindustan Coca Cola Beverages Pvt Ltd and Lifestyle International Pvt Ltd (Landmark Group). The mission, attended by about 25 HR professionals, focussed on identifying people

management opportunities that could reflect in an organisation's growth. Innovative HR practices to retain manpower, revised reward and recognition programmes and the changes in recruitment drive were some key learnings.

The National FMCG Summit, charting the theme 'Reigniting Growth, deliberated on dealing with the slowdown in this sector, was held at Mumbai in March 2017. Mr Bharat Puri, Chairman, CII National Committee on FMCG and MD of Pidilite Industries said that the ratio of FMCG growth to GDP growth rate has been coming down over the years. About 10 years ago, it was double the GDP growth rate and has come down to 0.8 times during the last two to three years.

The CII-Bain & Company Report titled 'Winning with the Indian Consumer', released at the Summit revealed that the FMCG sector in India has the potential to grow upwards of 15% over the next two to three years, if companies demonstrate intense intent and action.



From L to R: Bharat Puri, Chairman, CII National Committee on FMCG & MD, Pidilite Industries; Dr Naushad Forbes, President CII and Co-Chairman, Forbes Marshall; Vivek Gambhir, Co-Chairman, CII National Committee on FMCG and MD, Godrej Consumer Products Ltd and Nikhil Prasad Ojha, Partner, Bain & Company at the National FMCG Summit at Mumbai



CII National Mission on People Management in the FMCG sector

Retail & MNCs

Retail

India's retail sector is amongst the most dynamic sectors of the economy, employing over 8% of the population and contributing almost 10% to the national GDP. The retail ecosystem comprises both organised and unorganised sub-sectors as well as its hosts including shopping malls and centres. Ancillary and supplementary services such as security guards, sanitation staff, entertainers and performers also come under the retail ambit. The current surge in online business has also transformed and revolutionised the sector.

The Indian retail market is expected to nearly double by 2020 owing to growth in disposable incomes, urbanization, favourable demographics and technology & behavioural shifts. CII is committed to the cause of Indian retail and promotes an active dialogue between the Government and industry to help foster an enabling regulatory environment.

ACTION

The newly formed Task Force on Ease of Doing Business and the Task Force on GST in Retail have compiled a set of recommendations. These



Shashwat Goenka, Chairman, CII National Committee on Retail and Sector Head - Spencer's Retail Ltd., RP-Sanjiv Goenka Group, CII at an Industry Interaction on e-Commerce & Online Business in Mumbai

will be shared with the Government at the National Retail Summit. A retail report focussed on National Retail Policy is also under preparation.

Deliberations during the industry interactions on e-Commerce & online business, held in Mumbai & Mysuru in December, focussed on gaps/challenges faced by retailers, MSMEs and entrepreneurs in the online space. Policy barriers were discussed with a view to create an enabling environment for businesses in India. One of the key objectives of the interactions was to jointly identify and develop policy reform recommendations to promote digital business in India.

MNCs

MNCs operating in India have been successful in meeting growth and profitability objectives by capturing the domestic market opportunity at large. They have often positioned themselves as mass-market players in relation to their industry, by localizing operations in the country. Some large corporations are setting up their centres across the country. With the Government taking focussed initiatives towards improving ease of doing business, India's attractiveness for MNCs is set to increase.

CII addresses the interest and concerns of MNCs and is actively involved in policy advocacy, along with promoting adoption of best practices in corporate governance, innovation, R&D, quality, sustainability, etc. Senior representatives from leading MNCs across sectors spearhead CII's work in this area. Recommendations on GST's impact on the MNCs were compiled and submitted to the Government in October 2016.

Marketing Strategies

Digital is at the core of everything in marketing today and crucial global changes are taking place in the digital marketing space. With advancements in technology, traditional marketing methods are being increasingly replaced with digital means. The rise of search engines, social media, and the mobile revolution have changed the marketing landscape completely. Consumers are becoming increasingly fastidious and are using the most convenient channels, expecting a more personalized shopping experience. Enterprises are investing large amounts in new marketing tools to keep pace with customers in the digital age with a major focus on product positioning, social media and e-Commerce, to name a few.

ADVOCACY

Various actions were undertaken in the consumer advocacy space. CII participated in a Consumer Mela, organized by the Department of Consumer Affairs in October 2016, in New Delhi, under the Clean India fortnight. It brought together consumers and companies for grievance redressal and also educated consumers about redressal mechanisms. Companies educated consumers about various facets of consumer empowerment, including how to distinguish between an original product and its counterfeit, understand taxes that are applicable in restaurants, hallmark jewellery products etc. While inaugurating the Mela, Shri Ram Vilas Paswan, Minister of Consumer Affairs, Food and Public Distribution led the participants in taking a pledge on 'Swachh Bharat' initiative of the Government of India.

ACTION

The CII National Committee on Marketing continued to play a critical role in exposing companies to the changing marketing landscape. The National Marketing Summit themed 'Digital,

The New Normal of Marketing', deliberated on the changing marketing environment and various methods to deal with it effectively. A CII-KPMG Report highlighted that globally India is amongst the fastest growing advertising markets, with an estimated growth of 15.5% in 2016, driven by a large consumer base and a burgeoning e-Commerce industry. While the digital advertising spend stood at 12.7% in 2016, it is expected to grow at a CAGR of 33.5% (2015-2020) to reach Rs 255 billion by 2020.

Webinars were held on several topics such as Analytics in Omni Channel World, Marketing Led Commerce in the Digital Age, IoT & Augmented Reality to help build capacity.

In an endeavor to promote the 'Jago Grahak Jago' initiative of the Ministry of Consumer Affairs, a painting competition was conducted at the 'Spastics Society of Karnataka' in Bengaluru. Meant to educate students about their basic rights and duties as responsible consumers and protect themselves from being exploited, the competition saw participation of 35 students with neuro-muscular and developmental disabilities.



Release of the CII-KPMG report on 'Digital, the New Normal of Marketing' at the National Marketing Summit at Mumbai. From L to R: Thomas Varghese, Chairman, CII National Committee on Marketing and Business Head - Textiles, Acrylic Fibre & Overseas Spinning, Aditya Birla Group; Rajiv Dube, Director, Aditya Birla Group; Ganesh Mohan, Head of Strategy, Bajaj Finserv Limited and Aditya Rath, Partner- Digital Customer, KPMG India

Luxury

The average Indian consumer remains value driven and attitudes towards ostentatious display of wealth and its indicators (i.e. luxury products with services) also vary widely. Another challenge for the domestic luxury market is that most Indian buyers tend to purchase luxury goods abroad. CII's efforts are thus focussed on strategizing and policy advocacy to catalyze growth of India's luxury sector by developing connections internationally, building partnerships with Government and leveraging the role of the private sector.

ADVOCACY

- Push for repeat purchase of brands and random buying of luxury products, which continue to remain nascent in India
- Catalyze luxury goods purchases by bringing down import duties. Given import duties of about 30% to 40% and taxes, luxury products are generally priced higher by about 20% as compared to their global counterparts
- Promote availability of affordable and upmarket retail infrastructure



From L to R: Sunaina Anand, Director, International Real Estate Expo; Seetu Kohli, MD, Ace Maison; Lorenzo Angeloni, Ambassador of Italy to India; Francesco Pensabene, Italian Trade Commissioner and Co-ordinator for India and Pernia Qureshi, Indian Fashion Entrepreneur at the Dialogue on Luxury in New Delhi

- A beginning has been made in implementing Make in India. Brands such as Da Milano, Pondicherry based Hidesign, Anita Dongre's AND Designs and Chandon Wine are some home grown luxury brands. Stories of successful collaboration between Indian designers and foreign brands have also emerged. Celebrity Indian designer Sabyasachi Mukherjee's association with international designer shoe brand Christian Louboutin has set the trend. Several such companies and brands hold the potential to pave the way for future co-creation.

ACTION

The road ahead for luxury products and services is quite promising. Government initiatives, such as FDI in single brand retail, are expected to renew the interests of global luxury brands in India. Tax reforms, such as introduction of the Goods & Services Tax (GST) will create a unified market. However, to gain a leadership position in this market, brand owners need to be innovative to meet the expectations of the Indian consumer. A targeted approach, keeping in mind the unique culture, language, preferences and sensitivities as well as effective public relations campaigns, media events etc. was driven to create an enabling environment in the domestic market.

India's unique heritage of indigenous crafts with skilled artisans, who are slowly fading away in absence of patronage, need to be harnessed. Ayurveda, with its holistic view of health which the world is looking up to, is another area to be tapped and explored. These initiatives have the potential to create Indian brands that can go global, provide the much needed patronage to the skilled craftsmen and ensure protection of India's rich heritage. Going forward, efforts will be planned to give a push to these specific areas.

Services

India's services sector, growing at an average 10% per annum, contributed about 61% to the country's GDP. Being the second fastest growing services economy in the world, the Government has a significant focus on services trade. The sector drives inclusive and equitable growth of the nation by generating employment, encouraging skill development and bringing in FDI. Given the importance of the sector, CII engages with the Government to help create an enabling policy environment. CII also brings stakeholders together to work towards achievement of national objectives.

The 2nd Edition of the Global Exhibition on Services (GES), organised in association with the Ministry of Commerce and Industry and Services Export Promotion Council (SEPC), provided a global platform for increased trade in services, enhance strategic cooperation and strengthen multilateral relationships amongst stakeholders. Inaugurated by the President of India, Shri Pranab Mukherjee, this year's GES focussed on the international services sector and how to increase India's share in global services exports.

Bhutan expressed its interest in tie-ups to train employees for emergency medical services and in outsourcing from India, specialised services related to designing HVAC and Medical Gas Systems.

Deliberations focussed on the need for Brand SAARC to put together a working group on how SAARC countries can potentially fetch US\$ 200 billion from tourism. The issue of 6 to 8 months multiple-entry visa for SAARC travelers and the idea of a Travel Card, with a limited corpus for SAARC countries, was mooted.

Other regulatory and policy issues discussed at the GES conferences include visa facilitation for film shooting and streamlining the rights & distribution processes for buyer countries.

This year's GES, with over 450 exhibitors, of which 50 were international exhibitors, attracted more than 20,000 visitors. The 350 international buyers representing 65 countries, as well as the domestic industry players from 17 sectors, engaged with each other through more than 3,000 B2B meetings.



From L to R: Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall; Rita Teatota, Secretary, Department of Commerce, Ministry of Commerce & Industry; Nirmala Sitharaman, Minister of State (I/C) for Commerce & Industry; Ram Naik, Governor of Uttar Pradesh; Pranab Mukherjee, President of India; Ravi Shankar Prasad, Minister of Law & Justice and Electronics and Information Technology; Dr Mahesh Sharma, Minister of State for Culture and Tourism; Shahid Manzoor, the then Minister of Labour & Employment, Government of Uttar Pradesh and Chandrajit Banerjee, Director General, CII at the 2nd Edition of Global Exhibition on Services at Greater Noida

Financial Services

For the India growth story to continue, it is essential to have a dynamic, strong and robust financial sector that can support the multi-pronged reformatory measures being undertaken by the Government for the development of the economy. In consonance with the overall theme of 'Building National Competitiveness', CII continued to promote the development agenda with an emphasis on accelerating and sustaining growth of the Banking and Finance sector, and development of the financial markets. A push was given to deepening of capital markets, developing the insurance markets and facilitating implementation of financial inclusion. Work was aimed at both policy advocacy as well as creating platforms for dialogues.

ADVOCACY

Insurance

In the current financial year, the CII National Committee on Insurance and Pensions worked closely with the Government to help develop a vibrant insurance sector. Some focus areas included:

- The product pricing issue was discussed with Ms Pournima Gupta, Member Actuary, IRDAI. She advised CII to review the 'Product Regulations (Linked and Non-linked) 2013', a privilege extended only to CII.

- Based on a representation made to the Ministry of Road Transport and Highways (MoRTH) and the Parliamentary Standing Committee on Transport Tourism and Culture, CII was asked to help draft Third Party Insurance rules for the Motor Vehicles (Amendment) Bill.
- Two working groups were constituted to study critical issues and recommend reformatory measures for the development of the Insurance sector. With respect to Life Insurance the issues analysed included profit business, fraud management in claims, enhancing penetration of protection business; digitization of insurance business; low-cost distribution including variable cost models. On the Non-Life Insurance front the focus was on fraud prevention, digitization / repository / no cash and credit insurance.

Financial Markets

Efforts to develop various segments of financial markets including the capital markets found focus with the Financial Markets Committee. With the ever-changing financial landscape and the growing importance of technology in the financial sector, the committee also focussed its policy advocacy efforts on FinTech. Some actions and recommendations made during the year included:

- In interactions with policy-makers at various



T S Vijayan, Chairman, IRDAI with (From L to R) Rakesh Sud, Co-Chairman, CII National Committee on Insurance and Pensions and Vice Chairman & Managing Director, Max Life Insurance Company Limited; Rohan Sachdev, Global Insurance Emerging Markets Leader, EY and Partner & Leader – Financial Services Advisory Services, EY India and Sanjiv Bajaj, Chairman, National Committee on Insurance and Pensions and Managing Director, Bajaj Finserv Limited at the 18th Insurance Summit at Mumbai



From L to R: Rakesh Valecha, Senior Director and Head-Credit & Market Research, India Ratings and Research Pvt Ltd; Ashish Kumar Chauhan, MD & CEO, Bombay Stock Exchange; U K Sinha, Chairman, Securities and Exchange Board of India; Nimesh Kampani, Chairman, CII National Committee on Financial Markets and Chairman, JM Financial Group at the 7th Edition of the Financial Markets Summit in Mumbai

levels recommendations were made to resolve a wide range of issues. These were specifically discussed in meetings with Mr Ajay Tyagi, Additional Secretary, DEA, MoF and Mr Praveen Garg, JS(FM), DEA, Ministry of Finance (MoF).

- Four working groups were constituted to analyse critical issues hindering the development of Financial Markets. These working groups were focussed on Taxation (Direct and Indirect) and Accounting Standards affecting Financial Markets; Policy and Regulatory matters; Asset Resolution and Restructuring; and New Product Development – FinTech.
- A note highlighting taxation issues in the financial market was submitted to the MoF for consideration in Budget 2017-18. Recommendations for 'Development of Fintech in India' was also submitted to policy-makers including Reserve Bank of India.

Banking

Policy and regulatory initiatives to enable the banking industry meet the requirements of the growing Indian economy drove the agenda for the CII National Committee on Banking. Policy advocacy efforts were focussed on five key areas: (i) Managing NPAs - Maintaining Asset Quality, (ii) Regulations and Policy, and (iii) Deepening Long Term Savings Market, (iv) Need & Release of Capital, (v) Enabling Credit Mechanisms for MSMEs.

Key issues were raised with Shri Arun Jaitley, Minister of Finance & Corporate Affairs, Ms Anjuly Chib Duggal - Secretary (FS), Department of Financial Services and Dr Hasmukh Adhia - Secretary (Revenue), Department of Revenue.

Recommendations were submitted to Department of Financial Services on building a digital ecosystem for corporate/ SME lending by creating industry wide infrastructure for managing NPAs and maintaining asset quality.

Financial Inclusion

To foster an enabling environment for financial inclusion with an increased focus on digitization, the National Committee on Financial Inclusion deliberated on recommendations to the Ministry of Finance and relevant regulators.

NBFCs

The impact of prevailing policy and regulatory environment and critical issues concerning the growth and development of the NBFC sector were discussed by the National Committee on NBFCs to make recommendations to the Government.

ACTION

At the 7th Edition of the Financial Markets Summit, held in Mumbai, Mr U K Sinha, Chairman, Securities and Exchange Board of India (SEBI) released a CII-India Ratings report titled 'Indian Financial Markets: The Next Wave'. The key issues highlighted include funding Indian industry through capital markets; impact of GST on the financial sector and the need to frame conducive policy and regulations for financial markets.

The 18th Edition of the Insurance Summit, inaugurated by Mr T S Vijayan, Chairman, IRDAI saw the release of a joint CII-EY report titled 'India Insurance Sector – The 5'X' Growth'. Mr Hemant Contractor, Chairman, PFRDA delivered the valedictory address. At a closed door session with Mr T S Vijayan, Members suggested the reforms that could be made for strengthening the sector.

Information & Communication Technology

India's information and communication technology industry (ICT) ranks among the fastest growing in the world and also counts amongst the world's top exporters. Contributing to about 3% to India's GDP, ICT has greatly accelerated India's socio-economic growth. With the Government's vision of a Digital India, the country has embarked on a focussed journey to bring digital transformation in the lives of all its citizens. CII endeavors to build national competitiveness in ICT under the overarching theme of Digital India. Industry leaders give direction to these endeavors through national level committees on Telecom and Broadband, IT & ITeS, eCommerce, CIO's and the CII National Mission on Digital India.

ADVOCACY

With a view to giving a fillip to the ICT sector, recommendations and suggestions were submitted to the Government on policy related matters.

TELECOM & BROADBAND

Remote Access Regime

Key recommendations on the policy/guidelines on Remote Access (RA) regime submitted to the Department of Telecommunications (DoT), Ministry of Communications include the following:

- A process for prior intimation should be

introduced instead of the current process of obtaining prior approval of locations, which is time consuming and brings about uncertainty.

- The current model should be continued and no further domestic RA requirements are to be introduced.
- The proposal to stop RA activity in case the link to the RA storage server or the server itself fails is unwarranted and may not be technically practical as any failure of the IT systems (hardware/software/links) cannot be anticipated.

Machine to Machine (M2M) Requirements

The following recommendations were submitted on KYC requirements for M2M SIMs:

- It was emphasized that making KYC mandatory for the custodians of billions of devices fitted with M2M SIMs would be a difficult task
- Besides, M2M SIMs in India work in 'data only' mode in a controlled API environment, communicating only with dedicated identified servers
- KYC of select M2M SIMs (defined MSISDNs) is possible wherever controlled voice/SMS functionality is required, such as in the case of 'emergency services'

The Telecom Regulatory Authority of India released a consultation paper on Spectrum, Roaming and



From L to R: S Premkumar, Co-Chairman, CII National Committee on IT & ITeS & Executive Vice Chairman and MD and HCL Infosystems Ltd; Kiran Karnik, Chairman, CII National Mission on Digital India and National Committee on Telecom and Broadband; Ravi Shankar Prasad, Minister of Law & Justice and Electronics & Information Technology; Aruna Sundararajan, Secretary, Ministry of Electronics & Information Technology; Sally Costerton, Senior Advisor to the President and Senior Vice President, Global Stakeholder Engagement, ICANN at the session on Internet Governance – Why Industry Should Engage at Hyderabad



From L to R: Kiran Karnik, Aruna Sundararajan, Rajan Anandan, Vice President, South East Asia and India, Google India at the launch of the CII Start-up Coalition Portal at New Delhi

QoS-related requirements in M2M communication. CII submitted the following recommendations on this paper:

- M2M communication services should continue to be provided through the CMTS/ UASL/ Unified License
- DoT has already introduced the Unified License (VNO). Hence, entities desirous of reselling their M2M mobile services could obtain a VNO license by tying up with the TSPs

In-Flight Connectivity (IFC)

Given that IFC Approval is available to a large number of countries, including Sri Lanka, Pakistan, Bangladesh and Nepal, it was emphasized that India must push for it as IFC approval would strengthen India's image as being at the forefront of promoting a digital environment. Suggestions were submitted to the Ministry of Communications and Ministry of Civil Aviation.

INFORMATION TECHNOLOGY

National Software Products Policy

Government issued the draft of the first National Software Products Policy aimed at increasing India's share of the global software products market. Following recommendations made to the Ministry of Electronics and Information Technology (MeitY) are under consideration:

- Cross-border trade: Movement of data across borders is an imperative in today's global economy. It was requested that in line with the quest for encouraging free flow of data, the policy may not impose data localisation requirements since they create market access barriers, particularly impacting SMEs, which are seeking business.

- Software piracy: A framework for addressing the physical piracy of software products may be included in the policy. Absence of such a framework will not fulfil the objective of facilitating seamless cross-border trade.

Start-ups

Start-ups are critical in creating the very additional jobs in the country. Proposals submitted to MeitY to encourage start-ups through announcements in the budget focussed on:

- Impact of levy on Indian businesses, particularly start-ups
- Employee Stock Option Plans (ESOPs)
- Recommendation for Section 79 of the Income-Tax Act for a Digital Economy

Cloud Computing

A representation on cloud computing for healthcare and financial services was submitted to MeitY and to the Department of Health and Family Welfare.

