

Introduction

Department of Public Enterprises (DPE)

1. In their 52nd Report, the Estimates Committee of 3rd Lok Sabha (1962-67) stressed the need for setting up a centralized coordinating unit, which could also make continuous appraisal of the performance of public enterprises. This led to the setting up of the Bureau of Public Enterprises (BPE) in 1965 in the Ministry of Finance. Subsequently, as a result of the reorganization of the Ministries/Departments of the Union Government in September, 1985, BPE was made part of the Ministry of Industry. In May, 1990, BPE was made a full-fledged Department known as the Department of Public Enterprises (DPE). Presently, it is part of the Ministry of Heavy Industries & Public Enterprises.

2. The Department of Public Enterprises is the nodal department for all the Central Public Sector Enterprises (CPSEs) and formulates policy pertaining to CPSEs. It lays down, in particular, policy guidelines on performance improvement and evaluation, autonomy and financial delegation and personnel management in CPSEs. It furthermore collects and maintains information on several areas in respect of CPSEs.

3. The Board for Reconstruction of Public Sector Enterprises (BRPSE) was set up in December, 2004 to consider inter-alia, revival/restructuring proposals of sick/loss making CPSEs and make suitable recommendations related thereto. The DPE provides secretarial support to the BRPSE.

4. As per the Allocation of Business Rules of the Government, the following subjects have been allocated to the DPE:

- Bureau of Public Enterprises including Industrial Management Pool.
- Coordination of matters of general policy of non-financial nature affecting all public sector industrial and commercial undertakings.
- Matters relating to Memorandum of Understanding and mechanism for improving the performance of public sector undertakings.
- Matters relating to Permanent Machinery of Arbitration for the Public Sector Undertakings.
- Counselling, training and rehabilitation of employees in Central Public Sector Undertakings under Voluntary Retirement Scheme.

5. In fulfilling its role, the Department coordinates with other Ministries, CPSEs and concerned organizations. Some of the important tasks of the Department are listed as follows:

- Co-ordination of matters of general policy of non-financial nature relating to public sector enterprises.
- Issue of Guidelines to public sector enterprises.

- Formulation of Policies, pertaining to public sector enterprises, in areas like board structures, personnel management, performance improvement, financial management, wage settlement and vigilance management, etc.
- Investiture and review of Maharatna/Navratna/Mini Ratna status to CPSEs.
- Policy matters relating to composition of Board of Directors of CPSEs, categorization of top posts, scheduling of CPSEs.
- Notification of pay scales of Board level executives as well as below Board level personnel and unionized workers and the DA admissible thereon at periodic intervals.
- Policy relating to deputation of Government officers to public sector enterprises.
- Publication of the annual survey of CPSEs known as Public Enterprises Survey.
- Memorandum of Understanding between the public sector enterprises and the administrative Ministries/Departments.
- Policy relating to Voluntary Retirement Scheme in CPSEs.
- Matters relating to Counseling, Retraining and Redeployment Scheme (CRR) for rationalized employees of CPSEs.
- Matters relating to Board for Reconstruction of Public Sector Enterprises (BRPSE).
- Matters relating to reservation of posts in the public sector enterprises for certain classes of citizens.
- Settlement of disputes through Permanent Machinery of Arbitration (PMA) among Public Sector Enterprises and between Public Sector Enterprises and government departments except disputes relating to tax matters.
- Matters relating to International Centre for Promotion of Enterprises (ICPE).
- Matters relating to Standing Conference of Public Enterprises (SCOPE).
- Matters relating to delegation of powers to Board of Directors.

6. Department of Public Enterprises is headed by a Secretary to the Government of India who is assisted by an establishment with an overall sanctioned strength of 122 officers/personnel. The organizational structure of DPE is at **Annex-1**.

Chapter – 1

Public Enterprises Survey

1.1 The Department of Public Enterprises (DPE) presents to Parliament every year a comprehensive report known as the Public Enterprises Survey on the financial and physical performance of Central Public Sector Enterprises (CPSEs) in the country.

1.2 This report is prepared in compliance with the recommendations of the Estimates Committee of 2nd Lok Sabha, which suggested in its 73rd Report (1959-60) that in addition to the individual annual report of each enterprise laid in the Parliament, a separate consolidated report should be submitted to the Parliament indicating Government's total appraisal of the working of public enterprises. Accordingly, the first "Annual Report" (Public Enterprises Survey) was prepared in 1960-61.

1.3 The Public Enterprises Survey covers the Central Public Sector Enterprises (CPSEs), which have been established either as Government Companies under the Companies Act or as Statutory Corporations under specific statutes of Parliament. The Survey, moreover, covers only those Government Companies in which Central Government's share in paid up capital is more than fifty per cent including the subsidiaries of such companies. This does not, however, include public sector commercial banks and public sector insurance companies.

1.4 The basic data for the Survey is received on-line from various CPSEs, which is compared/ validated with their Annual Reports. The data so compiled is subsequently analyzed and presented by way of the annual report in two separate volumes.

1.4.1 **Volume-1** of the Public Enterprises Survey contains a macro analysis of the performance of CPSEs in terms of broad physical and financial parameters. Various chapters in this Volume provide an overview of the key activities and the progress made by the CPSEs during the year. It also covers aspects, such as, price policy, productivity, R&D, international operations, human resource development, MoU System and welfare measures.

1.4.2 **Volume-2** contains an analysis of the performance of CPSEs in different sectoral groups, disaggregated further into individual enterprises. It also contains enterprise-wise analytical data relating to business activities, operational profile and major financial and physical highlights for the last three years. This information also comprises summarized balance sheet, profit and loss account and important management ratios.

Performance of CPSEs during 2012-13

1.5 The Public Enterprise Survey (2012-13), which was the 53rd report on the performance of CPSEs, was laid in both the Houses of Parliament in the Budget Session on 20th February, 2014.

1.6 Performance of CPSEs, during the year 2012-13, is summarized below:

1.6.1 There were 277 Central Public Sector Enterprises (CPSEs) under the administrative control of various Ministries / Departments as on 31.3.2013. Out these 277 CPSEs, 229 were in operation and 48 CPSEs have yet to commence business.

1.6.2 Out of 229 operating CPSEs as many as 149 CPSEs showed profit during 2012-13, 79 CPSEs incurred losses during the year and one CPSE has shown No Profit / No Loss.

1.6.3 The cumulative investment (paid up capital plus long terms loans), which was Rs. 29 crore in 5 enterprises as on 31.3.1951, has gone up to Rs. 8,50,599 crore in 277 CPSEs as on 31.3.2013. While the increase in 'investment' in all the CPSEs went up by 16.63% in 2012-13 over 2011-12, the increase in 'capital employed' went up by 13.23% during the same period (Table-1). A great deal of investment in CPSEs is being made through internal resources, that is, without any budgetary support.

1.6.4 The 'net profit' of profit making CPSEs (149) was Rs.1,43,559 crore in 2012-13. The 'net loss' of loss making enterprises (79) stood at Rs. 28,260 crore during the year.

1.6.5 In comparison to 2011-12, the profitability ratios in terms of net profit to turnover / revenue, net profit to net worth and net profit to capital employed show a increase, whereas dividend payout ratio has marginally declined in 2012-13.

1.6.6 Highlights of the performance of CPSEs during 2012-13 are at **Annex-2**. A macro view of the performance of the 229 operating CPSEs over the years is at **Annex-3**.

1.6.7 A comparison of the performance of CPSEs during 2012-13 vis-à-vis the previous year i.e. 2011-12, is given below:

Table 1: Performance of CPSEs during 2012-13

(Rs. in crore)

Sr. No.	Item / Indicator	2011-12	2012-13	% Growth over 11-12
1	Number of Operating CPSEs	225	229	1.78%
2	Turnover of (operating) CPSEs	18,22,049	19,45,777	6.79%
3	Income of (operating) CPSEs	18,04,614	19,31,149	7.01%
4	Investment in CPSEs			

	4.1 Total paid up capital	1,63,863	1,85,282	13.07%
	4.2 Total investment (equity plus long term loans)	7,29,298	8,50,599	16.63%
	4.3 Capital employed (Paid up Capital + long term loans and reserves & surplus)	13,52,970	15,32,007	13.23%
5	Profit of (Profit making) CPSEs	1,25,929 (161)	1,43,559 (149)	14.00%
6	Loss of (loss making) CPSEs	(-) 27,683 (64)	(-) 28,260 (79)	2.08%
7	Overall Net Profit	98,246	1,15,298	17.36%
8	Reserves and Surpluses of CPSEs	6,23,671	6,81,409	9.26%
9	Net Worth of CPSEs	7,76,161	8,51,245	9.67%
10	Contribution of CPSEs to Central Exchequer	1,62,402	1,62,761	0.22%
11	Foreign exchange earnings of CPSEs	1,27,880	1,38,150	8.03%
12	Foreign exchange outgo of CPSEs	7,33,542	6,46,262	(-) 11.90%
13	Market Capitalisation (M_Cap) of 45 listed CPSEs	12,57,792	11,16,817	(-) 11.21%

1.7 Survey data, in a user friendly format was posted on DPE web-site on 02.4.2014 for 2012-13 PE Survey.

1.8 State Level Public Enterprises (SLPEs)

1.8.1 During the formulation of the 11th Five Year Plan, the Planning Commission felt the need for a consolidated report on the performance of SLPEs on the lines of the Public Enterprises Survey brought out by the Department for the Central Public Sector Enterprises (CPSEs). The Planning Commission accordingly requested the Department of Public Enterprises to bring out such a Report. Accordingly, the first National Survey on State Level Public Enterprises (2006-07) was brought out by the Department of Public Enterprises in August, 2009. This was followed by the second National Survey on SLPEs (2007-08) which was released by the Hon'ble Minister (HI&PE) in May 2012. The second National Survey was based on the data compiled (on-line) from the different SLPEs across the country.

1.8.2 The 3rd National Survey on SLPEs covering two years of 2008-09 & 2009-10 was released during October 2013. Out of the 863 SLPEs covered in this Survey, as many as 624 SLPEs provided the information on the performance of their SLPEs for 3rd National Survey on SLPEs.

1.9 Scheme in respect of Skill Development / Training of Executives & Employees in SLPEs

1.9.1 Keeping in view the multi-dimensional mandate and the need to improve the performance of SLPEs and based on the recommendation of the Standing Committee of Secretaries of Department/Bureau of Public Enterprises in States / UTs, this new plan scheme has been started in 2012-13. The objective of the scheme is to impart training to the personnel of SLPEs for improving their knowledge/skills and thereby aid in enhancing the overall productivity of the enterprise.

1.9.2 During the first year of its operation, five training programmes under this Scheme have been held at Bhopal, Delhi, Shimla, Bengaluru and Hyderabad respectively. The total number of participants were around 230.

1.10 Plan Activities undertaken during 2013-14

1.10.1 During the current year, Expression of Interest (Eoi) was invited from training institutions including centers of excellence like IITs and IIMs. Based on the response received, the following training programmes on Strategic Thinking and Leadership for Senior Managers of SLPEs and Project Management for Execution Excellence were held during FY 2013-14:

- (i) November 11-15, 2013 Indian Institute of Management, Kolkata
- (ii) November 11-15, 2013 Indian Institute of Management, Lucknow
- (iii) November 28-29, 2013 Project Management Institute (PMI), Delhi
- (iv) December 2-6, 2013 Indian Institute of Management, Kolkata
- (v) December 2-6, 2013 Indian Institute of Management, Lucknow

1.10.2 A total number of 96 executives attended these training programmes.

1.11 Scheme in respect of Research Development and Consultancies (RDC)

1.11.1 Under the DPE's Plan Scheme of RDC, the Survey Division organized the following workshops during 2013-14:

- Meeting of the Standing Committee of Secretaries of Public Enterprises in States / UTs was held in New Delhi on 10th May, 2013 to discuss issues relating to:
 - (i) Implementation of MoU system in States / UTs.
 - (ii) Operationalisation of the Plan Scheme for capacity building in SLPEs.
 - (iii) Making SLPE Survey more useful for policy formulations.
 - (iv) Guidelines issued by States/UTs.
 - (v) Twelfth Plan and SLPEs.
- A Workshop on SLPEs was held at Goa on generic issues relating to CPSEs & SLPEs on 17th May, 2013. The topics discussed during the meeting included MoU system in SLPEs, Corporate Governance, CRR, wage negotiations and BRPSE, Capital Markets & PSUs, and selection of Non-official Directors.

Chapter-2

Autonomy to CPSEs

The endeavour of the Government is to make Central Public Sector Enterprises (CPSEs) autonomous board managed companies. Under the Articles of Association, the Board of Directors of CPSEs enjoys autonomy in respect of recruitment, promotion and other service conditions of below board level employees. The Board of Directors of a CPSE exercises delegated powers subject to broad policy guidelines issued by Government from time to time. The Government has granted enhanced powers to the Boards of the profit making enterprises under various schemes like Maharatna, Navratna and Miniratna as explained in the following paragraphs.

2.1 MAHARATNA SCHEME

2.1.1 The Government had introduced the Navratna scheme, in 1997, to identify Central Public Sector Enterprises (CPSEs) that had comparative advantages and to support them in their drive to become global giants. The Boards of Navratna CPSEs have been delegated powers in the areas of (i) capital expenditure, (ii) investment in joint ventures/subsidiaries, (iii) mergers & acquisitions, (iv) human resources management, etc.

2.1.2 The current criteria for grant of Navratna status are size neutral. Over the years, some of the Navratna companies have grown very big and have considerably larger operations than their peers. The CPSEs which are at the higher end of the Navratna category and have potential to become Indian Multinational Companies (MNCs) are recognized as a separate class, i.e. 'Maharatna'. The higher category acts as an incentive for other Navratna companies and provides brand value.

2.1.3 The salient features of the Maharatna scheme are at **Annex-4**.

2.1.4 Presently there are seven Maharatna CPSEs, viz. (i) Coal India Limited, (ii) Bharat Heavy Electricals Limited, (iii) GAIL India Limited, (iv) Indian Oil Corporation Limited, (v) NTPC Limited, (vi) Oil & Natural Gas Corporation Limited and (vii) Steel Authority of India Limited. The performance of Maharatna CPSEs was reviewed by the Inter-Ministerial Committee during the year 2013-14.

2.2 NAVRATNA CPSEs

2.2.1 Under this scheme, the Government has enhanced powers delegated to CPSEs having comparative advantage and the potential to become global players. Presently, there are 14 Navratna CPSEs as under:

- (i) Bharat Electronics Limited
- (ii) Bharat Petroleum Corporation Limited

- (iii) Hindustan Aeronautics Limited
- (iv) Hindustan Petroleum Corporation Limited
- (v) Mahanagar Telephone Nigam Limited
- (vi) National Aluminium Company Limited
- (vii) Neyveli Lignite Corporation Limited
- (viii) NMDC Limited
- (ix) Oil India Limited
- (x) Power Finance Corporation Limited
- (xi) Power Grid Corporation of India Limited
- (xii) Rashtriya Ispat Nigam Limited
- (xiii) Rural Electrification Corporation Limited
- (xiv) Shipping Corporation of India Limited

2.2.2 The eligibility conditions, the powers delegated to the Boards of Navratna CPSEs and conditions/guidelines for exercise of delegated Navratna powers are at **Annex 5**.

2.2.3 The proposals for grant of Navratna status to Engineers India Limited, Container Corporation of India Limited and NBCC Limited were considered by the Inter-Ministerial Committee (IMC) during the year 2013-14.

2.2.4 The proposal of Ministry of Steel for Rashtriya Ispat Nigam Limited retaining its Navratna status till its listing with an extended target of 15th November, 2014 was considered and approved by the IMC and Apex Committee and orders for RINL retaining its Navratna status till 15th November, 2014 were issued during the year.

2.3 Miniratna Scheme

2.3.1 In October 1997, the Government had also decided to grant enhanced autonomy and delegation of financial powers to some other profit making companies subject to certain eligibility conditions and guidelines to make them efficient and competitive. These companies, called Miniratnas, are in two categories, namely, Category- I and Category-II.

2.3.2 The salient features of Miniratna scheme are at **Annex 6**.

2.3.3 Presently, there are 72 Miniratna CPSEs (54 Category-I and 18 Category-II). The list of these 72 Miniratna CPSEs is enclosed at **Annex-7**.

2.4 Other profit making CPSEs

2.4.1 Those CPSEs which have shown a profit in each of the 3 preceding accounting years and have a positive net worth are categorized as 'other profit making CPSEs'. These CPSEs have been delegated enhanced powers as under:-

(i) Capital Expenditure: These CPSEs have the power to incur capital expenditure up to Rs. 150 crore or equal to 50% of the Net worth, whichever is less.

