

**Report of the  
Comptroller and Auditor General of India  
on  
Public Sector Undertakings**

**For the year ended 31 March 2014**

**Government of West Bengal  
Report No. 3 of the year 2015**

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## Preface

This report deals with results of audit of Government Companies and Statutory Corporations for the year ended March 2014.

The accounts of Government Companies (including companies deemed to be Government Companies as per the provisions of the Companies Act, 1956) are audited by the Comptroller and Auditor General of India (CAG), under provisions of Section 619 of the Companies Act, 1956. The accounts certified by the Statutory Auditors (Chartered Accountants) appointed by the CAG under the Companies Act are subject to supplementary audit by officers of the CAG and the CAG gives his comments or supplements the reports of the Statutory Auditors. In addition, these companies are also subject to test audit by the CAG.

Reports in relation to the accounts of a Government Company or Statutory Corporation are submitted to the Government of West Bengal by CAG for laying before West Bengal Legislative Assembly under Section 19A of the CAG (Duties, Powers and Conditions of Service) Act, 1971.

In respect of West Bengal Industrial Infrastructure Development Corporation, West Bengal Scheduled Castes and Scheduled Tribes Development and Finance Corporation, West Bengal Minorities Development and Finance Corporation, West Bengal Backward Classes Development and Finance Corporation and Calcutta, North and South Bengal State Transport Corporations, which are Statutory Corporations, the CAG is sole auditor. The CAG also audits accounts of West Bengal Electricity Regulatory Commission, as sole auditor. As per the State Financial Corporations (Amendment) Act 2000, the CAG has the right to conduct audit of accounts of West Bengal Financial Corporation (WBFC) in addition to audit conducted by Chartered Accountants appointed by WBFC out of a panel of auditors approved by the Reserve Bank of India. In respect of West Bengal State Warehousing Corporation, the CAG has the right to conduct audit of their accounts in addition to audit conducted by the Chartered Accountants appointed by State Government in consultation with the CAG. Audit Reports on annual accounts of all these corporations/ Commission are forwarded separately to State Government.

The instances mentioned in this Report are those, which came to notice in course of test audit for the period 2013-2014 as well as those which came to notice in earlier years, but could not be reported in previous reports; matters relating to the period subsequent to 2013-2014 have also been included, wherever necessary.

The audit has been conducted in accordance with Auditing Standards issued by the Comptroller and Auditor General of India.

## Overview

### I Overview of State Public Sector Undertakings

*Audit of Government Companies is governed by Section 619 of the Companies Act, 1956. Accounts of Government Companies are audited by Statutory Auditors appointed by the CAG. These accounts are also subject to supplementary audit conducted by the CAG. Audit of Statutory Corporations is governed by their respective legislations. As on 31 March 2014, the State of West Bengal had 74 working PSUs (65 companies and nine Statutory Corporations) and 17 non-working PSUs (16 companies and one corporation), which employed 0.59 lakh employees. The 38 working PSUs that finalised accounts for 2013-14 registered a turnover of ₹37,212.69 crore. This turnover was equal to 5.26 per cent of State GDP.*

#### **Investments in PSUs**

*As on 31 March 2014, investment (capital and long term loans) in 91 PSUs was ₹43,444.95 crore. It grew over ₹40,970.41 crore in 2008-09, at a compound annual growth rate of 1.18 per cent. Power sector accounted for nearly 67.30 per cent of total investment in 2013-14. Government contributed ₹ 2,247.13 crore towards equity, loans and grants/ subsidies during 2013-14.*

#### **Performance of PSUs**

*Out of 74 working PSUs, 38 prepared accounts for 2013-14. During the year 2013-14, 22 PSUs earned profit of ₹614.19 crore and 15 PSUs incurred loss of ₹988.46 crore. Major contributors to profit were West Bengal State Electricity Transmission Company Limited (₹368.76 crore), The West Bengal Power Development Corporation Limited (₹78.43 crore) and West Bengal Infrastructure Development & Finance Corporation Limited (₹53.20 crore). Heavy losses were incurred by Haldia Petrochemicals Limited (₹464.63 crore), The Durgapur Projects Limited (₹226.16 crore) and West Bengal Housing Infrastructure Development Corporation Limited (₹89.31 crore).*

#### **Arrears in accounts and quality of accounts**

*Quality of accounts of PSUs needs improvement. Reports of Statutory Auditors on internal control of companies indicated several weak areas.*

*The accounts of 36 working PSUs were in arrears for periods ranging from one to five years. There were 17 non-working PSUs of which five finalised their accounts for the year 2013-14 while 12 PSUs had arrears of accounts for one to eight years. State Government needs to take appropriate action to clear arrears in a time bound manner.*

#### **Placement of SARs**

*There was delay in placement of SARs in State Legislature in respect of Statutory Corporations. The Government should ensure prompt placement of SARs in the Legislature.*

(Chapter I)

## II Performance Audits relating to Public Sector Undertakings

Performance Audit relating to '*Project Management of New Thermal Power Units in West Bengal*' in respect of West Bengal Power Development Corporation Limited and The Durgapur Projects Limited was conducted. Executive summary of audit findings is given next:

### **Introduction**

*Government of West Bengal (GoWB) planned to set up 14 thermal power generating units in the tenth (2002-07) and eleventh (2007-12) plan periods, through West Bengal Power Development Corporation Limited (WBPDC) and the Durgapur Projects Limited (DPL). While no unit was commissioned in the tenth plan, WBPDC and DPL commissioned seven units between 2008-12.*

### **Financial Position**

*While WBPDC had earned profit in all these years, DPL incurred losses in all the five years.*

### **Planning**

*Given the long gestation period for thermal power stations, planning for capacity addition was not taken up sufficiently in advance. This led to mismatch between demand and availability of power and additional cost of ₹ 3,125.15 crore on purchase of power. Besides, there were deficiencies in detailed project reports.*

### **Project implementation and execution**

*Both WBPDC and DPL had not laid down a detailed project implementation schedule (PIS) or set up a dedicated project implementation team (PIT). This led to delays in completion ranging from 12 to 24 months and performance of the projects was not satisfactory. Work was held up on account of non-completion of pre-tender formalities on time, awarding works without considering manufacturing capacity and order position of vendor and belated release of mobilisation advance which were of controllable nature.*

*Projects were commissioned with incomplete components leading to loss of generation, avoidable expenditure and problems in operation. Besides, poor execution of projects had led to forced shutdown and consequent loss of generation. Other deficiencies included consumption of auxiliary energy and oil in excess of regulatory norms, leading to disallowance of fuel costs aggregating to ₹ 394.61 crore by the regulator.*

*WBPDC and DPL had not closed the project contracts and the regulator had withheld admitted project costs of ₹ 416.19 crore.*

*At all seven units, plant availability factor (PAF) was below norm in one or more years.*

### **Environment management**

*Both WBPDC and DPL had failed to achieve many parameters for air, water and noise pollution. West Bengal Pollution Control Board had observed on multiple occasions non-compliance of the parameters and failure to implement ameliorative measures. Consequently, both PSUs had forgone rebate and incurred additional expenditure of ₹ 1.99 crore on water cess. Moreover, while first energy audit at two units had not been taken up within mandated period, in the remaining five units it had not been done within the statutory three years. Moreover, all recommendations had not been implemented by WBPDC.*



### **Internal control and monitoring**

*WBPDCCL had belatedly constituted a Project Appraisal and Monitoring Committee (PAMC) in November 2009, while DPL had no such committee. PAMC had observed need for a robust monitoring mechanism that would indicate individual responsibility and accountability. WBPDCCL of late had taken steps to implement this mechanism.*

### **Conclusion**

*Both WBPDCCL and DPL did not have a framework for project planning and execution to implement these projects on time. Further, WBPDCCL and DPL did not have an adequate monitoring mechanism with well-defined accountability structure. Pollution parameters were also not met leading to forgoing rebate of ₹ 1.99 crore on account of water cess. All these factors led to the units not being commissioned within the scheduled time and performance and environmental standards remained unachieved.*

### **Recommendations**

*There are three recommendations - WBPDCCL put in place a cost control mechanism to ensure that the expenses it incurs do not exceed the regulatory norms, projects be commissioned only after they are complete in all aspects and quality requirements have been duly met prior to such acceptance and WBPDCCL needs to adhere to the suggestions of PAMC and develop a strong project monitoring mechanism. DPL also needs to develop a similar mechanism.*

(Chapter 2.1)