These included the following:

- Consider a multi-pronged approach for defining the policy on data protection and privacy for cloud and cyber security in India
- Identify the data protection and privacy laws relevant to cloud computing and cyber security
- Elaborate on the policy principles that will govern the drafting of detailed policies
- Develop a framework for policy enforcement and develop a review mechanism

E-COMMERCE

- Recommendations were submitted to the Government of Uttar Pradesh on the issue of e-Commerce players being considered as



From L to R: Hideki Okamura, Chairman, Computer Entertainment Supplier's Association (CESA); Debashis Dutta, Scientist G and Group Coordinator, Ministry of Electronics and IT; P P Chaudhary, Minister of State for Law and Justice and Electronics and Information Technology; and Rajan Navani, Chairman, CII Steering Committee on India Gaming Show & Chairman, India@75 Council and MD, Jetline Group of Companies at the International Conference on India Gaming Industry at New Delhi

dealers under Section 2(h) of the Uttar Pradesh Value Added Tax Act, 2008 ('UP VAT Act').

- Suggestions were made to the Government of Madhya Pradesh on the issue of declaration forms required to be submitted for the movement of goods meant for personal use / self-consumption under the Madhya Pradesh Value Added Tax Act, (MP VAT Act), 2005.
- The provisions of the Model GST Law are likely to lead to higher compliance challenges for the e-Commerce sector. Recommendations pertaining to Model GST Law, Procedural and Transitional Provisions were submitted to the Empowered Committee of Finance Ministers on GST to ensure that these do not adversely impact the sector.

ACTION

International Engagement

Israel and India

The 2nd Mission on Cyber Security to Israel in June 2016, explored techno-business partnerships in cyber security as well as student exchange programmes and internship opportunities amongst Indian and Israeli industry, academic and research institutions. This objective was also taken forward through a Seminar on Cyber Security, organised in partnership with Tel Aviv University, Israel, under the aegis of the National Committee on CIO's. Ambassador of Israel to India, H.E. Daniel Carmon, reiterated Israel's willingness to share their Cyber Security and Cyber Attack ecosystem with India.

Dr Arvind Gupta, Deputy National Security Advisor, emphasized the need to scale up the collaboration in this critical space.

Digital Infrastructure

Government to Government dialogue with inclusion of a strong industry perspective was facilitated through workshops on Indo-US Best Practices on Digital Infrastructure and Broadband Deployment. A report with the same title was also released. Mr J S Deepak, Chairman, Telecom Commission and Secretary, DoT, Ministry of Communications and Mr R S Sharma, Chairman, TRAI participated in the interactions held under the aegis of the India-US CEO Forum.

Internet Governance

Shri Ravi Shankar Prasad, Minister of Law & Justice and Electronics & Information Technology urged India's private sector to step up participation in global policy-making processes related to the internet at an exclusive session on Internet Governance. The session was organised in partnership with MeitY, on the sidelines of the 57th Meeting of the Internet Corporation of Assigned Names and Numbers (ICANN). Ms Aruna Sundararajan, Secretary, MeitY also addressed the session.

Gaming

At the international conference on Indian Gaming Industry, organised alongwith MeitY, Shri P P Chaudhary, Minister of State for Law & Justice and



From L to R: P P Chaudhary, Minister of State for Ministry of Electronics & Information Technology; Dr Neena Pahuja, Director General, ERNET India; Rupinder Singh, Country Manager-Systems Engineering, Cisco Systems India & SAARC; Kevin Thompson, National Science Foundation, US; Dr Ajay Kumar, Additional Secretary, Ministry of Electronics & Information Technology; Simon C Lin, APAN Chair; Bhaskar Pramanik, Chairman, CII National Committee on IT & ITeS and Chairman, Microsoft Corporation (I) Pvt Ltd; Sanjiv Mittal, Joint Secretary, Ministry of Electronics & Information Technology and Dr Neeta Verma, Director General, NIC at the 43rd Asia Pacific Advanced Network Meeting in New Delhi

Electronics & Information Technology highlighted the Indian scientists' enthusiasm for partnering with industry to develop cost effective solutions to meet India's needs. The report titled 'Emerging Trends in India's Gaming Industry' was also released at the Conference.

Asia Pacific Advanced Network

The 43rd Asia Pacific Advanced Network Meeting 2017 brought to the fore India's strong position on the Digital frontier. It was addressed by Shri P P Chaudhary, Mr Bhaskar Pramanik, Chairman, CII National Committee on IT & ITeS and Chairman, Microsoft Corporation and Dr Neena Pahuja, Director General, ERNET.

India Focussed

At the session titled 'Towards a Digitalized World: Bridging the Digital Divide', Mr J S Deepak highlighted the need to step up the already impressive pace of digitization. The session was organised at the 2nd Edition of the Global Exhibition

on Services (GES), held alongwith Department of Commerce, Ministry of Commerce and Industry and SEPC.

During the Session on Game Changers for e-Commerce, also held during the GES, Mr Sudhanshu Pandey, Joint Secretary, Department of Commerce, Ministry of Commerce and Industry shared his thoughts on policy imperatives and practical approaches to innovative thinking.

Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall and top 100 CEOs of Indian companies engaged in a fireside chat with Mr Satya Nadella, Chief Executive Officer, Microsoft Corporation.

The CII Start-ups Coalition Portal, launched by Ms Aruna Sundararajan, is a platform to interconnect stakeholders in India's entrepreneurial ecosystem including startups, investors, mentors, service providers and the Government.



J S Deepak, Chairman, Telecom Commission & Secretary, Department of Telecommunications (DoT), Ministry of Communications at the 2nd Edition of the Global Exhibition on Services at Greater Noida



Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall in conversation with Satya Nadella, CEO, Microsoft at New Delhi

Media & Entertainment

Media & Entertainment (M&E), a sunrise industry in India, is expected to clock in a CAGR of over 14% in the next few years. CII continued to focus on catalyzing Indian M&E Industry's growth to US \$ 100 billion over the next five to seven years. Policy advocacy efforts were directed at developing approaches in partnership with the Government and the private sector.

ADVOCACY

This year the focus was on catalyzing private sector involvement in creating an effective ecosystem for the sector. Advocacy work was undertaken as follows:

- The need for infrastructure status to M&E industry was impressed upon the Government
- India has an opportunity to position itself as a digital R&D content hub for the world. This will also help energize the Government's Digital India Mission. Efforts were made to encourage this
- Implementation of Shyam Benegal Committee Report and the Cinematograph Bill was advocated
- Continued efforts were made for implementation of self-regulation of content and a light touch regulatory framework
- A case to promote India as a global film making destination was made by promoting cinematic tourism, locations, services in global and international film festivals

- Creation of a framework for promoting post production facilities to service international and domestic products was recommended
- A suggestion was made to set in place an IPR policy to foster a fair property rights regime and proactive policy initiatives to curb piracy

ACTION

India's M&E industry is recognized as a major global player today. Various events and platforms were created to showcase the promise this industry holds. Content buyers, technology service providers, production and location executives came together at the Global Exhibition on Services (GES) to explore the M&E world.

For the 14th consecutive year, CII took the Indian film industry, both mainstream and regional, to the 69th Cannes Film Festival. This was in continuation of CII's efforts to provide global exposure to the M&E industry.

The 5th Edition of the CII Big Picture Summit, themed 'Embracing Disruption to Stay Competitive' was addressed by Shri M Venkaiah Naidu, Minister of Urban Development, Housing and Urban Poverty Alleviation and Information & Broadcasting, Col Rajyavardhan Singh Rathore, Minister of State for I & B and discussions centered around leveraging the soft power of the sector, among others.



From L to R: Harit Nagpal, MD & CEO, Tata Sky Ltd; R S Sharma, Chairman, Telecom Regulatory Authority of India (TRAI); M Venkaiah Naidu, Minister of Urban Development, Housing and Urban Poverty Alleviation and Information & Broadcasting; Neeraj Aggarwal, MD, BCG India; Sudhanshu Vats, Chairman, CII National Committee on Media & Entertainment and Group CEO, Viacom 18; Ramesh Sippy, Indian Film Director; Amita Sarkar, Deputy Director General, CII and Kanchan Samtani, BCG at the unveiling of the CII-BCG Report on Convergence-The New Multiplier for M&E \$100 Billion Vision at New Delhi

Tourism & Hospitality



From L to R: Chandrajit Banerjee, Director General, CII; Vinod Zutshi, Secretary-Tourism, Ministry of Tourism; Ashok Gajapati Raju Puspapati, Minister for Civil Aviation; Dr Mahesh Sharma, Minister of State (I/C) for Tourism & Culture; Arun Jaitley, Minister of Finance & Corporate Affairs; N Chandrababu Naidu, Chief Minister of Andhra Pradesh; P K Sinha, Cabinet Secretary; Dr Naushad Forbes, President, CII and Co-Chairman Forbes Marshall at the Incredible India Tourism Investors' Summit (IITIS) 2016 at New Delhi

The Tourism & Hospitality industry has been universally recognized as an agent of development and an engine for socio-economic growth. CII works closely with the Government, policy makers and industry stakeholders to promote tourism as a mainstream industry.

ADVOCACY

CII worked with the Government to foster an enabling environment for tourism. Some areas of focus included:

- Greater emphasis on cleanliness, connectivity and security to boost tourism
- New Aviation Policy to give a huge fillip to connectivity
- A friendly tax regime to make a favourable impact on tourist inflow
- Streamlining and revising policies related to restrictions on coastal development

ACTION

The 1st Edition of 'Incredible India Tourism Investors' Summit (IITIS)' was organised along with the Ministry of Tourism in association with Tourism Finance Corporation of India (TFCI). For the first time, at 23 seminars, Governments of 29 States and Union Territories shared their bouquet of tourism projects spanning infrastructure, civic amenities, MICE and amusement parks amongst others. Inaugurated by Shri Arun Jaitley, Minister of Finance and Corporate Affairs and Col Rajyavardhan Singh Rathore, Minister of State for Information and Broadcasting, the Summit saw over 250 investors discuss around 700 investible

projects. Mr N Chandrababu Naidu, Chief Minister of Andhra Pradesh, Shri Ashok Gajapati Raju, Minister of Civil Aviation and Shri Suresh Prabhu, Minister of Railways also addressed delegates.

Dr Mahesh Sharma, Minister of State (I/C) for Tourism & Culture announced the institutionalization of IITIS and a Task Force headed by Secretary, Tourism to undertake strategic planning. He announced the setting up of an investor facilitation desk to handhold investors as well as the Ministry's commitment to organising State level investor meets. The website, www.incredibleindiatis.in, carrying updated information on investible projects was launched and more than 3000 B2B-B2G meetings were organised.

With Road Shows held in USA, UAE, Thailand, Hong Kong, Shanghai, Singapore, Gujrat, Mumbai and Bhopal, the Summit generated large international and domestic interest. Delegations from 73 countries were at IITIS

The Make in Odisha conclave, organised in association with the Government of Odisha and Department of Industrial Policy & Promotion (DIPP) promoted Odisha as an investment destination. Participants gained insights on trends, issues and opportunities in the tourism space. An exhibition and sectoral sessions marked the Tourism Seminar. The conclave drew investment intents worth Rs 203,270 lakh crore in 10 sectors. Commitments were made to create 140,000 new jobs over the next few years, alongwith investment intents in the tourism sector.

Health

Healthcare

The Indian healthcare sector is amongst the fastest growing sectors, with a potential to reach US \$ 275 billion over the next 10 years. Yet, the public healthcare system in India remains under-funded with only 1.1% of GDP being spent on healthcare. Given this paradox, it is important to encourage breakthrough innovations, catalyze public private partnerships, channelize resources appropriately and help build an enabling policy environment. Alongside working closely with the healthcare sector and Government to identify five areas of public private collaborations, CII focussed on encouraging varied inter-sectoral discussions on innovation, emerging disruptions and how these are likely to change the face of healthcare delivery.

ADVOCACY

CII intensified its engagement with Ministry of Health & Family Welfare (MoHFW) and State Governments through the Regions. Policy redressal

and addressing issues with respect to Central Government Health Scheme (CGHS) formed a key area of work. Follow up action was taken on the proposal for linking universal health coverage and coverage for OPD / diagnostics to health insurance. Efforts were also made for catalyzing the leveraging of unutilized public infrastructure. Elaborating on the harmonized list of infrastructure sub-sectors to attract investments in healthcare formed an area of focus.

The following recommendations were submitted to MoHFW:

- Draft public concessionaire agreements, which includes the compensation management module, were shared with the Government. The objective is to help devise robust PPP Concessionaire Agreements/ contracts that can serve as models for primary, secondary, tertiary care, diagnostics and mobile health. The focus is on increased private sector participation, strengthening infrastructure, services and referral systems at primary centers and for secondary care.



From L to R: Bhavdeep Singh, CEO, Fortis Healthcare Limited; Probir Das, MD, Terumo India Private Limited; Dr Sabahat S Azim, Founder, CEO & MD, Glocal Healthcare Systems; Dr A Velumani, CMD & CEO, Thyrocare Technologies Limited; Jagat Prakash Nadda, Minister of Health and Family Welfare; Dr Naresh Trehan, Chairman, CII Healthcare Council and Chairman and MD, Medanta - The Medicity; Rahul Khosla, Co-Chairman, CII Healthcare Council and President Max Group and Chairman Max India; Shobana Kamineni, President Designate, CII and Executive Vice-Chairperson, Apollo Hospitals Enterprise Limited; Dr Dharminder Nagar, MD and CEO, Paras Hospitals; Varun Khanna, MD, BD India (Becton, Dickinson and Company) at the 13th India Health Summit at New Delhi



From L to R: Rahul Khosla; Dr Jitendra Singh, Minister of State (I/C) for Development of North Eastern Region and Minister of State for Prime Minister's Office, Personnel, Public Grievances and Pensions, Department of Atomic Energy and Department of Space and Dr Naresh Trehan at the panel discussion on Leapfrogging to the Future – Vision 2030 at the 13th India Health Summit 2016 at New Delhi

- Attracting private sector investments into medical education including FDI inflows
- Improving the working conditions and pay scales for nurses
- Introduction of policy and regulatory reforms in medical education, including relaxation and minimum requirements for infrastructure, to enable private sector to set up medical colleges
- Increasing the number of post graduate medical seats.

ACTION

NIITI Aayog has appointed a Working Group on Public Private Partnerships (PPP) for Non-Communicable Diseases (NCDs), with CII as the

lead coordinator for defining the levels of services and specialties of critical services. This intervention will develop a project concept note, draft Model Concession Agreements (MCAs) and guidelines for the provision of services for selected NCDs at the district level in a PPP mode. The outcome will be adopted by States depending on the rates of prevalence.

At the 13th Edition of India Health Summit, industry leaders and senior policy makers debated on the issues of inclusion, access to last mile, quality assurance and overcoming challenges to awareness through digital technology. Inter-sectoral industry leaders as well as Government officials addressed the concerns related to fostering cross sector linkages and collaborations. With new age digital health and healthcare start-ups disrupting healthcare delivery, ten health care start-ups were also showcased at the Summit. These are likely to transform India's patient care & healthcare delivery services.

Health Insurance

In the health insurance space, CII focussed on promoting universal healthcare, lowering out-of-pocket healthcare expenses and building a sustainable ecosystem, with interventions from the Government and the private sector.



From L to R: Segar Sampathkumar, Mentor & Co-Chairman, CII Sub-Committee on Accessibility-Health Insurance and General Manger, New India Assurance Co Ltd; P J Joseph, Member (Non-Life), Insurance Regulatory and Development Authority (IRDA); Faggan Singh Kulaste, Minister of State for Health & Family Welfare; Dr Naresh Trehan; A Vaidheesh, Chairman, CII Sub-Committee on Accessibility-Health Insurance & Vice President, South Asia and MD, GSK; Neelesh Garg, Co-Chairman, CII Sub-Committee on Accessibility-Health Insurance and CEO & MD, TATA AIG at the 10th Health Insurance Summit 2016 at New Delhi

The 10th Health Insurance Summit, stressing the importance of achieving sustainability of health insurance, deliberated on evolving an ideal sustainable universal health insurance architecture including OPD, post-hospitalization coverage and wellness packages amongst others.

The National Health Protection Scheme (NHPS), which will cover 70% of India's population. The three broad objectives being pursued by the CII Insurance Sub-Committee are adoption of a good pricing mechanism and a range of insurance products affordable for every segment of the society; following a sustainable growth path that allows all stakeholders to stay involved and invested in the system and lastly to focus on product innovation with a view to provide incremental value addition.

Public Health

As India continues to develop, the country's public health challenges have also expanded. Given that public health is a key precondition to economic development, addressing these challenges is critical to India remaining a growing economy. Non-Communicable Diseases (NCDs), nutritional deficiencies and immunisation pose huge challenges. CII thus works towards catalyzing private sector engagement on the Government's core focus areas of immunisation, NCDs as well as preventive health care and wellness.



From L to R: Dr Nachiket Mor, Director, India Country Office, Bill and Melinda Gates Foundation (BMGF); Jamshyd Godrej, Past President CII and Chairman, CII-Naoraji Godrej Centre of Excellence and MD & Chairman, Godrej and Boyce Mfg Ltd; Dr Jagdish Prasad, Director General, Directorate General of Health Services and K G Ananthkrishnan, Co-Chair, CII National Committee on Pharmaceuticals and Vice President & MD, MSD Pharmaceuticals at the 2nd Health and Immunisation Conference at New Delhi

ADVOCACY

- Expanding the footprint of interventions in NCDs
- Proactively engaging industry in the area of immunisation and building platforms for dialogue towards strengthening the Universal Immunisation Programme, especially to enhance the last mile reach

ACTION

A compendium of Best Practices in NCDs management across India's States was presented to the Government. The compendium highlights the effectiveness as well as the potential to scale and generalize results of a select intervention for it to be characterized as a Best



Edgard Olaizola, Managing Director, Eli Lilly and Company; Navdeep Rinwa, Joint Secretary, Ministry of Health & Family Welfare; Dr Soumya Swaminathan, Secretary, Department of Health Research (DHR) & Director General, Indian Council of Medical Research (ICMR); Dr Shubnum Singh, Member, CII Healthcare Council and Chief Executive, Max Institute of Health Education and Research (MIHER), Max Healthcare Institute Ltd and Dr Ritu Rana, General Manager, Population Services International (PSI) at the 4th National NCD Summit 2016 at New Delhi

Practice. The study is an outcome of rigorous regional consultations with medical practitioners as well as specialists, both private and public sector. The three best practices highlighted by this study include the score card initiative of Western Coal Limited, lifestyle clinic at the Jawaharlal Nehru Memorial Hospital, and the NCD Health Clinics set up at the primary (dispensary) health level by MCGM.

At the 2nd Edition of the Health and Immunisation Conference, held in June 2016 in New Delhi, private sector and the Government deliberated upon the gaps in the last mile delivery of vaccines and ways to overcome such challenges. Key recommendations that emerged from the deliberations include:

- Increased use of IT to develop user friendly, sustainable solutions for improved programme efficiency
- Collaboration for expanding partnerships beyond the traditional partners (PPP mode)
- Development of an innovative, model vaccine centre in the PPP mode

Initiatives were launched to catalyze and leverage the wellness and Ayurveda sector, to build consensus on issues related to branding as well as market access. Roadmaps for internationalization of Ayurveda are being developed in consultation with the Ministry of AYUSH and leading players in the sector.

Medical Technology

India continues to be an emerging market in the global medical technologies space. Home to one sixth of the world's population, India's global relevance in this space from the point of view of innovation and manufacturing cannot be undermined. However, India is yet to reach its full potential in these areas. CII thus works to recognise the contribution of the medical technology industry in the improvement of healthcare in India and to facilitate the growth of this sunrise sector, through policy advocacy and promotional measures.

ADVOCACY

CII partnered with the Government and policy makers to help design transparent, globally harmonized and appropriate regulations for medical devices in India.

A Central Drugs Standard Control Organisation (CDSCO) notification as well as draft Gazette notification, towards the Medical Devices Rules 2016-17, was announced by MoHFW on October 17, 2016. Thereafter, during consultative meetings organised along with MoHFW & CDSCO, suggestions were made towards revision of the draft. After continued engagement with policy makers and regulators, MoHFW notified the draft rules on 31 January, 2017.