The above delegation is subject to the following conditions:

- (a) Inclusion of the project in the approved Five Year and Annual Plans and outlays provided for;
- (b) The required funds can be found from the internal resources of the company and extra budgetary resources (EIBR) and the expenditure is incurred on schemes included in the capital budget approved by the Government.

(ii) Tours abroad of functional Directors: The Chief Executive of these CPSEs have the power to approve business tours abroad of functional directors up to duration of 5 days (other than study tours, seminars, etc.) in emergency, under intimation to the Secretary of the administrative Ministry. In all other cases including those of Chief Executive, tours abroad would continue to require the prior approval of the Minister of the Administrative Ministry/ Department.

Chapter-3

Corporate Governance & Professionalization of Board in Central Public Sector Enterprises (CPSEs)

3.1 Corporate Governance - Background

3.1.1 The concept of Corporate Governance has generated extensive debate during the last few years due to the fast changing economic scenario all over the world. The term Corporate Governance includes the policies and procedures adopted by a corporate entity to achieve its objectives in relation to shareholders, employees, customers and suppliers, regulatory authority and the community at large. In general parlance, it means a code of corporate conduct in relation to all the stakeholders, whether internal or external. Corporate Governance implies transparency of management systems and encompasses the entire mechanics of the functioning of the company. It provides a system by which corporate entities are directed and controlled, besides attempting to put in place a system of checks and balances between the shareholders, directors, auditors and the management.

3.1.2 Keeping in view the importance of Corporate Governance principles in ensuring transparency and enhancing the trust of stakeholders and the fact that there was a continued need to adopt and apply the good Corporate Governance practices in respect of CPSEs where huge public funds are invested, it was decided to continue the Guidelines on Corporate Governance for CPSEs and after due inter-ministerial consultations, the proposal for introduction of Guidelines on Corporate Governance for all CPSEs on mandatory basis was approved by the Government in March, 2010.

3.1.3 The Guidelines cover issues like composition of Board of CPSEs, Audit Committee, Remuneration Committee, Subsidiary companies, Disclosures, Code of conduct and ethics, Risk management and reporting. The Guidelines have been modified and improved keeping in view the experience gained during the experimental phase of one year and includes additional provisions relating to monitoring the compliance of Guidelines by the CPSEs and formation of Remuneration Committee. Since, the concept of Corporate Governance is dynamic in nature, it has also been provided that suitable modifications in these Guidelines would be carried out from time to time to bring them in line with prevailing laws, regulations, acts, etc.

3.1.4 The salient features of these guidelines are at **Annex-8**.

3.1.5 During the year 2013, DPE has completed the process of grading CPSEs on the basis of their compliance with Guidelines on Corporate Governance for CPSEs for the year 2012-13 and the grading report is enclosed at **Annex-9**. Out of 260 CPSEs, 112 have been graded as Excellent, 25 as Very Good, 14 as Good, 8 as Fair

and 3 CPSEs as Poor. There has been an increase of 22% in the numbers of CPSEs falling under Excellent and Very Good categories.

3.1.6 Non official Directors are an essential part of the Boards of CPSEs. The new Companies Act also puts emphasis on this. During the year 2013-14, proposals for filling up 230 positions of non-official Directors on the Boards of 113 CPSEs were considered and suitable recommendations were conveyed to the concerned administrative Ministries/Departments.

3.2 Training & Workshops

3.2.1 DPE in collaboration with the Chartered Accountants of India (ICAI) organized 4 workshops for Capacity Building of non-official Directors of CPSEs on 28th October, 2013 (New Delhi), 24th January, 2014 (Bangalore), 27th January, 2014 (Mumbai) and 26th February, 2014 (New Delhi). Further, International Management Institute (IMI) in collaboration with DPE organized 2nd Directors Conclave in Bangalore from 27th to 29th June, 2013 and 3rd Directors Conclave at Greater Noida from 28th to 30th November, 2013. Around 110 non-official Directors were covered through these programmes.

3.3 Functional Directors

3.3.1 The functional Directors are appointed by the administrative Ministry on the recommendations of PESB and with the approval of Competent Authority. The Government Directors are appointed in their ex-officio capacity and their selection vests with the concerned administrative Ministries/Departments.

Chapter-4

Policy on Acquisition of Raw Material Overseas by CPSEs

4.1 The availability of adequate quantities of raw materials is a pre-requisite for growth. There is also a strategic perspective as some countries have already taken the lead in acquiring sources of raw material assets globally. Overseas investments are currently undertaken by CPSEs either under powers delegated to their Boards or with the approval of CCEA through the mechanism of Empowered Committee of Secretaries (ECS). Shortcomings in the present system include delays in decision making, lack of coordinated & inter-sectoral approach and absence of government funding.

4.2 On the basis of recommendations of National Manufacturing Competitiveness Council (NMCC), inter-ministerial consultations and approval of the Cabinet, DPE has notified the Policy for acquisition of Raw Material assets abroad by CPSEs in October, 2011.

4.3 The broad features of this Policy are as following:

- Policy is applicable to CPSEs in Agriculture, Mining, Manufacturing and Electricity sectors having a three year record of making net profits.
- CPSEs to examine proposals, undertake due diligence and obtain approval of Board of Directors in a transparent manner.
- Enhanced powers delegated to the Boards of Maharatna and Navratna can be exercised only for acquisition of raw material assets abroad.
- Coordinating Committee of Secretaries (CCoS) headed by the Cabinet Secretary to be constituted. Proposals (i) where the administrative Ministry/CPSE requests for a coordinated view and (ii) involve Government funds, to be put up before the CCoS.
- CCoS to facilitate quick and coordinated decision making, coordinate grant of concessional credit to foreign enterprise/Government, recommend Government funding and decide about the nature of the Government funding on a case to case basis.
- The CCoS to be serviced by the DPE and separate cell to be created in DPE. DPE authorized to hire additional personnel, accommodation and procure equipments necessary for making this cell operational. Additional annual budgetary outlay of Rs. 1.5 crore per annum to be provided to DPE.
- CPSE/Ministry to submit proposal to the DPE which will convene a meeting of the CCoS. CPSE/Ministry to nominate a nodal officer.
- Recommendations of CCoS to be placed before CCEA by the DPE.

- Existing Empowered Committee of Secretaries (ECS) mechanisms shall continue to function. Ministries presently not having ECS proposed to be authorized to have appropriate ECS mechanism.
- The Ministry of External Affairs and its Missions abroad to be associated right from the beginning of the process.
- The Government to, in due course, consider constituting a dedicated, Sovereign Wealth Fund.

4.4 The following actions have been taken by DPE in this regard:

- (i) Circulation of the approved policy to all stakeholders.
- (ii) Issuance of guidelines prescribed by Ministry of External Affairs (MEA) and its advisory to its Missions abroad after consultations with MEA.
- (iii) Constitution of Coordinating Committee of Secretaries after approval of Cabinet Secretariat.
- (iv) Initiating the process of recruitment of manpower for separate cell and release of advertisement in newspapers inviting applications and holding of selection interviews.

Chapter-5

MoU System in CPSEs

MoU is a mutually negotiated agreement between the management of the CPSEs and the Government of India/Holding Company. Under this agreement, the CPSEs undertakes to achieve the targets set in the agreement at the beginning of the year and submits itself to evaluation on the basis of its achievements at the end of the year.

5.2 Genesis of the MoU system in India

5.2.1 The Government of India introduced the system of MoU in the year 1986, based on recommendations given by Arjun Sengupta Committee report (1984). The report recommended that the CPSEs enter into agreements with their Administrative Ministries for five years, while progress would be reviewed annually. The MoU system was given broader thrust by the Government after the announcement of the New Industrial Policy of 1991. In view of the above policy statement, the scope of MoU system has been extended to cover nearly all CPSEs over a period of time and this is given below:

<u>Year</u>	<u>No. of MoU's signed</u>	<u>Year</u>	<u>No. of MoU's signed</u>
1987-88	4	2007-08	144
1991-92	72	2008-09	147
2001-02	104	2009-10	197
2002-03	100	2010-11	198
2003-04	96	2011-12	197
2004-05	99	2012-13	196
2005-06	102	2013-14	197
2006-07	113	2014-15	199

5.2.2 NCAER study on MoU and Performance Evaluation: The Department assigned a study to the National Council of Applied Economic Research (NCAER) in 2003 to examine afresh the choice of criteria for performance evaluation and the allocation of weights to the different parameters. While the performance evaluation under the earlier system allocated 60% weight to 'financial parameters' and 40% weight to 'non-financial parameters', the NCAER recommended equal weights (50%) to both 'financial' and 'non-financial' parameters. In this respect, it is similar to the 'balanced score card' approach of performance evaluation. The 'non-financial parameters' were further sub-divided into 'dynamic parameters', 'enterprise-specific parameters' and 'sector-specific parameters'. The recommendations of the NCAER were subsequently accepted by the Government and the new methodology for setting up performance targets came into force since financial year 2004-05.

5.2.3 Objectives of MoU System: The specific objectives of the MoU system are to:

- (i) Improve the performance of CPSEs through increased management autonomy;
- (ii) Remove the haziness in goals and objectives;
- (iii) Evaluate management performance through objective criteria; and
- (iv) Provide incentives for better future performance.

5.2.4 Institutional Arrangements for Implementation of MoU Policy-High Power Committee (HPC) on MoU: The High Power Committee (HPC) on MoU is a Committee of Secretaries (COS) set up by the Government as the Apex Committee to assess the performance of MoU signing CPSEs with reference to the commitments made by them in the MoU and also to assess how far the Administrative Ministries/Departments have been able to give the necessary support as committed by them in the MoU. HPC is headed by the Cabinet Secretary and comprises of Finance Secretary, Secretary (Expenditure), Secretary (Planning Commission), Secretary (Statistics & Programme Implementation), Chairman, Public Enterprises Selection Board; Chief Economic Advisor, Department of Economic Affairs; Chairman, Tariff Commission; and Secretary (Performance Management). The HPC on MoU has been, from time to time, giving directions in regard to the determination of the principles and parameters for evaluating the performance of CPSEs.

5.3 Task Force on MoU

5.3.1 The Committee of Secretaries in its meeting held on 26th December, 1988 decided to constitute a Task Force for determining the parameters and weights and also for evaluation of performance of the CPSEs. The Task Force also assists DPE and HPC on MoU for determining the MoU format, parameters and inter se weights. The Task Force is further divided into different groups called syndicates and each syndicate is entrusted with the tasks relating to MoU of CPSEs of a particular sector.

5.3.2 In order to lend greater technical and professional expertise as well as diverse and rich experience to Task Force on MoU for the year 2014-15, CPSEs were categorized into 13 syndicates, which are as follows:-

1. Agriculture, Fertilizers, Chemicals & Pharma
2. Steel, Lignite, Other Minerals & Metals
3. Crude Oil, Gas and Petroleum
4. Engineering, Transport Equipment and Consumer Goods –I
5. Engineering, Transport Equipment and Consumer Goods –II
6. Engineering, Transport Equipment and Consumer Goods –III
7. Energy, Power Generation and Transmission
8. Trading & Marketing and Financial Services
9. Contract, Construction Service and Consultancies
10. Transport and Tourism-I
11. Transport and Tourism-II
12. Electronics, Telecommunications & Information Technology
13. Section 25 CPSEs

5.3.3 **Linkage with PRP:** MoU performance evaluation is one of the basic criteria for Performance Related Pay (PRP). The signing of MoU by the CPSEs with their parent Ministries/ Departments/ Holding Companies has been made mandatory for making them eligible for performance related pay/variable pay. The MoU rating forms one of the basis of PRP, with all the key result areas identified in the MoU. The PRP is payable at 100% eligibility levels in case the CPSE achieves the MoU rating as “Excellent”. In respect of “Very Good”, “Good” and “Fair” MoU ratings, the eligibility levels for PRP would be 80 %, 60% and 40% respectively. If the MoU performance of a CPSE is rated as ‘Poor’, it is not eligible for PRP irrespective of the profitability of the CPSE.

5.3.4 **Applicability:** All CPSEs (Holding as well as Subsidiaries), without exception, are required to sign MoUs. While the Apex/Holding companies sign MoUs with their administrative Ministries/Departments, the Subsidiary companies sign MoUs with their respective Apex/Holding companies on the same lines as MoU is signed between a CPSE and Government of India.

5.3.5 **Exemption from MoU:** In respect of CPSEs, which are closed/not in operation, merged, wound up, shell companies or are sick and on the verge of being closed or merged with no revival package in sight, the administrative Ministry shall send the proposal for exempting them from MoU with its recommendations to DPE.

5.3.6 Revision of Targets: Once the MoUs are signed, revision of targets is not permissible. MoU targets are unconditional and non-provisional. However, during performance evaluation of MoU for happenings beyond the control of CPSE, the Task Force on MoU may consider offset and give their recommendations to DPE. Final decision on such cases is taken by High Powered Committee (HPC) on MoU.

5.3.7 MoU Guidelines 2014-15: DPE after consideration of suggestions received from administrative Ministries/Departments, CPSEs and recommendations of external studies/evaluation including the Working Group chaired by Chairman of Task Force on MOU has made significant changes in MoU Guidelines 2014-15. CPSEs have been given greater flexibility to select parameters more suitable for their operations. A common format has been formulated for all CPSEs except sick and loss making CPSEs, under construction CPSEs and Section 25 CPSEs. The MoU guidelines emphasize greater weight to project implementation and CAPEX. Salient features of the guidelines are as follows:

a) Principles for Target setting: MoU targets should be realistic yet growth oriented inspirational and consistent with the proposed Annual Plan, Budget and Corporate Plan of the CPSE and Results Framework Document (RFD) of the Ministry/Department. It should be fixed keeping in mind the targets/goals indicated in the Plan document or during annual plan discussions and as per allocations approved by Ministry of Finance. Directions by statutory or regulatory bodies, as applicable should also be factored in. Targets should be the maximum achievable under the given and anticipated circumstances. The financial information disclosed to potential investors in IPO/FPO documents and interest of the shareholders should also be kept in mind.

b) Physical Targets: In addition to the financial performance, quantifiable physical targets which reflect productivity and efficiency of CPSEs are to be taken as parameters by CPSEs in MoU. The guidelines emphasize CAPEX and project implementation.

c) Fixation of Targets-Non Financial: There are no mandatory non- financial parameters for 2014-15. The non-financial parameters are Corporate Social Responsibility (CSR) & Sustainability; Research & Development (R&D); Initiatives for Growth, Project Management & Implementation; Productivity and Internal Processes; Technology, Quality, Innovative Practices; Human Resource Management and Sector Specific Parameters/ Enterprise Specific Parameters.

d) Group Targets: The performances of some CPSEs are inter – dependent because their operations cut across more than one CPSE and/ or Ministries/Departments. In such circumstances, MoU targets of the concerned CPSEs are so fixed that they are jointly and severally responsible for their performance and for achievement of the targets.

e) Research & Development (R&D): “Research& Development”, a ‘Non-financial parameter” may be included for CPSEs desirous of taking up R&D projects. R&D is

not meant as fundamental scientific research (though it is not excluded). It should be linked to improvements in operational efficiencies in all activities, including manufacturing, processing, product development, packaging, marketing, and even work processes, through innovation, adaption, and application of available and emerging technologies and techniques.

f) Commitment and assistance from Government: Performance of Central Public Sector Enterprises (CPSEs) is assessed with reference to the commitments made and actual assistance given to CPSEs by Administrative Ministries/Departments. This is to be quantified and a Report along with Performance Evaluation Score Sheet of CPSEs is to be submitted by Administrative Ministries/Departments to DPE which will be reviewed by HPC. Commitments/assistance expected from the Government should be relevant and related to the fulfilment of the agreed performance targets. The commitments/assurances in the MoU document are to be incorporated appropriately in the Result Framework Documents (RFD) of the concerned administrative Ministry/Department.

g) Negative Marking: There is provision for negative marking in cases of non-compliance with guidelines of Corporate Governance and other DPE Guidelines

5.4 MoU Evaluation

5.4.1 Evaluation of MoU of the CPSE is done at the end of the year on the basis of actual achievements vis-à-vis the MoU targets. CPSEs (Holding as well as Subsidiaries) are required to submit performance evaluation reports on the basis of audited data to Department of Public Enterprises and the Task Force of the Syndicate Group, after approval of the Board of CPSE and through the administrative Ministries/Departments within the target date of 31st August. A description of MoUs evaluated during the last three years is as under.

