

STUDY TOUR REPORT NO. 4

C.P.U.NO. 821

COMMITTEE ON PUBLIC UNDERTAKINGS

(2000-2001)

(THIRTEENTH LOK SABHA)

STUDY TOUR REPORT

ON

GARDEN REACH SHIPBUILDERS & ENGINEERS LIMITED

Laid in the Lok Sabha on

Laid in the Rajya Sabha on

LOK SABHA SECRETARIAT

NEW DELHI

December 12, 2000/ Agrahayana 1921(S)

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COMPOSITION OF COMMITTEE ON PUBLIC UNDERTAKINGS

(2000 – 2001)

CHAIRMAN

Prof. Vijay Kumar Malhotra

MEMBERS LOK SABHA

2. Shri Prasanna Acharya
3. Shri Sudip Bandyopadhyay
4. Shri Sunder Singh Barwala
5. Shri R. L. Bhatia
6. Shri Shiv Raj Singh Chauhan
7. Shrimati Sangeeta Kumari Singh Deo
8. Shri C. K. Jaffer Sharief
9. Shri Ram Tahal Chaudhary
10. Shri K. E. Krishnamurthy
11. Shri Vilas Muttemwar
12. Shri Dharan Raj Singh Patil
13. Shri R. P. Rudy
14. Shri Tarit Baran Topdar
15. Shri Devendra Prasad Yadav

MEMBERS RAJYA SABHA

16. Shri Jibon Roy
17. Smt Ambika Soni
18. Shri Suresh Kalmadi
19. Shri Ranjan Prasad Yadav
20. Shri K. Kalavenkata Rao
21. Shri B. P. Singhal
22. Shri Satishchandra Sitaram Pradhan

SECRETARIAT

1. Shri Rajagopalan Nair, Joint Secretary
2. Shri S. Bal Shekar, Director
3. Shri Raj Kumar, Under Secretary

* Elected w.e.f. 28th November, 2000 *vs* Maj.Gen. (Retd.) B.C. Khanduri ceased to be member of the Committee consequent upon his appointment as a Minister w.e.f. 7th November, 2000.

INTRODUCTION

In pursuance of the procedure adopted under Rule 281 of the Rules of Procedure and Conduct of Business for laying the Study Tour Reports on the Tables of both the House of Parliament, Chairman, Committee on Public Undertakings having been authorised by the Committee to lay the Study Tour Report on their behalf, lay the Study Tour Report of the Committee on their discussions with the officials of Garden Reach Shipbuilders and Engineers Limited

2. The Committee held discussions with the officials at Calcutta on 8.6.2000. A copy of the tour programme is annexed (Annexure-I).

3. The Committee considered and approved the Report at their sitting held on 17th November, 2000.

4. The Committee wish to express their thanks to Garden Reach Shipbuilders and Engineers Limited for providing facilities during the visit of the Committee and for supplying necessary material and information required in connection with the Study Tour.

5. They would also like to place on record their sense of appreciation for the invaluable assistance rendered to them by the officials of the Lok Sabha Secretariat attached to the Committee.

PROF. VIJAY KUMAR MALHOTRA
CHAIRMAN
COMMITTEE ON PUBLIC UNDERTAKINGS

NEW DELHI
December 13, 2000
Agrahayana 21, 1922(S)

(v)

"STUDY TOUR NOTES" OF THE COMMITTEE ON PUBLIC UNDERTAKINGS

Discussion with the representatives of Garden Reach Shipbuilders and Engineers Limited at Calcutta on 8th June, 2000.

At the outset, the Chairman, Committee on Public Undertakings made opening remarks and requested the Chairman, Garden Reach Shipbuilders & Engineers Ltd to introduce himself and his colleagues to the Committee. The Chairman, COPU also requested him to give a brief on the working of Garden Reach Shipbuilders & Engineers Ltd.

2 After the introduction of officers, the Chairman, Garden Reach Shipbuilders & Engineers Ltd. informed the Committee that Garden Reach Shipbuilders and Engineers Ltd. is a wholly Government owned multi-dimensional enterprise, under the administrative control of Ministry of Defence. The Company has a diverse product range and possesses a vast reservoir of honed skills in the art of shipbuilding, production of diesel engines and high engineering products developed over a number of years. The Company has three major Divisions, namely; i) Ship Division; ii) Engineering Division; and iii) Engine Division. The Company has six units viz. (i) Main Works; (ii) Fitting out Jetting; (iii) Bailey Bridge Unit; (iv) Belur Unit; (v) Deck Machinery Unit; and (vi) Baranagar Unit in and around Calcutta and the Diesel Engine Plant at Ranchi (Bihar).

made to go in for fresh collaboration agreements with some internationally known engine manufacturers.

