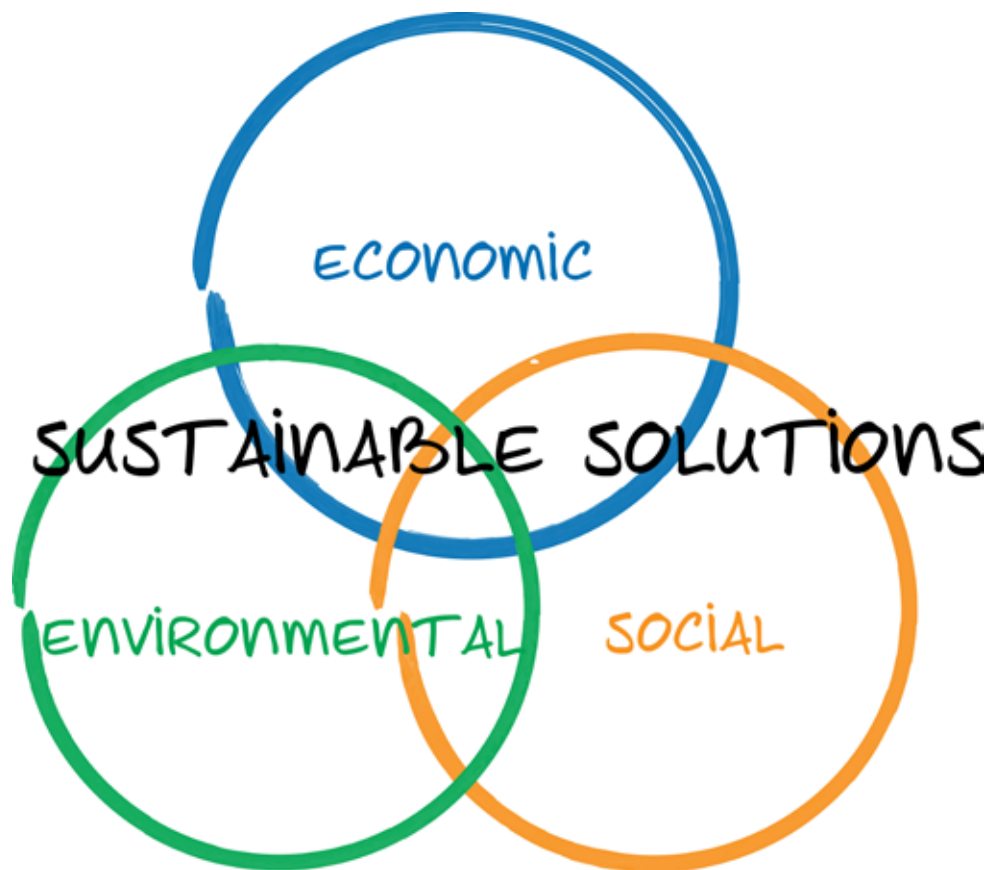


CIB on wings



December 2014

Dear Readers,

This Yuletide, I am reminded of a quote from Charles Dickens that says, “I will honour Christmas in my heart and try to keep it all the year.” The birth of the Messiah brought, and still brings, good news to all who recognize the need for change – one that has faith, hope and love. CIB pursued after activities – though not connected with Christmas – which in some ways tried to encourage the three qualities just mentioned. Some of these are shared with you in the ensuing pages.

How can business and industry play a constructive role in Corporate Social Responsibility was discussed over a three-day workshop with Indian and Japanese delegates.

The launch of two more City Chapters in India – one in Bangalore and the other in Jamshedpur – to encourage businesses to eschew unethical practices is another update that we bring to you. While the Inaugural meeting of the Bangalore Chapter has been included in this issue, the one for the steel city will be shared with you in the next update.

The Mumbai Chapter met for the eighth time to build on one of the verticals that it had decided to focus on – reaching out to Management students and industry bodies in Mumbai. The report of their meeting will give you an insight into their discussions.

Included in this issue is also an invitation to the next Trust and Integrity in a Global Economy (TIGE) conference to be held in Caux, Switzerland from June 26 to July 1, 2015. We would like to encourage you to consider participating, especially if you are close by at the time.

We trust you will find this Newsletter informative and interesting. Until our next issue, we would like to leave you with every good wish and a very blessed Christmas.