Item	2010-11	2011-12	2012-13	2013-14
Total MoUs Signed	198	197	196	197
Evaluation Report Submitted	161	175	189 + 1 *	Due from 31.8. 2014

* Provisional

5.4.2 A comparison of the MoU ratings secured by the CPSEs in the last 9 years is as under:-

Rating	Number of Public Sector Enterprises under each rating over Years								
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Excellent	45	49	46	55	47	73	67	76	75
V. Good	31	32	37	34	34	31	44	39	39
Good	12	15	13	15	25	20	24	33	37 + 1*
Fair	10	06	06	08	17	20	24	25	36
Poor	01	00	00	00	01	01	02	02	02

Total	99	102	102	112	124	145	161	175	189 + 1*
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* Provisional

5.5 Determination of Excellence Awards under MoU system

5.5.1 CPSEs are eligible for non-monetary incentives in the form of MoU Excellence Awards. The total number of MoU Excellence Awards are 12 (one from each of the 10 Syndicate groups, one from the best listed CPSEs, one from amongst the sick and loss making enterprises on way to turnaround). All other 'Excellent' performing CPSEs get MoU Excellence certificates.

5.5.2 The following basic principles for selection of CPSEs for MoU Excellence Awards and Certificates from amongst the Syndicate groups are followed:

- (i) The profit of the CPSE in the year should be higher compared to the previous year.
- (ii) It should not be a loss-making enterprise.
- (iii) The composite score of the CPSE should not be more than 1.5 (Excellent rating).

5.5.3 The Award is given to the CPSE which has shown exceptional performance on MoU and has the lowest MoU composite score in the respective Syndicate Group. In case two or more CPSEs score the same MoU composite score in a Syndicate Group, the CPSE recording the highest growth rate of net profit over the previous year is eligible for the excellence award.

5.5.4 For the category of Excellence Awards for Listed CPSEs, the condition is that the percentage growth in the market capitalization exceeds the percentage growth in sensex of the Bombay Stock Exchange. The listed CPSE with the highest percentage growth in market capitalization is eligible for this award.

5.5.5 For Excellence Awards for Sick and Loss making CPSEs on way to turnaround, the conditions are that the CPSEs should have earned profit before tax for the year of the MoU under consideration as well as during the immediately preceding financial year, to ensure that the turnaround is on firm ground. The CPSE having the lowest composite score is eligible for the excellence award.

Chapter – 6

Permanent Machinery of Arbitration (PMA)

6.1 Permanent Machinery of Arbitration (PMA) has been set up in Department of Public Enterprises for resolving commercial disputes, between CPSEs inter-se as well as between a CPSE and a Central Government Department/Ministry/Banks/ Port Trusts (except tax matters and Ministry of Railways) in 1989 in compliance of directions of Hon'ble Apex Court in the case of ONGC vs. Collector of Central Excise, Mumbai vide OM dated 29.3.1989 and 30.6.1993.

6.2 PMA guidelines are revised from time-to-time and recently they were revised on 12.3.2014. The disputes are required to be referred to Department of Public Enterprises for its reference to the Arbitrator of PMA. Secretary, Department of Public Enterprises on being satisfied with prima facie existence of a dispute, refers the dispute to the Arbitrator of the PMA for Arbitration. The Arbitration Act, 1996 is not applicable in these cases. No outside lawyer is allowed to appear on behalf of either party for presenting/defending the cases. But the parties can take help of their own full time law officers.

6.3 The Arbitrator issues notices to parties concerned for submission of facts of the case and their claims and counter claims. The parties argue their case before him. Based on written records and oral evidence, the Arbitrator publishes an award. An appeal against the award of the Arbitrator can be made to the Secretary, Ministry of Law, for setting aside or revision of the award. The decision of Secretary, Ministry of Law is final and binding on the parties and no appeal can be made in any Court of Law/Tribunal against the decision.

6.4 The PMA is designed to be self supporting and the disputants are required to share equally the Arbitration Fee (payments are made through DDO, Department of Public Enterprises) worked out by the Arbitrator based on the formula given in the guidelines. During the year 2013-14, an amount of Rs.196.08 lakh was collected from the parties as arbitration fee.

6.5 Since inception and till the end of 31.3.2014, 400 cases have been referred to the Arbitrator of PMA, out of which Awards in 346 cases have been published while 20 cases are sine die.

6.6 There were 74 old cases at the beginning of year 2013-14, and during the year 8 new cases were referred making a total of 82 cases. During the year, 51 cases were decided and one case adjourned sine die thus leaving a balance of 30 cases.

6.7 From time-to-time, the Department of Public Enterprises monitors the implementation of the Award of the Arbitrator.

Chapter – 7

Wage Policy and Manpower Rationalization

7.1 The Department of Public Enterprises (DPE) functions as nodal Department inter-alia, in respect of policy relating to pay revision of executives holding posts at the Board Level as well as below the Board level and non-unionized supervisors; and wage settlement of workmen, in CPSEs. The Department renders advice to the Administrative Ministries/ Departments and the CPSEs in matters relating to revision in the scales of pay of the executives and the wage policy of workmen. The CPSEs are largely following Industrial Dearness Allowance (IDA) pattern scales of pay. In some cases, Central Dearness Allowance (CDA) pattern scales of pay is followed. DPE also issues quarterly DA orders in respect of IDA employees. The DA orders for CDA employees are issued on six monthly periods.

7.2 Industrial Dearness Allowance (IDA)

7.2.1 Government policy relating to pay scales and pay pattern is that all employees of the CPSEs should be on IDA pattern and related scales of pay. Instructions were issued by the DPE in July, 1981 and July, 1984 to all the administrative Ministries/Departments that as and when a new CPSE is created or established, IDA pattern and related scales of pay should be adopted ab-initio. In line with DPE O.M. dated 12.06.1990, DPE vide its O.M. dated 10.08.2009 reiterated and emphasized that 'appointments' including 'promotion' on or after 01.01.1989 in CDA scales of pay have to be in IDA scales of pay. There were 277 CPSEs (excluding Banks, Insurance Companies and newly set up CPSEs), as on 31.03.2013 under the administrative control of the Central Government. They employed approximately 14.04 lakh workmen, clerical staff and executives. Majority of the workmen and executives are on IDA pattern and related scales of pay and the few remaining employees are on CDA pay pattern.

7.3 Second Pay Revision Committee

7.3.1 On the recommendations of the 2nd Pay Revision Committee (PRC) headed by Justice M.J. Rao (retired judge of the Supreme Court) and also on the recommendations of a Committee of Ministers, headed by the then Home Minister (Chidambaram Committee), the Government issued orders vide DPE OM dated 26.11.2008, 09.02.2009 and 02.04.2009 regarding pay revision w.e.f. 01.01.2007 in respect of executives and non-unionized Supervisors of CPSEs following IDA pattern of pay scales. The salient features of 2007 pay revision orders are as follows:

- (i) Pay scales ranging from Rs. 12,600-32,500 for E-0 grade and to Rs. 80,000-1,25,000 for Chief Executives of schedule 'A' CPSEs.
- (ii) A uniform fitment benefit @ 30% on basic pay plus DA @ 78.2% as on 01.01.2007.
- (iii) Rate of increment @ 3% of basic pay.

- (iv) Perks and allowances upto the maximum of 50% of basic pay, with provision of 'Cafeteria Approach'.
- (v) Performance Related Pay (PRP) ranging from 40% to 200% of the basic pay.
- (vi) Superannuation benefits upto 30% of basic pay +DA
- (vii) Ceiling of gratuity in respect of executives and non-unionized supervisors raised to Rs. 10.00 Lakh w.e.f. 01.01.2007.
- (viii) Implementation of Pay Revision linked to affordability of the CPSE. The CPSEs concerned have to finance pay revision from their own resources and no budgetary support will be provided.
- (ix) An Anomalies Committee consisting of Secretaries of Department of Public Enterprises, Department of Expenditure and Department of Personnel & Training constituted to look into further specific issues/ problems that may arise in implementation of Government's orders on the recommendations of 2nd PRC.
- (x) Enhanced allowances could be effective from 26.11.2008, instead of from the date of issue of Presidential Directive, provided the Presidential Directive is issued within one month of 02.04.2009.
- (xi) These benefits to be extended to all CPSEs. Benefits as given in these O.Ms to be viewed as a total package.

7.4 Recommendations of Anomalies Committee

7.4.1 In terms of the provisions of DPE O.M. dated 26.11.2008, an Anomalies Committee was constituted. The Anomalies Committee has considered certain issues and based on its recommendations, DPE had issued orders on issues such as (i) Pay etc. of Government officers on deputation to CPSEs, (ii) Self Lease of residential accommodation, (iii) Medical Expenditure, (iv) Encashment of Leave, (v) Benefit of bunching of increment, (vi) Procedure of pay fixation in some past cases of Board level executives, (vii) Protection of last drawn pay in a particular case of Board level executives, (viii) NPA not to be considered as pay for the purpose of calculating other benefits, (ix) no other allowance or perks to be kept outside the 50% ceiling except the '4' allowances that have been provided in DPE guidelines and (x) 'under recoveries' not to be included in PBT for the purpose of calculating PRP.

7.5 Wage Revision for Workmen under IDA pattern

7.5.1 DPE vide O.M. dated 9.11.2006 & 01.05.2008 and 13.06.2013 issued policy guidelines for the 7th Round of Wage Negotiations (which, on a general basis, became effective from 01.01.2007 and 01.01.2012, respectively) with the unionized workmen of CPSEs. The guidelines are broadly similar to the earlier policy on the Sixth Round of Wage Negotiations. The guidelines also provide that administrative Ministries/ Departments may decide on the periodicity of wage settlement to be below 10 years but not less than 5 years, with the approval of their Minister.

7.6 Pay revision of employees under CDA Pattern in CPSEs

7.6.1 Pay scales on CDA pattern are applicable to some of the clerical staff, unionized cadres and executives of the 69 CPSEs who were on the rolls of these CPSEs as on 1.1.1986 and upto 31.12.1988 and were in receipt of CDA pattern pay scales during that time. A High Power Pay Committee (HPPC) was appointed by the Government, in pursuance of the Supreme Court directions dated 12.3.1986, which submitted its Report to the Government on 24.11.1988. Its recommendations were implemented in these CPSEs. In pursuance of the Supreme Court direction dated 3.5.1990 read with the subsequent directions dated 28.8.1991, IDA pattern and related scales of pay were introduced in these CPSEs with effect from 1.1.1989. Vide DPE O.M. dated 10.08.2009, it was clarified that 'Appointment' includes selection, promotion and deputation. Therefore, all appointments including appointment on promotion should be under IDA pattern of pay scales as per the direction of Hon'ble Supreme Court.

7.6.2 DPE vide O.M. dated 14.10.2008 and 20.01.2009 has revised pay scales and allowances of the employees of CPSEs following CDA pattern w.e.f. 01.01.2006. The benefit of pay revision was allowed to the employees of those CPSEs that are not loss making and are in a position to absorb the expenditure on account of pay revision from their own resources without any budgetary support from the Government.

7.7 Highlights & Important policy guidelines issued during the years 2012-13 and 2013-14

(i) DPE vide O.M. dated 14.12.2012 has issued guidelines on finalization of terms & conditions including pay fixation in respect of Board level executives of CPSEs. It has been decided that henceforth the respective administrative Ministry/Department may be allowed to finalize the pay fixation and terms & conditions of appointment of Board level executives of CPSEs under their administrative control, with the concurrence of their Integrated Finance Wing (IFW).

(ii) DPE vide O.M. dated 21.01.2013 has issued guidelines on purchase, use, entitlement and other instructions regarding staff car in CPSEs. These have been partially modified vide DPE OM dated 4.11.2013.

(iii) The policy for 7th Round (2nd part) of Wage negotiations for unionized workers in CPSEs w.e.f. 01.01.2012 has been issued vide DPE O.M. dated 13.06.2013.

(iv) A workshop on Pension and Post Retirement Benefit Scheme in CPSEs was held on 14.08.2013.

(v) DPE vide O.M. dated 18.09.2013 has clarified that interest on idle cash/bank balances may be deducted from profit before tax (PBT) and PRP may be distributed based on profit accruing only from the core business activities of CPSEs.

Chapter-8 Categorization of CPSEs

8.1 The Public Sector Enterprises are categorized into four schedules namely 'A', 'B', 'C' & 'D'. The pay scales of chief executives and full time functional Directors of CPSEs are linked with the schedule of the concerned enterprise. Normally, the Chief Executive of the enterprise is given the scale of pay attached to the schedule of the company while the functional Directors are allowed the scale of pay attached to the next below schedule. At times, the posts of Chief Executives or functional Directors are upgraded on personal basis so that exceptionally capable executives are retained in the CPSEs where they had rendered meritorious service. Such arrangements also help in attracting talent to sick or high-tech enterprises.

8.2 The initial categorization of CPSEs in the mid-sixties was made on the basis of their importance to the economy and complexities of their problems. Over the years, the Department of Public Enterprises has evolved norms for the purpose of categorization/re-categorization of CPSEs. Categorization is based on criteria such as quantitative factors like investment, capital employed, net sales, profit before tax, number of employees and units, capacity addition, revenue per employee, sales/capital employed, capacity utilization, value added per employee and qualitative factors such as national importance, complexities of problems being faced by the company, level of technology, prospects for expansion and diversification of activities and competition from other sectors, etc. The other factors, wherever available, relate to share price, MOU ratings, Maharatna/Navratna/Miniratna status and ISO certification. In addition, the factor relating to the critical/strategic importance of the corporation is also taken into account. The present procedure involves consideration of the proposals in the administrative Ministry concerned and the Department of Public Enterprises which consults the Public Enterprises Selection Board. At present i.e. as on 31.3.2013, there are 64 Schedule 'A', 69 Schedule 'B', 47 Schedule 'C', 4 Schedule 'D' and 93 uncategorized CPSEs. The schedule-wise list of CPSEs is given in **Annex-10**.

8.3 During the year 2013-14, Mangalore Refinery & Petrochemicals Ltd. (MRPL) was upgraded from Schedule 'B' to Schedule 'A'; Bharat Petro Resources Limited (BPRL) was upgraded from Schedule 'C' to Schedule 'B'; Biotechnology Industry Research Assistance Council (BIRAC) was initially categorized as a Schedule 'B' CPSE; and MOIL Limited was upgraded from Schedule 'B' to Schedule 'A'

8.4 During the year 2013-14, 1 post of Functional Director, i.e. Director (Projects) was created on the Board of BBJ Construction Co. Limited; 1 post of functional Director on the Board of NBCC Limited; and 1 post of functional Director, i.e. Director (Business Development) was created on the Board of ONGC Videsh Limited.

Chapter-9

Board for Reconstruction of Public Sector Enterprises (BRPSE)

9.1 The Government constituted Board for Reconstruction of Public Sector Enterprises (BRPSE) vide Resolution dated 6th December, 2004 as an advisory body to address the task of strengthening, modernization, reviving, and restructuring of Central Public Sector Enterprises (CPSEs) and advise the Government on strategies, measures and schemes related to them.

9.2 The Board consists of a Chairman in the rank of Minister of State, three non-official Members and three official Members. In addition, Chairman, Public Enterprises Selection Board (PESB); Chairman, Standing Conference of Public Enterprises (SCOPE) and Chairman, Oil and Natural Gas Corporation Ltd. (ONGC) are permanent invitees, while Secretary of the concerned administrative Ministry/Department is a special invitee to the meetings. There is also an exclusive Secretary to BRPSE in the rank of Additional Secretary to the Government of India.

9.3 Terms of reference of BRPSE are as follows:-

- a) To advise the Government on ways and means for strengthening public sector enterprises in general and making them more autonomous and professional;
- b) To consider restructuring – financial, organizational and business (including diversification, joint ventures, seeking strategic partners, merger and acquisition) – of CPSEs and suggest ways and means for funding such schemes;
- c) To examine the proposals of the administrative Ministries for revival/restructuring of sick/loss making CPSEs for their turnaround;
- d) To advise the Government on disinvestments/closure/sale in full or part, in respect of chronically sick/loss making companies, which cannot be revived. In respect of such unviable companies the Board would also advise the Government about sources of fund including sale of surplus assets of the enterprise for the payment of all legitimate dues and compensation to workers and other costs of closure;
- e) To monitor incipient sickness in CPSEs; and
- f) To advise the Government on such other matters as may be assigned to it.

9.4.1 Committee of Secretaries (CoS) in its meeting held on 22.2.2013 has mandated BRPSE to examine the proposal of enhancement of superannuation form 58 years to 60 years in sick CPSEs and to give its recommendations to the concerned Ministry/Department.