6. The Chairman, Garden Reach Shipbuilders & Engineers Ltd. has also informed the Committee that the Company has a full fledged design department with modern facilities like CAD/CAM System. GRSE ensures that products are manufactured based on proven designs for assured quality and reliability. The Company has already achieved ISO 9000 accreditation for – (a) Diesel Engine Plant, Ranchi, (b) Deck Machinery Unit at Taratala Unit, (c) Bailey Bridge at 81 Park Unit, (d) HRD Unit at Baranagar. Efforts are being made for implementation of ISO 9000 quality systems in Ship Division also.

7. With regard to manpower, Chairman, Garden Reach Shipbuilders & Engineers Ltd. has informed the Committee that staff strength of the Company was 7751 (Officer 832 and others 6919) as on 31st March, 2000. The Company is suffering from low productivity due to the ageing of workforce. The Company is taking remedial measures for inducting the required number of essential tradesmen such as Welders, Electricians, Fitters etc. so as to ensure that the production does not suffer in any manner. Training programmes are being organised on work culture, safety, Computer Awareness, Technical Skills specially, in aluminium welding, with a view to bring about improvement in skills, efficiency and work culture of the employees.

On the question of import substitution and export promotion, the Chairman, Garden Reach Shipbuilders & Engineers Ltd. has informed the Committee that Helicopter Traversing System, Helicopter Hangar, Marine Sewage Treatment Plant, KMT-0 Plough, Army Recovery equipment etc. have been developed by the

3. The Chairman, Garden Reach Shipbuilders & Engineers Ltd. also informed that at the time of take over by the Government in 1960, the value of production (VOP) was only Rs.2.24 Crore with a net profit of Rs. 3 Lacs only. The Company continued to make marginal profit until early 70s. However, due to various reasons the profitability of the Company took an adverse turn and it started making losses. By 1987-88 the cumulative loss stood at approx. Rs. 100 crore. From 1988-89 the Company started making profits, when it made drastic curtailment in the expenditure. The Company showed an overall surplus in accounts in 1994-95 and was able to wipe out the entire accumulated loss. The Company has been able to maintain increasing trend in VOP and achieved Rs. 425.64 crore in 1999-2000 (provisional) as against Rs.203 crore in 1994-95. The profit after tax has shown an increase from Rs. 15.82 crore in 1994-95 to Rs. 19.61 Crore in 1999-2000.

4. The Committee have been informed that the major customer of the Company is the Indian Navy. The other customers are Coast Guard, Border Security, State Governments, DGBR, Shipyards, Port Trusts, State Electricity Boards, Irrigation Departments, Agro Industries, etc.

5. About the problems/bottlenecks in the Company, the Committee have been informed that lack of new ship orders is the major problem in the Shipbuilding Division. As a result, the Hull fabrication facility in the Main Unit is lying practically idle and would continue to be so until the order for new LST(L) ships is received from the Indian Navy. The Committee have also been informed that lack of orders for Diesel Engines, Deck Machinery items and Material Handling Projects are also cause for concern. In order to boost the sales of DEP, Ranchi, efforts are being

made to go in for fresh collaboration agreements with some internationally known original manufacturers.

6. The Chairman, Garden Reach Shipbuilders & Engineers Ltd. has also informed the Committee that the Company has a full fledged design department with modern facilities like CAD/CAM System. GRSE ensures that products are manufactured based on proven designs for assured quality and reliability. The Company has already achieved ISO 9000 accreditation for – (a) Diesel Engine Plant, Ranchi, (b) Deck Machinery Unit at Taratala Unit, (c) Bailey Bridge at 61 Park Unit, (d) HRD Unit at Baranagar. Efforts are being made for implementation of ISO 9000 quality systems in Ship Division also.