From L to R: Pavan Choudary, Co-Chairman, CII Medical Technology Division & Managing Director, Vygon India Pvt Ltd; Himanshu Baid, Chairman, CII Medical Technology Division and MD, Polymedicure Ltd; Ananthkumar, Minister of Chemicals and Fertilizers & Parliamentary Affairs; Dr Naresh Trehan, Suresh Yazirani, Chairman and MD, Transasia BioMedicals Ltd; Siddhartha Nigam, Partner, Grant Thornton Advisory Pvt Ltd at the 9th Medical Technology Conference at New Delhi



From L to R: Bianca Ghose, Global Head - Content Marketing, HCL Technologies; Joy Chakraborty, CEO, Hinduja Hospital; Dr Naresh Trehan, Anupriya Patel, Minister of State, Ministry of Health and Family Welfare; Shobana Kamineni; Paresh Parasnis, Head Piramal Foundation and Ashish Gopalka, Principal, BCG at the 13th India Health Summit

Recommendations were also made towards the Bio Medical Waste Management Rules, revised by the Ministry of Environment, Forest and Climate Change, which potentially ban the use of chlorinated Polyvinyl Chloride (PVC) blood bags in India. Representations and continuous meetings helped to sensitize policy makers and regulators about issues faced by stakeholders of the Medical Technology industry in India. Apart from the Sugam Portal, discussions revolved around:

- Positions on the Indian barcoding & serialization regulation for medical devices
- Issues concerning import of medical devices, with regard to the shelf life of orthopedic implants registered with the CDSCO
- Export related issues with respect to brand endorsements and ADC NOC processes for export shipments

CII engaged with Government, policy makers and the industry on the issue of pricing of coronary stents through meetings organised by the National Pharmaceutical Pricing Authority (NPPA). Contributions were also made to the Rajya Sabha petition meetings organised in Bhopal in January, 2017.

In July 2016, based on the NLEM expert committee recommendations, the Department of Pharmaceuticals issued a Notification urging the industry to take voluntary action to reduce prices of cardiac stents. A strong recommendation was made to the industry to avoid any deviation from the prescribed formula and to fix prices as per the provisions of DPCO 2013, rather than on derived principles. A proposal was also submitted to the NPPA suggesting recognition of subcategories

under DES and fixing price ceiling for different types of DES. Coronary Stents have since been included under National List of Essential Medicines (NLEM) by MoHFW and ceiling price calculations have been fixed by NPPA .

ACTION

Various platforms were created for stakeholders to engage in meaningful deliberations on industry related issues and challenges. The 9th Edition of the Medical Technology Conference, held in September 2016, was themed Meeting Challenges: Tapping Opportunities to Achieve US\$ 50 Billion Vision for Medical Technology Sector. A report, based on the conference theme, was released by Shri Ananthkumar, Minister for Chemicals and Fertilizers & Parliamentary Affairs.

CII was the lead partner in the Health Cricket Tournament organised by MoHFW along with other Industry Associations. The tournament had the dual objective of promoting organ donation as well as giving a thrust to medical devices manufacturing under the Make in India initiative.



CII Cricket Team with K L Sharma, Joint Secretary Ministry of Health & Family Welfare and S E Reddy, Joint Drug Controller, CDSCO at the Health Cup Cricket Tournament by Ministry of Health & Family Welfare at New Delhi

Life Sciences

Biotechnology

Ranked 3rd in the Asia Pacific Region in terms of number of companies, India's biotechnology sector offers vast growth potential. Indian biotech companies provide high-level services in drug discovery, validation, genomics, proteomics and other allied areas. To become a major global player, India needs to address the challenges of skill and infrastructure development, quality compliance as well as regulatory and IPR issues. CII's Biotechnology Committee acts as an enabler to foster R&D and works to position India as a hub for affordable innovation in biotechnology. Stakeholder engagement is driven towards issues such as global quality compliance.

ADVOCACY

- To bring down approval timelines for vaccines
- Enable a global interface to showcase India's strength in biotechnology
- Catalyze conducive policies for growth and development of the biotechnology sector
- Create a vision to document the depth of the sector and the opportunity it offers over the next ten years

A comprehensive white paper titled 'The Make in India Imperative – Position Paper on Regulatory and Policy Changes required for Sustained Competitiveness of the Indian Vaccine Industry' was submitted to the Ministry of Health & Family Welfare (MoHFW). Recommendations on guidelines for changes in vaccine approval procedures were submitted to MoHFW and the Drug Controller General of India's office. Three of the recommendations focusing on driving policies for growth and development of the vaccine sector were

notified by the Central Drugs Standard Control Organisation (CDSCO) on their website.

A pre-budget memorandum, carrying collective inputs from Members on catalyzing fiscal policies for growth and development of the sector, was submitted to the Government. Discussions were undertaken with the Department of Industrial Policy & Promotion (DIPP) on Make in India for the biotechnology and pharmaceutical sectors.

ACTION

International platforms such as the Annual BIO International Convention, held in USA, are leveraged to showcase India's prowess in the biotechnology sector. The India pavilion at BIO was coordinated along with Department of Biotechnology (DBT), Ministry of Science and Technology. A delegation representing both the industry as well as the Central and State Governments attended BIO 2016, which attracted close to 16,000 delegates. The India pavilion



From L to R: Dr Rajesh Jain, Joint MD, Panacea Biotech Pvt Ltd and Convener of the Conference; K L Sharma, Joint Secretary, Ministry of Health & Family Welfare; C K Mishra, Secretary, Ministry of Health & Family Welfare; Dr Suresh Jadhav, Executive Director, Serum Institute of India Ltd; Dr G N Singh, Drug Controller General of India, Central Drugs Standard Control Organization, at the National Conference on Vaccine Industry in India at New Delhi

comprised of 11 exhibitors, including six States and four renowned companies in biotechnology funding, intellectual property, stem cell technologies and a clinical research organization. Meet and Greet sessions as well as in-pavilion sessions on biosimilars and clinical trials marked the Annual Convention. Several international dignitaries attended the inaugural session of the India pavilion. The India reception, with classical dance and Indian food, was a well-attended networking event. Exhibitors also visited Google Headquarters and Stanford Medical School. A comprehensive report of outcomes was submitted to the Department of Biotechnology.

Pharmaceuticals

India is expected to count amongst the top three pharmaceutical markets of the world by 2020. With a share of 20% of global exports in terms of volume, India is the largest provider of generic medicines globally. The Indian pharmaceutical industry is also driving product development and breaking new grounds in medicine research worldwide. Given the introduction of product patents, many multinational companies are planning to launch patented drugs in India. CII's vision for the pharmaceutical sector is to catalyze growth of the industry by leveraging the opportunities, addressing concerns and projecting a positive image of the industry amongst global buyers, investors and stakeholders.

ADVOCACY

- DPCO 2013- Retrospective Pricing Issue and Injectable Pricing; Implementation Issues

- Revival of API domestic Industry
- Approval timelines for Clinical Trials
- IPR Framework
- Incentivizing R&D in India
- GST implementation in pharma sector

The focus this year was on addressing issues pertaining to ease of doing business in the pharmaceuticals sector. Much ground was covered, especially with regard to streamlining the Clinical Trials processes in India. Being an important industry voice, CII played a catalyst's role in addressing pertinent issues that plague this sector. Various platforms were provided for stakeholders to engage in meaningful deliberations on industry related issues such as Fixed Dosage Guidelines; Pharmaceutical Pricing (Amendment in New Drug – Price Control: Order – 2013); and the issue of sales of drugs via the internet.

Recommendations made to the Government on the Make in India Review focussed on enhancing manufacturing competitiveness; import substitution; enhancing exports; research and development; skilling and ease of doing business.

ACTION

The 13th CII National Pharma Conclave 2016 served as a meaningful platform to present existing opportunities and the incremental steps taken to make India's pharmaceutical industry globally competitive. Leading best practices were shared at the Conclave, where stakeholders also deliberated upon the challenges that are hampering the sector's growth and concurred on the possible way forward for boosting the sector's growth.



From L to R: K G Ananthkrishnan, Co-Chairman, CII National Committee on Pharma and MD, MSD Pharmaceuticals Ltd; Dr V K Subburaj, Secretary, Department of Pharmaceuticals, Ministry of Chemicals and Fertilizers; Hansraj Gangaram Ahir, the then Minister of State for Chemicals and Fertilizers; Dr Rajiv I Modi, Chairman, CII National Committee on Pharma and CMD, Cadila Pharmaceuticals Ltd and Dr Murtaza Khorakiwala, Co-Chairman, CII National Committee on Pharma and MD, Wockhardt Ltd at the 13th National Pharmaceutical Conclave at New Delhi

Micro, Small and Medium Enterprises

With the country's progress intrinsically linked to the performance of these enterprises, Micro, Small and Medium Enterprises (MSMEs) are veritably called the growth engines of the Indian economy. The CII National MSME Council strives to create a supportive framework for Indian MSMEs through wide ranging initiatives spanning policy advocacy, business facilitation, finance facilitation, technology upgradation and competitiveness enhancement.

ADVOCACY

Enhancing Access to Formal Credit

- CII worked with the Government to facilitate reduction of caps on funds available through the Credit Guarantee Trust for Micro and Small Enterprises (CGTMSE). An announcement was made by Prime Minister Narendra Modi doubling the credit guarantee limits under CGTMSE scheme from Rs 1 crore to Rs 2 crore.
- Various representations were made to the Ministry of Finance to consider raising the period for classification of Non-Performing Assets (NPAs) to 120 days from 90 days and to grant

MSMEs an additional allowance of 30 days. This would help to reduce the pressure on MSMEs. To this end, the enhancement of allowable provision for NPAs to 8.5% from 7.5% announced by Minister of Finance, Shri Arun Jaitley, brings much relief to MSMEs.

- CII is very encouraged by the Prime Minister's announcement of doubling the lending target under the Pradhan Mantri Mudra Yojna (PMMY) from Rs 1.2 lakh crore to Rs. 2.4 lakh crore for 2017-18. Several recommendations were made to the Ministry of Finance to create a system for improved access to funds for the unfunded segments such as micro enterprises.

Promoting a Comprehensive Policy Environment

- Several representations were made to the Ministry of MSMEs (MoMSMEs), requesting for a revised framework for definition of MSMEs based on turnover, capital investment and employment. The MSME Development (Amendment) Bill, 2015 in the Lok Sabha seeking to increase the allowance for investment in plants and machinery in MSMEs is awaited.



From L to R: Milon K Nag, Co-Chairman, CII National MSME Council and Chairman and MD, K K Nag Private Limited; Surendra Nath Tripathi, Additional Secretary & Development Commissioner, Ministry of MSME; H.E. Abdulla Al Saleh, Undersecretary-Foreign Trade & Industry, Ministry of Economy, UAE; Haribhai Parthbhai Chaudhary, Minister of State for MSMEs; Giriraj Singh, Minister of State for MSMEs; Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall and Eng Ahmed Samir, Head of Industry Committee & Member of Egyptian Parliament at the release of the CII Technology Facilitation Centre Brochure at the 13th Global SME Business Summit 2016 at New Delhi

- Recommendations were submitted in June 2016 to the one-man committee set up under former Cabinet Secretary Mr Prabhat Kumar to devise a comprehensive MSME policy for India.
- MoMSME has notified the Framework for Revival and Rehabilitation of MSMEs in May 2016 that CII is advocating. Some features recommended by CII are included in the Framework that covers identification of incipient stress, setting up of committees for distressed MSMEs, a Corrective Action Plan (CAP), the process for restructuring, prudential norms for asset classification, and provisioning and identification of willful defaulters and non-cooperative borrowers, amongst others.

Enhance Ease of Doing Business

- Several recommendations were made to consider a reduction in the tax rates for MSMEs. Corporate tax rate for enterprises with an annual turnover of up to Rs 50 crore has been lowered from 30% to 25%; and the presumptive tax threshold for small traders with a turnover of up to Rs 2 crore has been lowered from 8% to 6% in the Union Budget for 2017-18.
- CII worked with Government officials to launch online portals, single window clearance facilities and self-certification to fulfill regulatory compliances, approvals, and submissions for MSMEs. A beginning has been made with MoMSME launching Udyog Aadhaar Memorandum for online registration of MSMEs. Similar other portals are underway to ease the process for MSMEs.

Enhance Availability of Skilled Manpower

Integration of vocational training courses with academic curriculum to imbue market relevant skills in the youth, especially in the rural areas was advocated with the Government. The launch of the Skill Acquisition and Knowledge Awareness for Livelihood Promotion programme (SANKALP) and next phase of Skill Strengthening for Industrial Value Enhancement (STRIVE) are very encouraging.

Following were some other areas where recommendations were made to the Government:

- Implementation of Trade Receivables electronic Discounting System (TReDS) for financing MSME receivables, with participation of multiple financiers
- Allocation of 25% land in industrial corridors for MSMEs at different rate slabs, acquiring models as well as launching land banks
- Launch of State level Public Procurement Policies for enhanced market access for MSMEs

ACTION

Engagement with stakeholders in the MSME sector was carried forth through various forums. These forums provided an opportunity for stakeholders to learn from global best practices, network and also raise issues and concerns that were taken up with the Government. The SME Policy Dialogue Round Table Series 2016-17 engaged MSMEs from across the country on key policy bottlenecks. Major recommendations for remedying these issues were shared with various Government departments as White Papers. The



From L to R: Yuvaraj A R, AGM (CMS), Bharat Electronics Ltd; Maya Manohar Naik, Senior Manager-Vendor Management (CPO), Hindustan Petroleum Corporation Ltd; Ashok Saigal, Chair, Sub Group on Ease of Doing Business, CII National MSME Council & MD, Frontier Technologies Pvt Ltd; Surendra Nath Tripathi; Shreekanth Somany, Chairman, CII National MSME Council and Chairman & MD, Somany Ceramics Limited; P L Kashikedar, Chief Manager (Supplier Relation & Registration), Mazagon Dock Ltd at the 3rd National Vendor Development Programme at New Delhi



CII HIDA Training Programme On Production Management in Japan

six Policy Dialogue Sessions focussed on ease of doing business, inspections and regulatory enforcements, impact of GST on MSMEs, Public Procurement Policy, assisting Indian MSMEs' transition to cashless transactions and Labour Laws related challenges faced by MSMEs.

The 13th Edition of the Global SME Business Summit 2016 promoted global SME partnerships. The Summit, organised jointly with MoMSMEs featured focussed sessions on Latin America, Europe, Asia, UAE, Egypt, USA, New Zealand and France. Master classes on e-Commerce, digital marketing, standards and certifications and aerospace, over 1,000 B2B meetings and the India SME Expo were held on the sidelines of the Summit.

Shri Giriraj Singh and Shri Haribhai Parthbhai Chaudhary, Ministers of State for MSMEs launched the CII-Technology Facilitation Centre (TFC) that has partnered with top technological solution providers. MoUs were signed with the TFC partners during the National MSME Summit held parallel to the 22nd International Engineering and Technology Fair in the presence of Shri Haribhai Parthbhai Chaudhary and other senior officials from MoMSME.

The CII-Finance Facilitation Centre facilitated the sanctioning of around Rs 800 crore of loans to SMEs by partnering with over 20 banking institutions. With a view to building financial literacy amongst SME members, the Centre conducted over 25 roadshows and online webinars and launched a SME Compliance and Advisory Services vertical. Other events included the 2nd Edition of the National Conference on MSME Funding

The 3rd National Vendor Development Programme was organized on 20 December 2016 in New Delhi to connect the Micro and Small Enterprises with more than 25 PSUs across all sectors.

To enhance the production management techniques and competitiveness of the Indian MSMEs, a CII HIDA training programme was organized in Japan from 13-26 October 2016.



From L to R: Milon K Nag; Surendra Nath Tripathi; Haribhai Parthbhai Chaudhary and Shreekant Somany at the National MSME Summit at New Delhi



From L to R: Sachin Sharma, Director - IT-OPs and Strategic Initiatives, Religare Finvest Limited; S S Mundra, Deputy Governor, Reserve Bank of India and Shreekant Somany at the 2nd National Conference on MSME Funding at New Delhi

CII in the Regions

- Eastern Region
- North Eastern Region
- Northern Region
- Southern Region
- Western Region





Eastern Region

The theme for 2016-17 for CII Eastern Region (CII-ER) was 'Building East, Driving Competitiveness'. It defined, determined and drove the Region's agenda and action plans through the year. The overriding mission was to play a part in significant measure in accentuating industrial growth and inclusive development. Accordingly, the Region charted, designed and implemented its plans through sub-committees, Task Forces and Working Groups.

ADVOCACY

Considerable time was spent on policy advocacy through forging enduring relationships with the top leadership in Central as well as the five State Governments in the Region. During the year, CII-ER delivered on its commitment to create an enabling environment for businesses, attracting big-ticket investments, fostering innovation, sharpening skills, protecting intellectual property and building best-in-class infrastructure in the Region. Throughout the year, CII-ER worked to bridge policy gaps and provided inputs for strengthening market linkages in various sectors.

Based on CII-ER's recommendations to the various State Governments the following were achieved:

- The West Bengal MSME Department facilitated

clearance of subsidies, pending under WBIS scheme, on a case to case basis

- To encourage manufacturing of green products, the benefit of West Bengal Industrial Promotion Scheme 2010 was extended to manufacturers of green energy equipment as well
- WBSIDC agreed to pay interest at the rate of 5% per annum on lease premium of the remaining units of the industrial estate for the period 1-4-2012
- The West Bengal Government has begun to publish detailed terms and conditions for land allotment in industrial parks
- Based on a CII recommendation, solar devices are now exempted from VAT in West Bengal
- The Chhattisgarh Government has reduced Electricity Duty on steel plants, CPPs, and also IPPs following representations from CII Members
- Water charges for industrial units have been halved, from Rs10/KL, based on CII's proposal to the Chhattisgarh Government to re-consider water charges for industrial units
- The Chhattisgarh Government has also exempted acquisition of sick industrial units from stamp duty after CII took up the matter



Raghubar Das, Chief Minister of Jharkhand; Ravi Shankar Prasad, Minister for Law & Justice and Electronics & IT; Nirmala Sitharaman, Minister for State (I/C) for Commerce and Industry; Sudarshan Bhagat the then Minister for Social Justice and Empowerment; Chandrajit Banerjee, Director General, CII and T V Narendran, Chairman, CII-ER and MD, Tata Steel Ltd and industry leaders at Momentum Jharkhand – Global Investors' Summit in Ranchi



Dr Naushad Forbes, President CII and Co-Chairman, Forbes Marshall; Arun Jaitley, Minister for Finance and Corporate Affairs and Defence; Naveen Patnaik, Chief Minister of Odisha; Debi Prasad Mishra, Minister for Industry and School & Mass Education, Government of Odisha, Ramesh Abhishek, Secretary, DIPP, amongst other dignitaries at the Make in Odisha Conclave in Bhubaneswar

- The Tourism Sub-Committee of CII-ER highlighted to the West Bengal Tourism Department that the Court ruling disallowing serving of liquor by hotels on the highways will impact tourism and truncate revenue, especially of 5 Star Properties. As a result, the Eastern Metropolitan Bypass in Kolkata was de-notified as a highway.

Recommendations under consideration include the following:

- The West Bengal Government is considering a CII recommendation to build an integrated rural marketing cum training centre for handicrafts, arts, paintings and handloom
- The Government of Odisha is working on coherent policy guidelines pertaining to prohibition/abolition of contract labour to encourage investment and expansion of labour intensive sectors
- The Odisha Government will revisit labour laws to ensure that abolition of contract labour does not lead to automatic absorption
- A proposal to the Jharkhand Government seeking withdrawal of Input Tax Credit on consumables for manufacturing units is under consideration

ACTION

Aligning itself with national campaigns such as Make in India, Digital India, Skilling India, Start-up India, CII-ER also partnered with the State Governments of Odisha and Jharkhand for organising the Make in Odisha and the Global Investment Meet in Jharkhand. A range of activities, such as Road Shows, was undertaken, in major cities of India and USA.

Economic Development

While creating a conducive environment for businesses and attracting investments across sectors dominated the agenda, CII-ER worked to showcase the strengths and opportunities the five States offer. CII-ER worked closely with the State Governments, engaged with the Chief Ministers, and also submitted Pre-Budget Memoranda. Initiatives were also taken to ensure quick clearances of projects and sectoral parks.

CII has significant representations on important Government committees of Bihar, Chhattisgarh, Jharkhand, Odisha and West Bengal. CII is a national partner for investment promotion for the Government of Odisha and Member of the Joint Task Force for industrial development in Jharkhand.

Major initiatives taken this year included the Banking Colloquium, Financial Market Conclave, ICT East, Destination East, Energy Conclave, HR Conclave, Transport Expo 2016, Brand Conclave, Logistics Colloquium, Conference on Manufacturing Excellence, Skill Conclave, Safety Symposium & Exposition, IMME 2017, Global Mining Summit, Agro Bihar, Krishi Unnayan Mela, among others.

Manufacturing

From building strong infrastructure to creating a conducive environment, removing regulatory hurdles and building a foolproof safety net for workers, CII's work to promote manufacturing in the East was focussed, extensive and innovative. With the Government's Make in India campaign gathering pace, a slew of initiatives was launched to promote manufacturing in the East. Manufacturing Excellence sought to explain how



T V Narendran giving away Productivity Awards 2016 at the conference on Manufacturing Excellence in Kolkata

intelligent manufacturing could be the game changer for the sector as well as society at large. An interactive session with Mr Ramesh Abhishek, Secretary, Department of Industrial Policy and Promotion, Ministry of Commerce was aimed at highlighting the Centre's actions to enhance ease of doing business.