Another Performance Audit relating to ‘*Development of Industrial Parks/ Growth Centres and allotment of land*’ of West Bengal Industrial Development Corporation Limited and West Bengal Industrial Infrastructure Development Corporation was conducted. Executive summary of audit findings is given below:

### **Introduction**

*West Bengal Industrial Development Corporation Limited (WBIDC) (incorporated in 1967 under the Companies Act 1956) and West Bengal Industrial Infrastructure Development Corporation (WBIIDC) (incorporated in November 1973 under the West Bengal Industrial Infrastructure Act 1974) were established under Commerce and Industries Department (C&I), Government of West Bengal (GoWB) to provide necessary infrastructure for development of industries.*

### **Financial position and working results**

*Both PSUs were earning overall profits mainly from their non-project activities like lending and interest income. However, their infrastructure development activities were incurring losses.*

### **Industrial Policy and Planning**

*Between 2009-10 and 2013-14, WBIDC disbursed incentives of ₹ 949.45 crore on behalf of GoWB. It took more than a year to disburse incentives arising from excessive documentation while applying for incentives by entrepreneurs.*

*WBIDC prepared a Strategic Plan and a Mission-Vision Statement. WBIDC’s Board deliberated (September 2011) on suggested strategies for implementation but took no further action.*

**WBIIDC had not prepared mandatory overall and schematic budgets and programmes of work.**

#### **Acquisition of land**

**WBIDC had paid ₹ 2.03 crore in excess on purchase of land through two intermediaries in deviation of its own practice. Besides, it did not maintain complete records of land acquisition proposals or followed them up. Consequently, six proposals had lapsed leading to blocking of ₹ 13.58 crore. Similarly, WBIIDC had not followed up for one proposal resulting in blocking of ₹ 1.36 crore.**

**Moreover, selection of sites by WBIDC and WBIIDC was not appropriate with industrial parks (IPs) and growth centres (GCs) being set up on acquired land that was non-contiguous or at locations where there was no demand for industrial land.**

#### **Development of infrastructure and its maintenance**

**Delays in preparation of master plans and awarding of contracts led to cost overrun. At four IPs, WBIDC had short recovered operation and maintenance charges of ₹ 1.36 crore. WBIIDC had not realised dues of ₹ 4.46 crore from various units.**

#### **Allotments and monitoring**

**WBIDC allotted land to projects without appraisal or appraisals were done after approval. Besides, four new integrated steel plant projects were approved prior to appraisal. Consequently, many projects had not taken off and 5,625 acres land remained idle.**

**Shortcomings in determination of prices for allotment of land and modules led to under-recovery of cost, discriminative pricing and allotment below prevailing market rates.**

#### **Project implementation**

**Both PSUs had allotted land for projects that had not commenced any activity for 14 months to 38 years beyond scheduled dates of implementation. Even after grant of extension, many units had not commenced operation.**

#### **Conclusion**

**Infrastructure development activities were yet to become profitable for both WBIDC and WBIIDC. Besides, in case of both the PSUs, close follow up of acquisition proposals was often lacking resulting in lapsed proposals and blocking of funds. Further PSUs failed to ensure distribution of Rehabilitation and Resettlement benefits to the land givers. Despite mega steel projects being non-starters; 5,625 acres of land allotted to them by WBIDC could not be reclaimed due to faulty development agreements. Moreover, the internal control processes were weak.**

#### **Recommendations**

**There are three recommendations - PSUs may develop land bank/ database on unused land available with other Departments for industrial use, strengthen their appraisal and monitoring mechanism to see that the land in IPs/ GCs is effectively utilised and ensure effective internal control in the areas of land acquisitions, appraisal of projects and allotment of land to entrepreneurs as well as to oversee functioning after the projects are implemented.**

(Chapter 2.2)

### III Compliance audit

Compliance audit observations included in this Report highlight deficiencies in the management of PSUs, which resulted in serious financial implications. The irregularities pointed out are broadly of the following nature:

- Loss of ₹ 8.85 crore due to non-safeguarding of financial interests of organisation in three cases.

*(Paragraphs 3.2, 3.3 and 3.8)*

- Defective/ deficient planning in two cases involving ₹ 4.45 crore.

*(Paragraphs 3.4 and 3.5)*

- Non-compliance with statutes/rules/directives/ procedures in one case involving ₹ 1.97 crore.

*(Paragraph 3.6)*

- Inadequate/ deficient monitoring in two cases involving ₹ 2.95 crore.

*(Paragraphs 3.7 and 3.9)*

Gist of some of the important audit observations is given below:

**West Bengal Forest Development Corporation Limited** had not defined ownership of the IT assets or assigned competency based roles and responsibility for IT assets within the organisation; ensured proper documentation providing insight into its existing IT system; prepared role based physical or logical access and authentication to information systems, drawn up business continuity plan, defined role of third party service providers and laid down privacy policy to secure information shared by their customers.

*(Paragraph 3.1)*

**Sundarban Infrastructure Development Corporation Limited** did not realise or short realised agency charges of ₹ 4.94 crore on 32 deposit works executed till March 2013. Further, its failure to ensure ownership of land before taking up an eco-tourism project at Bakkhali led to unfruitful expenditure of ₹ 2.06 crore.

*(Paragraphs 3.2 and 3.3)*

**Mackintosh Burn Limited** incurred loss of ₹ 2.35 crore on construction of an underground reservoir-cum-booster pumping station due to preparation of initial design without considering the actual soil condition. Moreover, it retained balances in non-interest bearing current account while paying interest on outstanding cash credit balance due to lack of proper cash management leading to avoidable payment of interest of ₹ 2.10 crore.

*(Paragraphs 3.4 and 3.5)*

**West Bengal State Electricity Distribution Company Limited** had under-reported value of set of generator motor main circuit equipment in 2010-11, forgoing expenditure of ₹ 1.97 crore.

*(Paragraph 3.6)*

**All five state transport undertakings** had to forego subsidy of ₹ 2.15 crore on high speed diesel as they failed to lodge claims in time for the specified period in the prescribed manner. **Two State Transport Undertakings** incurred avoidable expenditure of ₹ 1.85 crore due to delays ranging from 20 to 278 days in implementing Government order for procurement of diesel at cheaper rates from retail outlets.

*(Paragraphs 3.7 and 3.8)*

## Chapter I

### 1 Overview of State Public Sector Undertakings

#### 1.1 Introduction

1.1.1 The State Government's Public Sector Undertakings (PSUs) comprise 81 Government Companies and 10 Statutory Corporations. As on 31 March 2014, there were 91 PSUs as per the details given in table 1.1. Of these, only one Company<sup>1</sup> was listed on the stock exchange(s). They employed a total of 59,037 employees as of 31 March 2014<sup>2</sup>.

Table 1.1 : Total number of PSUs

Type of PSUs	Working PSUs	Non-working PSUs <sup>3</sup>	Total
Government Companies <sup>4</sup>	65	16	81
Statutory Corporations	09	01	10
<b>Total</b>	<b>74</b>	<b>17</b>	<b>91</b>

1.1.2 Out of total 91 PSUs, among the working PSUs, 38 State PSUs<sup>5</sup> had finalised their annual accounts for 2013-14 as of September 2014, registering a turnover of ₹ 37,212.69 crore, which was equal to 5.26 per cent of State Gross Domestic Product (GDP)<sup>6</sup> for 2013-14<sup>7</sup>. Besides the State PSUs, there were also 10 Departmental Undertakings (DUs) which carried out commercial operations. Audit findings in respect of these DUs are incorporated in other Audit Reports for the State under the respective departments.

1.1.3 During the year 2013-14, no new company or corporation was added to audit jurisdiction.

#### 1.2 Audit Mandate

1.2.1 Audit of Government companies is governed by Section 619 of the Companies Act, 1956. According to Section 617, a Government Company is one in which not less than 51 per cent of the paid up capital is held by the Government(s). A Government Company includes a subsidiary of a Government company. Further, a Company in which 51 per cent of the paid up capital is held in any combination by the Government(s), Government Companies and Corporations controlled by Government(s) is

<sup>1</sup> WEBFIL Limited.

<sup>2</sup> As per the details provided by 86 PSUs. Remaining five non-working PSUs did not furnish the details till January 2015.

<sup>3</sup> Non-working PSUs are those which have ceased to carry on their operations.

<sup>4</sup> Includes three 619-B companies.

<sup>5</sup> Thirty-six Government Companies and two Statutory Corporations.