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(Rs. in Crore)			
Year	Value of Production	Sale of Products	Net Profit
1996-97	304.96	159.39	15.98
1997-98	361.89	145.45	15.38
1998-99	425.95	363.52	42.57
1999-2000	425.64	368.01	19.91

When asked why there is inconsistency in the relationship among value of production, sale of products and profit, the Committee have been informed that GRSE is engaged in building of ships which undergo a long production cycle. As per the approved accounting principle applicable for construction industry, the annual revenue accounting and the profits are calculated on the basis of the Value of Production achieved during the financial year. GRSE has been following this principle. The financial results of the company are thus assessed on the basis of the Value of Production during any financial year. Since the Sales can take place on delivery of the ship of the customer, which take normally 5 to 7 years for completion, the accumulated cost of production during the construction period is shown under "Work in Progress(WIP)". Once the ship is delivered to the customer, the amount recorded under WIP is transferred to the sales. Accordingly, the sales figures as reflected in the annual accounts will represent high volume in the year the ships are delivered.

11. When asked the reasons for low profit during 1999-2000 in comparison to 1998-99, the Committee have been informed that the sales figure is high in the year 1999-2000 basically because of delivery of 2 major warships viz INS-ADITYA and INS BRAHMAPUTRA. The profit of the Company depends on Value of Production and not on sales volume. The profit in the year 1998-99 was high due

to adjustment of excess production of the Liquidated Damages to the tune of Rs. 31 crores.

12. When asked to state as to how the Company has been able to wipe off accumulated loss of Rs. 100 crores and also state whether there was any waiver of loan or grants given by the Government, the Committee have been informed that there was no waiver of loans or grants. However, the share capital was restructured in 1987-88 and accordingly part of the government loans were converted into "Equity" and the balance loan were consolidated into a single loan with repayment in 10 equal instalments commencing from 1991-92. During this period the company was also favoured with new ship orders from the Indian Navy which resulted in gradual improvement and the company started making profit from the year 1988-89.

13. On the question of on-going projects (ships) which are under execution, the Chairman, Garden Reach Shipbuilders & Engineers Ltd. informed the Committee that the following major projects are under construction:

<u>Particulars</u>	<u>No.</u>	<u>Target Committed</u>
Corvette	2	(1st-April, 2001, 2 nd -March/2002)
Fast Attack Craft	4	(1st-March/2000, 2 nd -Aug./2000 3 rd -Nov./2000 & 4 th - March/2000. Delivery of first-two not yet firm'd up owing to Gear Box problem).
Frigate	2	(1st-Feb./2000 & 2 nd -April/2000).
Hover Crafts	6	Sept.2000-Feb.2002.

14. When asked to state whether there are any time/cost over-run involved in the completion of such projects and the reasons for delay in delivery of ships, the

Committees have been informed that the costs are closely monitored by Warship Production Superintendent of Navy for labour and material booking. Hence, costs are strictly controlled and monitored by the customers. Time overrun takes place due to reasons beyond GRSE's control i.e. material availability from customer nominated indigenous sources, sub-contractors delay etc. and partly also due to the work culture prevailing in the shipyard, PERT charts are made for the shipbuilding activity for each ship and are closely monitored by the CWPA in quarterly meetings where the delays are explained and monitored by CWPA. A monthly progress report is also forwarded to the Ministry.

The main reasons for delay in delivery of ships are given below:

- (i) Inadequate infrastructure in eighties to build sophisticated warships. Upgradation was started only in the nineties and is being progressed vigorously.
- (ii) Delay in finalisation of equipment and approval of design.
- (iii) Modification of design and changes in equipment causes rework during the production phases.
- (iv) Delay in receipt of equipment from indigenous suppliers.
- (v) Delay in receipt of Russian weapon packages due to the political turmoil in early nineties.
- (vi) High degree of indigenisation being attempted causes delays in development of the items.
- (vii) Non-availability of experienced sub-contractors in and around Calcutta causes delays in sub-contractor work.
- (viii) Low productivity due to poor work culture.