MSMEs

CII-ER launched a range of initiatives to strengthen market linkages for MSMEs. While the CII Finance Facilitation Cells (FFCs) continued to provide advisory and credit facilitation support to promote MSMEs in the region, dedicated platforms brought together all stakeholders. A Seminar on MSME Financing in Chhattisgarh created awareness about how FFCs can enable MSMEs gain easier access to finance. Information about schemes offered to MSMEs by the various banks and financial institutions in Kolkata was also shared. Conferences on Doing Business with Indian Railways and the Industry-Defence Linkage were organised in West Bengal.



From L to R: Indranil Sen, Minister of State for Tourism, Government of West Bengal; Vijay Dewan, Chairman, CII-ER Tourism Subcommittee and MD, Apeejay Surrendra Park Group of Hotels; A R Bardhan, Tourism Secretary, Government of West Bengal; Atul Bhalla, Co-Chairman, CII-ER Tourism Subcommittee and General Manager, ITC Sonar at the 7th Destination East in Kolkata

Mining

The Global Mining Summit, held alongside with the biennial International Mining and Machineries Exhibition, sensitized stakeholders on the immense potential of the mining sector. The Summit also promoted the mining sector and deepened linkages with the industry. A Conference on increasing the mining sector's contribution to GDP in Odisha was aimed at promoting the downstream sector and metal. Promotion of metal and metallurgy sector in the Region was driven through a focussed Expo and Conference in New Delhi.

Agriculture and Food Processing

With an aim of revitalizing the farm sector, educating farmers in the use of fertilizers, post-harvest technology and machineries and equipment and also building a robust food processing industry, a number of initiatives were taken in association with the State Governments. Dedicated tutorials on latest farming practices and methods were the highlights at the Krishi Unnayan Mela at Burdwan in West Bengal and at Agro Bihar.



From L to R: Arvinder Singh, Director, Horticulture and Mission Director, NHM, Department of Agriculture, Government of Bihar; Rabindra Nath Roy, Special Secretary, Department of Agriculture, Government of Bihar and MD, Bihar Rajya Beej Nigam Ltd; Ajay Kumar Singh; Vice Chancellor, Bihar Agricultural University; R N Mishra, CGM, NABARD; Himanshu K Rai, Director, Department of Agriculture, Government of Bihar; Sudhir Kumar, Principal Secretary, Department of Agriculture, Government of Bihar; Ramvichar Rai, Minister, Department of Agriculture, Government of Bihar; P K Sinha, Vice Chairman, CII Bihar and Co-Founder Astric Group of Companies; Ganesh Ram, Director, BAMETI; Rabindra Kumar Verma, Additional Director, Engineering, Department of Agriculture, Government of Bihar at the inauguration of the 7th Agro Bihar in Patna

Tourism

To showcase the Region as an attractive tourism destination and to invite investments, CII-ER urged the State Governments to build strong infrastructure, provide attractive incentives and roll out enabling policies. The 7th Edition of Destination East featured an investors' Summit with participation of over 100 tourism stakeholders from 33 countries. Over the years the five States, notably West Bengal, have seen enhanced tourist footfall. The Chhattisgarh Tourism Investor Summit was organised along with the Chhattisgarh Tourism Board at the Incredible India Tourism Investor Summit in New Delhi.

Healthcare

A strong ecosystem and private capital investments, especially in Tier-I and Tier-II cities, topped CII's agenda in 2016. In line with this objective, Healthcare East saw stakeholders share perspectives on emerging opportunities. The Conference on Scope of PE, VC, Debt and Angel Funds in Healthcare deliberated on smarter ways to ensure easy deal flows amongst others.

Green Initiatives

Besides undertaking a project on identifying fiscal instruments for incentivizing green technology in manufacturing units in Odisha and West Bengal, an environment impact assessment and a carbon footprint study of the States was also carried out.

The Conference on Green Buildings: Green Cities supplemented West Bengal's Green City Mission

agenda. Stakeholders deliberated on the use of solar thermal water heaters at the Workshop on Concentrating Solar Thermal Technologies in Industries. The Climate Conclave 2016 provided a platform to push several green initiatives.

Infrastructure

Partnership agreements were signed with the Governments of West Bengal and Odisha to mobilize industry expertise and resources towards the National Mission on Smart Cities. Round Tables in Kolkata, Bhubaneswar and Raipur deliberated on what really makes a city smart. Infra East 2016 and a session on Driving Infrastructure Development: Role of Smart Technology & Equipment also served as bridges between the stakeholders.

Finance and Taxation

With a view to preparing the Industry for changes such as GST, demonetization and the new insolvency and bankruptcy code, several interactions were organised across the Region.

The industry shared their concerns and held deliberations with the Income Tax Commissioner, SEBI Chairman - Mr U K Sinha, and the Chairperson of the newly-constituted Insolvency & Bankruptcy Board of India, Dr M S Sahoo. Conferences such as Financial Market Conclave and Banking Colloquium, Internal Financial Controls and Fraud Detection, InsureInd - Industry-Insurance Partnership and a panel discussion on Brexit were also held during the year where industry shared its concerns.



From L to R: S P Sinha, Chairman, CII Bihar & Adviser, Bihar Hotels Ltd; U K Sinha, Chairman, SEBI; and T V Narendran, at an interaction with U K Sinha in Patna



Industry leaders and academicians with Pranab Mukherjee, President of India at the Industry-Academia Innovation Platform in Kolkata

Technology & Innovation

CII-ER in its effort to promote Government, Industry and Academia collaboration organised several events. The CII-IEST Industry-Academia Innovation Platform was addressed by the President of India, Shri Pranab Mukherjee. Innovation 2016 saw the launch of Innovation Club, designed to serve as a platform for State Governments, academia and industry to network. At the Workshop of the innovative initiative 'Think Beyond What You Think', as many as 22 ideas were pitched by 'future champions' of innovation and entrepreneurship. With West Bengal, Odisha, Jharkhand, Chhattisgarh and Bihar fast emerging as lucrative IT and ITeS destinations, ICT East was themed ICT Beyond SMAC.

International Linkages

CII-ER kept up its efforts to explore investment opportunities for Indian companies abroad. CII led Business Missions to Dhaka, Bangladesh, and held Road Shows in Bangladesh, Nepal and Bhutan ahead of the North Bengal Business Summit 2017. A Regional Task Force is in place to promote investments. Interactions were held with Ambassadors of France and South Korea and the High Commissioner of India to Seychelles as well as with international business leaders.

Social Development

The CSR Meet in West Bengal was aimed at creating greater awareness about the amendment to Section 135 of the Companies Act 2013. CII provided infrastructure support and training for the workers of the 24 Anganwadi Centres in Kolkata, adopted under the aegis of the CII Foundation through the CII-UNICEF CSR Hub. Twenty five girls from the minority communities were trained in communication, soft and life skills. An MoU

was also signed with UNICEF to scale up the CII-UNICEF CSR Hub in West Bengal.

Education & Skill Development

In pursuit of the Central Government's target to skill 400 million people by 2022, Skill Conclaves were organised in association with the Government of Jharkhand and West Bengal. Apart from School Excellence Conclave, the following brought the States closer to their goal:

- Over 3,800 students were trained in 12 CII-PARFI Rural Skill Gurukuls in Jharkhand, Bihar, Odisha, Chhattisgarh and West Bengal in construction-related skills, fork lift driving, amongst others
- 920 youth underwent training in retail, BPO, beauty and hair-care, retail and electrician trades in association with Aditya Birla Jan Seva Trust in West Bengal
- 200 local youth from Patna and Rohtas were trained in grinding and forging trades in association with Bihar's Industry Department
- 100 youth from Madhepura, Bihar acquired Automobile Technician skills and 100 youth in Saharsa were trained as security guards under the Koshi Flood Rehabilitation Programme
- 100 students from West Midnapore were trained in soft skills and communication

Signature Initiative

Innovation Club is a path-breaking initiative formed in technical colleges and universities to create a vibrant innovation ecosystem. Five universities and 11 science and technology colleges have agreed to form Innovation Clubs on their campuses. These Clubs will identify innovator students for the industry and the university / college to guide and mentor them.

North Eastern Region

The CII North Eastern Region (CII-NER) adopted 'Building North East, Driving Competitiveness' as its theme for 2016-17 to carry forward its initiatives for integrated and inclusive development. NER designed its activities and advocacy work to ensure synergistic, holistic and meaningful implementation of this theme. Special emphasis was placed on creating an enabling business environment in the Region by working with the Government. CII partnered with State Governments of Assam and Arunachal Pradesh in promoting them as investment destinations.

ADVOCACY

During the year CII-NER focussed its advocacy efforts in various areas. Most recommendations made by CII are under consideration by the Government.

CII's recommendations on Assam's Draft IT Policy 2016 included:

- A clear definition of start-up and innovation
- Promotion of local companies for Government projects by removing entry barriers for start-ups, rent-free incubation space for a defined period for approved units (fulfilling the definition of start-ups)
- An 'Incubation Fund' by the Government – Rs 10 lakhs to Rs 50 lakhs for every eligible entity with a clear exit clause
- Setting up Incubation Centres in colleges to encourage students to innovate and give certificate of appreciation.

CII-NER also recommended the implementation and extension of North East Industrial and Investment Promotion Policy 2007.

Recommendations were made to the Union Ministry for Development of the North Eastern Region as well as the Nagaland Government with



From L to R: Parimal Suklabaidya, Minister for PWD (Roads and Buildings, NH), Government of Assam; S K Barua, Chairman, CII Assam and Director – Finance, Numaligarh Refinery Limited; C K Das, Member, North East Council, Government of India; Abhijit Barooah, Co-Chairman, CII North East Council and MD, Premier Cryogenics Ltd; Rahul Gupta, Executive Director, NHIDCL at the CII North East Infra Dialogue at Guwahati

a view to encourage a vibrant bamboo industry. The Assam Government is considering scrapping entry tax for bamboo items and easing smooth movement of bamboo commodities. The Central Government is also contemplating setting up of a Bamboo Board.

ACTION

Infrastructure & Connectivity

The North East Infra Dialogue deliberated on the need to fast-track infrastructure development and ways to remove hurdles facing the Region in building strong infrastructure. A seminar titled 'Act East through the North East' that focussed on issues impeding connectivity in the Region was designed to help stakeholders align with the Centre's Look East Policy and Act East Policy. A core committee was formed to encourage PPP in infrastructure, strengthen the infrastructure regulatory framework, bring reforms through policy advocacy and streamline the process of land acquisition, especially for projects such as construction of roads, airports, bridges, railways, amongst others.

MSME

Given a robust and vibrant ecosystem, MSMEs have vast growth potential. The North East MSME Conclave, held in Guwahati, focussed on building a vibrant MSME ecosystem. It also provided an opportunity for MSMEs to understand the needs of large and medium organisations and drive future collaborations.



From L to R: Chandra Mohan Patowary, Minister for Commerce and Industries, Government of Assam; Jahnabi Phookan, Co-Chair, CII Assam and Managing Partner Konyak; Ratan Lal, Additional General Manager, NE Frontier Railways; PVS Narasimha Murthy, Chief General Manager, SBI North Eastern Circle; Abhijit Barooah and Lakshmi V Venkatesan, Founder Trustee & Executive VP, BYST at the Northeast MSME Conclave at Guwahati

Investment Promotion

State Governments were encouraged to create well equipped industrial parks such as North East Mega Food Park, Bamboo Technology Park and Plastic Park to harness abundant agriculture and horticultural resources in the Region. A first-of-its-kind Road Show, held in Kolkata apprised potential investors of the opportunities these parks offer, the schemes and incentives of the Assam Government as well as Central Government.

A Pineapple Meet, organised to promote investments in the sector, saw collaboration of the Department of Horticulture and Soil Conservation, Government of Tripura and support from APEDA, NABARD and the National Horticulture Board, Government of India. An MoU was signed with Arunachal Pradesh Government to facilitate investment promotion. A Product Exhibition on Textiles held parallel to North East Investment Summit in Shillong witnessed encouraging buyer-seller participation.

Goods & Services Tax

Various activities were organised to create greater awareness about GST in the North East Region. These included a session on (GST) and a newspaper article by the Chairman of CII Assam State Council



From L to R: Anurag Goel, Commissioner of Taxes, Government of Assam; Binit Todi, Partner, ABSV & Associates; Om Prakash Mishra, General Manager (I), SBI; Abhijit Barooah at the Session on GST at Guwahati



A Belgian delegation led by Jan Luykx, Ambassador of Belgium with CII Members in Guwahati



From L to R: Abhijit Barooah; Ravi Capoor, Additional Chief Secretary, Industries and Commerce, Government of Assam; Sandipan Chakravorty, Chairman, CII-NER; Chandra Mohan Patowary; Chitranjan Dar, Group Head – Central Projects, R&D, EH&S and Quality Assurance, ITC Ltd at the Assam Investment Road Show on Food Processing, Plastic & Bamboo at Kolkata

to sensitize stakeholders about the implications of GST.

GI & Intellectual Property Rights

To educate local entrepreneurs, advocates and other stakeholders on opportunities and challenges in IPR and GI, a two day workshop was organised in Guwahati along with the CII IPR Division.

Bamboo

With the existing regulatory regime deterring investment in the sector and inhibiting the pace of growth of bamboo and its related businesses, reviewing and fine-tuning regulations will provide a significant boost to the sector. CII worked with the Government to roll out uniform guidelines for the sector, especially in the North East, which is home to about 66% of the total bamboo available in the country. CII-NER thus organised Round Table discussions in partnership with Nagaland Bamboo Development Agency (NBDA) to discuss 'Bamboo Transit and Regulatory Regime in North East India'. Dr Neikiesalie (Nicky) Kire, Minister for Forest, Environment & Wildlife, Nagaland, was the Chief Guest. The Nagaland Government is also in

discussion with Hindustan Paper Corporation to revive the Paper Mill in Tuli, Nagaland with a view to creating employment opportunities for Naga youth.

Sports

CII-NER encouraged the development of a strong ecosystem to nurture sports in the North East. The North East Sports Conclave held in Guwahati in association with the Ministry of Sports and North Eastern Council brought to the fore issues of competitive capability of North East sportspersons and discussed ways to promote a sporting environment in the Region. The NEC Chairman's Sports Awards for Excellence in International and National Sports Meets by Sportsperson of NE were presented to 220 sports personalities of North East who won medals in the 35th National Games held in Kerala. A total of Rs 4.64 crore was given away as award money.

Membership Engagement

Interactive sessions were organised to engage with the Membership in NER. Some of these included a Session with H.E. Mr Chris Elstoft, Deputy High Commissioner, Australian High Commission, New Delhi, a session with the Australian Trade Commission and another one with the Ambassador of Belgium.



From L to R: Umesh Chowdhary, Deputy Chairman, CII-ER and Vice Chairman & MD, Titagarh Group of Companies; Late Kalikho Pul, the then Chief Minister of Arunachal Pradesh; T V Narendran at an interactive session at Kolkata

The IGBC Chapter was launched in Guwahati to promote CII Green Business initiatives. Possibilities of industry academia collaborations were explored at an interface with the Dibrugarh University. The industry and Government officials deliberated on how Guwahati could be made a world class city. Women's empowerment, a pertinent issue for economic and social development, was the focus of a CII-IWN-BYST Session.

Northern Region

CII Northern Region (CII-NR) pursued the theme of 'Building Competitive North' in 2016-17. While working towards a stronger policy environment by engaging with various stakeholders, special emphasis was laid on ease of doing business, building manufacturing excellence and exploring sectoral opportunities, particularly in agriculture and food processing, energy, automobile, textile, real estate and transport infrastructure – railways.

ADVOCACY

Making policy advocacy the cornerstone of its work, CII-NR engaged with the State Governments to represent the industry viewpoint on emerging trends as well as to participate in shaping new State-level policies. Valuable suggestions were provided to the State Governments on industrial and sectoral policies, Ease of Doing Business, Taxation and GST.

Agriculture and Allied Sectors

- A request was made to the Uttarakhand Government to expedite the renewal of the Rice

Export Policy. Also, CII recommended to the Government of Uttar Pradesh that the mandi fee on dairy products should be abolished.

- To promote an environment conducive to growth of agriculture and food processing, CII recommended that fruits, vegetables and other perishables be freed from the APMC Act and farmers be allowed to sell their produce directly to processing companies. A single mandi-license with validity across the State and payment of mandi tax through a single window were suggested.
- The Ministry of Agriculture and Family Welfare, was requested to consider removing restrictions at ports and maintain status quo on allowing clearance of wool and other allied livestock products at the ICD in Ludhiana.

Ease of Doing Business

To give a fillip to the Ease of Doing Business in the Northern Region, several recommendations were made to the Government. These include the following:



H.E. Reuven Rivlin, President of Israel and Pranab Mukherjee, President of India inaugurating CII Agro Tech 2016 in Chandigarh. From L to R: Chandrajit Banerjee, Director General, CII; Rakesh Bharti Mittal, Vice President, CII and Vice Chairman, Bharti Enterprises; H.E. Reuven Rivlin; Pranab Mukherjee; Dr Abhay Firodia, Chairman, CII Agro Tech 2016 and Chairman, Force Motors Ltd



From L to R: Ashish Bharat Ram, Co-Chairman, CII-NR Committee on Economic Affairs a Taxation and Managing Director, SRF Ltd; Harishanker Subramaniam, Chairman, CII Core Group on GST & National Leader - Indirect Tax Services, Ernst & Young LLP; Neeraj Prasad, Additional Commissioner, GST and Vishesh C Chandioik, Chairman, CII-NR Committee on Economic Affairs & Taxation & National, Managing Partner, Grant Thornton India LLP at an Interactive Session with Neeraj Prasad in New Delhi

- It was recommended that the Uttarakhand Government constitute a joint Task Force with the Industry to review and consolidate Labour Laws and to address various operational issues.
- Requests were made to the Uttar Pradesh Government to reconsider some provisions related to Contract Labour/retrenchment rules. These include increasing the limit on employing contract labour from 20% to 50% and relaxing the retrenchment rules in the event of plant closure or shifting of plant.
- Recommendations were also made to the Himachal Pradesh Government for allocation of land for setting-up low-cost housing facilities for industrial workers, for setting up ESI hospitals in industrial areas and upgrading existing dispensaries to Model ESI Dispensaries. In Jammu & Kashmir, CII also recommended setting up of an ESI Clinic or a Hospital at Samba as well as empanelment of at least 1 or 2 private clinics of Samba under ESIC.

Energy

- The Delhi Government accepted the recommendations for setting a target under the Delhi Solar Policy to install 1000 MW of solar power projects by 2020.
- The Rajasthan Government agreed to make BIS certification of transformers mandatory.
- In Uttarakhand, several recommendations were made with respect to tariffs and penalties if 24X7 power is not supplied to industry and allowing industry access to power from outside the State. As a result, UPCL is sourcing power from 2 out

of the 3 gas-based power plants that are now operational.

Environment/Pollution

- The Government of Rajasthan accepted a recommendation to include metal components and accessories for machinery under Green Category in the pollution schedule. They have also agreed to make it mandatory for the masala units of Jhotwara Industrial Area to install appropriate pollution control equipment.
- The Uttarakhand Government has agreed to expedite the re-classification of industries in the State as per the guidelines in the Memorandum dated April 23, 2015, while extending the consent for validity as per the Memorandum.
- A recommendation to grant an extra 5% FAR for construction of Green Buildings with an area of 5,000 and above has been implemented in Noida.

Infrastructure

- In Uttarakhand work has begun on strengthening the alternative route between Delhi-Haridwar as the highway shutdown during Kanwar Yatra is an issue raised by industry.
- Recommendations have been made to the Uttarakhand Government to build a multimodal logistic hub at Haridwar to address the issue of high logistics costs borne by industries.
- It has also been suggested that a 6-km truck bylane be constructed on both sides of the road near IIE SIIDCUL on NH 58.
- For connecting Uttarakhand to the Eastern Dedicated Freight Corridor, CII recommended

that an ICD should be developed in the vicinity of industries in Haridwar, preferably at Iqbalpur, and a dedicated freight feeder line be built to connect Iqbalpur and Saharanpur.

- To address the poor condition of infrastructure in industrial estates, CII advocated that an onsite stakeholder meeting be held and a model industrial estate be created along the Lucknow-Kanpur Highway.
- CII has also suggested to the Ministry of Railways to expedite the work on linking Baddi with Chandigarh.