<sup>6</sup> Advance Estimates at Current Prices- ₹ 7, 07,848 crore.

<sup>7</sup> The working results of all 91 PSUs in the State based on their latest finalised accounts show a total turnover of ₹ 39,699.02 crore (5.61 per cent of GDP) and net loss of ₹ 702.37 crore.

treated as a Deemed Government Company as per Section 619-B of the Companies Act.

**1.2.2** The accounts of the Government Companies (as defined in Section 617 of the Companies Act, 1956) are audited by Statutory Auditors, who are appointed by the Comptroller and Auditor General of India (CAG) as per the provisions of Section 619(2) of the Companies Act, 1956. These accounts are also subject to supplementary audit conducted by the CAG as per the provisions of Section 619 of the Companies Act, 1956.

**1.2.3** Audit of Statutory Corporations is governed by their respective legislations. Out of nine working Statutory Corporations, the CAG is the sole auditor for seven<sup>8</sup>. In respect of West Bengal State Warehousing Corporation and West Bengal Financial Corporation, the audit is conducted by Chartered Accountants and supplementary audit is done by the CAG. In case of one non-working corporation, *i.e.*, Great Eastern Hotel Authority, only Compliance audit is undertaken by the CAG.

### 1.3 Investment in State PSUs

**1.3.1** As on 31 March 2014, the investment (capital and long term loans)<sup>9</sup> in 91 PSUs (including 619-B companies) amounted to ₹ 43,444.95 crore as per details given below.

Table 1.2 : Aggregate investment in PSUs

Type of PSUs	Government Companies			Statutory Corporations			Grand Total
	Capital	Long Term Loans	Total	Capital	Long Term Loans	Total	
74 Working PSUs	13,231.30	26,617.37	39,848.67	606.60	2,121.58	2,728.18	42,576.85
17 Non-working PSUs	121.63	730.13	851.76	-	16.34	16.34	868.10
<b>Total</b>	<b>13,352.93</b>	<b>27,347.50</b>	<b>40,700.43</b>	<b>606.60</b>	<b>2,137.92</b>	<b>2,744.52</b>	<b>43,444.95</b>

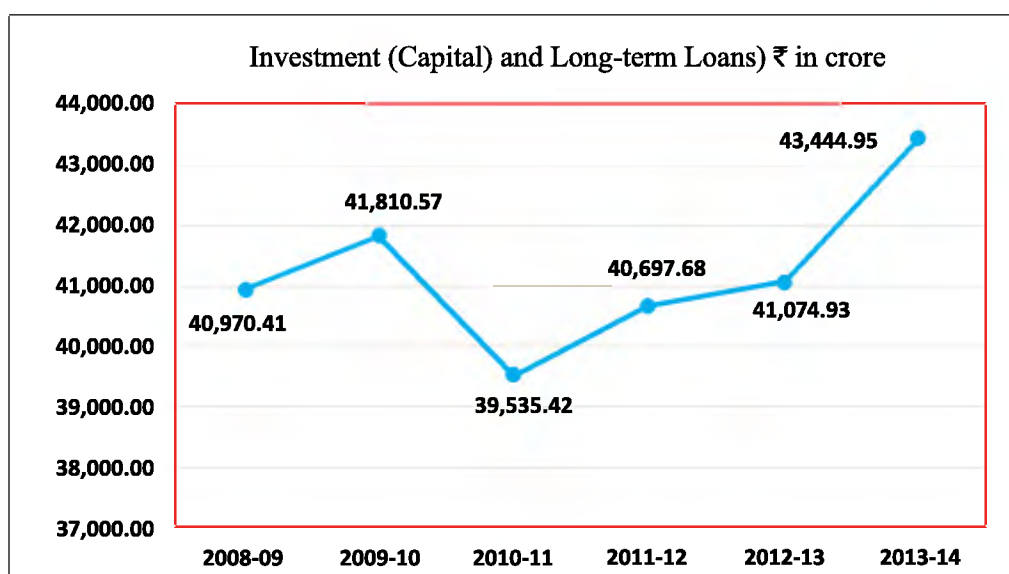
*Source: Audited accounts of State PSUs for 2013-14 where available, or information furnished by the PSUs except five non-working that had not furnished information.*

A summarised position of Government investment in State PSUs is detailed in **Annexure 1.1**.

**1.3.2** As on 31 March 2014, of the total investment in State PSUs, 98 *per cent* was in working PSUs and the remaining two *per cent* was in non-working PSUs. This total investment consisted of 32.13 *per cent* towards capital and 67.87 *per cent* in long term loans. The investment had grown from ₹ 40,970.41 crore in 2008-09 to ₹ 43,444.95 crore in 2013-14 as shown in **Chart 1.1**, at an annual average compound rate of 1.18 *per cent* as compared to 3.4 *per cent* over the period 2007-08 to 2012-13.

<sup>8</sup> Calcutta State Transport Corporation, South Bengal State Transport Corporation, North Bengal State Transport Corporation, West Bengal Scheduled Castes and Scheduled Tribes Development and Finance Corporation, West Bengal Minorities Development and Finance Corporation, West Bengal Backward Classes Development and Finance Corporation and West Bengal Industrial Infrastructure Development Corporation.

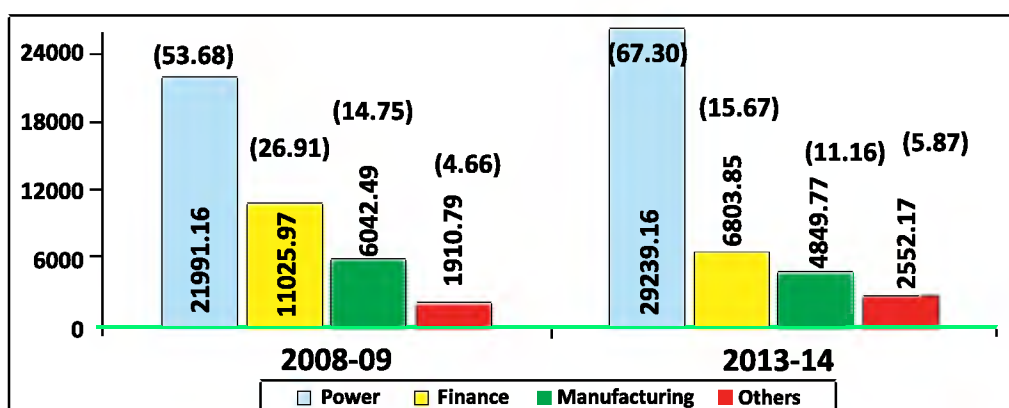
<sup>9</sup> Includes investment (capital and long-term loans) by the State Government, the Central Government and others.

**Chart 1.1 : Total investments in State PSUs**

**1.3.3** Investment and percentage of investment out of total investment thereof in the important sectors at the end of 31 March 2009 and 31 March 2014 are indicated below in **Chart 1.2**. The investment in PSUs was concentrated in power sector (between 53.68 to 67.30 *per cent* during the five years ending 31 March 2014).

**Chart 1.2 : Sector-wise investment in State PSUs**

(All figures are ₹ in crore except figures in brackets which show the percentage of the Sector to total investment)



In absolute terms, investments rose by ₹ 7,248.00 crore in power sector during the period 2008-14 while it declined by ₹ 4,222.12 crore in finance sector.