15. When asked about the volume of production and Sales during the last 3 years and also about modification/upgradation of Bailey Bridge Unit, the Committee have been informed by the Company as under:

Production figure for Bailey Bridge:

	1999-2000 (Prov.)	1998-99	1997-98
V.O.P.(Rs.Crs.)	16.00	17.31	13.81
Sales (Rs.Crs.)	16.63	17.73	14.27
Physical Prodn.(Tonnes)	2455	2416	20951

Modification/Upgradation of Bailey Bridge:

- i) Platforms of the Bailey Bridges have been strengthened by using stiffeners and checkered plates.
- ii) Galvanising of Bailey Bridge components has been done to protect against natural corrosion. The option, however, is to be exercised by the customer.
- iii) Development of Double Lane Bridges of higher capacity is in hand. Double-lane Bridge of 30 ft. in length has been developed and manufactured. It is presently under assembly and testing.
- (iv) Design and Development of multi-lane Bridges of higher span is being progressed.

16. When asked to state why the Company are unable to export Bailey Bridge Unit's products as it has ISO 9000 accreditation, the Committee have been informed that though ISO 9000 accreditation of product-'Bailey Bridges' has had some impact in the export market, the price quoted is the prime factor, GRSE's offers are priced out due to highly subsidised offer quoted by the foreign bidders. Action is being taken to re-organise the existing set-up.

17. When asked about the diversification programme, the Committee have been informed that GSRE has already diversified into Engineering and Engine

manufacturing. Both these activities, however, contribute only about 20% of the total production annually. The facilities available and created over the years with the concurrence of the Ministry of Defence and the Navy are meant for the main business of the company which is shipbuilding. Hence, the Company has to concentrate on receiving ship orders from the Indian Navy and the Coast Guard.

18. On the question of Government's policy/directive with regard to building of ships, the Committee have been informed that the Company is continuously upgrading the technology of building ships with the latest warfare equipments required by the Indian Navy. The requirement of warships is worked out on the basis of threat perception and the Government policy.

19. Asked whether the Company have any collaboration with any foreign companies, the Chairman, Garden Reach Shipbuilders & Engineers Ltd. informed the Committee that the Company has collaborations with foreign companies for engineering products like Hover Crafts, Helicopter Traversing System, MTU Diesel Engine etc.

20. On being asked what assistance is required for modernisation and survival of the Company, the Committee have been informed that modernisation of infrastructure and facilities is the basis for survival of any commercial organisation. The funds for modernisation come from the profits earned. If the facilities are idle - these funds cannot be generated. The Company is presently facing idle capacity in Hull building shops at the Main Unit in Calcutta. As per the Perspective Plan, the Company is supposed to get orders to build 3LST(L)s & 4

ASW Corvettes for the Indian Navy. GRSE must get these orders without any further delay so that the modernisation work can be progressed on time and in the right perspective. Only further orders can make GRSE survive. When asked whether liberalisation has affected the performance of DEP, Ranchi, the Committee have been informed that liberalisation has definitely had adverse impact on the engine orders. DEP, Ranchi is now negotiating for a new version of Diesel Engine MTU 4000 with MTU Germany which is expected to have a better share in the market. With the introduction of this new version of engine, facilities will have to be modernised and upgraded to suit the required technology.

21. About conducting of in-house R&D activities, the Committee have been informed that the Company do not have any separate R&D Department but R&D activities are continuously carried out by the Ship Division in developing new and efficient hull forms and by the Engineering Division in developing new pumps, re-engineering and indigenisation. These are done simultaneously along with the production activity.

22. When asked about views on Government's policy regarding disinvestment in Public Undertakings, the Chairman, GRSE stated that the policy has been devised by the Government who are the owners of the undertakings. The Management view is that care should be taken to rehabilitate the workers. The Government should also ensure that employment of labour in general is not depleted.

23. On the question of quality control, the Committee have been informed that GRSE makes sustained efforts to meet the quality requirements of different

projects of Ship Division and General Engineering through the Quality Systems to achieve high level of Customers' satisfaction. The Company is adequately organised to control all quality parameters right from the raw-material to the end product by means of well equipped inspection & test facilities during the manufacturing stages. The Company possesses NABL Accredited Metallurgical Testing Laboratories and also has well set up Calibration facilities for instruments and gadgets. Product Quality verification by Internal Q.A. Deptt. jointly with Customers' authorised Inspection Agencies/ classified Surveyors are carried out at critical manufacturing stages as well as for the final product.