Mrs. Ishika Banerjee

Indo-Japan Business Workshop on CSR

Collective Impact towards Sustainable and Humane Development

November 13 to 15, 2014

Business has far too long stressed on conventional ethics related mainly towards financial and economic integrity. Today Business is going far beyond financial and economic to a multiple context scenario. Environmental and Biodiversity balance, Social and Individual well-being and the Principles that enable sustainable business are distinct. Business processes, models and behaviour need to stretch far beyond conventional forms of integrity to embrace these newly evolving contexts. CSR and Sustainability are catch phrases that elude definition but emerge as a connecting language on these new emerging dimensions.

CIB recognises the power of business and technology to make a vast difference to mankind. Through various modes of dialogue, discussion, networking and so on CIB proposes to facilitate a process in which the actors will evolve alternatives, solutions from actual experiences and practice in form of knowledge and actionable. CIB hopes to mobilize policy makers, business leaders, students of business management, opinion makers of sorts and society at large, to ensure that Business is and shall always remain a force for good.



On the Inaugural Day of the Indo-Japan Business Workshop that took place at Asia Plateau from November 13 to 15, 2014, 73 persons looked on as the traditional Indian lamp was lit by representatives from 13 countries that spanned most continents of the globe. They then listened to Sarosh Ghandy, Director, CIB who started by saying that CSR or Sustainability are part of business and it is that integral process which helps business to give back to society what it has taken from

it, and share even more value. Mr Ghandy quoted the examples of Tata and enlightened businesses in India, to say how enterprises can behave in a way so as to build local communities, regions and the nation. Mr Ghandy then quoted examples of a research from Japan on 20,000 companies more than hundred years old to say that the purpose of a business was much more than to make money. “Money is just a means, though it is important.” Mr Ghandy concluded that co-existence and collaboration results into co-prosperity.

Following Mr Ghandy’s Welcome Address, Hironori Yano, Chairman, International IC Association of Japan/ Chair, Caux Round Table Japan in his Inaugural Address began by underlining the importance of building trust and strong moral character as the basis for sustained business. In a global scenario, Mr Yano said, it is important to anticipate with a new attitude and hasten the resolution of trade conflicts. Such societal risks should be quickly resolved through dialogue and co-operation. Mr Yano said that living and working together for the common good is the essence of good global business. Mr Yano explained the 5 Principles of good business which included the importance of leadership by example, keeping promises, and that it is so important for a society in which a sense of shame works as a deterrent to the evil of greed in business. Exalting the contribution made by all nations and particularly the Chinese philosopher Confucius, Mr Yano said. “Virtue will never remain alone!”



Dr Bhaskar Chatterjee, DG of IICA, Ministry of Corporate Affairs, Government of India, (who was largely instrumental in the formulation of the recent Companies Act in India) while delivering the Keynote Address began by saying that in the typical Indian scenario, genuine empowerment of the poor was necessary. It was also necessary

to systematically gather the scattered work done by companies into a cohesive and meaningful effort. This effort had to get more focused so as to create knowledge and spread ideas to scale action especially in areas where India is low on indicators such as Health, Education and so

on. Starting with the examples of how the Public owned enterprises in India began CSR efforts, Dr Chatterjee explained the need to take it to the Private sector as well. This opportunity came during the creation of the New Companies Bill in 2013, where one Clause on CSR was brought amidst nearly four hundred sixty and more other aspects of a renewed company law management. Out of one million registered companies about 16,000+ were now eligible to make a mandatory two per cent contribution of the net profits on CSR activity. Dr Chatterjee while explaining the war of words that bedevilled their discussion on an amicable definition of CSR said that putting down activities under a flexible Schedule became their way of defining CSR for India. Dr Chatterjee stated that the expenditure made by companies towards the activities mentioned in the Schedule were the anchor. Over these issues there was a lively discussion to take advantage of Dr Chatterjee's presence.

At Initiatives of Change centres all over the world, events like this one are creatively enveloped in an emotional and holistic experience. Early in the mornings one could go some soul nurturing, participate in the multi-faith prayer, and receive a slice of inner governance with life-changing experiences shared.



This becomes the substratum for other debates during the day. There is also the visit to Grampari, a social initiative on village development on building sustainable livelihoods and another to Devrai, an arts and crafts centres created by tribal artisans.