MSME

- Recommendations were made to revise the definition of MSMEs and to have a separate vertical for micro enterprises within the Ministry. These will facilitate a comprehensive policy framework and ease of doing business for MSMEs.
- To address the issue of delayed payments, it was suggested that MSME Facilitation Councils be vested with quasi-judicial powers and a time-frame of 90 days to be fixed for recovery.
- It was also suggested that the MSME Facilitation Council meet at least once a month to expedite the resolution of MSMEs' issues.
- It was also suggested that all payments should be made online to help identify delayed payments and to bring transparency.

Skill Development & Entrepreneurship

- The Delhi Government is considering a recommendation to set up a portal to address the poor linkages between the ITIs and other stakeholders, including industry.
- Recommendations were made for tax-exemption to employers hiring certified/qualified workers and eligibility for deduction of 150% of expenses incurred on skill development, under Section 35 CCD of the Income Tax Act.
- Several recommendations made to the Government of Uttarakhand have found mention in the State-level Start-up policy. For example, creating a Start-up Hub to be anchored by the MSME Department, providing free space to start-ups for operations, establishing Incubation Centres in academic institutions of repute.

Taxation

- In Himachal Pradesh, a suggestion was made regarding keeping industries out of the purview

of the proposed House Tax on industrial properties located within the municipal limits.

- A recommendation has also been made for removing Entry Tax on materials/capital goods procured by industries for manufacturing within Uttar Pradesh.
- A suggestion related to the reduction in Punjab Road tax on company-owned buses used for movement of staff/workers was accepted by the Government.
- Recommendation to Rajasthan Government was made to reduce VAT on transfer of scraps from 5.5% to 0.5% which is equivalent to CST.
- To rationalize high tariffs charged by the truck Unions in the State of Himachal Pradesh, CII recommended fixation of the transportation rates in consultation with all stakeholders.
- The Uttar Pradesh Government has accepted a proposal to exempt solar products and materials used for solar power plants from VAT and reduce VAT of 12.5% levied on materials procured locally to become at par with CST of 2% on materials sourced from other States.
- Uttarakhand sought extension of CST exemption on IT products for 2 years, or till GST implementation, whichever is earlier. The recommendation was partially accepted and CST reduced from 2% to 1%.
- CII made a recommendation to the Government of Haryana to reduce VAT rate on tiles from 13.125% to 5%, in line with rates prevalent in other States.
- A proposal was made to the Jammu & Kashmir Government to remove extraction and processing of mustard from the negative list (non-thrust areas) of Industrial Policy so it would be eligible for VAT exemption.
- In Rajasthan a request was made to the Government to consider waiving-off VAT of 14.5% on footwear uppers to make the industry competitive.

Attracting Investments

Many of CII NR recommendations are reflected in State Government policies, for example:

- In Haryana, the Single Roof System was implemented to streamline approvals and clearances.
- The Punjab State Government has partially agreed to grant the same incentives to existing units under expansion as those granted to new units under the FIIP 2013. The Government also

agreed to bring Balachaur under Zone 1 under the FIIP, thus making it eligible for incentives.

- A proposal to remove iron and steel furnaces and rolling mills from the negative list was also implemented in Punjab.
- The 'Rajasthan Sampark' website was launched to address industry grievance.
- Many of the CII recommendations were included in the draft ICTE policy for Uttarakhand. Some of these include promoting setting up of data centers and encouraging rural business hubs, creating appropriate infrastructure for promoting the sector and leveraging ICT to deliver healthcare and educational services in the hills.
- CII recommended a New Tourism Policy with specific focus on strengthening the infrastructure at tourist destinations, constituting a Cabinet committee on tourism and setting up of a tourism regulatory authority, promoting inter-departmental coordination and creation of 'tourism mitra' on the lines of Udyog Mitra for industry.
- CII recommended certain incentives for potential investors to promote the Defence & Aerospace sector in Haryana.

ACTION

Fostering Growth: Building Competitiveness

Technical conferences and workshops on manufacturing excellence were organised to help enhance competitiveness and achieve manufacturing excellence. The major conferences included Modern Manufacturing Technologies for Automotive Sector; Technology – Enabled Transformation of Automotive Operations; Automotive Design Conclave; Manufacturing Innovation Conclave; India Operational Excellence Summit and InnoRail 2016.

Cross learning on industry best practices was facilitated through Manufacturing Excellence Learning Missions with participants visiting several manufacturing plants. These included manufacturing missions to Hero Moto Corp Ltd, JCB India Ltd, Carrier Air-Conditioning, Mercedes Benz India Pvt Ltd, Volkswagen India, Hyudai Construction Equipment India Pvt Ltd, Maruti Suzuki India Ltd, Honda Scooter & Motorcycles Ltd, Toyota Kirloskar Motors Ltd, Sandhar Technologies Ltd, Taegutec India Ltd, Bosch Ltd and Volvo India Ltd.

Sustained efforts were made towards skill development. CII facilitated the participation of Principals of 118 ITIs in Skills Study Missions. The Work Skills Competition, QC Competition and Supervisory Skills Competition were organised to enhance the industry competitiveness.

Strengthening and Nurturing SMEs

With over 70% membership comprising of SMEs, CII's focus on strengthening this sector remains a core agenda. Four Regional MSME Conclaves provided a platform for Members to interact with Policy Makers at the Centre and State level. Additionally, trainings and workshops attracted large participation of SMEs.

Through CII Finance Facilitation Centre, concerted efforts were made to help SME members to access credit from banks and financial institutions.

A Tax and Regulatory Affairs Advisory Desk was set up in Jaipur to provide time-bound advice and guidance to SMEs.

Building Society for a Better Tomorrow

Social Development and Affirmative Action are high priority areas for CII. SC/ST Entrepreneurs were connected with large companies and PSUs through a Buyer Seller Meet. Also, a Regional Summit on Affirmative Action was organised in partnership with SIDBI and NSIC. In addition, competitiveness enhancement workshops were held to help SC/ST entrepreneurs. Scholarships to the SC/ST students were offered through the Foundation of Academic Excellence and Access (FAEA).

The Social Expo 2016 provided a platform to rural women artisans to sell their products with support from NABARD & KVIC. The CII NR Ability Job Fair held in Chandigarh led to 97 candidates being shortlisted. The AIDS Awareness Project has been running successfully for six years in Mandi Gobindgarh in partnership with the Government of Punjab. Sessions on Gender Equality, Girl Child Education, Environment and Women Empowerment helped sensitize people on these issues. A 6-day tree plantation drive was also launched in 12 schools of Ludhiana.

Facilitating Investments

Various exhibitions and conferences brought together stakeholders on a common platform to meet industry needs as well as highlighted



From L to R: Jyoti Gadia, MD, Resurgent India Ltd; Sumit Gupta, Group President, Retail Banking Assets Group, Yes Bank Ltd; Anirudh Tewari, Principal Secretary, Industries and Commerce and CEO-PBIP, Government of Punjab; Capt Abhimanyu, Minister for Finance & Planning, Excise & Taxation, Government of Haryana; Haribhai Parthbhai Chaudhary, Minister of State for MSMEs; Kavi Arora, Chairman, Regional Committee for SMEs, CII-NR, and CEO & MD, Religare Finvest Ltd and Surendra Nath Tripathi, Additional Secretary-cum-DC, MSME, at the 4th Regional MSME Conclave in Chandigarh

innovations and the updated technologies. The objective was to explore investments and businesses opportunities in the Region.

Punjab, Haryana, Himachal Pradesh, Uttar Pradesh, Uttarakhand, Delhi, Rajasthan and Jammu & Kashmir highlighted their investment friendly policies at the 5th Invest North 2016. The investment conclave was organised in partnership with the Department of Industrial Policy and Promotion (DIPP), Ministry of Commerce & Industry and inaugurated by Smt Nirmala Sitharaman, Minister of State (I/C) for Commerce & Industry.

The 21st Chandigarh Fair 2016 was inaugurated by Professor Kaptan Singh Solanki, Governor of Haryana.

CII also organized the CII Arogya Fair at Shimla in partnership with the Ministry of Ayush, Government of India and Department of Ayurveda, Government of Himachal Pradesh.

The 12th CII Agro Tech 2016 held in Chandigarh was inaugurated by two Heads of State – Shri Pranab Mukherjee, President of India, and H.E. Mr Reuven Rivlin, President of Israel.

An array of Green Technology based products of 24 brands were on display at the 19th CII Coolex 2016, an exclusive exhibition on air-conditioning and refrigeration.

Shri P P Chaudhary, Minister of State for Law & Justice and Electronics & Information Technology addressed the delegates at the 4th TELECOM Convergence Summit, which highlighted India's digital revolution.

At Realty 2016, Mr Pinaki Misra, Member of Parliament and Chairman of Parliamentary Standing Committee on Urban Development interacted with industry leaders on regulation and finance for the sector.

Global competitiveness and trade growth paradigms for Indian textiles and apparel sector were the focus of the deliberations at TEXCON 2016 which was addressed by Shri Debi Prasad Mishra, Minister of Industries, School & Mass Education, Government of Odisha and Ms Rashmi Verma, Secretary, Ministry of Textiles.

The Conference on 'Universal Healthcare – A Distant Dream or a Near Reality' advocated mandatory health insurance as a tool to realize universal health coverage.



From L to R: Richard Rekhy, Co-Chairman, CII Invest North 2016, Co-Chairman, CII Special Task Force on Manufacturing & Make in India and CEO, KPMG India; Sumant Sinha, Deputy Chairman, CII-NR and Chairman and CEO, ReNew Power Ventures Pvt Ltd; Malvinder Mohan Singh, Chairman, CII Invest North 2016 and Executive Chairman, Fortis Healthcare Ltd; Nirmala Sitharaman, Minister of State (I/C) for Commerce & Industry; Ramesh Abhishek, Secretary-DIPP, Ministry of Commerce & Industry and Rumjhum Chatterjee, Chairperson, CII-NR and Group MD, Feedback Infra Pvt Ltd releasing 'Investment Climate – A Report on Northern States of India' at the Inaugural Session of CII Invest North 2016 in New Delhi



Rakesh Bharti Mittal addressing the Pravasi Haryana Divas 2017 at Gurugram

Integration with the World

State-level business delegations were mounted to several countries including USA, Canada, UAE and Germany to explore investment and trade opportunities. Twelve high-level Ministerial/ business delegations from Australia, Israel, Czech Republic, Luxembourg, UAE, Slovenia, USA, British Columbia, Spain visited various NR states. A Russia - Rajasthan Business Forum and a Business Round Table on opportunities in J&K held in UK provided networking platforms for businesses from both sides.

The Uttar Pradesh Pravasi Divas 2017 and Pravasi Haryana Divas 2017 were organised in partnership with the respective State Governments to celebrate the success of their diaspora.

Smart Cities

To take forward the Government's Mission of Building 100 Smart Cities, a Special Task Force on Smart Cities was constituted. Of the three conferences on smart cities, the one in Lucknow was inaugurated by Shri Ram Naik, Governor of Uttar Pradesh. Shri Rajpal Singh Shekhawat, Minister for Urban Development and Housing & Local Self-Government, Government of Rajasthan addressed the delegates in Jaipur.

Gurugram City-Connect is a forum through which prominent citizens of the city collaborated with the local administration to transform Gurugram into a better city. The forum, in partnership with CII-TWI, is working on a study for water resource planning and management to enable an improved water scenario. Chandigarh City Connect Forum is also functioning on similar lines.



Ram Naik, Governor, Government of Uttar Pradesh, addressing the delegates during Smart Cities Conference in Lucknow



Dr Dharminder Nagar, Managing Director, Paras Healthcare addressing the NextGen Healthcare Conclave in New Delhi. From L to R: Jagruti Bhatia, Senior Advisor - Healthcare Practice, KPMG India; Dr Nandakumar Jairam, Chairman and Group Medical Director, Columbia Asia Hospitals; Dr Rajiv Chawla, Medical Director, GB Pant Institute of Postgraduate Medical Education & Research; Ameera Shah, Managing Director & CEO, Metropolis Healthcare Ltd and Dr Dinesh Batra, Co-Chairman, NextGen Healthcare Conclave 2016 and Co-Convener - Services Panel, CII Haryana State Council and Director & Group CEO, Cygnus Hospitals

Southern Region

During 2016-2017, CII Southern Region (CII-SR) adopted the theme 'Vibrant South: Competitiveness, Inclusiveness and Governance' synergizing its work with the National theme and the Region's aspirations. As part of the theme, CII-SR focussed on a 5-point agenda viz., Ease of Doing Business, MSME Engagement, Skill Development, Startpreneurs and Membership Engagement.

ADVOCACY

CII-SR engaged with the State Governments in ensuring sustainable and inclusive growth in the Region. Interactions with Governors, Chief Ministers of the Southern States, Union Ministers and Secretaries of various Ministries provided Members with platforms to raise concerns and suggest measures to improve overall business climate in the country. Engagement with various Task Forces and Committees of Southern State Governments led to the following key outcomes:

- The recommendation for the formation of CII-Government of Tamil Nadu Joint Task Force on Economic and Industrial Development for Southern Districts of Tamil Nadu was accepted.
- The CII-Government of Kerala Consultative

Forum initiated in 2010, was reconstituted by the Government of Kerala through a Government Order.

- Procedural changes were facilitated on ease of doing business in the Southern States.
- Of the 500 Intellectual Property (IP) facilitation service offered to clients in India and abroad, 92 were facilitated during the year.
- APTDC, a nodal agency for Geographical Indication (GI) registration facilitated over 25 GI registrations in the country. GI for textiles, handicrafts and agricultural products in Andhra Pradesh and Telangana were explored.
- CII Partnership Summit, organised in Visakhapatnam for the second consecutive year, witnessed the convergence of over 2000 delegates from over 50 countries. The Summit showcased Andhra Pradesh as a potential investment destination to the global business community.
- Based on a recommendation made to the Government of Karnataka, setting up of an Industrial Township Authority in Mysore was announced. This will help in strengthening the industrial infrastructure and ease of doing business.



N Chandrababu Naidu, Chief Minister of Andhra Pradesh at an interactive session with CII Southern Region Council Members at Vijayawada



A CII team led by Dr Naushad Forbes, President, CII and Co-Chairman, Forbes Marshall met K Siddaramaiah, Chief Minister of Karnataka in Bengaluru

- The Government is actively considering recommendations made on Minimum Wages and Amendment to Factories Act in Telangana.
- A Task Force on GST submitted a detailed representation highlighting critical issues related to GST credit, supply, valuation, SEZs, refund etc. Twenty-two GST awareness sessions were held across the Region.
- Recommendations on the State Skill Policy for Karnataka, Kerala and Telangana were aimed at enhancing youth employability.
- Suggestions were made to the Central Government on the New Education Policy with an aim to make the education system more relevant to industry.

Ease of Doing Business

Ease of Doing Business was advocated amongst the Southern States, with specific focus on existing industries as well as attracting new investments. A survey was conducted with a view to elicit top challenges the industry is facing with State Governments. The Survey focussed on the top 10 challenges in running a business, including access to information and transparency enablers, single window, availability of land, environment, labour,



Ajay Shankar, Chairman, Expert Committee on Regulatory Approvals addressing the Seminar on Improving the Ease of Doing Business & Investment Climate for Manufacturing Sector in Andhra Pradesh in Visakhapatnam

electricity connection, water connection, taxation, technology enablement across Government, trading across borders, inspections and dispute resolution. Key reforms were recommended in the areas of registration, renewal, inspection and single window clearance systems. During the year, 82 engagement sessions were held with the Southern State Governments, addressing 47 issues pertaining to Ease of Doing Business.

MSME

Over 136 sessions focusing on areas such as policy, competitiveness and business promotion, amongst others engaged 7,395 Members. Specific sectoral opportunities for MSMEs were facilitated through events such as Surface & Coating Expo, Highways Technology, Pump, Valves & Compressors Connect 2016, Auto Serve and regional/national programmes. Over 2,125 meetings helped connect MSMEs to new markets and opened business linkages for them. More than 32 business networking sessions with inward Trade Missions impacted 1,255 Members. Recommendations were made to MSMEs on the need for preparedness and revival in the aftermath of natural calamities, such as the Chennai Floods.

Skill Development

CII-SR aligned its Skill Development initiatives with the needs of the industry and worked towards scaling up skill training efforts across the region.

- The Model Career Centre (MCC) in Tamil Nadu Skill Development Corporation, Chennai was launched successfully. The Ministry of Labour & Employment, Government of India is supporting the MCC with faculty and skills training.
- A Faculty Development Programme (FDP) was initiated with the aim of aligning emerging skills and knowledge with industry requirement. Collaboration with industry and academia on curriculum updation, informal and formal exchange for research and innovation, work on integrated learning, apprenticeship and internships were driven through this initiative.
- In Kerala, students from backward districts underwent Skill Training through 'Project EYES'. The first phase of this project will cover 74 schools impacting 4,400 students.
- At the CII-Naipuniya Job Fair, of the 3,200 participants, 250 received placement offers.
- The 29th Edition of Regional Workskills Competition was held in February 2017 in

Chennai. Participants included 60 candidates from 19 companies, representing trades such as fitter, turner, miller, welder, electrician, industrial electronics, tools and die casting.

Startupreneurs Forum

The Startupreneurs Forum, a first of its kind initiative, was launched to facilitate a conducive ecosystem and engagement with start-ups across the Region. The Forum, comprising a pool of mentors, entrepreneurs, start-ups, investors and industries has created a network with potential investors and senior professionals through monthly meets. Start-ups benefit from services such as the online webinar series, boot camps and handholding and mentoring sessions. To facilitate strategic investments, the Forum organises interactive sessions with investors and industry CEOs, helps in concept validation and connects start-ups to incubators. The meets also provided an opportunity for buyers and sellers to get connected.

Membership Engagement

Keeping in mind the changing expectations of the Membership as well as needs of the new Members from emerging sectors, Membership engagement was a priority during the year. For the first time ever, the Regional Council, along with senior secretariat staff, held meetings at Members' premises. In all, 804 such meetings were held.

Four Members' Meets with President, CII, one with Vice President, CII and six with Deputy Chairman, CII Southern Region were attended by 1897 Members. Twenty seven Members' Meets and 13 induction meets brought over 2400 Members together. Twelve meetings with Regional Affiliated Associations marked the year.

A new Zonal Council was launched at Hubli-Dharwad in North Karnataka. Besides this, key

initiatives such as an Online Survey, Business Facilitation Service, Member Champion Programme, Joy of CII Membership, Engagement with CoEs provided a platform for Membership engagement.

Corporate Social Responsibility

A lead was taken in Corporate Social Responsibility initiatives by advocating to Members and facilitating innovative and impactful projects for the benefit of the deprived sections of the society.

CII-SR CSR Gateway

The CII CSR Gateway was launched in 2015 with the objective of creating an enabling platform for CSR activities. During the year, the Gateway's registrations crossed the 600 mark. Industry members, NGOs and other stakeholders joined the Gateway that brings together templated and customized services to meet the CSR needs of corporates. A database of NGOs, projects and Social Enterprises has also been built under this initiative. A monthly newsletter, 'Gateway Gazette' and an Android Mobile App was initiated for the benefit of the Gateway Members.

Tamil Nadu Flood Rehabilitation Initiative

In 2015, a Task Force was formed under the Chairmanship of Mr R Seshasayee, Past President, CII & Chairman, Infosys Ltd, to respond to the immediate needs of those impacted by the floods that hit Tamil Nadu in that year. The initial phase comprised of providing immediate relief, medical camps and dewatering.

During the final phase, rehabilitation initiatives such as restoration of livelihood and agriculture, restoration of water bodies and rebuilding infrastructure in devastated areas were undertaken.



From L to R: C R Swaminathan, Past Chairman, CII-SR and Chairman, Lakshmi Ventures; Dr Naushad Forbes and Chandrajit Banerjee, Director General, CII at the Members' Meet in Chennai



CII relief work in progress at cyclone affected areas in Chennai



Children at the reconstructed Anganwadi at Tiruvottiyur, Chennai

- In Tiruvottiyur, Chennai reconstruction of nine Anganwadis was supported by industry.
- In Pazhaverkadu Village of Tiruvallur, 269 Irula community families were provided livelihood opportunities with boats, fishing nets and bicycles through support from industry.
- Reconstruction of hostels was undertaken in Manjakuppam, Devanampattinam and Semmandalam villages in Cuddalore District, with an aim to provide better hostel facilities to children of scheduled castes and scheduled tribes and to encourage school education.

In a bid to bringing immediate relief to thousands of people affected by 'Cyclone Vardah' that hit Chennai, Tiruvallur and Kanchipuram on 12 December 2016, special teams were formed to support the district administration in cyclone relief measures. Member companies deployed excavation machines, tipper trucks, lorries, machinery and manpower at various sites to help restore normalcy. Approximately, 15,000 tonnes of debris was cleared.

AFFIRMATIVE ACTION

The Affirmative Action initiatives focussed on providing support to first generation entrepreneurs from the disadvantaged sections of the society.