OBSERVATIONS OF THE COMMITTEE ON GARDEN REAGIS SHIPBUILDERS AND ENGINEERS LIMITED

LACK OF ORDERS FOR SHIPS FROM THE INDIAN NAVY

The Committee note that the Hull Fabrication Facility in the Main Unit of the Shipbuilding Division of GRSE is lying practically idle to the extent of 87 percent at present due to lack of orders for building new ships and the position will continue to remain so until orders for new LST(L) ships are placed by Indian Navy on GRSE for fabrication. The Committee therefore recommend that the Ministry of Defence should immediately decide the question of acquisition of ships for the Indian Navy and place orders on GRSE within a month's time from the date of receipt of this Report. The committee also recommend that the Ministry of Defence should re-orient its policy of acquisition of ships in favour of the Indian ship-building enterprises and should acquire ships only from within the country subject to their quality conforming to standards prescribed as has been done by countries like USA and Japan.

[Action :Mo Defence]

MULTIPLICITY OF SHIP-BUILDING ENTERPRISES IN INDIA

The Committee find that there are a number of ship building enterprises in the public sector under different ministries which compete with one another and there is a lot of avoidable duplication in their undertakings. The Committee, therefore, strongly feel that there is an immediate need for forging out a Ship - Building Policy so that all those enterprises are merged together to achieve better economy in production and to have quicker technology upgradation by pooling in

all the available talent. The Committee desire that this matter should be placed before the Cabinet for an appropriate decision within three months of receipt of this Report by the government.

[Action : M/o Defence]

PROBLEM OF LOW PRODUCTIVITY IN GRSE

The Committee find that GRSE is afflicted by the problem of low productivity due to poor out-turn of work by the labour force, as the committee is given to understand that while countries like Korea take only about 5 years to build a ship, in India, GRSE takes about 8 years to do the same job. The Committee find that this problem of low productivity should be addressed to by the management of GRSE on an emergent basis by suitably motivating the work-force to give out their best every day, and by prescribing norms of out-put by suitably enforcing it with a scheme of incentives and disincentives.

[Action : GRSE]

QUALITY OF IN-PUTS OBTAINED FROM PRIVATE AUXILIARY UNITS

The Committee observe that although GRSE tries to meet quality requirements of different products to satisfy the customers, the Committee feel that the Company should renew its policy regarding acceptance of various components and in-puts supplied by various private auxiliary units to see that no sub-standard items are supplied to GRSE and stricter penalty clauses should be imposed upon them apart from outright rejection of their material, as every such supply delays the production schedule.

[Action : GRSE]

AUTONOMY TO THE BOARD OF DIRECTORS OF GRSE

The Committee feel that there is need for conferring enough autonomy on the Board of Directors of the Company, keeping in view the need for quick decision-making in their business matters and also the huge cost involved in the manufacture of their products. The Committee are of the view that the powers of the Board are grossly inadequate to function in a competitive scenario with adequate economic prudence and therefore recommend that sufficient powers that are available under the Navratna Dispensation should be conferred on this public enterprise in order to realize its enormous potential to be a global player. The Committee wish to be informed of the decision taken in this matter within three months of receipt of this Report.

[Action : M/o Defence]

DIESEL ENGINE PLANT, RANCHI

The Committee note that there is a possibility of Closure of Diesel Engine Plant at Ranchi in view of obsolescence of technology and the product apart from factors such as liberalisations and competition. The Committee therefore, recommend that an advance remedial action plan should be drawn up in respect of this unit on an emergent basis, so that the plant is upgraded in time and the available man-power is sufficiently put to use. The Committee recommend that the current negotiations with MTU, Germany should be expeditiously finalised for the collaborative arrangement for production of the new version of Diesel Engine-MTU 4000,

[Action : GRSE]

ANNEXURE-ICOMMITTEE ON PUBLIC UNDERTAKINGS

Tour programme of Committee on Public Undertakings to Guwahati,
Shillong, Calcutta and Darjeeling from
5th June, 1960 to 12th June, 1960

(Members assembled at Guwahati)