## 1.4 Budgetary outgo, grants/ subsidies, guarantees and loans

**1.4.1** Details regarding budgetary outgo from the State Government towards equity, loans, grants/ subsidies, guarantees issued, loans converted into equity and interest waived in respect of State PSUs are given in

**Annexure 1.4.** The summarised details are given in table 1.3 for three years ended 2013-14.

**Table 1.3: Budgetary outgo to PSUs for three years**

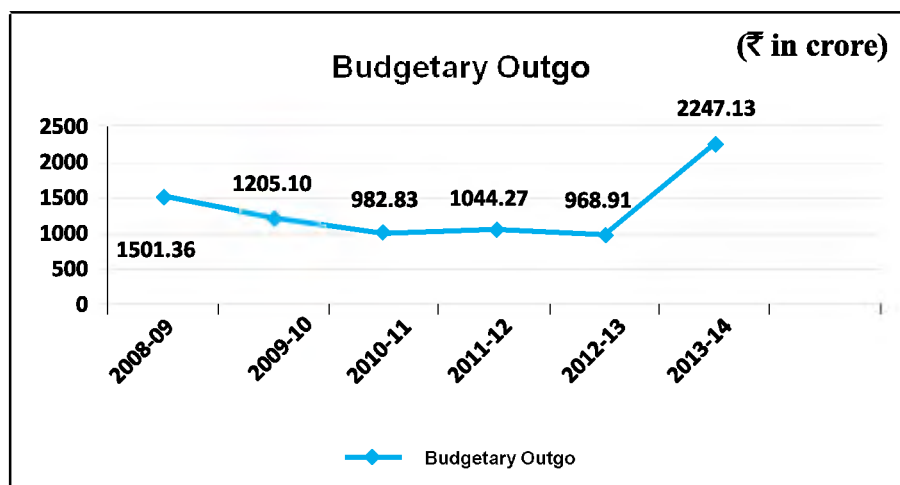
(Amount ₹ in crore)

Sl. No.	Particulars	2011-12		2012-13		2013-14	
		No. of PSUs	Amount	No. of PSUs	Amount	No. of PSUs	Amount
1	Equity Capital outgo from budget	14	85.83	12	210.22	12	761.75
2	Loans outgo from budget	30	444.72	27	201.80	29	538.00
3	Grants/Subsidy outgo <sup>10</sup>	17	513.72	22	556.89	28	947.38
4	Total Outgo (1+2+3)	61	1,044.27	45	968.91	50 <sup>11</sup>	2,247.13
5	Loans converted into Equity	1	15.23	1	0.50	1	380.00
6	Guarantees issued	3	400.56	3	685.72	2	1,309.73
7	Guarantee Commitment	17	24,232.98	17	6,999.01	15	6,542.76

Source: As provided by PSUs concerned.

**1.4.2 Chart 1.3** shows the total budgetary outgo towards equity, loans and grants/ subsidies for past six years.

**Chart 1.3 : Budgetary allocation towards equity, loans and grants/ subsidies in State PSUs**



**1.4.3** Budgetary outgo towards equity, loans and grants/ subsidies increased from ₹ 1,501.36 crore in 2008-09 to ₹ 2,247.13 crore in 2013-14. Significant beneficiaries of equity, loans and subsidy/ grants from the State budget were The West Bengal Power Development Corporation Limited (₹ 878.88 crore), North Bengal State Transport Corporation (₹ 232.94 crore), The Calcutta Tramways Company (1978) Limited

<sup>10</sup> Amount represents outgo from the State Budget only.

<sup>11</sup> The figure represents number of PSUs which have received outgo from the Budget under one or more heads *i.e.* equity, loans, grants and subsidies.

(₹ 219.20 crore), Calcutta State Transport Corporation (₹ 176.20 crore) and West Bengal Scheduled Castes and Scheduled Tribes Development & Finance Corporation (₹ 132.18 crore). Majority of loans given from the budget was to the manufacturing and power sectors which received 33.59 per cent (₹ 180.71 crore) and 44.90 per cent (₹ 241.54 crore) of the total loans (₹ 538.00 crore) respectively during 2013-14.

**1.4.4** PSUs are liable to pay guarantee commission at the rate of one per cent per annum to the State Government on the maximum amount of loan guaranteed irrespective of the amount availed or outstanding as on 1 April of each year till the liquidation of loans. During 2013-14, the State Government had guaranteed loans aggregating ₹ 1,309.73 crore to two PSUs. At the end of 2013-14, guarantee commitment by the Government was ₹ 6,542.76 crore in respect of 15 PSUs. During the year West Bengal Infrastructure Development & Finance Corporation Limited and West Bengal State Electricity Transmission Company Limited paid guarantee commission of ₹ 17.00 crore and ₹ 0.12 crore respectively to the State Government while ₹ 141.81 crore were outstanding from 17 PSUs.

## 1.5 Reconciliation with Finance Accounts

**1.5.1** Figures in respect of equity, loans and guarantees outstanding as per records of State PSUs should agree with those of the figures appearing in the Finance Accounts of the State. In case the figures do not agree, the concerned PSUs and the Finance Department should carry out reconciliation of differences. The position in this regard as on 31 March 2014 is stated below:

**Table 1.4: Reconciliation of differences with Finance Accounts**

(₹ in crore)			
Outstanding in respect of	Amount as per Finance Accounts	Amount as per records of PSUs <sup>12</sup>	Difference
Equity	11,092.45	12,800.21	1,707.76
Loans	10,757.49	7,630.87	3,126.62
Guarantees	3,659.48	6,542.76	2,883.28

**1.5.2** Audit observed such differences in respect of 60 PSUs and some of these were pending reconciliation since many years. No action has been taken for reconciliation even though the matter was brought to the notice of the concerned administrative departments and the managements of the concerned PSUs earlier. The Government and the PSUs should take concrete steps to reconcile the differences in a time-bound manner.

**1.5.3** As per latest finalised accounts 38 PSUs had earned profits, only four PSUs<sup>13</sup> declared dividend of ₹ 0.74 crore for the financial year 2013-14.

<sup>12</sup> Figures from annual accounts for 2013-14, where finalised, or information furnished by the State PSUs. Five non-working PSUs did not furnish information.

<sup>13</sup> New Town Telecom Infrastructure Development Company Limited, Webel Technology Limited, Saraswati Press Limited and West Bengal Text Book Corporation (P) Limited.



## 1.6 Arrears in finalisation of accounts

**1.6.1** Accounts of the companies for every financial year are required to be finalised within six months from the end of the relevant financial year under Sections 166, 210, 230, 619 and 619-B of the Companies Act, 1956. Similarly, in case of statutory corporations, their accounts are finalised, audited and presented to the Legislature as per the provisions of their respective Acts. The table below provides details of progress made by working PSUs in finalisation of accounts by September immediately following the close of each financial year.

**Table 1.5 : Arrears of Accounts of the State PSUs**

Sl. No.	Particulars	2009-10	2010-11	2011-12	2012-13	2013-14
1	Number of working PSUs	72	72	74	74	74
2	Number of accounts finalised during the year	74	69	73	74	83
3	Number of accounts in arrears	62	59	69	67	60
4	Average arrears per PSU (3/1)	0.86	0.82	0.89	0.91	0.81
5	Number of working PSUs with arrears in accounts	41	41	46	43	36
6	Extent of arrears (years)	1 to 6	1 to 7	1 to 3	1 to 4	1 to 5

**1.6.2** It would be evident from the above table that in 2013-14, there was some improvement in arrears of accounts over the previous two years. It would be seen from **Annexure 1.3** that till September 2014, the accounts of 36 working PSUs were in arrears. One PSU<sup>14</sup> had arrears of accounts for five years whereas two<sup>15</sup> PSUs had arrears of accounts for four years each. Five<sup>16</sup> PSUs also had arrears of accounts for three years each. The PSUs having arrears of accounts need to take effective measures to bring their accounts up to date.

**1.6.3** There were also arrears in finalisation of accounts by non-working PSUs. Out of 17 non-working PSUs, 12 PSUs had arrears of accounts for two years to eight years. While no decision had as yet been taken about the continuation or closure of six non-working Government Companies, the liquidation process in respect of the remaining eight had not started. The process of voluntary winding up under the Companies Act is much faster and needs to be adopted/ pursued vigorously. Delays in winding up of the remaining closed companies were attributed (September 2012) by the Government to the Government's nominee directors' unwillingness to furnish the requisite indemnity bond required for winding up of these companies. The only closed corporation could not be wound up as all the accounts related to it were not yet closed. The Government may take a decision regarding revival/ winding up of non-working PSUs.

<sup>14</sup> Refer Serial No.B-6 of **Annexure 1.3**

<sup>15</sup> Refer Serial No.A-7 and B-5 of **Annexure 1.3**

<sup>16</sup> Refer Serial No.A-2, 8, 11, 24 and 26 of **Annexure 1.3**.

**1.6.4** The State Government invested ₹ 1,844.44 crore (Equity: ₹ 36.70 crore, Loans: ₹ 217.88 crore and Grants/ Subsidy: ₹ 1,589.86 crore) in 36 working PSUs during the years from 2009-10 to 2013-14 for which accounts have not been finalised as detailed in **Annexure 1.5**. In the absence of accounts and their subsequent audit, it cannot be ensured whether investments made and expenditure incurred has been properly accounted for and the purposes of investments have been achieved or not. Hence Government's investment in such PSUs remains outside the scrutiny of the State Legislature. Moreover, delay in finalisation of accounts also bears the risk of fraud and leakage of public money apart from violation of the provisions of the Companies Act, 1956.