- 148 entrepreneurs from SC/ST community benefited from the Buyer-Seller Meets with DICCI Members.
- 165 Dalit Entrepreneurs underwent the Capacity Building Programmes on Business Excellence held across the Region.
- Over 100 SC/ST students have enrolled for the Certificate Programme on Entrepreneurial Skill Development, which commenced in March 2017.

In addition, 25000 books were distributed to children in 366 schools under CII – The Asia Foundation Project.

INDIAN WOMEN NETWORK-SOUTHERN REGION

The Indian Women Network (IWN), an exclusive organisation aimed at enabling career women to become better professionals was launched in 2013. IWN envisions using learning, sharing and mentoring to help career women turn achievers in their respective fields. The Network actively engages with 1,266 Members in six states and one zone.

Over 188 initiatives in learning and development, health and well-being and policy and advocacy delivered value added and need based interventions to 17,195 women Members in the Southern States. Sessions on Prevention of Sexual Harassment at Workplace Act (POSH) and Internal Complaints Committee (ICC) were conducted for the benefit of the Membership. IWN, in association with the Indian School of Business, organised a three-day Governance Programme for Independent Directors in June 2016. IWN recommendations to the Maternity Benefit (Amendment) Bill 2016 were accepted and implemented by the Government.



Anuradha Sriram, Chairwoman, IWN Southern Region and Joint Managing Director, Integra Software Services Pvt Ltd addressing the Session on Women Managers in Emerging Urban Spaces at Puducherry

OTHER EVENTS

- The Make in India Conference was organised in Bengaluru in association with the Government of Karnataka and DIPP. With 9 Sectoral seminars, the event attracted over 2500 delegates from over 40 countries including India. The Conference also witnessed over 800 B2B meetings, besides an exhibition showcasing India's prowess in manufacturing and related fields.
- The first-ever Investor Meet on 'Recycling Industry' was organised in Kerala.

Western Region

CII Western Region (CII-WR) adopted the theme 'Building Competitiveness: Deliberate Detail; Deliver Delight' for 2016. The primary focus of the Region was on building synergy, enhancing membership engagement and making MSMEs future ready. A co-ordination committee was created to build synergy across States, Zones, Sub Committees and Task Forces and complement each other in the process of scaling up initiatives.

ADVOCACY

CII-WR placed specific emphasis on policy advocacy to help build a conducive business environment in the Region. Apart from recommendations made to the State Governments, CII engaged with several Government officials, served on a number of committees and created platforms for Industry-Academia-Government interactions. These efforts were focussed on the following areas:

- Augmenting ease of doing business
- Enhancing engagement with the Government
- Promoting investments in the States
- Making industry future-ready

- Strengthening infrastructure
- Furthering the skill development agenda
- Enhancing Industry-Academia linkages
- Promoting international linkages
- Promoting inclusive and sustainable development and adoption of innovation and best practices
- Building diversity – engaging with youth and women

Environment

A suggestion was made to the Government of Gujarat that a provision of an additional 5% free-FSI be made for buildings that obtain a green rating under the Indian Green Building Council (IGBC) rating programme or an equivalent rating. Sharing of best practices on sustainability was focussed across the region.

Industry

- A representation was made to exempt captive call centres from stamp duty requesting for refund of Stamp Duty erroneously paid and



From L to R: Ganpat Vasava, Cabinet Minister, Tribal Development, Tourism & Forest, Government of Gujarat; Chandrajit Banerjee, Director General, CII; Vijay R Rupani, Chief Minister of Gujarat; Dmitry Rogozin, Deputy Prime Minister of Russia; Narendra Modi, Prime Minister of India; Piotr Gliwski, Deputy Prime Minister and Minister of Culture & National Heritage, Poland at the inauguration of the Vibrant Gujarat Global Trade Show 2017 in Gandhinagar

exemption on Electricity Duty. The Government of Maharashtra has agreed to find a solution to the challenges faced in claiming incentives applicable under the IT/ITeS policy.

- CII believes that the circular issued by Government of Maharashtra on 'Grant of renewal of consent to operate for a minimum period of five years for large/medium scale industries and a minimum period of three years for small scale industries excluding sugar industries' is not proving beneficial to large scale industries in general. A letter was sent to the MPCB to request a resolution of this issue. A representation was made to the DGFT to sync the ITCHS codes with the Customs Tariff Codes (to be effective from January 1, 2017) to resolve the issues faced by exporters and importers.

Infrastructure

- A suggestion was made to the Government of Gujarat to consider strengthening railway connectivity by extending the Bhuj-Nalia broad-gauge railway line to Koteshwar. This would benefit the industry, tourism as well as defence.
- Based on a representation to the Speaker, a Passport Seva Kendra was inaugurated in Indore in February 2017.
- The Additional Chief Secretary, Energy Department, Madhya Pradesh called for a meeting and gave an assurance of an early resolution on the issue of need for quality power in response to a representation submitted to the Chief Secretary, Government of Madhya Pradesh.
- In response to a recommendation made to the Industries Commissioner, the Government of Madhya Pradesh agreed to extend the benefits under the 'MP Udyog Nivesh Anudaan Yojana 2010' to units within 8 km of the Municipal Corporation.
- A representation was made to the Industries Department of the Government of Madhya

Pradesh for improving the logistical infrastructure for Export Oriented Units (EOUs). A Round Table of all stakeholders was organised in Bhopal for a better understanding of issues of EOUs affected by lack of adequate logistics.

Power

Recommendations were made to the Government of Gujarat to recognise waste-heat power generation as a source of renewable energy. A representation was also submitted against the tariff revision supported with technical and legal arguments, calling for a roll-back of the incremental tariff structure.

Labour

- All permissions have been granted for establishing an ESIC Hospital in Pithampur, in Madhya Pradesh, pursuant to a representation made to the Government.
- A suggestion was made to the Madhya Pradesh Industry Minister to resolve the issues related to the high cost of labour and those arising out of unreasonable demands placed by labour unions.

Taxation

- In Goa, CII requested for modification of the Recovery of Arrears of Tax through Settlement (Amendment) Act, 2016, to facilitate settlement of appeals for remission by extending the validity of the scheme from December 8, 2016 to January 31, 2017 and allowing time till March 31, 2017 to make 50% of the settlement payment; and time till September 30, 2017 for making the payment of the remaining 50%.
- A representation was made to the Gujarat Government for reviewing withdrawal of VAT notification on input tax credit allowed on interstate sale, branch transfer of natural gas.
- It was highlighted to the Government of Maharashtra that the quantum of interest on delayed payment and delayed refund be the same. The delay in refund of the IT/ITES companies was also highlighted as it impacts the working capital and deprives them of earning interest. Based on this representation, instructions were issued by the concerned Government department to field formations to process refund/rebate claims within the statutory period. The industry body was also requested to lodge particular cases where interest was denied even after 90 days of claim for refund having been processed.



From L to R: Ninad Karpe, Deputy Chairman, CII-WR and MD & CEO, Aptech Limited; Shailendra Singh, Joint Secretary, DIPP; Apurva Chandra, Principal Secretary, Industries, Government of Maharashtra; Ramesh Abhishek, Secretary, DIPP and Anant Talaulicar, Chairman, CII Manufacturing Council and CMD, Cummins Ltd at an Interactive Session with Ramesh Abhishek at Mumbai



Dignitaries at the Inaugural of the Global Investors Summit at Indore

ACTION

Partnership with State Governments

Several initiatives were driven forward in 2016-17 in partnership with the State Governments:

- The biennial Global Investors Summit (GIS) was inaugurated by Shri Arun Jaitley, Minister of Finance & Corporate Affairs and Defence. The Summit brought together foreign and Indian delegates, senior ministry officials and ambassadors from partner countries such as the United Arab Emirates, South Korea, Japan, the United Kingdom and Singapore.
- The Vibrant Gujarat Global Summit (VGGGS) 2017, inaugurated by the Prime Minister of India, Shri Narendra Modi, brought 12 partner countries to Gujarat. The Vibrant Gujarat Global Trade Show was held parallel to the Summit. The Conference on Cinematic Tourism, International Conclave on Higher Education, Employment Linked Skill Development, WASTECH International Summit and GST: The Game Changer for Indian Economy were also held parallel to the Summit.
- Shri Devendra Fadnavis, Chief Minister of Maharashtra inaugurated the Vidarbha Investment Summit & Exposition 2016 which showcased the Region's business potential and provided a platform for meaningful business oriented deliberations.
- At the MSME Summit, enablers for boosting MSME growth in the State were identified. A MSME vision document and the MP Start-up Policy were released by Shri Kalraj Mishra, Minister of MSME and Shri Shivraj Singh Chouhan, Chief Minister of Madhya Pradesh at the MSME Convention.



From L to R: Dr Pawan Goenka, Chairman, CII Vidarbha Investment Summit 2016 and MD, Mahindra & Mahindra Ltd; Ninad Karpe; Subhash Desai, Minister of Industries & Mining, Government of Maharashtra; Devendra Fadnavis, Chief Minister of Maharashtra; Sudhir Mehta, Chairman, CII-WR and Chairman & MD, Pinnacle Industries Ltd; Jalaj Dani, President - Supply Chain, HR & Chemicals, Asian Paints Ltd at the CII Vidarbha Investment Summit 2016 at Nagpur

- A National level fair, AROGYA, organised along with the Ministry of AYUSH, helped to create awareness about alternate medicines. Shri Shripad Naik, Minister of State for AYUSH, inaugurated the exhibition.
- A series of investors' meets titled 'Unmatched Investment Opportunities in Tourism' promoted Madhya Pradesh as an ideal investment destination, with large land parcels and heritage buildings available for lease.
- Awareness on policies and schemes for creating cold chain infrastructure for perishables was created through the Seminar on Cold Chains organised along with the Department of Horticulture and Food Processing, Government of Madhya Pradesh.

Building Diversity

A spectrum of issues ranging from sports to disability to focus on the underprivileged defined the theme for building diversity.

- Corporatization of sports, developing the next-generation, focus on grassroots and the business of leagues were the issues of focus at the Summit on Business of Sports and Entertainment. A Cricket League and the CII Beach Soccer Match also highlighted the importance of sports for the corporate sector.
- Phenk Mat Mumbai, a special campaign, was launched to make Mumbai litter-free and clean. The campaign envisages bringing about permanent behavioural change towards cleanliness amongst Mumbai citizens.
- A Buyer Seller Meet and Vendor Development Programme created awareness about products and services that Dalit Chamber of Commerce and Industry (DICCI) members can offer.
- Under the Enable the Capable initiative, industry was sensitized on how 'Persons with Disabilities' can be integrated into the corporate workforce and employment opportunities were created for them.
- Achievement of Sustainable Development Goals and cleanliness objectives were driven through the EnviroTech 2016. A water assessment of 13 districts using WATSCAN, an innovative tool of the CII-Triveni Water Institute, which aids water resource evaluation and planning, was also being undertaken.
- A dedicated Task Force on Nation Building, was created to connect industry, NGOs and institutions. A partnership approach is necessary to bring synergy to their isolated efforts and create replicable and scalable model projects. A pan-India essay competition for school students, 'The India We Want' encouraged students to express the future vision for their country.
- Awareness about Government's skill development schemes and policies was created through a Government – Industry interaction.
- Information about the new laws, approaches and experiences relating to Corporate Social Responsibility (CSR) were shared at the Workshop on CSR organised jointly with United Nations Children's (UNICEF) Fund and Indian Institute of Corporate Affairs (IICA).
- The Indian Women Network, Western Region celebrated women from different walks of life at WomeNation: The Power of Us Summit.

The Sectoral Snapshot

Importance of the manufacturing sector to India's growth can hardly be overstated. CII-WR therefore focussed several activities on the manufacturing sector. The Manufacturing Summit 2016 discussed trends and requirements for making the Government's Make in India campaign a success. The MSME Linkages Conference & Buyer Seller Meet encouraged business co-operation and joint ventures amongst MSMEs and large enterprises. Mr U K Sinha, Chairman, SEBI interacted with select industry CEOs at a Mutual Fund Round Table on accelerating development of the Asset Management Industry.

- Two HR Conferences deliberated on skills and confidence to influence business decisions in a dynamic workplace and delivering value to businesses.
- With the advent of FinTech, a paradigm shift is taking place in India's Banking and Financial sector. The impact of emerging trends and shifts were captured through deliberations at the 10th BANKING TECH Summit and the Financial Distribution Summit.
- Several aspects of India's digital landscape and its future were the focus of discussions at the Digitizing India Summit, the CII Summit on Innovation Ecosystem 2016, the Marketing Conference 2016 and m-Commerce Conference.
- The business imperative of adopting new technologies, fostering an innovation ecosystem and becoming innovative were discussed at the CII West Tech Summit and the CII Summit on Innovation Ecosystem 2016.
- Leaders from academia and industry came together at the 2nd Higher Education Summit 2016 to deliberate on the need for new



Subhash Desai and Arundhati Bhattacharya, Chairman, State Bank of India at the Banking Tech Summit in Mumbai



From L to R: Sanjiv Bajaj, Chairman, CII National Committee on Insurance & Pensions and MD, Bajaj Finserv; Sudhir Mehta; David Akov, Consul General of Israel; Jordan Reeves, Consul General of Canada; Ninad Karpe and Rishikeshha Krishnan, Director & Professor of Strategy, IIM-Indore at the launch of the Start-up Mentorship Circle in Mumbai

structures that better reflect the diverse learning requirements.

- Good practices in water, waste and energy management highlighting how sustainability goals can be adopted by the industry were showcased at the Conference on Responsible Growth.
- The Start-up Mentorship Circle was launched to specially provide mentoring to young and budding entrepreneurs, start-ups, small and medium sized companies looking for expert advice from industry, Government think tanks and international trade bodies. Start-ups in various stages of operations were shortlisted for deep mentoring and handholding by industry members. IPTECH 2016, a conference focussed on IP Management for start-ups in Electronics, IT & ICT, was organised along with the Ministry of MSME, IPFC Indore, CII-IPFC Mysore and the Ministry of Electronics & IT.
- The Family Business Summit, focusing on professionalizing family businesses, saw international speakers share their experiences.
- Other sector-focussed events included the Realty & Infrastructure Conclave, the Food & Bev Tech 2016 and the Conference on Steel Foundry. The CSR Conclave deliberated on innovative approaches towards Nation Building through Education, Health & Sanitation. The Global CEO Conclave organised an evening prior to the GIS in Indore was addressed by Shri Shivraj Singh Chouhan.

Building Competitiveness

- Over 20 sessions of the series 'Making Industry Future-Ready' witnessed Indian and international thought leaders address industry

members. Under a unique initiative, 'GST Clinics' were held in a clinical mode with tax experts resolving GST-related queries of Members in 10 cities.

- The 29th Quality Circle Competition at the Maharashtra and Madhya Pradesh State levels provided an opportunity for companies to share their QC best practices and to motivate workers to form Quality Circles within the company.
- Various platforms such as the Job Safety Analysis (JSA) Competition in Indore, Gujarat State Level Kaizen Competition and the Madhya Pradesh State Level Kaizen Competition were created for industry members to share best practices for building competitiveness.
- Over 3,000 B2B meetings across sectors aided business development and facilitated empanelment of MSMEs with large companies and PSUs and in the defence sector.
- The first cluster under the Lean Manufacturing Cluster initiative in Indore is running successfully with 8 MSMEs from Malwa region. The second cluster with 10 Members was started in Bhopal.

Special Initiatives

CII-WR provided support to and partnered with various special initiatives of CII, such as the Gujarat Knowledge Application & Facilitation Centre (GKAFC), Intellectual Property Facilitation Centre (IPFC), the Chhindwara Skill Training Centre (CSTC) and the Educational Excellence Forum (EEF). The EEF aims to enhance employability of fresh graduates, positively impact the quality of faculty and strengthen industry-academia connect. It operates in 10 institutions located in Mumbai, Pune, Solapur and Bhopal.



From L to R: Dr Arindam Bhattacharya; Senior Partner & Director, BCG India; Sudhir Mehta, Ajay Shankar, Chairman, Expert Committee on Regulatory Approvals, Department of Industrial Policy & Promotion, Ministry of Commerce & Industry; Jamshyd N Godrej, Past President, CII, Chairman, CII-Naoroji Godrej Centre of Manufacturing Excellence Advisory Council, Chairman, CII-Sohrabji Godrej Green Business Centre Advisory Council, Chairman, CII Climate Change Council and Chairman & MD, Godrej & Boyce Mfg Co Pvt Ltd and Sajjan Jindal, Chairman & MD, JSW Group at the 15th Manufacturing Summit in Mumbai



Goan Civil Society felicitating the Prime Minister of Portugal. From L to R: Shekhar Sardessai, Chairman, CII Goa State Council and CMD, Kineco Kaman Composites – India Private Ltd; Adv Francis D'Souza, Deputy Chief Minister of Goa; H.E. Antonio Luis Santos da Costa, Prime Minister of Portugal; Shrinivas Dempo, Past Chairman, CII-WR and Chairman, Dempo Shipbuilding & Engineering Pvt Ltd and Professor Varun Sahni, Vice Chancellor of Goa University at Panaji

International Networking

Platforms were provided for business networking with key dignitaries including Heads of States, Ministers and Diplomats.

Mr Antonio Costa, Prime Minister of Portugal, Mr Aleksandar Vučić, Prime Minister of Serbia and Sir Anerood Jugnauth, Prime Minister of Mauritius addressed CII Members. CII also engaged with the Deputy Prime Minister and Coordinating Minister of Economic and Social Policies, Republic of Singapore; the Minister of Trade and Industry of the Russian Federation; the Minister of Finance and Economic Development, Mauritius; the Minister of Economic Affairs, Labour and Housing in the Federal State of Baden-Württemberg and the Minister of Agriculture of the State of Israel. At the CII-WR networking reception for Consul Generals

and Heads of Missions, around 20 countries were represented.

Business missions were organised to Australia, China, Denmark, Israel, Japan, Kenya, Korea, Netherland, Poland, Russia, Singapore, South Africa, UK, USA West Coast to promote investments in the Western Region. Delegations from China, Colombia, Flanders, Germany, Israel, Korea, Mauritius, Nepal, Singapore, Thailand and US were also supported by connecting the delegates to Indian stakeholders.

As the National Partner for the GIS 2016, CII organised an interactive session with diplomats of more than 40 countries in Delhi. Shri Shivraj Singh Chouhan launched the official portal of GIS 2016.