CSR Best Practices - a Discussion:

A brain storming session with senior business leaders was later held to make an assessment of what they perceived to be CIB's emerging role and also take suggestions for future action in certain steps that might lead to discussions in the 2016 Conference.

In the first Plenary session that focused on CSR Strategy at the



company level, Shinichiro Uryu of Mitsubishi Heavy Industry stressed that CSR and Sustainability are not separate and are integral to the company's Governance strategy. It is voluntary and out of conviction that in Japan and other countries where they conduct business to add value in a natural way to enrich their community. Their Businesses are closely connected to the Earth, People, and Next generations,

which become the context for their selecting business areas, processes and product designs. Sudhakar Gudipati, group General Manager for Tata - the India based conglomerate also with a 130 years legacy shared the unique Ownership of the Tata group which is held by Trusts, and with the Founder J N Tata's vision the community is always the core purpose of existence of their business enterprises. Over the years, the Tata group has followed and reinvented strategies to empower neighbouring community.

The second Plenary session dealt with CSR Strategy at the Program & Monitoring Level. At this session, Ms Ramya Rajagopalan of Siemens India made the presentation about alignment with UN Development goals and develop a company level CSR strategy with detailed activities. In terms of sharing core competence, they awarded scholarships to Engineering students. Furthermore, they adopted ITIs (Technical Institutes) and upgraded their infrastructure and capacities for skill development of youth. In order to improve local governance they have adopted a model village.



The Toshiba presentation, made by Mr Tomoyuki Kaku followed also showing that the Chairman personally helped make CSR and Sustainability the corner stone of business, thus reflecting Leadership involvement. Seven Principles form the basis for action: Organisational Governance; implementing Environmental Standards like GRI G4 & SA 8000

Human Rights Due Diligence; adopting the UN Global Compact; processes for Stakeholder Engagement and fair operating practice with all people.



The session on Employee Welfare – as an example of Stakeholder Engagement saw Bobby Kuriakose, General Manager - Human Resources at Forbes Group make a presentation on their HR initiatives. The Forbes group is one of the oldest businesses in Pune which is family owned and is known also for high sense of

integrity and for the respect they have earned from the community. While a number of employee schemes were mentioned, the emphasis was on cross functional co-operation within the company with deep involvement; mutual respect among colleagues; mechanisms to engage and to listen to employees were key highlights. The company has built a hospital for employees and the local community years ago and also has adopted a cluster of villages for integrated rural development in which programs for health, education, women and child, youth development are in focus.

Anant Nadkarni, made a presentation on the legacy of the Tata Group related to employee welfare which passed through various stages before Indian Reforms came in the nineties. Mr Nadkarni felt that the employee's point of view was still lacking in making of policies and framing rules at the national and company levels; the management on their part had to realise that Business needs to co-create Value, where the precondition is to first build a culture of co-existence and collaboration. This fits into the CIB perspective he said where conviction / commitment were always greater than compliance! He cited examples where employee schemes initiated by companies became Law in India several years later! He also suggested a list of Specific Measurable Results for Action on making Business more relational than transactional in all its engagements; ways to share prosperity; create



equal opportunities; generate business with purpose for profit and finally how costs should reflect the truth about business disruptions.

In the penultimate session of the Workshop the focus was on how Business is and will remain a Force for Good.

Preamble: The Conference has come to some Generic and Specific actionable with a view that it could benefit policy makers, business leaders and practitioners, students of business management and other professions, social sector and other opinion makers among others.

Some among the Generic issues are:

1. Democratic processes have shaped the role of business and unleashed free enterprise.
2. Business is the unit within an economy for creating and sustaining value in a free enterprise.

The Conference has come to some Generic and Specific actionable with a view that it could benefit policy makers, business leaders and practitioners, students of business management and other professions, social sector and other opinion makers among others.

3. In a free enterprise, people, relationships and their well-being are the central purpose.

4. Amidst and in spite of contradictions, at CIB we collectively believe that sustainable Business is a force for good.
5. Sustainable Business decisions are made in a multiple context - social, human, environmental, cultural and so on (rather than in merely economic and financial terms).
6. Business is good for the individuals engaged with it, it is good for institutions investing various resources, and together it co-creates good for all people and the planet.
7. Business should focus on generating wealth, and the distributive

justice of that co-created wealth.