**1.6.5** Administrative departments have the responsibility to oversee the activities of these entities and to ensure that the accounts are finalised and adopted by these PSUs within the prescribed period. The concerned administrative departments and officials of the Government were informed at regular interval by the Principal Accountant General (PAG)/ Accountant General (AG), of the arrears in finalisation of accounts, but improvement in position of areas in accounts of working PSUs was nominal. In respect of non-working PSUs, the position has deteriorated. As a result of this, the net worth of these PSUs could not be assessed in audit. Arrears of accounts were addressed from time to time to the Chief Secretary/ Finance Secretary by the AG to expedite clearance of backlog in accounts in a time bound manner.

**1.6.6** *In view of above state of arrears, it is recommended that the Government may monitor and ensure timely finalisation of accounts of the PSUs with special focus on liquidation of arrears and compliance with the provisions of the Companies Act, 1956.*

## **1.7 Performance of PSUs**

**1.7.1** Out of 74 working PSUs, 38 PSUs (Government Companies: 36, Statutory Corporations: two) had finalised their annual accounts for 2013-14 till September 2014. The investment (capital and long-term loans) in these 38 PSUs as on 31 March 2014 was ₹ 39,191.28 crore<sup>17</sup>, which represented 90.21 *per cent* of the investment in all State PSUs.

**1.7.2** Financial position and working results in respect of these 38 PSUs, who finalised their annual accounts for 2013-14, are detailed in **Annexures 1.2, 1.6** and **1.8**. **Table 1.6** provides details of profit/ loss and turnover of these 38 PSUs and State GDP for 2012-13<sup>18</sup> and 2013-14:

<sup>17</sup> Capital: ₹ 12,958.34 crore, Loans: ₹ 26,232.94 crore.

<sup>18</sup> Among 38 PSUs, 31 PSUs finalised accounts for 2012-13 in last year. Seven more PSUs finalised accounts for 2013-14 and also cleared the arrear accounts. Therefore, the figures for 2012-13 and 2013-14 are not comparable.

**Table 1.6 : Statement showing profit/ loss and turnover of 38 PSUs and State GDP**

Particulars	₹ in crore)	
	2012-13 <sup>19</sup>	2013-14
Turnover	36,755.18	37,212.69
State GDP <sup>20</sup>	5,76,865	7,07,848
Percentage of Turnover to State GDP	6.37	5.26
Net profit (+)/ loss (-)	(-)542.96	(-)374.27

Source: Accounts of PSUs.

**1.7.3** Out of the 38 PSUs that had finalised their accounts for 2013-14, 22 PSUs had earned an aggregate profit of ₹ 614.19 crore, while 15 PSUs incurred a loss of ₹ 988.46 crore and one company had not yet started any operations<sup>21</sup>. Major contributors to profit were West Bengal State Electricity Transmission Company Limited (₹ 368.76 crore), The West Bengal Power Development Corporation Limited (₹ 78.43 crore) and West Bengal Infrastructure Development & Finance Corporation Limited (₹ 53.20 crore). Heavy losses were incurred by Haldia Petrochemicals Limited (₹ 464.63 crore), The Durgapur Projects Limited (₹ 226.16 crore) and West Bengal Housing Infrastructure Development Corporation Limited (₹ 89.31 crore).

**1.7.4** Some other key parameters pertaining to the 38 working PSUs that had finalised their accounts for 2013-14 are given below: -

**Table 1.7 : Statement of key parameters pertaining to 38 PSUs**

Particulars	₹ in crore)	
	2012-13 <sup>22</sup>	2013-14
Return on Capital Employed ( <i>per cent</i> )	2,412.78 (6.44)	2,769.55 (6.51)
Debt	25,296.12	26,232.94
Turnover <sup>23</sup>	36,755.18	37,212.69
Debt/ Turnover Ratio	0.69:1	0.70:1
Interest Payments <sup>24</sup>	2,957.97	3,143.82
Accumulated Losses (-)/ Profits (+)	(-) 1,751.90	(-) 2,644.97

Source: Accounts of PSUs.

**1.7.5** Out of 74 PSUs, 36 PSUs (including seven statutory corporations) did not finalise their accounts for 2013-14. Financial position and working results in respect of these 36 PSUs, based on the latest finalised annual accounts, are indicated in **Annexures 1.3, 1.7 and 1.9**.

<sup>19</sup> Figures of turnover, net profit (+) / Loss (-) etc. for 2012-13 is in respect of 31 PSUs that had finalised their accounts till September 2013.

<sup>20</sup> Advance Estimates for 2012-13 and 2013-14 at Current Prices.

<sup>21</sup> Serial No. A-23 of **Annexure 1.2**.

<sup>22</sup> Figures of the column for 2012-13 is in respect of 31 PSUs that had finalised their accounts till September 2013.

<sup>23</sup> As per the accounts as of 30 September 2014.

<sup>24</sup> As per the accounts as of 30 September 2014.

## 1.8 Internal Audit and Internal Control System

**1.8.1** The Statutory Auditors (Chartered Accountants) are required to furnish a detailed report upon various aspects including internal control/ internal audit systems in the companies audited in accordance with the directions issued by the CAG to them under Section 619(3)(a) of the Companies Act, 1956 and to identify areas which needed improvement. An illustrative resume of major comments made by the Statutory Auditors on possible improvement in the internal audit/ internal control system in respect of 27 companies for the year 2013-14 are given below: -

**Table 1.8 : Deficiencies in internal control system**

Sl. No	Nature of comments made by Statutory Auditors	Number of companies where recommendations were made	Reference to Sl. No. of the companies as per Annexure 1.2
1	Non-fixation of minimum/ maximum limits of store and spares	9	A-2, A-3, A-14, A-21, A-26, A-33, A-35, A-36 & C-3
2	Absence of internal audit system commensurate with the nature and size of business of the company	3	A-30, A-33 & C-1
3	Non maintenance of cost records	5	A-2, A-4, A-10, A-16 & A-32
4	Non maintenance of proper records showing full particulars including quantitative details, situations, identity number, date of acquisitions, depreciated value of fixed assets and their locations	6	A-2, A-8, A-22, A-30, C-1 & C-4
5	Absence of clear credit policy and policy for providing doubtful debts/ write off and liquidated damages.	10	A-2, A-4, A-6, A-9, A-10, A-13, A-16, A-29, A-30 & A-33
6	Absence of security policy for software / hardware and backup of past records	7	A-2, A-6, A-9, A-13, A-30, A-35 & A-36
7	Absence of effective system of monitoring of advances/ outstanding dues	11	A-2, A-7, A-8, A-11, A-13, A-16, A-19, A-22, A-29, A-30 & A-33
8	Absence of vigilance department or absence of existence/ effectiveness of delineated fraud policy.	23	A-2, A-3, A-4, A-5, A-6, A-7, A-8, A-10, A-11, A-13, A-16, A-19, A-20, A-21, A-22, A-29, A-30, A-32, A-33, A-35, A-36, C-1 & C-3

*Source: Statutory Auditors' report of respective PSUs.*

## 1.9 Comments of the CAG of India and Statutory Auditors on Accounts of PSUs

**1.9.1** Some of the important comments of the CAG of India, under Section 619 (4) of the Companies Act, in respect of accounts finalised during the year, are as follows:

**West Bengal State Electricity Distribution Company Limited (2013-14)**

- Trade Payables do not include ₹ 111.75 crore towards liability against transmission charges as recognised by the West Bengal Electricity Regulatory Commission (WBERC) through APR orders payable by the company to the West Bengal State Electricity Transmission Company Limited. Non-consideration of the liability has resulted in understatement of 'Trade Payables' and 'Purchase of Power & Transmission Charges' to the tune of ₹ 111.75 crore each. Consequently 'Profit before Tax' was overstated by the same amount.

**The Durgapur Projects Limited (2013-14)**

- On account of estimated amount of sale of energy for the year 2011-12 & 2012-13, ₹ 105.39 crore was already booked in the accounts for the year 2012-13. However, the above does not include ₹ 42.85 crore on account of sale of energy allowed by the WBERC for the year 2012-13. Therefore, Accounting for sale of energy has resulted in overstatement of 'Sale of Energy' and 'Other Current Assets' by ₹ 62.54 crore (₹ 105.39 crore less ₹ 42.85 crore) each. Consequently, Loss for the period has been understated by ₹ 62.54 crore.