From L to R: Taizun Patheria, Honorary Consul of the Republic of Serbia; Juergen Hase, CEO – IoT Business, Reliance Group; Ashank Desai, Co-Chairman, CII National Committee on Human Resource Development and Founder, Mastek Ltd; Ninad Karpe; H.E. Aleksandar Vučić, Prime Minister of Serbia; Sudhir Mehta; Narinder Chauhan, Ambassador of India to Serbia; Farhat Jamal, Senior Vice President – Operations, West, Indian Hotels Company Limited; K Nandakumar, Chairman & MD, Chemtrols Industries Ltd and Vishal Suri, Managing Director, SOTC India at an exclusive interaction with the Prime Minister of Serbia in Mumbai



Membership Services

- **Membership Services**
- **Team CII**
- **CII Network**



CII'S MEMBERSHIP ENGAGEMENT AND NEW INITIATIVES IN 2016 - 2017

4692

Members
Participated in
Member Meets

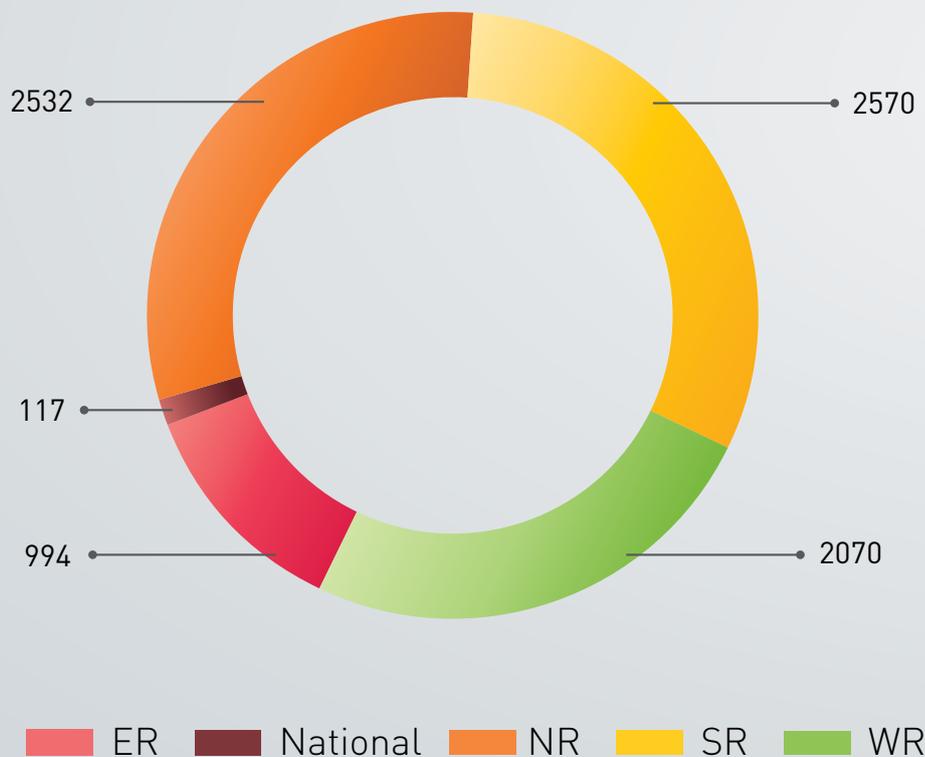
3281

Member
Companies
Visited

2316

Participants
Attended
Roadshows

CII Membership Regionwise Classification



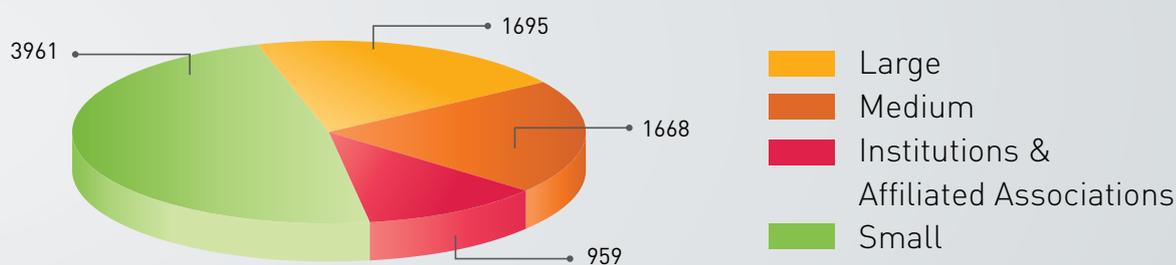
360+

New
Members
Added

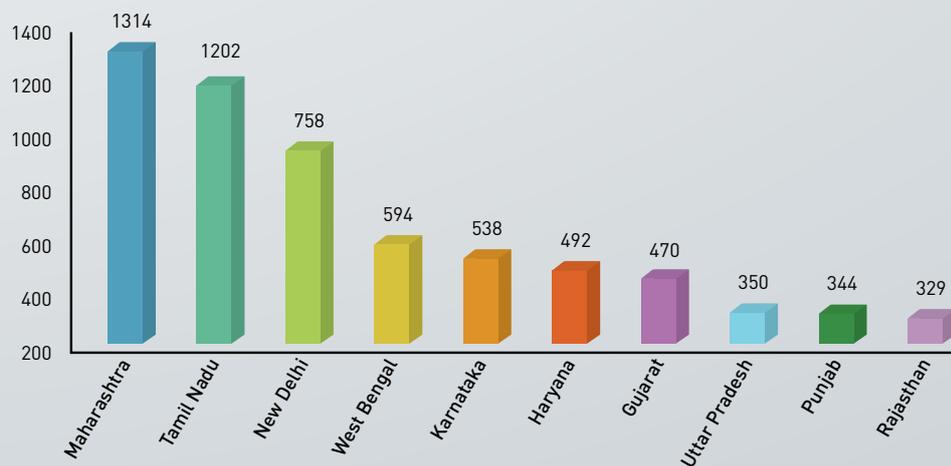
10 New
Initiatives

- Mentorship Programme
- CII Startuppreneurs Forum
- Market Facilitation Service
- Membership Engagement Survey
- CII Brand Store
- Online Membership Application System
- Member Welcome Kit
- Message Centre for Members
- Online Committees
- Membership Services Handbook

CII Membership Scalewise Classification



CII Membership - Top 10 States



Membership Services

In 2016-17, CII's focus on enhancing membership engagement was driven by the objective of strengthening outreach and membership connect through several focussed initiatives.

- These objectives were achieved through 99 Member Meets that were attended by 4692 Members from CII Member companies across 51 locations. The President and Vice President addressed 14 and 7 Members' Meets respectively covering all four Regions.
- 464 Members attended 52 New Member Induction Sessions organised at 29 locations to help new Members understand and better utilize CII services.
- As a part of the 'Outreach Initiative' which entails meeting members at their premises, visits were made to 3281 Member companies.
- To build robust membership growth, 70 Road Shows were held at 57 locations. With 2316 participants attending these Road Shows, CII clocked in a net growth of 364 new Members.

Under the leadership of Mr Rakesh Bharti Mittal, Vice President, CII and Chairman, CII National Membership and Vice-Chairman, Bharti Enterprises, following new initiatives were launched:

- The Mentorship Programme, a major initiative, was kicked off during the year, with a view to providing guidance, counselling and advice to newly joined Members. Over 250 new Members were facilitated with a mentor.
- CII Startuppreneurs Forum was launched to offer membership and services to start-ups. It also included the start-ups portal (<http://startupscoalition.in>), Southern Region Startuppreneurs Forum and the Start-ups Mentorship Circle of the Western Region.
- Membership Engagement Survey was commissioned in August 2016 and the Report was presented in March 2017.
- Membership Services Handbook was made available to Members.
- Market Facilitation Service: A pilot project was initiated to help Members expand their global footprint by leveraging CII's international networks and strategic alliances with Governments, businesses and chambers of commerce.
- CII Brand Store: A variety of CII branded merchandise such as high quality executive gifts, apparel, bags and accessories are available at the newly launched CII Brand Store at www.ciistore.in.



Interactive Session with Dr Naushad Forbes, President CII and Co-Chairman, Forbes Marshall at Chandigarh. From L to R: Sumant Sinha, Deputy Chairman, CII-NR and Founder Chairman & CEO, ReNew Power Ventures Private Limited; Rakesh Bharti Mittal, Vice President, CII and Chairman, CII National Membership Council and Vice-Chairman, Bharti Enterprises; Dr Naushad Forbes; Chandrajit Banerjee, Director General, CII; Rumjhum Chatterjee, Chairperson, CII-NR and Group MD, Feedback Infra Private Limited



From L to R: Ramesh Datla, Chairman, CII-SR and CMD, Elico Ltd; Kris Gopalakrishnan, Past President, CII and Chairman, CII Start-up Council and Co-Founder Infosys Limited & Chairman Axilor Ventures; Dr Naushad Forbes; Chandrajit Banerjee; Vikram Kirloskar; Deputy Chairman, CII-SR and Vice Chairman, Toyota Kirloskar Motor Pvt Ltd at the Members' Meet with Dr Naushad Forbes at Bengaluru

- Online Membership Application System was launched in July 2016 to receive non-member applications for CII membership.
- A Member Welcome Kit, containing the Corporate Brochure, Handbook on Membership Services, MyCII Access Card, Code of Conduct, Membership Certificate, information about CII Apps, Mentors' List etc. was shared with over 1200 Members who joined during the year.
- The launch of the Message Centre for Members is an organised approach to simplify email communication. Through this initiative, Members get access to emails through MyCII at a time convenient to them. All messages intended for a recipient reach at a scheduled time as a single aggregated mail.
- Online Committees, an online platform, was launched to give Committee Members access to Circulars/Agenda/MoMs and related papers and initiate online discussions.
- Members can also track, select and participate in complimentary events irrespective of location.

MyCII

MyCII, the online business resource portal, functions as a repository of information and intellectual capital. It covers four key areas of business, information, networking and knowledge. With a user base of almost 3 lakh businesses, MyCII is amongst the largest business resource centres in the country, serving as an ideal networking platform for SMEs as well as large enterprises. This platform provides business leads and industry connect from India and overseas, facilitates finance for SMEs, is an aggregator for Government policies, notifications, schemes and investment alerts.



Rakesh Bharti Mittal interacting with Mentors and new Members during Members' Meet at Raipur

In 2016, with the aim of expanding its services to the Members and to help them connect with global buyers, CII launched CIITrade.in, which is the Global B2B e-Commerce Marketplace. More than 1000 Indian businesses have registered as sellers in this marketplace.

Networking Facilitation

MyCII facilitates business networking through an online B2B Meeting Platform which hosts and brings together delegates, exhibitors, sponsors and others on one platform. In 2016, MyCII helped in scheduling over 30000 B2B meetings between domestic and international delegates during various events. Members also have access to online group discussions and the facility to network with other Members of online groups and communities, as well as through the Directory of Members.

Webinars & Online Master Classes

A total of 360 webinars, including 89 Online Master Classes, were attended by more than 14000 Members and non-members. Sessions on diverse topics such as Financial Management, Business Communication Skills, Digital Marketing and GST offered the latest knowledge and shared best practices. These Master Classes and Webinars are available under Knowledge Resources section of MyCII.



Members at the exhibition of CII Online Products and Services

Team CII

Name of Councils / Committees / Task Forces	Chair / Co-Chair for 2016-17
Aerospace Committee	Chair: Mr T Suvarna Raju Chairman & MD Hindustan Aeronautics (HAL) Co-Chair: Mr S P Shukla Group President & CEO (Defence & Aerospace), Mahindra & Mahindra
Agriculture Council	Chair: Mr S Sivakumar Group Head-Agri & IT Businesses, ITC Co-Chair: Mr Salil Singhal CMD, PI Industries
Apparel Committee	Co-Chairs: 1. Mr Salman Noorani President & MD, Zodiac Clothing Co 2. Mr Gautam Nair MD, Matrix Clothing
Associations' Council	Ms Shobana Kamineni Executive Vice Chairperson Apollo Hospitals Enterprise Limited
Backward District Development Committee	Mr Sudhir Deoras Advisor, TRF
Banking Committee	Chair: Ms Shikha Sharma MD & CEO, Axis Bank Co-Chair: Mr Arun Tiwari CMD, Union Bank of India
Bio-Energy Committee	Mr Pramod Chaudhari Executive Chairman, Praj Industries
Biotechnology Committee	Chair: Dr Arun Chandavarkar CEO & Joint Managing Director, Biocon Co-Chair: Mr Raj Dugar Managing Partner, Eight Roads Ventures
Capital Goods & Engineering Committee	Chair: Mr Vipin Sondhi MD & CEO, JCB India Co-Chair: Mr Nikhil Sawhney Vice Chairman & MD, Triveni Turbines
Chemicals Committee	Chair: Mr Nadir Godrej Managing Director, Godrej Industries Co-Chair: Mr Sudhir Shenoy CEO, Dow Chemicals International
CII National Committee for CIOs	Mr Rajesh Uppal Executive Director, IT & CIO Maruti Suzuki

Name of Councils / Committees / Task Forces	Chair / Co-Chair for 2016-17
CII's India@75 Council	Mr Rajan Navani MD, Jetline Group of Companies
CII-FBN India Chapter Council	Mr Ajay S Shriram Chairman & Senior MD, DCM Shriram
Civil Aviation Committee	Mr Phee Teik Yeoh CEO, TATA SIA Airlines
Climate Change Council	Mr Jamshyd N Godrej CMD, Godrej & Boyce Manufacturing Company
Committee for CFOs	Chair: Mr V S Parthasarathi Group CFO & CIO, President (Group Finance and M&A), Mahindra & Mahindra Co-Chair: Mr Shankar Raman CFO and Member of the Board Larsen & Toubro
Construction Committee	Mr Atul Punj Chairman, Punj Lloyd
Corporate Governance Council	Mr Keki Mistry Vice Chairman & CEO HDFC
CSR Committee	Co-Chairs: 1. Dr Mukund G Rajan Member - Group Executive Council Brand Custodian and Chief Ethics Officer Tata Sons 2. Ms Pratima Kirloskar Promoters Group, Kirloskar Brothers
Dairy Committee	Chair: Mr Nagarajan S MD, Mother Dairy Fruit & Vegetable Co-Chair: Mr Mayank Jalan MD, Keventer Agro
Defence Committee	Chair: Mr Baba N Kalyani CMD, Bharat Forge Co-Chairs: 1. Mr Sukaran Singh CEO & MD, Tata Advanced Systems 2. RAdm (Retd) A K Verma Former CMD, Garden Reach Shipbuilders & Engineers
Design Committee	Dr Pawan Goenka MD, Mahindra & Mahindra

Name of Councils / Committees / Task Forces	Chair / Co-Chair for 2016-17
eCommerce Committee	Mr Viresh Oberoi Partner, Third Innings Innovation LLP
Economic Affairs Council	Mr R Seshasayee Chairman, Infosys
Environment Committee	Mr S. Vijay Iyer Managing Director, Rio Tinto India
Financial Inclusion Committee	Chair: Dr Janmejaya Sinha Chairman, Asia-Pacific, BCG Co-Chair: Mr Ajay Srinivasan Chief Executive-Financial Services Aditya Birla Group
Financial Markets Committee	Mr Nimesh Kampani Chairman, JM Financial Group
Financial Reporting Committee	Mr Dipankar Chatterji Senior Partner, L B Jha & Co
Financial Sector Development Council	Mr Uday Kotak Executive Vice Chairman & MD Kotak Mahindra Bank
FMCG Committee	Chair: Mr Bharat Puri MD, Pidilite Industries Co-Chair: Mr Vivek Gambhir MD, Godrej Consumer Products
Food Processing Committee	Co-Chairs: 1. Mr Piruz Khambatta Chairman, Rasna 2. Mr Ashwini Malhotra MD, Weikfields Foods
Footwear Committee	Mr Adesh Gupta CEO, Liberty Shoes
Healthcare Council	Dr Naresh Trehan Chairman & MD, Medanta - The Medicity
Higher Education Committee	Chair: Mr Vijay Thadani Vice Chairman & Managing Director, NIIT Co-Chair: Mr Shankar Vanavarayar President / Joint Correspondent Kumaraguru College of Technology
Human Resources Development Committee	Chair: Mr N S Kannan (till 28 October 2016) Former Group Chief Human Resources Officer, Tata Sons Co-Chair: Mr Ashank Desai Founder, Mastek
Hydrocarbons Committee	Mr Sashi Mukundan Regional President and Head of Country-India, BP Exploration (Alpha)
ICTE Manufacturing Committee	Chair: Mr Vinod Sharma Managing Director, Deki Electronics Co-Chair: Mr Sunil Vachani Chairman, Dixon Technologies (India)
Indian Women Network (IWN) & Women Empowerment Committee	Chair: Ms Suchitra Ella Joint MD, Bharat Biotech International Co-Chairs: 1. Ms Meher Pudumjee Chairperson, Thermax 2. Ms Rati Forbes Director, Forbes Marshall Ltd

Name of Councils / Committees / Task Forces	Chair / Co-Chair for 2016-17
Industrial Relations Committee	Co-Chairs: 1. Mr M S Unnikrishnan MD & CEO, Thermax 2. Mr Pradeep Bhargava Director, Cummins India
Infrastructure & PPP Committee	Mr Vinayak Chatterjee Chairman, Feedback Infra
Insurance & Pensions Committee	Chair: Mr Sanjiv Bajaj Managing Director, Bajaj Finserv Co-Chair: Mr Rajesh Sud Vice Chairman & MD Max Life Insurance Co
Integrity & Transparency in Governance Committee	Chair: Mr Sumit Mazumder CMD, TIL Co-Chair: Mr Pradeep Bhargava Director, Cummins India
Intellectual Property Committee	Mr Pradeep Banerjee Executive Director Hindustan Unilever
International Policy Council	Dr Naushad Forbes Co-Chairman, Forbes Marshall
International Trade & Trade Policy Committee	Chair: Mr G K Pillai Chairman, TATA International Co-Chair: Mr Sanjay Budhia MD, Patton International
IT & ITeS Committee	Chair: Mr Bhaskar Pramanik Chairman, Microsoft India Co-Chair: Mr S Premkumar Executive Vice-Chairman & MD HCL Infosystems
KM & Business Transformation Committee	Mr Ganesh Natarajan Chairman Global Talent Track
Legal Services Committee	Mr Shardul S Shroff Executive Chairman Shardul Amarchand Mangaldas & Co
Logistics Committee	Mr R Dinesh Joint MD, TV Sundram Iyengar & Sons
Manufacturing Council	Chair: Mr Anant Talaulicar Chairman & Managing Director Cummins India Co-Chair: Mr Jayant Davar Co-Chairman & MD Sandhar Technologies
Marketing Committee	Mr Thomas Varghese Business Head – Acrylic Fibre, Overseas Spinning and Textiles, Aditya Birla Group
Media & Entertainment Committee	Chair: Mr Sudanshu Vats Group CEO, Viacom18 Media Co-Chair: Mr Ajay Devgan Eminent Actor
Membership Council	Mr Rakesh Bharati Mittal Vice Chairman, Bharti Enterprises Limited
Mining Committee	Co-Chairs: 1. Mr Tom Albanese CEO, Vedanta Resources 2. Mr S K Acharya CMD, Neyveli Lignite Corporation

Name of Councils / Committees / Task Forces	Chair / Co-Chair for 2016-17
MNCs Committee	Chair: Mr Venkatesh Kini President, India & South West Asia Coca-Cola India Co-Chair: Ms Vanitha Narayanan Chairman, IBM India
MSME Council	Chair: Mr Shreekant Somany CMD, Somany Ceramics Co-Chair: Mr Milton Nag CMD, KK Nag
NBFCs Committee	Chair: Mr Ramesh Iyer Vice Chairman & MD, Mahindra Finance Co-Chair: Mr Praveen Kadle Managing Director & CEO, Tata Capital
North East Council	Chair: Mr Sandipan Chakravorty Chairman, TM International Logistics Co-Chair: Mr Abhijit Barooah MD, Premier Cryogenics
Pharma Committee	Chair: Dr Rajiv I Modi CMD, Cadila Pharmaceuticals Co-Chair : 1. Mr K G Ananthkrishnan Former VP & MD, MSD Pharmaceutical 2. Dr. Murtaza Khorakiwala MD, Wockhardt
Power Committee	Chair: Mr Anil Sardana CEO & Managing Director, Tata Power Co-Chair: Mr Rajiv Ranjan Mishra MD, CLP India
Primary Education Council	Chair: Mr N Kumar Vice Chairman, The Sanmar Group Co-Chair: Mr Anil Kher, MD Micro Interconnexion
Private Equity & Venture Capital Committee	Mr Sanjay Nayar CEO, KKR India Advisors
Public Health Committee	Dr Devi Prasad Shetty Chairman, Narayana Health
Public Policy Council	Chair: Mr Sanjiv Goenka Chairman, RP-Sanjiv Goenka Group Co-Chair: Dr Raghupati Singhania CMD, JK Tyre & Industries
Public Sector Enterprises Council	Chair: Mr B Ashok Chairman, IOCL Co -Chair: Mr Atul Sobti CMD, BHEL
Real Estate & Housing Committee	Co-Chairs: 1. Mr Anshuman Magazine CMD, CBRE South Asia 2. Mr Neel C Raheja Group President, K Raheja Corporation
Regulatory Affairs Committee	Ms Zia Mody Senior Partner AZB & Partners
Renewable Energy Committee	Chair: Mr Deepak Puri CMD, Moser Baer India Co-Chair: Mr Ramesh Kymal CMD, Gamesa Renewable
Retail Committee	Mr Shashwat Goenka Sector Head, Spencer's Retail

Name of Councils / Committees / Task Forces	Chair / Co-Chair for 2016-17
Services Council	Mr Malvinder M Singh Executive Chairman, Fortis Healthcare
Shipping & Ports Committee	Co-Chairs: 1. Captain Anoop Kumar Sharma CMD, The Shipping Corporation of India 2. Mr Rajeeva Sinha Director, Adani Ports & SEZ
Skill Development Committee	Chair: Mr Pramod Bhasin Chairman, The Skills Academy & Founder Genpact India Co-Chair: Mr Soumitra Bhattacharya MD, Bosch
Special Abilities	Chair: Mr Sandip Sen Global CEO, Aegis Co-Chair: Ms Pankajam Sridevi MD, ANZ Banking Group
Sports Committee	Mr Sanjay Gupta MD, Star India
Start-up Council	Chair: Mr Kris Gopalakrishnan Co-Founder, Infosys Limited and Chairman, Axilor Ventures Co-Chair: Mr Navas Meeran Chairman, Eastern Group of Companies
State Level Co-ordination in Agriculture Committee	Chair: Mr B Thiagarajan Joint Managing Director, Blue Star Co-Chair: Mr Mayank Jalan Managing Director, Keventer Agro
States Competitiveness Committee	Dr Arindam Bhattacharya Senior Partner & Director The Boston Consulting Group
Steel Committee	Chair: Mr P Madhusudan Chairman-cum-Managing Director Rashtriya Ispat Nigam Co-Chair: Mr Seshagiri Rao Joint Managing Director and Group CFO JSW Steel
Taxation Committee	Mr Rajiv Memani Chairman - India Region and Emerging Markets Committee, Ernst & Young LLP
Technology Committee	Chair: Dr Gopichand Katragadda Chief Technology Officer, Tata Sons Co-Chair: Mr Subrata Biswas Director, Engineering, R&D, BHEL
Telecom and Broadband Committee	Chair: Mr Kiran Karnik Former President, NASSCOM Co-Chair: Mr Dinesh Malkani President (India & SAARC), CISCO
Textiles Committee	Co- Chairs 1. Mr Sachit Jain Joint Managing Director Vardhman Textiles 2. Mr B K Goenka Chairman, Welspun Group
Tourism & Hospitality Committee	Chair: Mr Arun Nanda Chairman, Mahindra Holidays & Resorts India Co-Chair: Mr Arjun Sharma Managing Director, Select Group
Trade Fairs Council	Mr Deep Kapuria Chairman, The Hi-Tech Gears