9.4.2 Details of the meetings held by BRPSE during the year i.e. 2013-14 are at **Annex-11**. It recommended revival package to ITI Ltd., HMT Bearings Ltd.,

Fertilizers and Chemicals Travancore Ltd., Brahmaputra Valley Fertilizer Corporation Limited and closure of STCL Ltd., Hindustan Photo Films Manufacturing Co. Ltd. and Biecco Lawrie Ltd. The Board during this period reviewed the status of implementation of revival package sanctioned by Government to 17 CPSEs and also the status of its recommendations in respect of 2 CPSEs. In addition, the board also reviewed, on *suo moto*, the performance and outlook of two incipient sick CPSEs namely (i) Mahanagar Telecom Nigam Ltd. and (ii) Bharat Sanchar Nigam Ltd.

9.4.3 Besides, BRPSE has recommended extension of superannuation age from 58 to 60 years in National Projects Construction Corporation Ltd.

9.5 Since the inception of BRPSE and till March, 2014, the Board has given its recommendations in respect of 64 PSEs. The recommendations of BRPSE in respect of the 64 PSEs (**Annex-12**) fall under the following broad categories:

S. No.	Category	No. of PSEs
1	Revival through restructuring package	45
2	Revival through take over by State Govt./ joint venture with PSEs/ Disinvestment	8
3	Revival through merger/takeover	5
4	Closure	6
	Total	64

9.6 BRPSE, besides giving recommendations on sick PSEs, has also recommended scheme for attracting Top Managerial Talent to sick PSEs which has been approved. The Board also recommended measures to the Government for strengthening CPSEs (particularly sick CPSEs), which includes enhancement of superannuation age of Board level and below Board level appointees, Pay Revision, revision of VRS/VSS Schemes, incentivizing employees, and relaxation in recruitment rules for Board level appointees in sick CPSEs.

9.7 Out of the 64 cases recommended, Government has approved proposals for revival of 45 cases of CPSEs and closure/winding up of 3 CPSEs. In case of 3 sick CPSEs, namely, Bharat Coking Coal Ltd., Eastern Coal Fields Ltd. and Hindustan Fluorocarbons Ltd., their Holding CPSEs namely Coal India Ltd. and Hindustan Organic Chemicals Ltd. are implementing the revival plan. The recommendations of BRPSE in respect of the remaining CPSEs are being processed by the administrative ministries concerned (**Annex-13**).

9.8 Out of the 48 CPSEs approved for revival, till March, 2014, 19 sick CPSEs have been declared turnaround as they have posted profits consecutively for 3 or more years after the assistance by the Government.

9.9 BRPSE conducted “**BRPSE Turnaround Award: 2013**” function on 31.10.2013 to felicitate 4 turnaround sick CPSEs viz. National Projects Construction Corporation Ltd., National Film Development Corporation Ltd., SAIL Refractory Unit (formerly Bharat Refractories Ltd.) and Bharat Coking Coal Ltd.

Chapter – 10

Counselling, Retraining and Redeployment (CRR)

10.1 In the context of restructuring of Central Public Sector Enterprises (CPSEs), rationalization of manpower has become a necessity. The policy of the Government has been to implement reforms with a humane face and provide adequate safety net for the workers adversely affected due to right sizing. Considering the need to have safety net, Government had established the National Renewal Fund (NRF) in February, 1992 to cover the expenses of VRS and to provide retraining to the workers in the organized sector. The retraining activity was administered by Department of Industrial Policy and Promotion. After the abolition of NRF in February, 2000, the Scheme for Counseling, Retraining and Redeployment (CRR) of Rationalized Employees of CPSEs is being implemented by Department of Public Enterprises since 2001-02. CRR Scheme was modified in November, 2007 in order to widen its scope and coverage. One dependent of VRS optee is also eligible in case the VRS optee himself/herself is not interested.

10.2 The Scheme for Counselling, Retraining and Redeployment (CRR Scheme) inter-alia aims to:

- reorient rationalized employees through short duration training programmes.
- equip them for new vocations.
- engage them in income generating self-employment.
- help them rejoin the productive process.

10.3 The main elements of the CRR Scheme are Counselling, Retraining and Redeployment. **Counselling** helps the rationalized employees to cope with the trauma of leaving the organization, to properly manage their funds including VRS compensation, to get motivated for facing challenges and to re-join the productive process. **Retraining** strengthens their skill/expertise. Selected training institutes impart need-based training in modules of 30 days / 45 days / 60 days. The faculty support is both internal and external. The approach is to provide classroom lectures as well as field experience. In the process, trainees interact with experts from various fields and are helped in preparation/finalization of project reports. The retraining should lead to **Redeployment** mostly through self-employment. In the present scheme, the objective is to maximize the rate of self-employment. The Nodal Agencies, therefore, provide need-based support, linkage with credit institutions and continuously follow up with the retrained personnel.

10.4 The nodal training agencies are required to counsel VRS optees, impart training and reorientation, develop curriculum /materials, prepare feasibility report, market survey, post-training follow up, interface with credit institutions, support in self employment and regular liaison with CPSEs etc.

10.5 CPSEs are the key to the success of the Scheme. They are expected to extend all possible support for the welfare of the separated employees by clearing their compensations/dues before release. Long association with employees puts CPSEs in a better position to identify their retraining needs.

10.6 In the year 2013-14, plan funds to the tune of Rs. 7.00 crore as BE and Rs.5.40 crore as RE were allocated for implementation of CRR Scheme. During the year, 8 nodal agencies were operational with 27 Employees Assistance Centres (EACs) located all over the country. Year wise number of persons trained under the Scheme, including the year 2013-14 is shown as under:-

Year	No. of persons trained
2001-02	8064
2002-03	12066
2003-04	12134
2004-05	28003
2005-06	32158
2006-07	34398
2007-08	9728
2008-09	9772
2009-10	7400
2010-11	9265
2011-12	9400
2012-13	7506
2013-14	3230
Total	1,83,124

10.7 During 2013-14, the National Institute for Entrepreneurship & Small Business Development (NIESBUD), an autonomous body under the Ministry of Micro, Small & Medium Enterprises, submitted its report on evaluation of the performance of nodal agencies as Third Party Assessment Agency (TPAA) and another report on evaluation of the CRR Scheme. The findings and recommendations on evaluation of the CRR Scheme have been circulated to the nodal agencies, administrative Ministries/Departments concerned and CPSEs for compliance.

10.8 A list of operating nodal agencies (2013-14) is given at **Annex-14**.

Chapter-11

Voluntary Retirement Scheme (VRS)

11.1 As a result of the restructuring in some Central Public Sector Enterprises (CPSEs), Government announced the Voluntary Retirement Scheme (VRS) in October, 1988. A comprehensive package was later notified by the Department of Public Enterprises (Government of India) in May, 2000. In view of the difficulties faced by some CPSEs where the wage revision of 1992 or 1997 (as the case may be) could not be made effective, the VRS was further liberalized through subsequent notification of November, 2001. This notification, inter-alia, provides for 100% additional compensation for the employees where wage revision of 1992 could not be made effective. Similarly, 50% additional compensation was allowed for employees where wage revision of 1997 could not be made effective. The ex-gratia payment under VRS to employees following CDA pattern at 1986 scales of pay has been also enhanced by 50% w.e.f. 26.10.2004. These increases in VRS compensation are to be computed based on the existing pay of employees.

11.2 VRS in CPSEs that can support the scheme on their own

11.2.1 Enterprises, which are financially sound and can sustain VRS on their own, can frame their own schemes of VRS and make it attractive enough for employees to opt for it. They may offer as compensation upto 60 days salary (only Basic Pay + DA) for every completed year of service. Such compensation will, however, not exceed the salary for the balance period of the service left.

11.3 VRS in marginally profit or loss Making / sick / unviable CPSEs

11.3.1 Marginally profit /loss making CPSEs as well as sick and unviable units may adopt either of the following models:

Gujarat Model, under which the compensation is computed by allowing 35 days salary for every completed year of service and 25 days for each year of the balance service left until superannuation subject to the condition that compensation shall not exceed the sum of salary for the balance period left for superannuation.

Department of Heavy Industry (DHI) model, under which ex-gratia payment made is equivalent to 45 days emoluments (Pay + DA) for each completed year of service or the total emoluments for the balance period of service, whichever is less. The employees who have completed not less than 30 years of service will be eligible for a maximum of 60 (sixty) months' salary/wage as compensation and this will be subject to the amount not exceeding the salary/wage for the balance period of service left.

Chapter-12

Executive Development Programmes

12.1 The Central Public Sector Enterprises (CPSEs) design their own human resources development programmes to upgrade the skills and knowledge of middle and senior level executives by giving them training in various fields of management through their own management institutes or outsourcing the services of premier management training institutions in India. Department of Public Enterprises (DPE) is an ex-officio member of the Executive Board of the Standing Conference of Public Enterprises (SCOPE), New Delhi. Joint Secretary, DPE is member on the Board of Governors of the Institute of Public Enterprises (IPE), Hyderabad.

12.2 India is a founder member of International Center for Promotion of Enterprises (ICPE) located at Ljubljana, Slovenia. It was established as an inter-governmental organization of developing countries for improving the performance of their public enterprises as a strategic instrument of economic and social development. India, represented through Secretary, DPE, is the President of ICPE Council at present. ICPE pursues its goals by carrying out research, education, training, consultancy work and disseminating information through documentation and publishing activities directed towards bridging the gap between theory and practice on a wide range of issues pertaining to corporate governance, management and other related fields. India has benefited in the past from long-term and short-term courses, training programmes, and Seminars/Workshops, Conferences organized by ICPE in collaboration with DPE for executives of Public Sector Enterprises of India.

12.3 At the initiative of DPE, the one year International MBA course for the year 2013-14 was re-started after a gap of two years in October, 2013 at ICPE. Nine senior/ middle level executives from Indian CPSEs are attending the programme.

12.4 DPE has been instrumental in getting ICPE forge linkages with premier academic/ research institutes in India. DPE facilitated the signing of Memorandum of Understanding between ICPE and three management / training institutes viz Indian Institute of Public Administration (IIPA), New Delhi; International Management Institute (IMI), New Delhi and the Administrative Staff College of India (ASCI), Hyderabad which would help in academic/ research collaboration amongst these institutes to help in professional enrichment and capacity building of public sector executives.

Chapter-13

Corporate Social Responsibility (CSR) and Sustainability

13.1 The Department of Public Enterprises, Ministry of Heavy Industries and Public Enterprises had issued guidelines on 'CSR and Sustainability' for the Central Public Sector Enterprises (CPSEs) on 31st December 2012, which were effective from 1st April 2013. These guidelines were formulated after extensive consultations with all key stakeholders and hence were widely appreciated.

13.2 DPE organized a number of seminars and workshops across the country to sensitize senior public sector executives dealing with CSR on implementation of CSR activities/ projects by the CPSEs. More than 400 CPSE executives participated in these seminars / workshops and benefitted from the deliberations. DPE also propagated its guidelines on CSR and Sustainability and made presentations at National and International conferences/ seminars organized on CSR.

13.3 However, with the notification of Companies Act 2013 and the CRS Rules framed thereunder by the Ministry of Corporate Affairs and issued on 27.2.2014, DPE has initiated the process of revising its guidelines to bring them in alignment with the new Rules on the subject.

Chapter-14

Compliance Report by CPSEs

14.1 The Department Related Parliament Standing Committee on Industry in its 216th Report had recommended that DPE should play a meaningful and effective role in getting the policies and guidelines implemented by the PSEs. In compliance thereof, the Department of Public Enterprises vide its OM dated 29.07.2010 issued the guidelines regarding submission of Annual Compliance Reports by all CPSEs and requested them to furnish the Annual Compliance Reports within 30 days from the close of the preceding financial year to their respective Administrative Ministry/Department. All Administrative Ministries / Departments were requested to furnish the consolidated Compliance Report in this regard to DPE by 30th June of every year.

14.2 As a result, reports have been received from 183 CPSEs, out of 220 CPSEs till date. The names of CPSEs which have not furnished the ACR for the year 2011-12 are listed at **Annex-15**.

Chapter-15

Official Language Policy

15.1 The Hindi Section is primarily responsible for implementation of various provisions of the Official Language Act, 1963 and the rules framed there under. Hindi section is also responsible for translation of documents required to be issued under Section 3(3) of the Official Language Act 1963. As more than 80% of the staff of this Department knows Hindi, the Department has been notified under rule 10(4) of the Official Language Rules, 1976.

15.2 All notifications, resolutions, notices, circulars, papers laid on the Table of the house of Parliament etc. have been issued bilingually during the year 2013-14. Efforts were also made to promote original correspondence in Hindi. The Official Language Implementation Committee of DPE continues to function under the Chairmanship of the Joint Secretary.

15.3 With a view to create consciousness and accelerating the use of Hindi as Official Language, *Hindi Pakhwada*, was organized by the Department from 16th September, 2013 to 30th September, 2013. During the *Pakhwada*, three competitions namely, Hindi Essay writing, Hindi *shrutlekh* and Hindi Noting/Drafting & *Bhasha Gyan* were organized for the officers and staff. Cash prizes and certificates were distributed to the winners by the Secretary, Department of Public Enterprises.

15.4 The Department presents the Annual "Public Enterprises Survey" on the working of Central Public Sector Enterprises in the Parliament every year. This is a voluminous and comprehensive document brought out by the Department simultaneously in Hindi and English.

Chapter – 16

Welfare of Women

16.1 The principle of gender equality is enshrined in the Indian Constitution in its Preamble, Fundamental Rights, Fundamental Duties and Directive Principles. The Constitution not only grants equality to women but also empowers the State to adopt measures of positive discrimination in favour of women. Within the framework of a democratic polity, our laws, development policies, plans and programmes have aimed at advancement of women in different spheres.

16.2 The Department has also set up a complaint committee under the chairmanship of a woman Officer, to ensure fair, safe and healthy environment at work place for women. The guidelines laid down by the Supreme Court relating to sexual harassment have been brought to the notice of all those working in this Department. Department of Public Enterprises vide its O.M. dated 29th May, 1998, has already issued detailed guidelines and norms to the Chief Executives of CPSEs for observance and prevention of sexual harassment of working women.

16.3 The Department has a total sanctioned strength of 122. There are 76 officers/ staff, in position, including 12 Women employees. The Department has made all possible efforts to create a healthy and congenial atmosphere so that women employees can perform duties with honour, dignity and without fear.

Chapter-17

Statement of Plan Fund Expenditure

Department of Public Enterprises Demand No. 52 2013-14		
Scheme	(Rs. in thousand)	
	RE 2013-14	Total Expenditure 2013-14
PLAN		
Information Technology	5500	5484
North Eastern Area		
Grant-in-aid	8200	0
Counselling, Retraining and Re-deployment, setting up of new Centres/addition of Nodal Agencies etc.		
Grant-in-Aid	54000	47287
Research, Development and Consultancy on Generic issues related to Central Public Sector Enterprises and State Level Public Enterprises .		
Publication	2320	3142
Other Administrative Expense	500	243
Professional Services	2080	2185
Grant-in-Aid	1900	1209
Skill Development Training Programmes of Executives of State Level Enterprises (SLPEs)		
Grant-in-aid	8000	4639
Total	82500	64189

Chapter-18

Result Framework Document

18.1 The Results-Framework Document (RFD) is a record of understanding between a Minister representing the people's mandate, and the Secretary of a Department responsible for implementing this mandate. The Prime Minister had approved the outline of "Performance Monitoring and Evaluation System (PMES)" for Government Ministries/Departments. The High Power Committee (HPC) on Government Performance, chaired by Cabinet Secretary, in its meeting held on 3.3.2011, had approved the inclusion of the departmental RFD, corresponding achievements and the composite score in the Annual Reports of the Department.

18.2 The RFD provides a summary of the most important results that a Ministry/Department expects to achieve during the financial year. This document contains not only the agreed objectives, policies, programs and projects but also success indicators and the targets to measure progress in implementing them.

18.3 The Department of Public Enterprises (DPE) has initiated RFD exercise since 2009-2010. DPE prepared its 4th RFD for the year 2012-13. Altogether 11 (eleven) department specific objectives were included in the RFD 2012-13 and 4 (four) more mandatory objectives were incorporated in the RFD on the advice of Performance Management Division (PMD). As this Department is the nodal agency for CPSEs, the RFD objectives/targets were designed to bring in overall efficiency in monitoring, facilitating and assisting CPSEs. The objectives of RFD 2012-13 of DPE broadly cover the following areas:

- i) Corporate Governance in CPSEs.
- ii) Professionalization of management at all levels.
- iii) Creation of Board level posts on the Boards of CPSE.
- iv) Improving efficiency of MoU System.
- v) Counseling, Retraining and Redeployment Scheme (CRR) for separated employees of CPSEs.
- vi) Implementation of CSR Policy.
- vii) Public Enterprise Survey.
- vii) Settlement of commercial disputes between CPSEs through Permanent Machinery of Arbitration.