**West Bengal State Electricity Transmission Company Limited (2013-14)**

- Capital Work-in-Progress (CWIP) includes ₹ 113.34 crore towards cost of construction of the Teesta Low Dam Project 220 KV Single Circuit Transmission line. Non-capitalisation of this cost of construction has resulted in overstatement of CWIP by ₹ 113.34 crore with corresponding understatement of Fixed Assets - Tangible Assets and Depreciation and amortisation expenses by ₹ 108.41 crore and ₹ 4.93 crore respectively. Consequently, Profit for the year was overstated by ₹ 4.93 crore.

**West Bengal Industrial Development Corporation Limited (2013-14)**

- Advance from Customers/ Lessee includes ₹ 89.86 crore being the lease premium received up to March 2014, from a private party on account of leasing out 498.49 acres of land for 99 years. Since the lease deed was executed (April 2012) and physical possession of land was handed over and land had been utilized by the lessee, the amount received by the company should have been recognised as sale. The related cost of acquisition of land and development expenditure of ₹ 83.06 crore shown under the head Current Assets-inventories, should have been charged as expenses.

Non-adjustment of the same has, resulted in understatement of Revenue from 'Operation' by ₹ 89.86 crore and overstatement of 'Stock (Project)' and 'Reserves and Surplus' by ₹ 83.06 crore and ₹ 6.80 crore respectively.

#### **Durgapur Chemicals Limited (2013-14)**

- Other Expenses does not include ₹ 41.73 lakh against the loss arising from rejection of insurance claim on loss/ damage of factory sheds due to hail storm during 2013-14. Non inclusion of the above had resulted in understatement of 'Other Expenses' and overstatement of 'Tangible Assets (Buildings)' by ₹ 41.73 lakh each. Consequently, loss for the year is understated by ₹ 41.73 lakh.

#### **Gluconate Health Limited (2013-14)**

- Other Expenses does not include ₹ 30.42 lakh being the commission payable to the liaison agent for procurement of business *vis-a-vis* realization of payment during the year 2013-14. This has resulted in understatement of 'Commission' and 'Loss for the year' by ₹ 30.42 lakh each.

#### **West Bengal Surface Transport Corporation Limited (2011-12)**

- Pay and allowances of the employees of the company amounting to ₹ 22.28 lakh has been deducted from the head 'Employee Benefit Expenses' instead of charging the same under the above head. This has resulted in understatement of the "Employee Benefit Expenses" and loss for the year by ₹ 44.56 lakh each.

#### **West Bengal Plywood & Allied Products Limited (2011-12)**

- Interest does not include ₹ 23.90 crore being the interest on Unsecured Loan from Government of West Bengal for the period from 2006-07 to 2011-12. Non - inclusion of interest has resulted in understatement of "Interest on Unsecured Loan". Consequently, accumulated loss has been understated by ₹ 23.90 crore.

**1.9.2** An important comment of the Statutory Auditors, in respect of accounts finalised during the year as follows:-

#### **Haldia Petrochemicals Limited (2013-14)**

- Long-term Loans and Advances include a balance of ₹ 133.07 crore as 'MAT Credit Entitlement'. As the company is suffering losses for several years, the obligation of payment of income tax-from which the benefit of this entitlement would be enjoyed- appears to be remote. Due to absence of convincing evidences of future taxable income, the Long-term Loans and Advances and Shareholders' Funds are overstated to that extent.

**1.10 Placement of Separate Audit Reports (SARs)**

**1.10.1** Table 1.9 shows the status of placement of Separate Audit Reports (SARs) issued by the CAG on the accounts of Statutory Corporations in the Legislature by the Government.

**Table 1.9 : Status of Separate Audit Reports**

Sl. No.	Name of Statutory Corporation	Year up to which SARs placed in Legislature	Years for which SARs not placed in Legislature		
			Year of SAR	Date of issue to the Government	Reasons for delay in placement in Legislature
1	Calcutta State Transport Corporation	2008-09	2009-10	18.04.2013	Not furnished by the Government
2	North Bengal State Transport Corporation	2008-09	Accounts are not furnished since 2009-10.		
3	South Bengal State Transport Corporation	2011-12	2012-13 2013-14	26.08.2014 Accounts not furnished	Not furnished by the Government
4	West Bengal Backward Classes Development and Finance Corporation	2009-10	2010-11 2011-12 2012-13	16.11.2012 19.07.2013 05.08.2014	Not furnished by the Government
5	West Bengal Electricity Regulatory Commission	2012-13	2013-14	11.09.2014	Not furnished by the Government
6	West Bengal Financial Corporation	2012-13	2013-14	13.10.2014	Not furnished by the Government
7	West Bengal Industrial Infrastructure Development Corporation	2011-12	2012-13 2013-14	27.03.2014 Audit in Progress	Not furnished by the Government
8	West Bengal Minorities Development and Finance Corporation	2007-08	2008-09 2009-10 2010-11 2011-12 2012-13	29.10.2010 25.08.2011 10.01.2013 03.06.2013 25.04.2014	Not furnished by the Government
9	West Bengal Scheduled Castes and Scheduled Tribes Development and Finance Corporation	2008-09	2009-10 2010-11 2011-12 2012-13	26.10.2012 21.04.2014 Audit in progress Audit in progress	Not furnished by the Government
10	West Bengal State Warehousing Corporation	2007-08	2008-09 2009-10 2010-11 2011-12 2012-13	28.01.2010 11.05.2011 30.03.2012 24.07.2013 13.06.2014	Not furnished by the Government

Delay in placement of SARs weakens the legislative control over statutory corporations and dilutes the latter's financial accountability. The Government should ensure prompt placement of SARs in the Legislature.

## **1.11 Follow-up action on Audit Reports**

### ***1.11.1 Outstanding departmental replies on paragraphs appeared in the Audit Reports***

Reports of the CAG encompass observations arising out of scrutiny of accounts and transactions of various Government Companies and Statutory Corporations. Therefore, it is necessary that the executives give appropriate and timely responses to them. Finance Department, Government of West Bengal instructed (October 2009) all the administrative departments to submit illustrative notes to the West Bengal Legislative Assembly with corrective/ remedial action taken or proposed to be taken on the observations included in the Audit Reports within two months from the date of presentation of laying of the Audit Reports in the State Legislature.

Though the Audit Reports for the years 2003-04, 2004-05, 2005-06, 2006-07, 2007-08, 2008-09, 2009-10, 2010-11 and 2011-12 along with 2012-13 were presented to the State Legislature in August 2005, July 2006, March 2007, March 2008, July 2009, July 2010, September 2011, September 2012 and July 2014 respectively, 16 departments, whose activities were commented upon did not submit their explanatory notes on 68 out of 224 paragraphs/ Performance Audits as of September 2014 (**Annexure 1.10**).

### ***1.11.2 Outstanding action taken notes on the Reports of the Committee on Public Undertakings (COPU)***

Reports of the COPU presented to the Legislature contain recommendations and observations on which administrative departments are required to submit their Action Taken Notes (ATNs) within six weeks from the date of receipt of COPU recommendations. Even after lapse of seven months to 74 months, 10 departments did not furnish the ATNs on 43 recommendations relating to 14 COPU Reports presented (July 2008 - February 2014) to the State Legislature (**Annexure 1.11**).

### ***1.11.3 Response to the Inspection reports, draft paragraphs and Performance Audits***

Anomalies/ deficiencies noticed during the periodical inspections of Government Companies as well as Statutory Corporations and not settled on the spot are communicated through Inspection Reports (IRs) to the respective heads of PSUs and the concerned departments of the State Government. The heads of PSUs are required to furnish their replies to the IRs through the respective heads of the departments within a period of four weeks. A half-yearly report is being sent to the Principal Secretary / Secretary of the department in respect of pending IRs to facilitate monitoring of the audit observations in those IRs.

Inspection Reports issued up to September 2014 pertaining to 68 PSUs disclosed that 95 paragraphs relating to 92 IRs remained outstanding at the end of September 2014. The department-wise break up of IRs and audit



observations as of September 2014 is given in **Annexure 1.12**. In order to expedite settlement of the outstanding paragraphs, Audit Committee Meetings are held with the PSUs at least once in every month. However, during October 2013 to January 2015, 12 audit committee meetings were held with different PSUs and the pending IRs were settled.