Possible Points for Action:

In a presentation by Hiroshi Ishida, Executive Director of CRT Japan he explained that various systems and voluntary Standards for Sustainability came at different points in time and from different cultural contexts. Therefore business leaders have expressed a need to simplify. CIB-CRT Japan is consulted by small and large companies to incorporate some of the useful aspects of these processes and to customise company-level requirements. A detailed sample of the framework was shown and elaborated.

Following this, Anant Nadkarni made a presentation representing LeaderShape, UK. He presented the summary of the conference, took key feedback from every participant to converge onto a way forward.

1. CIB as facilitator could consider ideas / identify ways and innovations in the areas of business Ownership and Governance of enterprises with respect to sustained creation and fair distribution of wealth. CIB may also identify innovations in development of various Leadership styles and fostering of Future Talent, Employee Engagement and Volunteering that bridge business with society and environment in a deeper relationship beyond transactions that create goods and services.

2. CIB will endeavour to identify Systems, Processes and Business Models for sustainable business. CIB will

CIB will help showcase and foster demonstrable ways to build exemplary behaviour / culture, practice and examples of living and sharing sustainable value in a business context

encourage companies in the adoption of Voluntary global Standards like the GRI, IIRC or UN frameworks, SA 8000 or ISO 26000 and Indian / Japanese protocols for sustainable business. Even more so, CIB will help showcase and foster demonstrable ways to build exemplary behaviour / culture, practice and examples of living and sharing sustainable value in a business context. Similarly, CIB will promote Systems / Standards as well as behaviour and practices in

good Stakeholder Engagement which leverage long term relational potential of business and brand.

3. Most importantly, as a robust advocate of sustainable business enterprise, CIB will showcase and promote innovations which demonstrate the imaginative use of Technology, Organisational Competencies and all forms of Business modes of action that have reached out to the most underserved and made a significant difference or given clues for scaling. CIB will constantly strive to present and foster those who can find enterprise solutions to on-going or new social and environmental initiatives to convert them into businesses perhaps for the greater good of all.

In a summary prepared from feedback received from all those who attended the Business Workshop, the overall impression of the Workshop scored 87%. For Course Material a score of 81% was obtained; Methodology got an 83%; Content, 87%; and Arrangements 95%.

Mr. Hironori Yano, in conclusion thanked everyone for the excellent workshop.



Delivering the Valedictory Address, Prabhakar Kumar, former Cabinet Secretary, Government of India, shared that the subject of CSR was apt to debate upon. Mr Kumar said that CSR is mandated in our country for certain specific reasons and it applies to a relatively minute number of companies. Sharing from his experiences, he illustrated how genuine CSR comes as a response out of the extent to which we are able to feel and experience the pain and suffering of the poorest of the poor.

He felt that deep empathy must guide the deeper intent behind CSR. Mr Kumar, while supporting CIB's recommendations and reaching them to policy makers, said that CIB must go beyond its advocacy role and strive towards mobilising opinion and influencing government and business alike.

Stressing how activities such as education and development should be

left to the government, he went further to encourage his listeners how companies should devote their CSR activities towards other areas in society that needed attention. Citing examples such as Danone supplying yogurt to mal-nutritioned children in remote areas in Bangladesh; companies supplying chemically treated mosquito nets to prevent spread of Malaria; and supplying of low cost sanitary napkins to enhance hygiene and health he shared how such innovations can reach the poorest of the poor. He felt that CIB should identify and spread such examples of what he termed 'social businesses'. These cause-related ideas provide the whole business with a 'CSR' flavour, he concluded.

The above is an extract taken from a Report compiled by Prof. Hiroshi Ishida, Japan and Mr Anant G Nadkarni, India. A small committee will meet in the coming months to understand the outcome and may propose further action in consultation with others concerned. For the full report, please write to the CIB Secretariat at: cib.ap.india@gmail.com

Obituary

Sincere condolences to the families of Col. Cyrus Bharucha (Retd.) and Lt. Col. Ram Rege (Retd.) who passed away.

Col. Bharucha met with a tragic end in a car accident while Lt. Col. Rege passed on after a full life.