18.4 DPE has achieved excellent grading in RFD 2012-13. High Power Committee on Government Performance of Performance Management Division, Cabinet Secretariat has evaluated the overall performance of DPE based on its RFD 2012-13 results and awarded a composite score of 98.47%.

18.5 The detailed objectives contained in RFD 2012-13, their corresponding achievements and the composite score are given in **Annex-16**.

Chapter-19

Reservation in services for Scheduled Castes (SCs), Scheduled Tribes (STs), Other Backward Castes (OBCs) and others, in the CPSEs

19.1 The Personnel and Recruitment Policies in respect of appointments against below Board level posts are formulated by the management of respective CPSEs. However, on matters of general importance, policy guidelines are issued by the Government of India to the enterprises which are to be kept in view by the latter while framing their individual corporate policies. Furthermore, formal Presidential Directives are issued to CPSEs by the concerned administrative Ministries to ensure reservation in regard to employment for Scheduled Castes, Scheduled Tribes and Other Backward Classes (OBCs), on similar lines as applicable in the Central Government Ministries/Departments.

19.2 A comprehensive Presidential Directive incorporating all important instructions on reservation for SCs and STs was issued by DPE to all the administrative Ministries/Departments concerned on 25th April, 1991 for formal issuance of the same to CPSEs. Necessary changes and modifications are also circulated to CPSEs through their administrative Ministries/ Departments for information and compliance.

19.3 Subsequently, based on the recommendation of the Second Backward Classes Commission (Mandal Commission) and in accordance with the Supreme Court Judgement in the Indira Sawhney case, instructions were issued in providing reservation of 27% of vacancies in favour of Other Backward Classes (OBCs). The Department of Personnel & Training (DoPT) which formulates the policy in respect of reservation in services, has been issuing instructions from time to time on various aspects of reservation in favour of OBCs. Reservation for OBCs was made effective w.e.f. 8.9.1993. Department of Public Enterprises (DPE) has been extending these instructions to CPSEs through their administrative Ministries for compliance. A comprehensive Presidential Directive incorporating all instructions was forwarded by the Department of Public Enterprises to all administrative Ministries vide DPE's OM dated 27th July, 1995 for formal issuance to the CPSEs under their control.

19.4 DoPT instructions on allocation of a sub-quota of 4.5% for minorities within the 27% reservation for OBCs have been also extended vide DPE O.M. dated 2nd January, 2012 to the administrative Ministries/Departments (concerned with CPSEs) for implementation in CPSEs under their control.

19.5 The present quota for providing reservation for candidates belonging to Scheduled Castes, Scheduled Tribes and OBCs as well as other categories of persons entitled to reservation of vacancies is shown below:

Quota for Reservation

Category	Group 'A' & 'B'	Group 'C'	Group 'D'
Scheduled Castes	15%	15%	15%
Scheduled Tribes	7.5%	7.5%	7.5%
Other Backward Classes (including sub-quota of 4.5% for minorities)	27%	27%	27%
Physically Handicapped Persons	3%	3%	3%
Ex-servicemen & Dependents of those killed in action	-	14.5%	24.5%

Group 'A': Managerial/Executive Level

Group 'B': Supervisory Level

Group 'C': Workmen/Clerical Level

Group 'D': Semi-skilled/Unskilled

19.6 The representation of SCs / STs / OBC / Minorities in CPSEs as on 31.3.2013 is shown below:-

Group	Total No. of Employees	1 Res. (5)												
1	2													

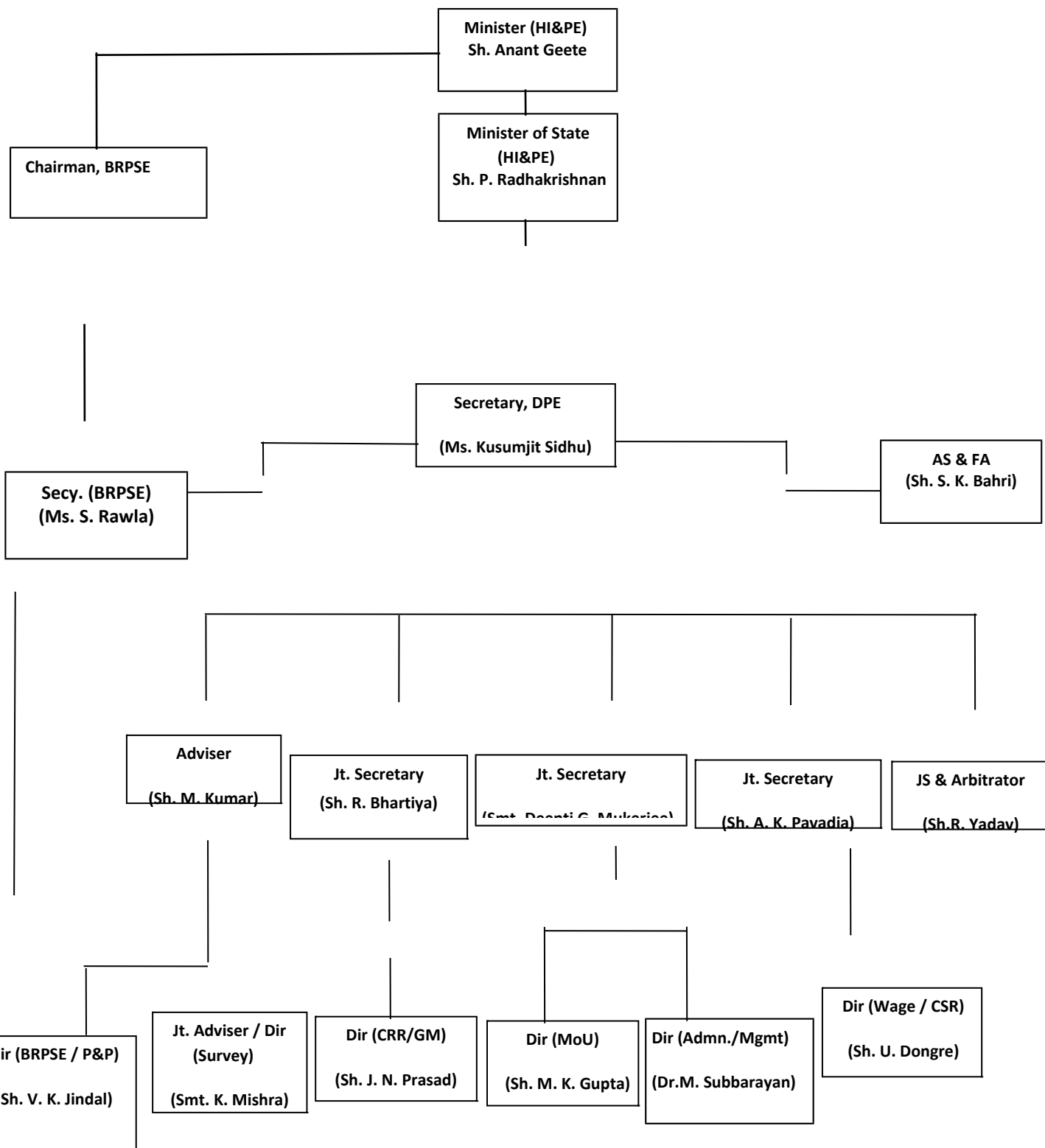
19.7 The need to ensure timely filling up of reserved posts and the backlog has been stressed through various instructions issued from time to time. All administrative Ministries/Departments have been requested to advise the CPSEs under their administrative control to take effective steps to fill up the unfilled reserved posts in Direct Recruitment as well as in Promotion in accordance with the existing instructions. Further, the DoPT has issued necessary instructions from time to time to

launch a Special Recruitment Drive (s) to fill up backlog of reserved vacancies for SCs, STs & OBCs in CPSEs. DPE has also extended these instructions to all administrative Ministries/Departments dealing with CPSEs to fill up these vacancies in a time bound manner.

19.8 DPE has also extended instructions vis-à-vis the scheme for reservation for Ex-servicemen in CPSEs through the administrative Ministries/ Departments. Instructions streamlining the procedure for recruitment of Ex-servicemen have also been issued with a view to augment their in-take in CPSEs. Such CPSEs, which are in a position to offer agencies/dealerships, have been advised to reserve quota of such agencies/dealership for allotment to Ex-servicemen.

19.9 DPE has issued Presidential Directive on 11.3.1997 to all the administrative Ministries / Departments concerned with the CPSEs in follow-up of DoPT instructions for employment of physically handicapped persons in CPSEs. With the enactment of the Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995, the reservation to physically handicapped persons stood extended to identified Group 'A' and 'B' posts to be filled through Direct Recruitment. As per the Act, not less than 3% posts shall be reserved for Persons with Disabilities of which 1% each shall be reserved for persons suffering from (i) blindness or low vision (ii) hearing impairment and (iii) locomotor disability or cerebral palsy. All CPSEs have, accordingly, been advised to comply with the provisions of the Act.

Organogram of Department of Public Enterprises



Highlights of the performance of CPSEs during 2012-13

- **Total paid up capital** in 277 CPSEs as on 31.3.2013 stood at Rs.1,85,282 crore compared to Rs.1,63,863 crore as on 31.3. 2012 (260 CPSEs), showing a growth of 13.07%.
- **Total investment** (equity plus long term loans) in all CPSEs stood at Rs. 8,50,599 crore as on 31.3.2013 compared to Rs.7,29,298 crore as on 31.3.2012, recording a growth of 16.63%.
- **Capital Employed** (Paid up capital plus reserve & surplus and long term loans) in all CPSEs stood at Rs.15,32,007 crore on 31.3.2013 compared to Rs.13,52,970 crore as on 31.3.2012 showing a growth of 13.23 %.
- **Total turnover/gross revenue from operation** of all CPSEs during 2012-13 stood at Rs.19, 45,777 crore compared to Rs.18,22,049 crore in the previous year showing an increase of 6.79 %.
- **Total income** of all CPSEs during 2012-13 stood at Rs. 19,31,150 crore compared to Rs. 18,04,615 crore in 2011-12, showing an increase of 7.01%.
- **Profit** of profit making CPSEs stood at Rs. 1,43,559 crore during 2012-13 compared to Rs. 1, 25,929 crore in 2011-12 showing a growth of 14.00 %.
- **Loss** of loss incurring CPSEs stood at Rs. 28,260 crore in 2012-13 compared to Rs. 27, 683 crore in 2011-12 showing an increase in loss by 2.08 %.
- **Overall net profit** of all 229 CPSEs during 2012-13 stood at Rs.1,15,300 crore compared to Rs.98,245 crore during 2011-12 showing an increase of 17.36%.
- **Reserves & Surplus** of all CPSEs went up from Rs. 6,23,671 crore in 2011-12 to Rs. 6, 81,409 cores in 2012-13, showing an increase by 9.26 %.
- **Net worth** of all CPSEs went up from Rs. 7,87,535 crore in 2011-12 to Rs. 8,66,691 crore in 2012-13 registering a growth of 10.05 %.
- **Contribution of CPSEs to Central Exchequer** by way of excise duty, customs duty, corporate tax, interest on Central Government loans, dividend and other duties and taxes increased from Rs.1,62,402 crore in 2011-12 to Rs.1,62,761 crore in 2012-13, showing an increase of 0.22%.
- **Foreign exchange earnings** through exports of goods and services increased from Rs.1,27,880 crore in 2011-12 to Rs.1,38,150 crore in 2012-13, showing a growth of 8.03%.

- **Foreign exchange outgo** on imports and royalty, know-how, consultancy, interest and other expenditure decreased from Rs.7,33,542 crore in 2011-12 to Rs.6,46,262 crore in 2012-13 showing a reduction of 11.90%.
- **CPSEs employed** 14.04 lakh people (excluding contractual workers) in 2012-13 compared to 14.50 lakh in 2011-12, showing a reduction in employees by 3.28 %.
- **Salary and wages** went up in all CPSEs from Rs.1,05,648 crore in 2011-12 to Rs.1,16,375 crore in 2012-13 showing a growth of 10.15 %.
- **Total Market Capitalisation** 46 CPSEs traded on stock exchanges of India as on 31.03.2013. The total market capitalization of 45 CPSEs based on stock prices on Mumbai Stock Exchange as on 31.03.2012 was Rs. 12,57,792.00 crore and of 46 CPSEs as on 31.03.2013 stood at Rs. 11,16,817.00 crore. There was decrease in market capitalization of CPSEs by -11.21% (Rs.1,40,975.00 crore) as on 31.03.2013 over market capitalization as on 31.03.2012.
- **M_Cap** of CPSEs as per cent of BSE M_Cap decreased from 20.24% as on 31.3.2012 to 17.64% as on 31.3.2013.

Annex-3
(Para 1.6.6)

Macro view of the performance of the 229 operating CPSEs

(Rs. in crore)

Particulars	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
No. of operating Enterprises	230	227	226	217	214	213	217	220	225	229
Capital employed	452336	504407	585484	661338	724009	792232	908007	1153947	1387821	1510373
Total Gross Turnover/ Revenue	630704	744307	837295	964890	1096308	1271529	1244805	1498018	1822049	1945777
Total Net Income/Revenue	613706	734944	829873	970356	1102772	1309639	1272219	1470569	1804614	1931149
Net Worth	291828	341595	397275	454134	518485	583144	652993	709505	776161	851245
Profit before dep, Impairment, Int, Ex. Items, Ex.Or. Items & taxes (PBDIEET)	127320	142554	150262	177990	195049	186836	211184	216602	250415	256826
Depreciation, Depletion & Amortization	31251	33147	34848	33141	36668	36780	41603	57118	53590	66117
DRE/Impairment	1025	986	992	5841	5802	7661	9565	187	153	436
Profit before Int, Ex. Items, Ex.Or. Items & taxes (PBIET)	95039	108420	114422	139008	152579	142395	160017	159298	186671	190271
Interest	23835	22869	23708	27481	32126	39300	36060	26521	35911	37789
Profit before Exc. Items, Ex.Or. Items & taxes (PBEET)	71144	85550	90714	111527	120453	103095	123957	132777	150759	152482
Exceptional Items	---	---	---	---	---	---	---	-1479	-12372	-36766
Profit before Ex.Or. Items & taxes (PBET)	---	---	---	---	---	---	---	134256	146803	164854
Extra-Ordinary Items	-3933	-1075	-3192	-3880	-1570	-14600	-8264	-2695	-428	-1453
Profit before taxes (PBT)	75077	86625	93906	115407	122023	117695	132221	136951	147231	166308
Tax provisions	22134	21662	24370	34352	40749	33828	40018	44871	48986	51008
Net Profit/Loss after Tax from Continuing Operations	52943	64963	69536	81055	81274	83867	92203	92129	98245	115299
Net Profit/Loss after Tax from Discontinuing Operations	---	---	---	---	---	---	---	49	1	0
Overall Net Profit/Loss	52943	64963	69536	81055	81274	83867	92203	92129	98246	115298
Profit of profit making CPSEs	61606	74432	76382	89581	91577	98488	108434	113944	125929	143559
Loss of loss incurring CPSEs	8522	9003	6845	8526	10303	14621	16231	21817	27683	28260

Profit making CPSEs (No.)	139	143	160	154	160	158	157	158	161	149
Loss Incurring CPSEs (No.)	89	73	63	61	54	55	60	62	64	79
CPSEs Making no profit/loss	2	-	1	1	-	-	-	-	--	1
Dividend	15288	20718	22886	26819	28123	25501	33223	35700	42627	49701
Dividend tax	1961	2852	3215	4107	4722	4132	5151	5394	5877	6703
Retained profit	35835	41394	43435	50129	48429	54233	53820	51056	49741	58894
No. of Operating CPSEs that have not furnished information	---	--	2	1	---	---	---	---	---	---

Salient features of Maharatna Scheme

1. **Objective:** The main objective of the Maharatna scheme is to empower mega CPSEs to expand their operations and emerge as global giants. The Maharatna Scheme will empower big sized CPSEs to expand their operations and emerge as global giants.

2. **Eligibility Criteria for grant of Maharatna status:** The CPSEs meeting the following eligibility criteria are considered for Maharatna status:-
 - a) Having Navratna status
 - b) Listed on Indian stock exchange with minimum prescribed public shareholding under SEBI regulations
 - c) An average annual turnover of more than Rs.25,000 crore during the last 3 years
 - d) An average annual net worth of more than Rs.15,000 crore during the last 3 years
 - e) An average annual net profit after tax of more than Rs.5,000 crore during the last 3 years
 - f) Should have significant global presence/international operations.