Similarly, draft paragraphs and Performance Audits on the working of PSUs are forwarded to the Addl. Chief Secretary/ Principal Secretary/ Secretary of the respective administrative department concerned, seeking confirmation of the facts and figures and their comments thereon within a period of six weeks. It was, however, noticed that two Performance Audit reports and five draft paragraphs forwarded to five departments during May to September 2014, as detailed in **Annexure 1.13**, had not been replied so far (January 2015).

It is recommended that the Government should ensure that **(a)** procedure exists for action against the officials who fail to submit replies to inspection reports/ draft paragraphs/ performance audit reports and ATNs on recommendations of COPU, as per the prescribed time schedule; **(b)** action to recover loss/ outstanding advances/ overpayment is taken within the prescribed period and **(c)** system of responding to audit observations is revamped.

### Performance Audits relating to Public Sector Undertakings

#### West Bengal Power Development Corporation Limited and The Durgapur Projects Limited

#### 2.1 Project Management of New Thermal Power Units in West Bengal

##### Executive Summary

###### *Introduction*

*Government of West Bengal (GoWB) planned to set up 14 thermal power generating units in the tenth (2002-07) and eleventh (2007-12) plan periods, through West Bengal Power Development Corporation Limited (WBPDC) and the Durgapur Projects Limited (DPL). While no unit was commissioned in the tenth plan, WBPDC and DPL commissioned seven units between 2008-12.*

###### *Financial Position*

*While WBPDC had earned profit in all these years, DPL incurred losses in all the five years.*

###### *Planning*

*Given the long gestation period for thermal power stations, planning for capacity addition was not taken up sufficiently in advance. This led to mismatch between demand and availability of power and additional cost of ₹ 3,125.15 crore on purchase of power. Besides, there were deficiencies in detailed project reports.*

###### *Project implementation and execution*

*Both WBPDC and DPL had not laid down a detailed project implementation schedule (PIS) or set up a dedicated project implementation team (PIT). This led to delays in completion ranging from 12 to 24 months and performance of the projects was not satisfactory. Work was held up on account of non-completion of pre-tender formalities on time, awarding works without considering manufacturing capacity and order position of vendor and belated release of mobilisation advance which were of controllable nature.*

*Projects were commissioned with incomplete components leading to loss of generation, avoidable expenditure and problems in operation. Besides, poor execution of projects had led to forced shutdown and consequent loss of generation. Other deficiencies included consumption of auxiliary energy and oil in excess of regulatory norms, leading to disallowance of fuel costs aggregating to ₹ 394.61 crore by the regulator.*

*WBPDC and DPL had not closed the project contracts and the regulator had withheld admitted project costs of ₹ 416.19 crore.*

*At all seven units, plant availability factor (PAF) was below norm in one or more years.*

###### *Environment management*

*Both WBPDC and DPL had failed to achieve many parameters for air, water and noise pollution. West Bengal Pollution Control Board had observed on multiple occasions non-compliance of the parameters and failure to implement ameliorative measures. Consequently, both PSUs had forgone rebate and incurred additional expenditure of ₹ 1.99 crore on water cess. Moreover, while first energy audit at two units had not been taken up within mandated period, in the remaining five units it had not been done within the statutory three years. Moreover, all recommendations had not been implemented by WBPDC.*

### **Internal control and monitoring**

**WBPDCCL had belatedly constituted a Project Appraisal and Monitoring Committee (PAMC) in November 2009, while DPL had no such committee. PAMC had observed need for a robust monitoring mechanism that would indicate individual responsibility and accountability. WBPDCCL of late had taken steps to implement this mechanism.**

### **Conclusion**

**Both WBPDCCL and DPL did not have a framework for project planning and execution to implement these projects on time. Further, WBPDCCL and DPL did not have an adequate monitoring mechanism with well-defined accountability structure. Pollution parameters were also not met leading to forgoing rebate of ₹ 1.99 crore on accounts of water cess. All these factors led to the units not being commissioned within the scheduled time and performance and environmental standards remained unachieved.**

### **Recommendations**

**There are three recommendations - WBPDCCL put in place a cost control mechanism to ensure that the expenses it incurs do not exceed the regulatory norms, projects be commissioned only after they are complete in all aspects and quality requirements have been duly met prior to such acceptance and WBPDCCL needs to adhere to the suggestions of PAMC and develop a strong project monitoring mechanism. DPL also needs to develop a similar mechanism.**

## **2.1.1 Introduction**

The National Electricity Policy of India aimed to provide per capita availability of 1,000 units of electricity by 2012. The demand and availability of power in West Bengal forecast in January 2003 showed shortage of 5,171 GWH in 2002-03 which would rise to 8,475 GWH in 2011-12. Considering this shortage of power, Government of West Bengal (Government) planned to set up six<sup>1</sup> and eight<sup>2</sup> thermal power generating units in the tenth plan (2002-07) and eleventh plan (2007-12) respectively, through West Bengal Power Development Corporation Limited (WBPDCCL) and The Durgapur Projects Limited (DPL). Between 2008-12 six<sup>3</sup> units of WBPDCCL and one<sup>4</sup> unit of DPL were commissioned. Of these, five units of WBPDCCL and one unit of DPL were to come up during the tenth plan, while one unit of WBPDCCL was scheduled during the eleventh plan period. WBPDCCL and DPL had not commissioned any unit in the tenth plan.

A Performance Audit on “Project management of new thermal power units in West Bengal” commissioned during 2008-12 was taken up to evaluate whether the objectives of constructing and commissioning of the new units were achieved.

<sup>1</sup>WBPDCCL:Sagardighi I & II (250 MW x 2) =500 MW, Bakreswar: IV & V (210 MW x 2) = 420 MW, STPS V (250 MW x 1), DPL: Unit VII (250 MW x 1).

<sup>2</sup>WBPDCCL:Sagardighi III & IV (660 MW x 2) =1320 MW, Bakreswar: VI (660 MW x 1) = 660 MW, Katwa I & II (660 MW x 2) =1320 MW, Santaldih: VII (660 MW x 1) =660 MW. STPS VI (250 MW x 1), DPL: Unit VIIA (300 MW x 1).

<sup>3</sup>WBPDCCL:Sagardighi TPS-I and II (September 2008/ November 2008), Santaldih TPS-V and VI (April 2009/ September 2011) and Bakreswar TPS-IV and V (March 2009/ June 2009).

<sup>4</sup>DPL:Unit VII (April 2008).

### 2.1.2 Organisational Structure

Management of both WBPDCCL and DPL is vested in their Boards of Directors (BOD) comprising nine and seven Directors respectively. The Chairman and Managing Director of WBPDCCL and the Managing Director of DPL are the Chief Executives. Director (Projects) and Director (Operations) of WBPDCCL and General Manager (Projects) and General Manager (Power Plants) of DPL are responsible for the development as well as operation of the power generating units.

### 2.1.3 Audit Objectives

The performance audit was undertaken to assess whether:

- Planning of projects was adequate and effective;
- Projects were executed economically and efficiently;
- Environment management system was efficient; and
- Internal control and monitoring was operational and adequate.

### 2.1.4 Scope and methodology of audit

The Performance Audit was conducted from February 2014 to June 2014 and covered construction, commissioning and performance of six<sup>5</sup> new units of WBPDCCL and one<sup>6</sup> new unit of DPL. These seven new thermal power generating units were selected since they became operational between April 2008 and September 2011.

Records were examined at Head Offices of WBPDCCL and DPL, Power and Non-Conventional Energy Sources Department (Department) and four project offices implementing six units of WBPDCCL and one unit of DPL for the period from 2009-10 to 2013-14.

An Entry Conference was held on 21 March 2014 and attended by the Chairman and Managing Director, WBPDCCL, the Managing Director, DPL, the Chief Controller of Audit and *ex-officio* Joint Secretary of the Department and members of Senior management, where objectives, criteria and methodology of audit were explained. The Exit Conference was held on 17 December 2014, which was also attended by the Chairman and Managing Director, WBPDCCL, the Managing Director, DPL, the Chief Controller of Audit and *ex-officio* Joint Secretary of the Department and other members of the Senior management. The views expressed by the audited entities have been considered while finalising the Performance Audit.

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<sup>5</sup>WBPDCCL- Sagardighi Thermal Power Station (SgTPS) - I&II, Bakreswar Thermal Power Station (BkTPS) - IV&V and Santaldih Thermal Power Station (STPS) -V&VI.

<sup>6</sup>DPL- Unit VII.