CIB (India) Bangalore Chapter

Inaugural Meeting Report

November 28, 2014

Venue: Siemens Ltd., St. Mark's Road

The origin of a river is a small but continuous source of water. It is only when the river starts flowing does it gain momentum and grow. With this thought in mind, the CIB Bangalore Chapter launched itself by having the Inaugural meeting on November 28, 2014.

Under the leadership of Chapter Convenor, Dilip Patel, Jt. MD, Addon Engineering Pvt. Ltd., around 17 persons gathered at the meeting room at Siemens Ltd. on St. Mark's Road. The intent of this first gathering was clear: deliberate and suggest ways on how a fledgling group with the resolve to encourage businesses that it was possible to remain competitive while still being ethical, could be sustainable and relevant.



After the customary lighting of the lamp, Dilip Patel expressed gratitude to Ashok Swaminathan of Siemens Ltd. for permitting the use of their meeting room. In the course of the introductions that followed, it was evident that the small group that had gathered represented a fairly diverse field ranging from manufacturing, IT and banking & finance industry on one side of the spectrum to members from education, the medical profession and management consultants on the other side.

For the benefit of those who did not know about the CIB program or its parent organization, Initiatives of Change (IofC), Prof. R Rajagopalan, an Educationist and Environmentalist of repute, was requested to make

a brief introduction on IofC.

Sarosh Ghandy, Director, CIB then took the audience through the history and background of CIB before presenting his listeners with the intent of initiating the Bangalore City Chapter. Elaborating, he shared



that the objective was to include many industry/business heads to this platform with a focus on enhancing ethical practices while remaining competitive.

The floor was then thrown open to all for suggestions as to how the CIB Bangalore City Chapter with such an objective could be made meaningful and full of purpose. Posers to this effect were placed before the members to help elicit suggestions.

- Is such a platform desirable?
- If so, what should be the value-adding prospects to help this platform grow?
- What should be the periodicity of the meetings?

Several suggestions came forth. Some said that:

1. Each one should invite new like-minded members in the coming meetings.



2. A Google/Gmail group should be created for all of us to interact. Sunitha, one of the members, agreed to take up the task. Dilip was later briefed that a Gmail address for the Bangalore City Chapter already exists and that the members were

welcome to use this for the purpose of forming a group.



3. Compliance officers from various companies should be invited for expanding the base.

4. Members should be encouraged to share their success stories of ethics and the tribulations they went through.

Others also suggested that:

5. the first couple of meetings should be held at the same venue, i.e. the Siemens Ltd. office at St Mark's Road; and later other venues by rotation can be utilised. Chand Basha offered his premises in Peenya for such prospects.

6. Generally, the last Friday of the month should be fixed for the monthly meetings. It was however agreed that the meeting in December be held on 19th because the last Friday fell on the Christmas week.

7. Dilip Patel explained that he had to be away at Panchgani on December 19, hence Sarosh Ghandy kindly consented to preside over the meeting and conduct the same. B R Nagaraja, former Sector Compliance Officer



- Infrastructure and Cities Sector, Siemens Ltd. was requested to help Sarosh in conducting the meeting and calling on his experiences and contacts to invite Compliance Officers from other MNCs. Mr. Nagaraja readily accepted this request.

8. K Krishnakumar, one of the members who attended the Inaugural meeting, promised to teach juggling if members came half an hour early on the next meeting day.

An inspiring short documentary of how a business in Belgaum became what they called a 'temple of ethics'. This film on Suresh Hundre of Polyhydron, showcasing their journey to establish an ethical company, was shown to all. The members applauded the achievements of Polyhydron.

Inviting each one to be increasingly involved while also bringing in other industry/business friends within one's circle of influence to become part of the Chapter, Dilip Patel, thanked everyone for their time and commitment.

Next Bangalore Chapter Meeting

Date: December 19, 2014

Time: 3:30 pm

Venue: Siemens Ltd. St. Mark's Road

RSVP: Dilip Patel at cib.bangalore.india@gmail.com /

+91-9845025812

or B R Nagaraja at +91-9930047887

Juggling tricks by K. Krishnakumar at 3:00 pm

CIB (India) Mumbai Chapter

Eighth Meeting Report

November 1, 2014

Venue: IofC flat at Kumaram, Worli Seaface

“Three months back we had identified seven verticals under which the CIB Mumbai Chapter would direct its efforts,” began Anil Chopra, Convenor of the Chapter after welcoming the nine persons who had gathered for the monthly City Chapter meeting at Kumaram on November 1, 2014.