3. **Procedure for grant/divestment of Maharatna status:** The procedure for grant of Maharatna status as well as their review is similar to that in vogue for the grant of Navratna status.

4. **Powers delegated to Maharatna CPSEs:** The Boards of Maharatna CPSEs in addition to exercising all powers to Navratna CPSEs, will exercise enhanced powers in the area of investment in joint ventures/subsidiaries and creation of below Board level posts. The Boards of Maharatna CPSEs will have powers to (a) make equity investment to establish financial joint ventures and wholly owned subsidiaries in India or abroad and (b) undertake mergers & acquisitions, in India or abroad, subject to a ceiling of 15% of the net worth of the concerned CPSE in one project, limited to an absolute ceiling of Rs.5,000 crore (Rs. 1,000 crore for Navratna CPSEs). The overall ceiling on such equity investments and mergers and acquisitions in all projects put together will not exceed 30% of the net worth of the concerned CPSE. In addition, the Boards of Maharatna CPSEs have powers to create below Board level posts upto E-9 level.

Salient features of Navratna Scheme

1. Eligibility Conditions for grant of Navratna status:

The PSUs, which are Miniratna I, Schedule 'A' and have obtained 'excellent' or 'very good' MOU rating in three of the last five years are eligible.

'Composite Score' of performance to be 60 or above

In order to review the performance of the PSU, a composite score based on its performance for the last three years would be calculated. For calculation of composite score, 6 performance indicators have been identified based on their general applicability to the PSUs. The performance indicators have been chosen so as to capture the performance of PSUs irrespective of their belonging to manufacturing sector or services sector. The 6 identified performance indicators are:-

(Maximum Weight)	100
1. Net Profit to Network	25
2. Manpower Cost to total Cost of Production Cost of Services	or 15
3. PBDIT to Capital employed	15
4. PBIT to Turnover	15
5. Earning Per Share	10
6. Inter Sectoral Performance	20

2. The powers delegated to the Boards of Navratna CPSEs are as under:

(i) **Capital Expenditure:** The Navratna CPSEs have the powers to incur capital expenditure on purchase of new items or for replacement, without any monetary ceiling.

(ii) **Technology Joint Ventures and Strategic Alliances:** The Navratna CPSEs have the powers to enter into technology joint ventures or strategic alliances and obtain technology and know-how by purchase or other arrangements.

(iii) **Organization Restructuring:** The Navratna CPSEs have the powers to effect organizational restructuring including establishment of profit centers, opening of offices in India and abroad, creating new activity centers, etc.

(iv) **Human Resources Management:** The Navratna CPSEs have been empowered to create posts upto E-6 level and wind up all posts up to non-Board level Directors

and make all appointments up to this level. The Boards of these CPSEs have further been empowered to effect internal transfers and re-designation of posts. The Board of Directors of Navratna CPSEs have the power to further delegate the powers relating to Human Resource Management (appointments, transfer, posting, etc.) of below Board level executives to sub-committees of the Board or to executives of the CPSE, as may be decided by the Board of the CPSE.

(v) **Resource Mobilization:** These CPSEs have been empowered to raise debt from the domestic capital markets and for borrowings from international market, subject to condition that approval of RBI/Department of Economic Affairs, as may be required, should be obtained through the administrative Ministry.

(vi) **Joint ventures and Subsidiaries:** The Navratna CPSEs have been delegated powers to establish financial joint ventures and wholly owned subsidiaries in India or abroad with the stipulation that the equity investment of the CPSE should be limited to the following:-

- i. Rs. 1000 crore in any one project,
- ii. 15% of the net worth of the CPSE in one project,
- iii. 30% of the net worth of the CPSE in all joint ventures/ subsidiaries put together.

(vii) **Mergers and acquisitions:** The Navratna CPSEs have been delegated powers for mergers and acquisitions subject to the conditions that (i) it should be as per the growth plan and in the core area of functioning of the CPSE, (ii) conditions/limits would be as in the case of establishing joint ventures/subsidiaries, and (iii) the Cabinet Committee on Economic Affairs would be kept informed in case of investments abroad. Further, the powers relating to Mergers and Acquisitions are to be exercised in such a manner that it should not lead to any change in the public sector character of the concerned CPSEs.

(viii) **Creation/Disinvestment in subsidiaries:** The Navratna CPSEs have powers to transfer assets, float fresh equity and divest shareholding in subsidiaries subject to the condition that the delegation will be in respect of subsidiaries set up by the holding company under the powers delegated to the Navratna CPSEs and further to the proviso that the public sector character of the concerned CPSE (including subsidiary) would not be changed without prior approval of the Government and such Navratna CPSEs will be required to seek Government approval before exiting from their subsidiaries.

(ix) **Tours abroad of functional Directors:** The Chief Executive of Navratna CPSEs have been delegated powers to approve business tours abroad of functional directors up to a duration of 5 days (other than study tours, seminars, etc.) in emergency under intimation to the Secretary of the administrative Ministry.

3. Conditions/guidelines for delegation of Navratna powers

- a) The proposals must be presented to the Board of Directors in writing and reasonably well in advance, with an analysis of relevant factors and quantification of the anticipated results and benefits. Risk factors if any must be clearly brought out.
- b) The Government Directors, the Financial Directors and the concerned Functional Director(s) must be present when major decisions are taken, especially when they pertain to investments, expenditure or organizational/capital restructuring.
- c) The decisions on such proposals should preferably be unanimous.
- d) In the event of any decision on important matters not being unanimous, a majority decision may be taken, but at least two thirds of the Directors should be present, including those mentioned above, when such a decision is taken. The objections, dissents, the reasons for over-ruling them and those for taking the decision should be recorded in writing and minuted.
- e) No financial support or contingent liability on the part of the Government should be involved.
- f) These CPSEs will establish transparent and effective systems of internal monitoring, including the establishment of an Audit Committee of the Board with membership of non-official Directors.
- g) All the proposals, where they pertain to capital expenditure, investment or other matters involving substantial financial or managerial commitments or where they would have a long term impact on the structure and functioning of the CPSE, should be prepared by or with the assistance of professionals and experts and should be appraised, in suitable cases, by financial institutions or reputed professional organizations with expertise in the areas. The financial appraisal should also preferably be backed by an involvement of the appraising institutions through loans or equity participation.
- h) The exercise of authority to enter into technology joint ventures and strategic alliances shall be in accordance with the Government guidelines as may be issued from time to time.
- i) The Boards of these CPSEs should be restructured by inducting at least four non-official Directors as the first step before the exercise of the enhanced delegation of authority.
- j) These public sector enterprises shall not depend upon budgetary support or Government guarantees. The resources for implementing their programmes should come from their internal resources or through other sources, including the capital markets. However, wherever Government guarantee is required under the standard stipulations of external donor agencies, the same may be obtained from the Ministry of Finance through the administrative Ministry. Such

Government guarantee shall not affect the Navratna status. Further, budgetary support to implement Government sponsored projects of national interest and Government sponsored Research & Development projects will not disqualify CPSEs from retaining their Navratna status. However, for such projects, investment decisions will be taken by the Government and not by the CPSE concerned.

Salient features of Miniratna Scheme

1. The eligibility conditions and criteria for grant of Miniratna status are as under:
 - (i) Category-I CPSEs should have made profit in the last three years continuously, the pre-tax profit should have been Rs.30 crore or more in at least one of the three years and should have a positive net worth.
 - (ii) Category-II CPSEs should have made profit for the last three years continuously and should have a positive net worth.
 - (iii) These CPSEs shall be eligible for the enhanced delegated powers provided they have not defaulted in the repayment of loans/interest payment on any loans due to the Government.
 - (iv) These public sector enterprises shall not depend upon budgetary support or Government guarantees.
 - (v) The Boards of these CPSEs should be restructured by inducting at least three non-official Directors as the first step before the exercise of enhanced delegation of authority.
 - (vi) The administrative Ministry concerned shall decide whether a Public Sector Enterprise fulfilled the requirements of a Category-I/Category-II company before the exercise of enhanced powers.

2. The delegation of decision-making authority available at present to the Boards of these Miniratna CPSEs is as follows:
 - (i) Capital Expenditure:**
 - (a) For CPSEs in category I: The power to incur capital expenditure on new projects, modernization, purchase of equipment, etc., without Government approval upto Rs. 500 crore or equal to net worth, whichever is less.
 - (b) For CPSEs in category II: The power to incur capital expenditure on new projects, modernization, purchase of equipment, etc., without Government approval upto Rs. 250 crore or equal to 50% of the Net worth, whichever is less.
 - (ii) Joint ventures and subsidiaries:**
 - (a) Category I CPSEs: To establish joint ventures and subsidiaries in India with the stipulation that the equity investment of the CPSE in any one project should be limited to 15% of the networth of the CPSE or Rs. 500 crore, whichever is less. The

overall ceiling on such investment in all projects put together is 30% of the networth of the CPSE.

(b) **Category II CPSEs:** To establish joint ventures and subsidiaries in India with the stipulation that the equity investment of the CPSE in any one project should be 15% of the networth of the CPSE or Rs. 250 crore, whichever is less. The overall ceiling on such investment in all projects put together is 30% of the networth of the CPSE.

(iii) Mergers and acquisitions: The Board of Directors of these CPSEs have the powers for mergers and acquisitions, subject to the conditions that (a) it should be as per the growth plan and in the core area of functioning of the CPSE, (b) conditions/limits would be as in the case of establishing joint ventures/subsidiaries, and (c) the Cabinet Committee on Economic Affairs would be kept informed in case of investments abroad. Further, the powers relating to Mergers and Acquisitions are to be exercised in such a manner that it should not lead to any change in the public sector character of the concerned CPSEs.

(iv) Scheme for HRD: To structure and implement schemes relating to personnel and human resource management, training, voluntary or compulsory retirement schemes, etc. The Board of Directors of these CPSEs have the power to further delegate the powers relating to Human Resource Management (appointments, transfer, posting, etc.) of below Board level executives to sub-committees of the Board or to executives of the CPSE, as may be decided by the Board of the CPSE.

(v) Tour abroad of functional Directors: The Chief Executive of these CPSEs has the power to approve business tours abroad of functional directors up to a duration of 5 days (other than study tours, seminars, etc.) in emergency, under intimation to the Secretary of the administrative Ministry.

(vi) Technology Joint Ventures and Strategic Alliances: To enter into technology joint ventures, strategic alliances and to obtain technology and know-how by purchase or other arrangements, subject to Government guidelines as may be issued from time to time.

(vii) Creation/Disinvestment in subsidiaries: To transfer assets, float fresh equity and divest shareholding in subsidiaries subject to the condition that the delegation will be in respect of subsidiaries set up by the holding company under the powers delegated to the Miniratna CPSEs and further to the proviso that the public sector character of the concerned CPSE (including subsidiary) would not be changed without prior approval of the Government, and such Miniratna CPSEs will be required to seek Government approval before exiting from their subsidiaries.

The above delegation of powers is subject to similar conditions as are applicable to Navratna CPSEs.

List of Miniratna CPSEs

Miniratna Category-I CPSEs

1. Airports Authority of India
2. Antrix Corporation Limited
3. Balmer Lawrie & Co. Limited
4. Bharat Dynamics Limited
5. BEML Limited
6. Bharat Sanchar Nigam Limited
7. Bridge & Roof Company (India) Limited
8. Central Warehousing Corporation
9. Central Coalfields Limited
10. Chennai Petroleum Corporation Limited
11. Cochin Shipyard Limited
12. Container Corporation of India Limited
13. Dredging Corporation of India Limited
14. Engineers India Limited
15. Ennore Port Limited
16. Garden Reach Shipbuilders & Engineers Limited
17. Goa Shipyard Limited
18. Hindustan Copper Limited
19. HLL Lifecare Limited
20. Hindustan Newsprint Limited
21. Hindustan Paper Corporation Limited
22. Housing & Urban Development Corporation Limited

23. India Tourism Development Corporation Limited
24. Indian Railway Catering & Tourism Corporation Limited
25. IRCON International Limited
26. KIOCL Limited
27. Mazagaon Dock Limited
28. Mahanadi Coalfields Limited
29. Manganese Ore (India) Limited
30. Mangalore Refinery & Petrochemicals Limited
31. Mishra Dhatu Nigam Limited
32. MMTC Limited
33. MSTC Limited
34. National Buildings Construction Corporation Limited
35. National Fertilizers Limited
36. National Seeds Corporation Limited
37. NHPC Limited
38. Northern Coalfields Limited
39. North Eastern Electric Power Corporation Limited
40. Numaligarh Refinery Limited
41. ONGC Videsh Limited
42. Pawan Hans Helicopters Limited
43. Projects & Development India Limited
44. Railtel Corporation of India Limited
45. Rashtriya Chemicals & Fertilizers Limited
46. RITES Limited
47. SJVN Limited
48. Security Printing and Minting Corporation of India Limited
49. South Eastern Coalfields Limited

50. State Trading Corporation of India Limited
51. Telecommunications Consultants India Limited
52. THDC India Limited
53. Western Coalfields Limited
54. WAPCOS Limited

Miniratna Category-II CPSEs

55. Bharat Pumps & Compressors Limited
56. Broadcast Engineering Consultants (I) Limited
57. Central Mine Planning & Design Institute Limited
58. Central Railside Warehouse Company Limited
59. Ed.CIL (India) Limited
60. Engineering Projects (India) Limited
61. FCI Aravali Gypsum & Minerals India Limited
62. Ferro Scrap Nigam Limited
63. HMT (International) Limited
64. HSCC (India) Limited
65. India Trade Promotion Organisation
66. Indian Medicines & Pharmaceuticals Corporation Limited
67. M E C O N Limited
68. Mineral Exploration Corporation Limited
69. National Film Development Corporation Limited
70. National Small Industries Corporation Limited
71. P E C Limited
72. Rajasthan Electronics & Instruments Limited

Salient features of the Guidelines on Corporate Governance for CPSEs

1. Composition of Board

In respect of the Board composition, these Guidelines provide that the number of functional Directors should not exceed 50% of the actual strength of the Board; and the number of Government nominee Directors shall be restricted to maximum of two. In case of listed CPSEs with executive chairmen, the number of non-official Directors shall be at least 50% of Board members. In case of unlisted and listed CPSEs with non-executive chairmen, at least one-third of the Board Members shall be non-official Directors. The Government has also laid down pre-defined criteria in terms of educational qualifications, age and experience in respect of persons to be considered for appointment as non-official Directors. Relevant clauses have been incorporated in these guidelines to ensure 'independence' of non-official Directors and avoid potential conflict of interest. It has also been provided that the Directors nominated by any institution other than public financial institution will not be treated as non-official Directors.

It has been further mandated that the Board meetings are held at least once in every 3 months with at least 4 such meetings held in a year and all relevant information given to the Board. Further, the Board should lay down code of conduct for all members and senior management. In this regard, a model Code has been incorporated in the Guidelines to assist the CPSEs. The Guidelines inter alia provide that the Board should ensure integration and alignment of risk management system and the company should undertake suitable training programmes for its new Board members.

2. Audit Committee

The provisions relating to Audit Committee require a qualified and independent Audit Committee to be set up by CPSEs with minimum three Directors as members. Further, two-thirds of the members of this Committee should be independent Directors with an independent Director as Chairman. The Audit Committee has been given extensive powers with regard to financial matters of company and is required to meet at least 4 times in a year.

3. Subsidiary Companies

With regard to subsidiary companies, it has been provided that at least one independent Director of holding company will be Director on the Board of subsidiary

company and the Audit Committee of holding company will review financial statements of subsidiary. All significant transactions and arrangements of subsidiary companies are required to be brought to the attention of Board of Directors of the holding company.

4. Disclosures

The provisions regarding disclosures require all transactions to be placed before the Audit Committee. The Guidelines mandate that while preparing financial statements, treatment should be as per prescribed Accounting Standard and if there are any deviations, the same are to be explicitly mentioned. Further, the Board is to be informed about risk assessment and minimization procedures and senior Management is to make disclosures to Board relating to all financial and commercial transactions where they have personal interest or may have a potential conflict.

5. Compliance

It has also been mandated in the Guidelines that Annual report of companies should contain a separate section on Corporate Governance with details of compliance. The CPSEs will have to obtain a certificate from auditors/company secretary regarding compliance with these Guidelines. Chairman's speech in AGM will also carry a section on compliance with Corporate Governance Guidelines and will form part of the company's Annual Report. The CPSEs are required to submit quarterly compliance/grading report in the prescribed format to their administrative Ministries who will furnish consolidated annual report to DPE.