<u>Date & Day</u>	<u>Time</u>	<u>Visit & Discussions</u>
5.6.2000 (Monday)	1730 hrs.	Discussion with the officers of Indian Oil Corporation
	1900 hrs.	Discussion with the officers of Industrial Development Bank of India
		<u>(Night halt at Guwahati)</u>
6.6.2000 (Tuesday)	0900 hrs.	Discussion with the officers of Power Grid Corporation
	1450 hrs.	Departure for Shillong by road
	1800 hrs.	Arrival Shillong
		<u>(Night halt at Shillong)</u>
7.6.2000 (Wednesday)	0900 hrs.	Discussion with the officers of NBEPCO
		<u>(Night halt at Shillong)</u>
8.6.2000 (Thursday)	0730 hrs.	Departure for Guwahati by road
	1000 hrs.	Arrival Guwahati
		Departure for Calcutta by IC-230
	1400 hrs.	Arrival Calcutta
	1600 hrs.	Discussions with the officers of Garden Reach Shipbuilders and Engineers Ltd.
		<u>(Night halt at Calcutta)</u>

ANNEXURE II

**COMPOSITION OF THE COMMITTEE ON PUBLIC
UNDERTAKINGS WHICH VISITED GUWAHATI, SHILLONG,
CALCUTTA AND DARJEELING
FROM 5TH JUNE, 2000 to 12TH JUNE, 2000**

S.NO.	NAME	Date of Joining	Date of leaving
1.	Prof. Vijay Kumar Malhotra, Chairman	5.6.2000 Guwahati	13.6.2000 Calcutta
2.	Shri Prasanna Acharya	5.6.2000 Guwahati	12.6.2000 Calcutta
3.	Shri Sudip Bandyopadhyay	06.6.2000 Guwahati 12.06.2000 Calcutta	06.6.2000 Calcutta 12.06.2000 Calcutta
4.	Shri Surlinder Singh Barwala	5.6.2000 Guwahati	13.6.2000 Calcutta
5.	Shri R L Bhalia	5.6.2000 Guwahati	6.6.2000 Calcutta
6.	Shri Shivraj Singh Chauhan	6.6.2000 Guwahati	13.6.2000 Calcutta
7.	Ma. J. Gen. (Retd) BC Khanduri	6.6.2000 Guwahati	9.6.2000 Calcutta
8.	Shri K E Krishnamurthy	8.6.2000 Calcutta	12.6.2000 Calcutta
9.	Shri Dharam Raj Singh Patel	5.6.2000 Guwahati	12.6.2000 Calcutta
10.	Shri R P Rudy	5.6.2000 Guwahati 9.6.2000 Darjeeling	7.6.2000 Shillong 11.6.2000 Darjeeling
11.	Shri Tarit Baran Topder	5.6.2000 Guwahati 12.6.2000 Calcutta	8.6.2000 Calcutta 13.6.2000 Calcutta
12.	Shri Devendra Prasad Yadav	8.6.2000 Calcutta	13.6.2000 Calcutta
13.	Shri Jibon Roy	5.6.2000 Guwahati 9.6.2000 Darjeeling	7.6.2000 Guwahati 11.6.2000 Darjeeling
14.	Smt. Ambika Soni	6.6.2000 Guwahati	6.6.2000 Calcutta
15.	Shri Ranjan Prasad Yadav	5.6.2000 Guwahati	12.6.2000 Calcutta
16.	Shri K Kalavenkata Rao	6.6.2000 Calcutta	12.6.2000 Calcutta
17.	Shri B P Singhal	8.6.2000 Calcutta	13.6.2000 Calcutta
18.	Shri Satish Chandra Sitaran Pradhan	8.6.2000 Calcutta	11.6.2000 Darjeeling

SECRETARIAT

1. Shri S Bal Shekar, Director
2. Shri Raj Kumar, Under Secy

9.6.2000 (Friday) 0930 hrs. Departure for Bagdogra by IC-721.
1400 hrs. Arrival Bagdogra.
1410 hrs. Departure for Darjeeling by road (Approx. 75 km.)
1800 hrs. Arrival Darjeeling.
(Night halt at Darjeeling)

10.6.2000 (Saturday) 1600 hrs. Discussions with the officers of Andrew Yuba & Company Ltd.
(Night halt at Darjeeling)

11.6.2000 (Sunday) 0900 hrs. Discussion with the officers of National Hydroelectric Power Corporation.
(Night halt at Darjeeling)

12.6.2000 (Monday) 0800 hrs. Departure for Bagdogra by road
1130 hrs. Arrival Bagdogra.
Departure for Calcutta by IC-722
1410 hrs. Arrival Calcutta.
1600 hrs. Discussion with the officers of IBP Co. Ltd.

DISPERSAL