Recapping briefly the discussion they had at the last month’s meeting on sustainability of the Chapter he continued, “Though most of the other verticals are yet to make headway, we are happy that the vertical that focuses on reaching out to youth in Management Institutes and Industry Bodies in Mumbai is ready for action.”



Taking up the issue of Management Institutes first, 12 colleges were listed out to work with in the coming weeks and months. (List appended below.) Individuals in the group offered to follow up with a few institutes after contact has been established so as to ensure that action initiated does not fall

between stools. Deliberating on a first level action plan, it was decided that a mail needs to be drafted to the responsible persons of institutes to schedule a meeting. The purpose of the meeting, it was agreed, should be to explain to the Heads of these Management Institutes the intent of CIB and how the members of the City Chapter would like to conduct sessions with students so as to share success stories on how it is possible to be “ethical in business while still remaining competitive”.

As preparation for this meeting with the Principals and students, it was felt that a Presentation on CIB with a few slides on the Mumbai Chapter needs to be made ready. Tapan Parekh, Director, Dot Solutions agreed to help with inputs for the content of the presentation.

It was rightly felt that if the presentations are to have any impact, they must be backed up by success stories and personal sharing from ethical yet successful business leaders. Some names that came to mind were those of Suresh Vazirani, CMD, Transasia Bio-Medicals Ltd.; Vivek Asrani, MD, Kaymo Fastners Company; and S S Puri, former Director General of Police (Anti-Corruption).

Shifting focus to working with Industrial bodies, the second aspect of this vertical,

organisations such as the Confederation of Indian Industry (CII), Bombay Chamber of Commerce, Thane-Belapur Industrial Association, etc. was discussed. It was felt

Explain to Heads of Management Institutes the intent of CIB and how the members of the City Chapter would like to conduct sessions with students so as to share success stories on how it is possible to be “ethical in business while still remaining competitive”

that initially, two Industry bodies – Bombay Chamber of Commerce and Thane-Belapur Industrial Association should be the initial focus. Vijay Paranjape, former Group Director and Executive VP and CEO of Industry Sector, Siemens Ltd. reiterated his willingness to introduce members of the CIB Mumbai Chapter to the Secretary of the Thane-Belapur Industrial Association. The objective, it was agreed, would be to meet up with them, understand their issues and explore how CIB can address some of the problems which haunt them. It was felt that such an initiative should be supported by various members of the CIB Chapter, the Public Concern in Governance Trust (PCGT), Right to Information Act (RTI) activists and several retired civil officers to guide or support the issues haunting these SMEs.

It was also agreed that with the same objective, efforts should be made to reach out to local business associations in Mumbai such as the Indian Merchant Chamber, the Employer's Federation of India and the Bombay Chamber of Commerce how jointly one could further the process of spreading the conviction of being ethical while still remaining competitive.

A small team of members were formed to meet with the Thane-Belapur Association members. It was felt that this team comprising of Rajendra Gandhi, Vice Chairman & MD, GRP Ltd.; Anoop Sehan, VP, Sharaf Travels, Vijay Paranjape, S S Puri, Dr. R K Anand, Pediatrician and



former Medical Director, Jaslok Hospital and Anil Chopra should meet before the December monthly Chapter meeting to plan for the meeting with the Association members.

It was suggested that a Web Page be developed for the Mumbai Chapter so that the Chapter activities and developments could be regularly uploaded. Tapan Parekh agreed to help in this area which included the content.

Rajendra Gandhi and Vijay Paranjape agreed to lead the efforts with the Government or Quasi Government bodies so as to engage them in coordinating workshops/meetings with their members.

Shailesh Gandhi, former Central Information Commissioner and RTI Activist while talking of his efforts in the past in furthering the subject of Right to Information shared a letter and a White Paper submitted by him in this matter. He suggested that this letter and White paper (appended as Annexures to this Report) should be circulated to all members of CIB. He also offered the Mumbai Chapter members that

they could share his experiences and success during his career with the government in various roles.