6. Professionalization of Boards of CPSEs

Department of Public Enterprises (DPE) formulates policy guidelines on the Board structure of CPSEs. In pursuance of the public sector policy being followed since 1991 several measures have been taken by the Department of Public Enterprises to professionalize the Boards of public enterprises. The guidelines issued in 1992 provide that outside professionals should be inducted on the Boards of CPSEs in the form of part-time non-official Directors and that the number of such Directors should be at least 1/3rd of the actual strength of the Board. In the case of listed CPSEs headed by executive Chairman, the number of non-official Directors (Independent Directors) should be at least half the strength of the Board. The guidelines also provide that the number of Government Directors on the Boards should be not more than one-sixth of the actual strength of the Board subject to a maximum of two. Apart from this, there should be functional Directors on each Board whose number should not exceed 50% of the actual strength of the Board.

7. Non-Official Directors

As regards selection and appointment of non-official Directors on the Boards of CPSE, the following eligibility criteria have been prescribed:-

Criteria of Experience

- (i) Retired Government officials with a minimum of 10 years experience at Joint Secretary level or above.
- (ii) Persons who have retired as CMD/CEOs of CPSEs and Functional Directors of the Schedule 'A' CPSEs. The ex-Chief Executives and ex-Functional Directors of the CPSEs will not be considered for appointment as non-official Director on the Board of the CPSE from which they retire. Serving Chief Executives/Directors of CPSEs will not be eligible to be considered for appointment as non-official Directors on the Boards of any CPSEs.
- (iii) Academicians/Directors of Institutes/Heads of Department and Professors having more than 10 years teaching or research experience in the relevant domain e.g. management, finance, marketing, technology, human resources, or law.
- (iv) Professionals of repute having more than 15 years of relevant domain experience in fields relevant to the company's area of operation.
- (v) Former CEOs of private companies if the company is (a) listed on the Stock Exchanges or (b) unlisted but profit making and having an annual turnover of at least Rs.250 crore.
- (vi) Persons of eminence with proven track record from Industry, Business or Agriculture or Management.
- (vii) Serving CEOs and Directors of private companies listed on the Stock Exchanges may also be considered for appointment as part-time non-official Directors on the Boards of CPSEs in exceptional circumstances.

Criteria of Educational Qualification

- (i) Minimum graduate degree from a recognized university.

Criteria of Age

- (i) The age band should be between 45-65 years (minimum/maximum limit)
- (ii) This could, however, be relaxed for eminent professionals, for reasons to be recorded, being limited to 70 years.

The proposals for appointment of non-official Directors are initiated by the concerned Administrative Ministries/Departments. The selection of non-official Directors in respect of all CPSEs is made by the Search Committee which presently consists of Chairman (PESB), Secretary (DPE), Secretary of the administrative Ministry/Department of the CPSE and 2 non-official Members. The concerned Administrative Ministry/Department appoints the non-official Directors on the basis of recommendations of Search Committee after obtaining the approval of competent authority.

Status of Grading Report of CPSEs for the year 2012-13

Schedule-Wise List of Central Public Sector Enterprises (As on March, 2014)

Schedule 'A'

1. Airports Authority of India
2. Air India Limited
3. Bharat Bhari Udyog Nigam Ltd.
4. BEML Ltd.
5. Bharat Electronics Ltd.
6. Bharat Heavy Electricals Ltd.
7. Bharat Petroleum Corporation Ltd.
8. Bharat Sanchar Nigam Ltd.
9. Central Warehousing Corporation.
10. Coal India Ltd.
11. Container Corporation of India Ltd.
12. Dedicated Freight Corridor Corporation of India Ltd.
13. Electronics Corporation of India Ltd.
14. Engineers India Ltd.
15. Fertilizers & Chemicals (Travancore) Ltd.
16. Food Corporation of India
17. GAIL (India) Ltd.
18. Heavy Engineering Corporation Ltd.
19. Hindustan Aeronautics Ltd.
20. Hindustan Copper Ltd.
21. Hindustan Paper Corporation Ltd.
22. Hindustan Petroleum Corporation Ltd.
23. HMT Ltd.
24. Housing & Urban Development Corporation Ltd.
25. I T I Ltd.
26. Indian Oil Corporation Ltd.
27. IRCON International Ltd.
28. Indian Railway Finance Corporation Ltd.
29. Konkan Railway Corporation Ltd.
30. Kudremukh Iron Ore Company Ltd.
31. MMTC Ltd.
32. Mahanagar Telephone Nigam Ltd.
33. Mangalore Refinery & Petrochemicals Ltd.
34. Mazagon Dock Ltd.
35. MECON Ltd.
36. MOIL Limited

37. Mumbai Railway Vikas Corporation Ltd.
38. National Aluminium Company Ltd.
39. National Building Construction Corporation Ltd.
40. National Fertilizers Ltd.
41. NHPC Ltd.
42. National Mineral Development Corporation Ltd.
43. National Textiles Corporation Ltd.
44. NTPC Ltd.
45. Neyveli Lignite Corporation Ltd.
46. North Eastern Electric Power Corporation Ltd.
47. Oil & Natural Gas Corporation Ltd.
48. Oil India Ltd.
49. ONGC Videsh Ltd.
50. Power Finance Corporation Ltd.
51. Power Grid Corporation of India Ltd.
52. RITES Ltd.
53. RailTel Corporation of India Ltd.
54. Rail Vikas Nigam Ltd.
55. Rashtriya Chemicals and Fertilizers Ltd.
56. Rashtriya Ispat Nigam Ltd.
57. Rural Electrification Corporation Ltd.
58. Satluj Jal Vidyut Nigam Ltd.
59. Security Printing & Minting Corporation of India Ltd.
60. Shipping Corporation of India Ltd.
61. State Trading Corporation of India Ltd.
62. Steel Authority of India Ltd.
63. Telecommunications Consultants (India) Ltd.
64. THDC India Limited

Schedule 'B'

1. Andrew Yule & Company Ltd.
2. Balmer Lawrie & Company Ltd.
3. Bharat Coking Coal Ltd.
4. Bharat Dynamics Ltd.
5. Bharat Heavy Plate & Vessels Ltd.
6. Bharat Petro Resources Ltd.
7. Bharat Pumps & Compressors Ltd.
8. Brahmaputa Crackers & Polymers Ltd.
9. Brahmaputra Valley Fertilizer Corporation Ltd.
10. Biotechnology Industry Research Assistance Council
11. Braithwaite & Company Ltd.
12. Bridge & Roof Company (India) Ltd.
13. British India Corporation Ltd.

14. Burn Standard Company Ltd.
15. Cement Corporation of India Ltd.
16. Central Coalfields Ltd.
17. Central Electronics Ltd.
18. Central Mine Planning & Design Institute Ltd.
19. Chennai Petroleum Corporation Ltd.
20. Cochin Shipyard Ltd.
21. Cotton Corporation of India Ltd.
22. Dredging Corporation of India Ltd.
23. Eastern Coalfields Ltd.
24. Engineering Projects (India) Ltd.
25. Ennore Port Ltd.
26. Fertilizer Corporation of India Ltd.
27. Garden Reach Shipbuilders & Engineers Ltd.
28. Goa Shipyard Ltd.
29. Handicrafts & Handlooms Export Corporation Ltd.
30. Hindustan Cables Ltd.
31. Hindustan Fertilizer Corporation Ltd.
32. HLL Lifecare Ltd.
33. Hindustan Newsprints Ltd.
34. Hindustan Organic Chemicals Ltd.
35. Hindustan Shipyard Ltd.
36. Hindustan Steelworks Construction Company Ltd.
37. Hindustan Vegetable Oils Corporation Ltd.
38. HMT (International) Ltd.
39. HMT Machine Tools Ltd.
40. HMT Watches Ltd.
41. India Tourism Development Corporation Ltd.
42. India Trade Promotion Organization
43. Indian Drugs & Pharmaceuticals Ltd.
44. Indian Railway Catering & Tourism Corporation Ltd.
45. Indian Rare Earths Ltd.
46. Indian Renewable Energy Development Agency Ltd.
47. Instrumentation Ltd.
48. M S T C Ltd.
49. Madras Fertilizers Ltd.
50. Mahanadi Coalfields Ltd.
51. Mineral Exploration Corporation Ltd.
52. Mishra Dhatu Nigam Ltd.
53. National Handloom Development Corporation Ltd.
54. National Jute Manufacturers Corporation Ltd.
55. National Projects Construction Corporation Ltd.
56. National Seeds Corporation Ltd.
57. National Small Industries Corporation Ltd.

58. Northern Coalfields Ltd.
59. Numaligarh Refinery Ltd.
60. Orissa Mineral Development Company Ltd.
61. PEC Ltd.
62. Pawan Hans Helicopters Ltd.
63. Projects & Development India Ltd.
64. Scooters India Ltd.
65. South Eastern Coalfields Ltd.
66. Tyre Corporation of India Ltd.
67. Uranium Corporation of India Ltd.
68. W A P C O S Ltd.
69. Western Coalfields Ltd.

Schedule 'C'

1. Andaman & Nicobar Islands Forest & Plantation Development Corporation Ltd.
2. Artificial Limbs Mfg. Corporation of India
3. BBJ Construction Ltd.
4. Bengal Chemicals & Pharmaceuticals Ltd.
5. BHEL Electric Machines Ltd.
6. Bharat Wagon & Engineering Company Ltd.
7. Biecco Lawrie & Co. Ltd.
8. Bisra Stone Lime Company Ltd.
9. Broadcast Engineering Consultants India Ltd.
10. Central Cottage Industries Corporation of India Ltd.
11. Central Inland Water Transport Corporation Ltd.
12. Central Railside Warehouse Company Ltd.
13. Certification Engineers International Ltd.
14. Delhi Police Housing Corporation
15. Educational Consultants (India) Ltd.
16. FCI Aravali Gypsum & Minerals (India) Ltd.
17. Ferro Scrap Nigam Ltd.
18. Hindustan Antibiotics Ltd.
19. Hindustan Insecticides Ltd.
20. Hindustan Photo Films Manufacturing Company Ltd.
21. Hindustan Prefab Ltd.
22. Hindustan Salts Ltd.
23. HMT Bearings Ltd.
24. HMT Chinar Watches Ltd.
25. Hooghly Dock and Port Engineers Ltd.
26. HSCC (India) Ltd.
27. Hotel Corporation of India Ltd.
28. Jute Corporation of India Ltd.
29. Karnataka Antibiotics & Pharmaceuticals Ltd

30. Nagaland Pulp & Paper Company Ltd.
31. National Backward Classes Finance & Development Corporation.
32. National Film Development Corporation Ltd.
33. National Handicapped Finance & Development Corporation.
34. National Minorities Development & Finance Corporation
35. National Research Development Corporation of India.
36. National Safai Karamcharis Finance & Development Corporation.
37. National SC Finance & Development Corporation
38. National ST Finance & Development Corporation
39. NEPA Ltd.
40. North Eastern Handicrafts & Handloom Development Corporation Ltd.
41. North Eastern Regional Agricultural Marketing Corporation Ltd.
42. Rajasthan Electronics & Instruments Ltd.
43. Richardson & Cruddas (1972) Ltd.
44. STCL Ltd.
45. State Farms Corporation of India Ltd.
46. Triveni Structurals Ltd.
47. Tungabhadra Steel Products Ltd.

Schedule 'D'

1. Hindustan Fluorocarbons Limited
2. Indian Medicines Pharmaceutical Corporation Ltd.
3. Orissa Drugs & Chemicals Ltd.
4. Rajasthan Drugs & Pharmaceuticals Ltd.

Others – Uncategorized

1. Air India Air Transport Services Ltd.
2. Air India Charters Ltd.
3. Air India Engineering Services Ltd.
4. Airline Allied Services Ltd.
5. Antrix Corporation Ltd.
6. Anushakti Vidhyut Nigam Ltd.
7. Assam Ashok Hotel Corporation Ltd.
8. BEL Optronics Devices Ltd.
9. Balmer Lawrie Investments Ltd.
10. Bharat Immunological & Biologicals Corporation Ltd.
11. Bharat Broadband Network Ltd.
12. Bharatiya Nabhikiya Vidyut Nigam Ltd.
13. Bhartiya Rail Bijlee Company Ltd.
14. Bharat Petro Resources JSPA Limited
15. Birds, Jute & Exports Ltd.
16. Chhattisgarh Surguja Power Ltd.
17. Coastal Karnataka Power Ltd.

18. Coastal Maharashtra Mega Power Ltd.
19. Coastal Tamil Nadu Power Ltd.
20. CONCOR Air Ltd.
21. CREDA – HPCL Biofuel Ltd.
22. Darbhanga – Motihari Transmission Company Ltd.
23. Deoghar Mega Power Ltd.
24. DGEN Transmission Company Ltd.
25. Donyi Polo Ashok Hotel Corporation Ltd.
26. Eastern Investment Ltd.
27. Export Credit Guarantee Corporation of India Ltd.
28. Fresh & Healthy Enterprises Ltd.
29. GAIL Gas Ltd.
30. Ghogarpalli Integrated Power Company Ltd.
31. High Speed Rail Corporation of India Ltd.
32. HLL Biotech Ltd.
33. HPCL Biofuels Ltd.
34. Hooghly Printing Company Ltd.
35. IDPL (Tamilnadu) Ltd.
36. India Infrastructure Finance Co. Ltd.
37. Indian Railway Stations Devpt. Corporation Ltd.
38. Indian Vaccine Corporation Ltd.
39. Indian Oil-Creda Biofuels Ltd.
40. IRCON Infrastructure & Services Ltd.
41. Irrigation & Water Resources Finance Corporation Ltd.
42. Jagdishpur Paper Mills Ltd.
43. Jharkhand National Mineral Devpt. Corporation Ltd.
44. J & K Mineral Development Corporation Ltd.
45. Kanti Bijlee Utpadan Nigam Ltd.
46. Karnataka Trade Promotion Organisation
47. Kumarakuppa Frontier Hotels (P) Ltd.
48. Loktak Downstream Hydroelectric Corporation Ltd.
49. Madhya Pradesh Ashok Hotel Corporation Ltd.
50. Mahanadi Basin Power Ltd.
51. Millenium Telecom Ltd.
52. MJSJ Coal Ltd.
53. MNH Shakti Ltd.
54. Narmada Hydroelectric Development Corporation Ltd.
55. National Informatics Centre Services Incorporated
56. Neyveli Uttar Pradesh Power Ltd.
57. NLC Tamil Nadu Power Ltd.
58. NMDC-CMDC Ltd.
59. NMDC Power Ltd.
60. NTPC Electric Supply Co Ltd.
61. NTPC Hydro Ltd.

62. NTPC Vidyut Vyapar Nigam Ltd.
63. Nuclear Power Corpn. of India Ltd.
64. Orissa Integrated Power Ltd.
65. Patran Transmission Company Ltd.
66. Power Equity Capital Advisors Pvt. Ltd.
67. Power Grid NM Transmission Ltd.
68. Power Grid Vemagiri Transmission Ltd.
69. PFC Consulting Ltd.
70. PFC Capital Advisory Service Ltd.
71. PFC Green Energy Ltd.
72. Pondicherry Ashok Hotel Corporation Ltd.
73. Power System Operation Corporation Ltd.
74. Prize Petroleum Company Ltd.
75. Purulia & Kharagpur Transmission Company Ltd.
76. Punjab Ashok Hotel Company Ltd.
77. Ranchi Ashok Bihar Hotel Corporation Ltd.
78. RAPP Transmission Company Ltd.
79. REC Power Distribution Company Ltd.
80. REC Transmission Projects Co. Ltd.
81. RITES Infrastructure Services Ltd.
82. SAIL Jagadishpur Power Plant Ltd.
83. SAIL Sindri Projects Ltd.
84. Sakhigopal Integrated Power Company Ltd.
85. Sambhar Salts Ltd.
86. SAIL Refractory Company Ltd.
87. Sethusamudram Corporation Ltd.
88. SIDCUL CONCOR Infra Company Ltd.
89. Tamilnadu Trade Promotion Organisation
90. Tatiya Andhra Mega Power Ltd.
91. TCIL Bina Toll Road Ltd.
92. Utkal Ashok Hotel Corporation Ltd.
93. Vignyan Industries Ltd.