Name of Councils / Committees / Task Forces	Chair / Co-Chair for 2016-17
VLFM Initiative	Mr Venu Srinivasan Chairman, Sundaram-Clayton
Water Committee	Chair: Mr Dhruv M Sawhney CMD, Triveni Turbine Co-Chair: Mr Ranganath N K MD, Grundfos Pumps India
Task Force on Affirmative Action	Mr Farhad Forbes Co-Chairman Forbes Marshall
Task Force on Arts, Heritage & Culture	Chair: Mr Sunil Kant Munjal Chairman, Hero Corporate Service Co-Chair: Ms Kiran Nadar Chairperson, Kiran Nadar Museum of Art
Taskforce on Railways	Mr Banmali Agrawala President & CEO, GE South Asia
CII Special Task Force on Solar Power	Mr Sumant Sinha Founder Chairman & CEO ReNew Power Ventures
Task Force on Ease of Doing Business	Mr Sunil Kant Munjal Chairman Hero Corporate Service
Task Force on Employment Generation	Mr Rajive Kaul Chairman Nicco Engineering Services
Task Force on Dispute Resolution	Mr Lalit Bhasin Managing Partner, Bhasin & Co Advocates
Task Force on Good to Great Companies	Mr B Santhanam President & MD-Flat Glass South Asia, Malaysia & Egypt Saint-Gobain Glass India
Task Force on Waste to Worth	Mr Ajay S Shriram Chairman & Senior MD, DCM Shriram
Task Force on CII University	Co-Chairs : 1. Dr Naushad Forbes Co-Chairman, Forbes Marshall 2. Mr Kris Gopalakrishnan Co-Founder, Infosys Ltd and Chairman Axilor Ventures

Name of Councils / Committees / Task Forces	Chair / Co-Chair for 2016-17
Task Force on Sector Skill Councils & Employment	Mr S Mahalingam Former Executive Director & CFO TCS
Mission on Swachh Bharat	Mr R Seshasayee Chairman, Infosys
Mission on Digital India	Mr Kiran Karnik Former President, NASSCOM
Mission on Smart Cities	Mr Ravi Parthasarathy Chairman, IL&FS
CII-Institute of Quality Advisory Council	Mr R Mukundan MD Tata Chemicals
CII-Institute of Logistics Advisory Council	Mr R Dinesh Joint MD TV Sundram Iyengar & Sons
CII-ITC Centre of Excellence for Sustainable Development Advisory Council	Mr Y C Deveshwar Chairman ITC
CII-Naoroji Godrej Centre of Manufacturing Excellence Advisory Council	Mr Jamshyd N Godrej CMD Godrej & Boyce Manufacturing Company
CII-Sohrabji Godrej Centre of Excellence Advisory Council	Mr Jamshyd N Godrej CMD Godrej & Boyce Manufacturing Company
CII-Triveni Water Institute Advisory Council	Mr Dhruv M Sawhney CMD, Triveni Turbine
CII-Jubilant Bhartia Food and Agriculture Centre of Excellence Advisory Council	Mr Hari S Bhartia Co-Chairman & MD Jubilant Life Sciences

CII Network

CII Headquarters

The Mantosh Sondhi Centre, 23, Institutional Area
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Email: info@cii.in Website: www.cii.in

CORPORATE OFFICES

New Delhi

India Habitat Centre
Core 4A, 4th Floor
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Tel :011-24682230-35
Fax :011-24626149

Gurugram

249-F, Udyog Vihar, Phase IV, Sector 18
Gurugram - 122 015
Tel :0124-4014071 /
0124-4014060-67
Fax :0124-4014070

CENTRES OF EXCELLENCE

CII-Centre of Excellence for Competitiveness for SMEs

C/O Confederation of Indian Industry
Block No. 3, Dakshin Marg
Sector 31-A, Chandigarh-160 030
Tel :0172-2607228, 2605868
5080784 [D]
Fax :0172-260259 / 2614974
Email :ciicfc@cii.in

CII-Triveni Water Institute

C/O Confederation of Indian Industry
249-F, Sector 18, Udyog Vihar, Phase IV
Gurugram-122 015
Tel :0124-4014060-67
Fax :0124-4014080
Email :ceo-twii@cii.in

CII Suresh Neotia Centre of Excellence for Leadership

DC-36, Sector - I, Salt Lake City
Behind City Centre, Kolkata-700 064
Tel :033-66140100
Fax :033-66140136
Email :cii-leadership@cii.in

CII-Jubilant Bhartia Food & Agriculture Centre of Excellence (FACE)

C/O Confederation of Indian Industry
Third floor, IGSSS Building
28 Institutional Area, Lodhi Road
New Delhi-110 003
Email :face@face-cii.in /
info@face-cii.in

CII-ITC Centre of Excellence for Sustainable Development

2nd Floor, Thapar House
124, Janpath, New Delhi-110 001
Tel :011-41502301 - 02
Fax :011-41501924
Email :sustainability@cii.in

CII Naoroji Godrej Centre of Manufacturing Excellence

Godrej Station-side Colony
Opposite Railway Station
Vikhroli (East), Mumbai-400 079
Tel :022-25745146 / 5148
Fax :022-25743361
Email :ciicme@cii.in

CII Institute of Logistics

Phase-2, B Block, 9th Floor
IIT Madras Research Park
Kanagam Road, Taramani
Chennai-600 113
Tel :044-66360300

CII Institute of Quality

Near Bharat Nagara, 2nd Stage
Magadi Main Road, Vishwanedam Post
Bangalore-560 091
Tel :080-23289391 / 23286085
Fax :080-23289388 / 23580314
Email :cii-iq@cii.in

CII Sohrabji Godrej Green Business Centre (GBC)

Survey # 64, Kothaguda Post
R R District, Hyderabad
Telangana-500 084
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Fax :040-44185189
Email :gbc@cii.in

REGIONAL OFFICES

Eastern Region

6, Netaji Subhas Road
Kolkata-700 001
Email :ciier@cii.in

Northern Region

Block No. 3, Dakshin Marg, Sector 31-A
Chandigarh-160 030
Email :ciinr@cii.in

Southern Region

Prof. CK Prahalad Centre
98/1 Velachery Main Road
Guindy
Chennai-600 032

Western Region

105, Kakad Chambers
1st Floor, 132 Dr Annie Besant Road
Worli, Mumbai-400 018
Email :ciivr@cii.in

STATE OFFICES

EASTERN REGION

Patna (Bihar)

1/20, Vivekanand Marg
North S K Puri, Patna-800 013
Tel :0612-2579898 / 3224004
Fax :0612-2570330
Email :chairman.bihar@cii.in

Raipur (Chhattisgarh)

12 Jalvihar Colony
Near Tellbandha Talab
Raipur-492 001
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Fax :0771-2429860
Email :chairmanchhattisgarh@cii.in

Ranchi (Jharkhand)

336 B- Road No-4, Ashok Nagar
Ranchi-834 002
Tel :0651-2240040 / 6457365
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Email :cii.jsr@cii.in /
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yi.jharkhand@cii.in

Bhubaneswar (Odisha)

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Bhubaneswar-751 009
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Fax :0674-2596159
Email :ciiodisha@cii.in

Kolkata (West Bengal)

6, N S Road, Kolkata-700 001
Tel :033-22307727 / 7728
Fax :033-22301721 /
033-22312700

NORTH EASTERN REGION**Meghalaya & Arunachal Pradesh,
Assam & Manipur**

Ratnapeeth, 59, M G Road
Uzanbazar
Guwahati-781 001
Tel :0361-2731966 / 2655856
Fax :0361-2731966
Email :cii.assam@cii.in

Aizawl (Mizoram)

1st Basement, MUP Building Opposite
Raj Bhawan South Gate Khatla
Aizawl-796 001
Tel :0389-2301087
Fax :0389-2315168
Email :agnes.sailo@cii.in

Kohima (Nagaland)

Jail Colony, Kohima-797 001
Tel :0370-2243048
Email :chuba.ozukum@cii.in

Agartala (Tripura)

New Industries Building
(1st Floor) P. O. Kunjaban
Khejur Bagan
(Beside Ginger Hotel)
Agartala-799 006,
Tel :0381-2410067
Mob :+91 9436129728
Email :rupa.das@cii.in

NORTHERN REGION**Chandigarh UT**

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Sector 31-A, Chandigarh-160 030
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Fax :0172-2614974

New Delhi

IGSSS Building, 28 Institutional Area
New Delhi-110 003
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Fax :011-45772051
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Gurugram (Haryana)

249-F, Udyog Vihar
Phase IV, Sector 18
Gurugram-122 015
Tel :0124-4014060
Fax :0124-4014070

Chandigarh (Himachal Pradesh)

Block No. 3, Dakshin Marg, Sector 31-A
Chandigarh-160 030
Tel :0172-5022522, 2607228
Fax :0172-2614974

Jammu (Jammu and Kashmir)

Mubarak Villa, 11-B/B, Gandhi Nagar
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Fax :0191-2452006
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Chandigarh (Punjab)

Block No. 3, Dakshin Marg
Sector 31-A
Chandigarh-160 030
Tel :0172-5022522, 2607228
Fax :0172-2614974

Jaipur (Rajasthan)

3, Shivaji Nagar, Civil Lines
Jaipur-302 004
Tel :0141-2370349, 2365844, 5118440
Fax :0141-2221411
Email :cii.rajasthan@cii.in

Dehradun (Uttarakhand)

Nepal House, FF, 30/1, Rajpur Road
Dehradun-248 001
Tel :0135-2745120
Fax :0135-2745121

Lucknow (Uttar Pradesh)

Plot A, Vibhuti Khand, Gomti Nagar
Lucknow-226 010
Tel :0522-2721950-52
Fax :0522-2721953

SOUTHERN REGION**Chennai (Tamilnadu)**

Prof. CK Prahalad Centre 98/1, Velachery
Main Road, Guindy, Chennai-600 032
Tel :044-42444501 / 555
Fax :044-42444510

Hyderabad (Andhra Pradesh)

1-11-252/9, Regal House, Plot No. 7
Moti Lal Nehru Nagar
Begumpet, Hyderabad-500 016
Tel :040-27765964 / 66 / 67 / 27765934
Fax :040-27765964
Email :cii.hyderabad@cii.in

Hyderabad (Telangana)

1-11-252/9, Regal House
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Tel :040-27765964 / 66 / 67 /
040-27765935
Fax :040-27765965

Bangalore (Karnataka)

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Indiranagar, Bangalore-560 008
Tel :080-42889595
Fax :080-25276709
Email :ciiblore@cii.in

Kochi (Kerala)

92 & 93, 10th Floor
Abad Nucleus Mall & Office, NH49
(Kundanoor Petta Road) Maradu PO,
Kochi-682 017
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Fax :0484-4012800
Email :cii.kerala@cii.in

Puducherry

No.1, First Floor, Zamindar Garden
SV Patel Road Puducherry-605 012
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Fax :0413-2226201
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WESTERN REGION**Mumbai (Maharashtra)**

105, Kakad Chambers, 1st Floor
132 Dr Annie Besant Road
Worli, Mumbai-400 018
Tel :022-24931790
Fax :022-24945831 / 24939463

Bhopal (Madhya Pradesh)

E-2/109, Arera Colony
Bhopal-462 016
Tel :0755-2425752-53
Fax :0755-4271824
Email :ciimp@cii.in

Goa

1st Floor, Salgaocar Centre
Rua De Ourem, Panaji
Goa-403 001
Fax :0832-2422790 / 2422796 /
2232255
Email :ciigoa1@dataone.in

Ahmedabad (Gujarat)

CII House, Gulbai Tekra Road Near
Panchwati, Ahmedabad-380 006
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Fax :079-40279999
Email :ciiguj@cii.in

ZONAL/DISTRICT OFFICES

EASTERN REGION

North Bengal

Citi Centre, Office Block No-F
Room No-0313, Siliguri-734 010
Tel :0353-2511766
Fax :0353-2511766
Email :yi.siliguri@cii.in

Haldia

D-3/8, Swati Housing Complex
Haldia-721 607
Tel :03224-263356
Fax :03224-262805

Jamshedpur

Room No 7, Centre of Excellence
Jubilee Road, Jamshedpur-831 001
Tel :0657-2225213 / 2232637
Fax :0657-2225213

North Odisha

Gloery Tower, 3rd Floor
Near ITI Square, Besides RTO Building
Balasore-756 001
Tel :06782-267689
Fax :06782-267689

NORTHERN REGION

Amritsar

SCO: 32, Pal Plaza, District Shopping
Centre, Ranjit Avenue Amritsar-143 001
Tel :0183-5061607

Western UP

CMA Tower, A-2-E, Sector 24
Noida-201 301
Tel :0120-4345970
Email :ciinoida@cii.in

Shimla

Udyog Bhawan, Bemloe, Shimla
Tel :0177-2654323
Fax :0177-2654323

Ludhiana

SCO 29, 2nd Floor, Feroze Gandhi Market
Ludhiana-141 001
Tel :0161- 5029834

Srinagar

C/o Kehwa on Wheels TRC Building
Nowgam, Srinagar-190 014
Tel :9906746669

SOUTHERN REGION

Chennai

Prof. CK Prahalad Centre
98/1, Velachery Main Road Guindy
Chennai-600032
Tel :044-42444501/555
Fax :044-42444510

Coimbatore

Unit No. B-3A-1, Elysium Central
Opposite Indian Bank
Near Carmel Garden School
Puliakulam Main Road
Coimbatore-641 045
Tel :0422-4044555
Email :cii.coimbatore@cii.in

Erode

P&C Towers, IIIrd Floor
140 Perundurair Road
Erode-638 001
Tel :0424-2219060
Email :cii.erode@cii.in

Madurai

No 10, First Floor, Old Natham Road
Near ICAI Bhavan
(Opposite to Balamandhiram School)
P&T Nagar, Madurai-625 014
Tel :0452-4391434 / 2521705
/ 2522743
Email :ciimadurai@cii.in

Mysore

113, Ground Floor, 8th Main
Jayalakshimpuram
Mysore-570 012
Tel :0821-2516319 /
2517003
Fax :0821-2515513
Email :ciimys@airtelmail.in

Salem

Royal Towers, IInd Floor
185/2 New Bus Stand Road
Meyanoor Salem-636004
Tel :0427-2448255
Email :cii.salem@cii.in

Thiruvananthapuram

No.2, Golf Links Road, Kowdiar
Thiruvananthapuram-695 003
Tel :0471-3003995
Fax :0471-2438922
Email :ciitvm@cii.in

Thoothukudi

106J/30, First Street Millerpuram
Thoothukudi-628 008
Tel :0461-2312177
Fax :0461-2312177
Email :ciithoothukudi@cii.in

Trichy

6A, Lawsons Road, 3rd Floor GVR
Complex, Cantonment
Trichy-620 001
Tel :0431-2410641 /4000641
Fax :0431-2410655
Email :ciitry@airtelmail.in

Vijaywada

IV Floor, D.No. 40-15-9/13 Nandamuri
Road, Brindavan Colony
Lane Beside Grand Chandana, Labbipet
Vijaywada-520 010
Tel :0866-2495967
Fax :0866-2495967
Email :cii.vijaywada@cii.in

Visakhapatnam

Flat No. 3A, 4th Floor
Rednam Alcazar 10-12-01
Rednam Gardens
Opposite SBI Main Branch
Visakhapatnam-530 002
Tel :0891-2555535
Fax :0891-2555535
Email :ciivizag@cii.in

WESTERN REGION

Nagpur

C/O Mahindra & Mahindra Ltd
Hingna Road, Nagpur-440 025
Tel :0712-4660569

Nashik

Sahakar Sampada
First floor, MICO Employees
Co-op Credit Society Bldg
G-32, MIDC, Trimbak Road
(near Hotel Ginger), Satpur
Nashik-422 007
Tel :0253-2360226

Pune

Office D, 10th Floor
Godrej Eternia-C, 'B' Wing
3, Off Mumbai Pune Highway
Wakdevadi, Shivajinagar
Pune-411 005
Tel :020-66075800
Fax :020-66075822
Email :ciipune@cii.in

Aurangabad

C/O Endress + Hauser
Flowtech India Pvt Ltd
M- 171-176 MIDC Waluj
Aurangabad-431 001
Tel :0240- 2563600

Kolhapur

C/o S B Reshellers Pvt Ltd.
392, E Shahupuri
Kolhapur-416 001
Tel :0231-2658297
Fax :0231-2653365

Indore

402, Sapphire Twins
Scheme No. 54, 16
A B Road, Indore-452 011
Tel :0731-4041694 / 4009061
Fax :0731-4040390

Chhindwara

CII Skills Training Centre
Betul Road, Imlikheda Crossing
Chhindwara-480 001
Tel :07162 --321577 / 321977
Email :ciistc@cii.in

Vadodara

201-203, Abhishek Complex
Near Akshar Chowk
Old Padra Road
Vadodara-390 020
Tel :0265-6532016 / 17 /
0265-2327108
Email :ciivadodara@cii.in

Bhavnagar

C/O Steelcast Ltd
Ruvapari Road
Bhavnagar-364 005
Tel :0278-2519062
Fax :0278-2420589

Rajkot

C/O Hem Engineering & Marine Services
217, Panchanath Commercial Center
Dr. Rajendra Prasad Road
Harihar Chowk
Rajkot-360 001
Tel :0281-3053357

Surat

C/O Detox Group, Detox House Opp
Gujarat Samachar Press Udhna Darwaja
Ring Road
Surat-395 002
Tel :0261-2351248
Email :ciisurat@cii.in

OVERSEAS OFFICES

Australia

Confederation of Indian Industry
P. O. Box No. 91
Yarralumla, ACT 2600, Australia
Tel :0061-2-62821551
Fax :0061-2-62324218
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Email :dgribble@bigpond.com

Bahrain

Confederation of Indian Industry
Bahrain Economic Development Board
8th Floor, Seef Tower
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Kingdom of Bahrain
Tel :+973 1758 9688
Mob :+973 3417 0584
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China

Confederation of Indian Industry
Room No 11-A 47/49
Shanghai Mart
2299, Yanan Road (West)
Shanghai 200336
Peoples Republic of China
Tel :0086-21-62360969
Fax :0086-21-32283510
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Egypt

Confederation of Indian Industry
C/O Embassy of India
5, Aziz Abaza Street, Zamlek
PO Box 718, Cairo 11211
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France

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6, Passage des Arts, 75014
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wanadoo.fr

Germany

Confederation of Indian Industry
Frankfurt am Main - Germany
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Singapore (Southeast Asian Regional Representative Office)

Confederation of Indian Industry
50 Armenian Street
#02-03 Wilmer Place
Singapore-179 938
Tel :+65 63334363
Fax :+65 62668766

UK

Confederation of Indian Industry
C/O Confederation of British
Industry (CBI)
Cannon Place, 78 Cannon Street
London-EC4N 6HN
Tel :044 20 7395 8085
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USA

Confederation of Indian Industry
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Email :sumani.dash@cii-usa.org



Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has over 8000 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 200,000 enterprises from around 240 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

The CII theme for 2016-17, Building National Competitiveness, emphasizes Industry's role in partnering Government to accelerate competitiveness across sectors, with sustained global competitiveness as the goal. The focus is on six key enablers: Human Development; Corporate Integrity and Good Citizenship; Ease of Doing Business; Innovation and Technical Capability; Sustainability; and Integration with the World.

With 66 offices, including 9 Centres of Excellence, in India, and 9 overseas offices in Australia, Bahrain, China, Egypt, France, Germany, Singapore, UK, and USA, as well as institutional partnerships with 320 counterpart organizations in 106 countries, CII serves as a reference point for Indian industry and the international business community.

Confederation of Indian Industry

The Mantosh Sondhi Centre

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