Further, Anoop Sehan shared that the Government of India has revised their webpage with basic information on

Dr. Swati Bhawe, author of a book on Anger Management who was also present, spoke of her research and experience on anger management in families, especially children

several processes, like application for Passport, Driver License, Voter Registration and several other simple processes. He agreed that he will detail some of them and share them as one page guidelines so that it could be easily available on the CIB web page. It was suggested that attempts should be made to try and engage someone with a legal background to offer advice to people on any matter.

Before the meeting concluded, Anil Chopra took it upon himself to develop the initial introduction letters to Management Institutions and to the Thane-Belapur Association. He also said that he would arrange for the preparation of the next level presentations at various meetings and coordinate the mid-month meeting with various people.

Following the CIB Mumbai Chapter meeting, everyone stayed on for the IofC meeting. This month's focus was on "Ill-temper". Ms. Fatima Rashid, a clinical psychologist initiated the discussion. Dr. Swati Bhawe, author of a book on Anger Management who was also present, spoke of her research and experience on anger management in families, especially children.

Following this discussion, those who had taken pledge forms to donate organs were requested to personally bring in the duly filled form(s) so that the same could be passed on to the Social Worker who had addressed the gathering at the previous month's meeting.

Below is the list of Management Institutes that the Mumbai Chapter members have suggested to initially approach. The persons who have

offered to follow-up are in parenthesis.

- S. P. Jain Institute of Management & Research (Prof. Virendra Shukla)
- K. J. Somaiya Institute of Management Studies & Research (Prof. Virendra Shukla)
- Sydenham College of Commerce & Economics
- Welingkar Institute of Management Development & Research (Ignatius Pinto)
- Narsee Monjee Institute of Management Studies (Ignatius Pinto)
- H. R. College of Commerce & Economics (Ms. Rekha Shahani-Jagasia)
- K. C. College (Ms. Rekha Shahani-Jagasia)
- Tata Institute of Social Sciences
- Jamnalal Bajaj Institute of Management Studies
- Pravin Gandhi College of Law (Tapan Parekh)
- Vivekananda Education Society's Institute of Management Studies & Research
- Chanakya Institute of Management Studies & Research (Rajendra Gandhi)



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Joe Garner, Former Head of HSBC UK Retail Bank, at TIGE 2013

Aims of TIGE 2015:

Equip current and future economic leaders with ways of leadership that emerge from their personal story and purpose.

Showcase and support existing and upcoming economic models and ways of working that enable an equitable and sustainable society.

Registration and venue information at
www.caux.iofc.org/en/Caux-Conferences-2015
Email: tige@iofc.org Web: www.trustandintegrity.org

Letters to the Editor

I just received this Newsletter and our first impression is that each issue is getting better and better!

If there is anything I could do, please do let me know and I will be happy to do it.

Anant G. Nadkarni, Pune

Thanks very much... You are doing great work!

Ms. Barbara Down, UK

I read your CIB on Wings - Nov 2014 report with interest; specifically the suggestion to link up with Business Schools. This would greatly assist the concept of internship and ideally result in industry getting partially trained recruits - recruits who can start work with minimal hands on time.

A similar initiative could be considered at the Government school level, for specific education in English, and related areas of interest to the children. This gives the child an idea of what is involved in the work in that specific industry.

I tried this with my daughters, results were meaningful and the girls are happy at their respective careers. Now I am doing a similar initiative for Tamil slum children, whose parents work part time with me.

We are supported by a few ladies in the area who have retired/children gone or married (empty nest syndrome) and feel good at giving their time - one hour a day.

If any of you want to come and see the set up, you are most welcome.

Ms. Veronica Peris, New Delhi

I have gone through the deliberations of the Mumbai Chapter of CIB India and notice two points highlighted. One relates to delivery of Public Services and other on the 'Conduct' of Civil Servants. I like to share with you that already 20 states have passed Act for Delivery of Public Services, within a time-frame. MP was the first State to do so in 2010. Other States followed. Maharashtra is not one of them. May be Mumbai chapter of CIB could highlight this lacuna, and help fill-in the gap. I would be very happy to be of any help in this regard.

Second issue related to Code of Conduct for Civil Servants. This Code has been there for a long time. Many countries in the world have developed 'Code of Ethics' for the Civil Services. This was also one of the 'recommendations' of the Second Administrative Reforms Commission. I have developed this and prepared a 'Draft' of the same.

B. K. Taimni, New Delhi