Details of CPSEs considered by BRPSE during the year 2013-2014

No./Date of the Meeting	Cases considered	Recommendations of BRPSE
109/08.04.2013	(i) STCL Ltd. (ii) HMT Bearings Ltd.	(i) Recommended for closure (ii) Considered revival plan
110/30.5.2013	(i) HMT Bearings Ltd. (ii) HMT Machine Tools Ltd. (iii) Cement Corporation of India Ltd.	(i) Recommended revival package (ii) & (iii) Reviewed
111/28.6.2013	(i) Hindustan Photo Films Manufacturing Company Ltd. (HPFL) (ii) Instrumentation Ltd., Kota (iii) Bharat Pumps & Compressors Ltd.	(i) Recommended for closure (ii) & (iii) Reviewed
112/19.7.2013	(i) Hindustan Organic Chemicals Ltd (ii) ITI Ltd.	(i) Reviewed (ii) Recommended revival package
113/29.8.2013	(i) Heavy Engineering Corporation Ltd. (ii) National Film Development Corporation Ltd.	(i) & (ii) Reviewed
114/17.9.2013	(i) Hindustan Insecticides Ltd. (ii) NEPA Ltd	(i) & (ii) Reviewed
115/31.10.2013	(i) Central Electronics Ltd. (ii) Hindustan Prefab Ltd.	(i) and (ii) Reviewed
116/20.12.2013	(i) Fertilizers and Chemicals Travancore Ltd. (ii) Madras Fertilizers Ltd.	(i) Revival package recommended. (ii) Reviewed.
117/27.2.2014	(i) Brahmaputra Valley Fertilizer Corporation Limited. (ii)Hindustan Salts Ltd. (iii)Sambhar Salts Ltd.	(i) Recommended revival package (ii)&(iii)were reviewed.

List of CPSEs whose proposals have been cleared by BRPSE

Sl. No.	Name of the CPSE & the Administrative Ministry/Department	Broad gist of the recommendation of BRPSE
	Department of Heavy Industry	
1.	Hindustan Salts Ltd., Jaipur, Rajasthan	Revival as a PSE
2.	Bridge & Roof Co. (India) Ltd., Kolkata	Revival as a PSE
3.	BBJ Construction Co. Ltd., Kolkata	Revival as a PSE
4.	Tyre Corporation of India Ltd., Kolkata	Revival as a PSE
5.	HMT Bearings Ltd., Hyderabad, AP	Revival as a PSE
6.	Praga Tools Ltd., Secunderabad, AP	Revival as a PSE
7.	NEPA Ltd., Nepa Nagar, MP	Revival as a PSE
8.	Richardson & Cruddas Ltd., Mumbai	Revival through Joint Venture/disinvestment
9.	Tungabhadra Steel Products Ltd., Bellary, Karnataka	Revival through Joint Venture/disinvestment
10.	Bharat Pumps & Compressors Ltd., Allahabad, UP	Revival through Joint Venture/disinvestment
11.	Cement Corporation of India Ltd., Delhi	Closure of Non-operating units. Other 3 operating units will be revived as a PSE.
12.	HMT Machine Tools Ltd., Bangalore, Karnataka	Revival as a PSE
13.	Heavy Engineering Corporation Ltd., Ranchi, Jharkhand	Revival as a PSE
14.	Andrew Yule & Co. Ltd., Kolkata	Revival as a PSE
15.	Instrumentation Ltd., Kota, Rajasthan	Revival as a PSE
16.	Triveni Structurals Ltd., Allahabad, UP	Revival as a PSE
17.	HMT Ltd., Bangalore	Revival as a PSE
18.	HMT Watches Ltd., Bangalore	Revival as a PSE – Closure of Bangalore unit and transfer of Ranibagh unit to State Government before its closure
19.	Bharat Ophthalmic Glass Ltd.	Closure
20.	Bharat Yantra Nigam Ltd.	Closure
21.	Bharat Heavy Plate & Vessels Ltd.	Revival through financial restructuring & take- over by BHEL

22.	Hindustan Cables Ltd., Kolkata	Revival through Joint Venture/disinvestment
23.	HMT Chinar Watches Ltd., Jammu (Jammu & Kashmir)	Revival through either transferring to State Govt. of J & K or joint venture with any State / Central Govt. PSU/ Private Sector
24.	Hindustan Photo Films Manufacturing Company Ltd.	Closure
25.	Scooters India Ltd., Lucknow, UP	Revival through Joint Venture
	Ministry of Textiles	
26.	British India Corporation Ltd., Kanpur, UP	Revival as a PSE
27.	National Textiles Corporation Ltd.	Revival of 15 mills as PSE units and 19 mills through Joint Venture
28.	National Jute Manufactures Corporation Ltd., Kolkata	Revival as a PSE
29.	Elgin Mills Co. Ltd.	Revival of Elgin Mill No.2
	Department of Fertilizers	
30.	Madras Fertilizers Ltd., Manali, Tamil Nadu	Revival as a PSE
31.	Fertilizers & Chemicals Travancore Ltd., Kochi, Kerala	Revival as a PSE
32.	Brahmaputra Valley Fertilizer Corporation Ltd.	Revival as a PSE
	Ministry of Shipping	
33.	Central Inland Water Transport Corporation Ltd., Kolkata	Revival through Joint Venture/disinvestment
34.	Hooghly Dock & Port Engineers Ltd., Kolkata	Revival as a PSE
	Ministry of Defence	
35.	Hindustan Shipyard Ltd., Delhi	Revival as a PSE
	Department of Chemicals & Petrochemicals	
36.	Hindustan Organic Chemicals Ltd., Mumbai	Revival as a PSE
37.	Hindustan Insecticides Ltd., Delhi	Revival as a PSE
38.	Hindustan Fluorocarbons Ltd., Hyderabad, Andhra Pradesh	Revival as a PSE
	Department of Pharmaceuticals	
39.	Hindustan Antibiotics Ltd., Pune, Maharashtra	Revival as a PSE

40.	Bengal Chemicals & Pharmaceuticals Ltd., Kolkata	Revival as a PSE
41.	Indian Drugs & Pharmaceuticals Ltd., Gurgaon, Haryana	Revival as a PSE
42.	IDPL (Tamil Nadu) Ltd., Chennai	Merger with IDPL
43.	Bihar Drugs & Organic Chemicals Ltd., Muzaffarpur, Bihar	Merger with IDPL
	Ministry of Coal	
44.	Eastern Coalfields Ltd., Burdwan, W. Bengal	Revival as a PSE
45.	Bharat Coking Coal Ltd.	Revival as a PSE
	Ministry of Mines	
46.	Mineral Exploration Corporation Ltd., Nagpur, Maharashtra	Revival as a PSE
47.	Hindustan Copper Ltd., Kolkata	Revival as a PSE
	Department of Scientific & Industrial Research	
48.	Central Electronics Ltd., Delhi	Revival as a PSE
	Ministry of Water Resources	
49.	National Projects Construction Corporation Ltd., Delhi	Revival as a PSE
	Ministry of Steel	
50.	MECON Ltd., Ranchi, Jharkhand	Revival as a PSE
51.	Bharat Refractories Ltd., Bokaro, Jharkhand	Revival through financial restructuring & merger with SAIL
52.	Hindustan Steelworks Construction Ltd., Kolkata	Revival as a PSE
	Deptt. of Agriculture & Co-operation	
53.	State Farms Corporation of India Ltd., Delhi	Revival as a PSE
	Ministry of Petroleum & Natural Gas	
54.	Biecco Lawrie Ltd.	Closure
	Ministry of Railways	
55.	Konkan Railway Corporation Ltd., Delhi	Revival as a PSE
56.	Bharat Wagon & Engineering Co. Ltd., Patna, Bihar	Revival as a PSE
57.	Braithwaite & Company Ltd., Kolkata	Revival as a PSE
58.	Burn Standard Company Ltd., Kolkata	Revival through transfer of two wagon manufacturing units to D/o. Railways and transfer of one

		refractory unit to M/o. Steel
	Ministry of Housing & Urban Poverty Alleviation	
59.	Hindustan Prefab Ltd.	Revival as a PSE
	Department of Food & Public Distribution	
60.	Hindustan Vegetable Oils Corporation Ltd.	Closure of Breakfast Food Unit
	Ministry of Development of North Eastern Region	
61.	North Eastern Handicrafts and Handlooms Development Corporation Ltd.	Revival as a PSE
	Ministry of Information & Broadcasting	
62.	National Film Development Corporation Ltd.	Revival as a PSE
	Department of Telecommunications	
63.	ITI Ltd.	Revival as a PSE
	Department of Commerce	
64.	STCL Ltd.	Closure

**Cash and Non-Cash Assistance Approved by the Government in Respect of
BRPSE Recommended Proposals**

S. No.	Name of the CPSE	Assistance (Rs. In Crore)		
		Cash #	Non-Cash @	Total
Department of Heavy Industries				
1	Hindustan Salts Ltd.	4.28	73.30	77.58
2	Bridge & Roof Co. (India) Ltd.	60.00	42.92	102.92
3	BBJ Construction Co. Ltd.	--	54.61	54.61
4	HMT Bearings Ltd.	7.40	43.97	51.37
5	Praga Tools Ltd.	5.00	209.71	214.71
6	Heavy Engineering Corporation Ltd.	102.00	1116.30	1218.30
7	Cement Corporation of India Ltd.	184.29	1267.95	1452.24
8	Richardson & Cruddas Ltd.	-	-	-
9	Tungabhadra Steel Products Ltd.	-	-	-
10	Bharat Ophthalmic Glass Ltd. ##	9.80	--	9.80
11	Bharat Pumps and Compressors Ltd.	3.37\$	153.15	156.52\$
12	HMT Machine Tools Ltd.	859.04	196.38	1055.42
13	Bharat Heavy Plate Vessels Ltd.	--	---	--\$\$
14	Andrew Yule & Co. Ltd.	87.06	457.14	544.20
15	Instrumentation Ltd.	48.36	549.36	597.72\$\$ \$
16	Bharat Yantra Nigam Ltd.##	3.82	7.55	11.37
17	Tyre Corporation of India Ltd.	--	1018.45	1018.45
18	NEPA Ltd.	234.18	634.94	869.12
19	Scooters India Ltd.	90.38	111.58	201.96
20	HMT Ltd.	447.92	635.56	1083.48
21	Hindustan Photo Films Manufacturing Company Ltd. ##	181.54	--	181.54
Ministry of Mines				

22	Hindustan Copper Ltd.	--	612.94	612.94
23	Mineral Exploration Corporation Ltd.	-	104.64	104.64
Ministry of Shipping				
24	Central Inland Water Transport Corporation Ltd.	73.60	280.00	353.60
25	Hooghly Dock & Port Engineers Ltd.	148.08	628.86	776.94
Department of Defence Production				
26	Hindustan Shipyard Ltd.	452.68	372.22	824.90
Ministry of Steel				
27	MECON Ltd.	93.00*	23.08	116.08
28	Bharat Refractories Ltd.	--	479.16	479.16
Ministry of Textiles				
29	NTC including its subsidiaries	39.23	-	39.23
30	British India Corporation Ltd.	338.04	108.93	446.97
31	National Jute Manufactures Corporation Ltd.	517.33	6815.06	7332.39
Department of Pharmaceuticals				
32	Hindustan Antibiotics Ltd.	137.59	267.57	405.16
33	Bengal Chemicals & Pharmaceuticals Ltd.	207.19	233.41	440.60
Department of Chemicals & Petrochemicals				
34	Hindustan Organic Chemicals Ltd.	250.00	110.46	360.46
35	Hindustan Insecticides Ltd.	-	267.29	267.29
Department of Fertilizers				
36	Fertilizers & Chemicals (Travancore) Ltd.	-	670.37	670.37
Department of Scientific & Industrial Research				
37	Central Electronics Ltd.	-	16.28	16.28
Department of Agriculture & Co-operation				
38	State Farms Corporation of India Ltd.	21.21	124.42	145.63
Ministry of Railways				
39	Konkan Railway Corporation Ltd.	857.05	3222.46	4079.51
40	Bharat Wagon & Engineering Company Ltd.	49.45	258.73	308.18

41	Braithwaite & Company Ltd.	4.00	280.21	284.21
42	Burn Standard Company Ltd.	75.43	1139.16	1214.59
Ministry of Water Resources				
43	National Projects Construction Corporation Ltd.	--	219.43	219.43
Ministry of Housing & Urban Poverty Alleviation				
44	Hindustan Prefab Ltd.	--	128.00	128.00
Ministry of Information & Broadcasting				
45	National Film Development Corporation Ltd.	3.00	28.40	31.40
Ministry of Petroleum & Natural Gas				
46	Biecco Lawrie Ltd.	--	59.60	59.60
Ministry of Development of North Eastern Region				
47	North Eastern Handicrafts and Handlooms Development Corporation Ltd.	8.50	83.06	91.56
Department of Commerce				
48.	STCL Ltd.##	--	--	--
Department of Telecommunications				
49	ITI Ltd.	3986.00	170.79	4156.79
Total		9589.82	23277.40	32867.22
Implemented by Holding Companies				
Department of Chemicals & Petrochemicals				
1	Hindustan Fluorocarbons Ltd.	12.93	57.31	70.24
Ministry of Coal				
2	Eastern Coal Fields Ltd.	--	2470.77	2470.77
3	Bharat Coking Coal Ltd.	1350.00	3032.00	4382.00
Total		1362.93	5560.08	6923.01

Cash Assistance involve budgetary support through equity/loan/grants

@ Non-cash Assistance involve waiver of interest, penal interest, GOI loan, Guarantee fee, conversion of loan into equity/debentures etc.

Government have approved closure/winding up of these CPSEs

\$ In addition, ONGC and BHEL would extend cash support to the extent of Rs. 150 crore and Rs. 20 crore respectively.

* Excludes continuation of 50% interest subsidy not exceeding Rs.6.50 crore per annum on VRS loans

\$\$ Cabinet approved "in principle" the takeover of BHPV by BHEL with the direction that the valuation of BHPV be carried out prudently on the basis of established principles and if the takeover is not found feasible, the matter be brought back before the Cabinet.

\$\$\$ Interest free mobilization advance of Rs.30 crore from BHEL for technological up-gradation and diversification which would be repaid through supplies to be made to BHEL against their orders. Interest free advance of Rs. 25 crore from BHEL to ILK at the beginning of each year for the next three years from 2008-09 which will be adjusted against supplies to BHEL in the same year.

List of Operational Nodal Agencies Under CRR Scheme

Sl. No.	Nodal Agency
1	Association of Lady Entrepreneurs of Andhra Pradesh (ALEAP), Hyderabad
2	Central Institute of Plastics Engineering & Technology, Bhubaneswar
4	Indian Council of Small Industries, Kolkata
5	Institute of Leadership Development (ILD), Jaipur
6	KIIT School of Rural Management (KSRM), Bhubaneswar
7	MPCON Ltd. Bhopal
8	MITCON Consultancy Services Ltd., Pune
9	U.P Industrial Consultants Ltd. Kanpur

List of CPSEs which have not furnished the Annual Compliance Reports (2011-12)

Ministry of Civil Aviation

1. Air India Air Transport Services
2. Air India Charters Ltd.
3. Air India Ltd.
4. Airline Allied Services Ltd.
5. Airports Authority of India Ltd.

Ministry of Coal

6. Bharat Cooking Coal Ltd.
7. Central Coalfields Ltd.
8. Central Mine Planning & Design Institute Ltd.
9. Coal India Ltd.
10. Mahanadi Coalfields Ltd.
11. Neyveli Lignite Corpn. Ltd.
12. Northern Coalfields Ltd.
13. South Eastern Coalfields Ltd.
14. Western Coalfields Ltd.

Department of Food & Public Distribution

15. Hindustan Vegetable Oils Corpn. Ltd.

Department of Financial Services

16. India Infrastructure Finance Co. Ltd.

Department of Ayush

17. Indian Medicines & Pharmaceutical Corpn. Ltd.

Department of Heavy Industry

18. BHEL Electrical Machines Ltd.
19. HMT (International) Ltd.
20. HMT Bearings Ltd.
21. HMT Chinar Watches Ltd.
22. HMT Machine Tools Ltd.
23. HMT Watches Ltd.
24. Scooters India Ltd.

Department of Secondary Education & Higher Education

25. EdCIL (India) Ltd.

Ministry of Micro, Small & Medium Enterprises

26. National Small Industries Corpn. Ltd.

Ministry of Power

27. Kanti Bijlee Utpadan Nigam Ltd.

28. NTPC Electric Supply Co. Ltd.

29. NTPC Vidyut Vyapar Nigam Ltd.

30. PFC Capital Advisory Services Ltd.

31. PFC Consulting Ltd.

32. Power System Operation Corpn. Ltd.

33. REC Power Distribution Co. Ltd.

34. REC Transmission Project Co. Ltd.

Department of Biotechnology

35. Bharat Immunologicals & Biologicals Corpn. Ltd.

36. Indian Vaccine Corpn. Ltd.

Department of Space

37. Antrix Corpn. Ltd.

RFD 2012-13: Objectives, Corresponding Achievements and the Composite Score