### 2.1.5 Audit Criteria

The audit criteria adopted for assessing achievement of audit objectives were:

- Electricity Act, 2003 and National Electricity Policy 2005;
- West Bengal Electricity Regulatory Commission (WBERC) Regulations relating to fixation of tariff as applicable from time to time;
- Guidelines for Power sector from Planning Commission (PC);
- Perspective Plan 2030, Government of West Bengal (GoWB);
- Reports of Central Electricity Authority (CEA) and
- Environmental statutes, rules and regulations.

### Audit Findings

The audit findings are discussed in subsequent paragraphs.

### 2.1.6 Financial position and working results

The key financial results of WBPDC and DPL from 2009-10 to 2013-14 are shown in **Table 2.1.1** below:

**Table 2.1.1: Showing some key financial parameters**

Particulars	2009-10	2010-11	2011-12	2012-13	2013-14
	(₹ in crore)				
<b>WBPDC</b>					
Equity Capital	3,961.33	3,961.33	3,961.33	4,113.33	5,152.33
Long Term Borrowings	6,277.68	6,534.60	5,922.70	7,867.08	7,030.47
Debt Equity Ratio	1.58:1	1.65:1	1.50:1	1.91:1	1.36:1
Profit/(Loss)	10.79	65.40	380.30	131.66	78.43
<b>DPL</b>					
Equity Capital	1,001.00	1,046.00	1,088.00	1,132.00	1,165.00
Long Term Borrowings	1,080.35	1,156.69	1,297.91	1,807.26	2,113.23
Debt Equity Ratio	1.08:1	1.10:1	1.15:1	1.60:1	1.81:1
Profit/(Loss)	(172.57)	(183.50)	(87.49)	(68.03)	(226.16)

Source: Annual Accounts and Audit Reports.

Table 2.1.1 reveals that WBPDC's debt-equity ratio has increased from 1.58 in 2009-10 to 1.91 in 2012-13 due to increasing borrowings to finance projects. The decline in debt-equity ratio in 2013-14 was due to increase in equity contribution from Government. The profit in 2011-12 had increased due to realisation of monthly fuel cost variations allowed as per WBERC tariff regulation, recovery of which was subsequently discontinued by WBPDC. In case of DPL too, the debt-equity ratio increased from 1.08 in 2009-10 to 1.81 in 2013-14 due to increases in debt to finance projects. While WBPDC had earned profit in all years, DPL incurred losses in all the five years due to its inability to generate sufficient revenue to cover non-cash losses.

### **Project transferred due to shortage of fund**

The Government had entrusted (August 2005) WBPDCCL to plan and execute a thermal power project of 1,000 MW at Katwa at the cost of ₹ 3,911 crore. The project was to be funded by WBPDCCL from its own resources. WBPDCCL, however, could not mobilise fund required for the project from its own resources and the project was ultimately offloaded (April 2012) to National Thermal Power Corporation Limited. It was observed during audit that shortage of resources had arisen from two events *viz.* disallowance of cost by WBERC and delayed submission of tariff petitions by WBPDCCL to WBERC. Audit observed (from the Annual Performance Reviews and Fuel and Power Purchase Cost Adjustment orders of WBERC) that the new thermal power generating units had not met the prescribed operational parameters such as plant availability, thermal efficiency, auxiliary energy consumption *etc.* Consequently, WBERC had disallowed (2011-12) recovery of ₹ 1,260.84 crore towards fixed and fuel costs.

Further, WBPDCCL was required to apply for fixation of tariff within 130 days from synchronisation<sup>7</sup> of the new thermal power units. Audit observed that WBPDCCL had applied<sup>8</sup> after 19 to 35 months of synchronisation of the five new units. WBERC admitted ₹ 1,853.54 crore; but permitted recovery over 72 monthly instalments to avoid high increase in power tariffs.

This indicates the absence of systematic financial planning to generate necessary funds by WBPDCCL.

## **2.1.7 Planning**

### **2.1.7.1 Demand and availability of power**

Thermal power stations (coal fired) have a long gestation period of several years from inception to commissioning. Therefore, planning for capacity addition is required to be undertaken sufficiently in advance. Audit observed that WBPDCCL and DPL had taken up to 12.5 years for planning the power projects from 'in-principle' approval to issue of 'letter of award' to vendor. As a result, there was a mismatch between demand and availability for power as discussed below.

The year wise demand of energy (in MU<sup>9</sup>), availability of energy (in MU) and sources from which shortfall (in MU) was met during the period from 2009-10 to 2013-14 is given in **Table 2.1.2**.

<sup>7</sup>Synchronisation in this context means the process by which a thermal power plant is connected to the national grid and starts providing energy into the grid.

<sup>8</sup>Date of publication of gist of tariff application in newspapers *i.e.* May 2010 to April 2012.

<sup>9</sup>Millions of units.

**Table 2.1.2: Statement of actual demand, availability and shortfall for energy**

Year	Actual Demand (MU)	Availability (MU)	Shortfall (MU) (percentage of shortfall to demand)	Source of meeting up power shortfall (MU)			
				Power Purchase Agreement (Long term)	Power Purchase Agreement (Short term)	Other Purchases <sup>10</sup>	Load shedding
2009-10	39,038.46	37,445.85	1,592.61 (4.08)	461.57	273.67	Nil	857.36
2010-11	41,396.08	38,453.51	2,942.57 (7.11)	1,375.86	354.99	470.34	741.39
2011-12	42,349.80	38,825.72	3,524.08 (8.32)	1,727.76	1,073.61	211.80	510.90
2012-13	46,437.52	39,952.80	6,484.72 (13.96)	4,694.90	855.41	544.81	389.60
2013-14	47,371.64	37,992.50	9,379.14 (19.80)	7,388.06	1,012.97	761.26	216.86
<b>Total</b>	<b>2,16,593.50</b>	<b>1,92,670.38</b>	<b>23,923.12</b>	<b>15,648.15</b>	<b>3,570.65</b>	<b>1,988.21</b>	<b>2,716.11</b>

*Source:* Data provided by SLDC excludes Damodar Valley Corporation and DPSC Limited, Perspective Plan.

To meet the shortfall, West Bengal State Electricity Distribution Company Limited<sup>11</sup> (WBSEDCL) had to purchase power through short-term agreements at higher rates from various sources<sup>12</sup> other than WBPDC and at rates that were higher than the WBPDC's rates. This resulted in additional cost of ₹ 3,125.15 crore for energy during the period 2009-14.

Further it may be seen from the table, that shortfall in generation could not be fully covered by purchasing power from different sources, leaving 1.25 per cent of the demand unmet which was met by power cuts.

#### 2.1.7.2 Deficiencies in detailed project reports

Planning for implementation of projects is a pre-requisite for timely and successful execution. It was noticed that detailed project reports (DPR) of the seven selected projects did not follow the guidelines<sup>13</sup> (April 1992) as detailed below -

- Implementation Plan did not indicate activity-wise phasing of construction (bar chart or a master control network). Further, no quantitative information on phasing of materials and labour requirement during construction or timing of deliveries of imported and indigenous equipment was specified in the DPR.

<sup>10</sup>Drawal from Grid as Unscheduled Interchange.

<sup>11</sup>WBSEDCL purchases entire generation of WBPDC while DPL sells surplus power not saleable within its distribution area to WBSEDCL.

<sup>12</sup> NTPC, DVC and private power traders.

<sup>13</sup>“Guidelines for the preparation of the feasibility reports for power projects” by the Planning Commission, Government of India.

- The DoE<sup>14</sup> specified (May 2003) that DPR should address sustainability to ensure operation and maintenance of assets after project completion. Power projects are sustainable if they are assured of regular supply of coal of the quality for which the plant was designed. Further, according to planning commission guidelines, the DPR should include the year wise production programme for coal at the mines linked to the specific power plant to assess whether the quantum of coal needed would be available. This would help to assess that there would not be any shortage of coal for the project when it is put to operation. Since the DPR prepared by WBPDC and DPL did not address this fact, completed projects suffered from shortages of coal.
- DPR of DPL (November 2003) and Management of SgTPS stated (July 2004) that coal with average gross calorific value (GCV) of 5,129.33 and 4,100 kcal/kg would be available from the coal companies. Based on these data, boilers were designed for coal of 4,100 kcal/kg heat value. An inspection (September 2008) by Central Electricity Authority showed that SgTPS had received coal with GCV of 2,300 kcal/kg, which was below the lowest grade of coal (heat value 3,200 kcal/kg) required for power plants and therefore not fit for boilers at SgTPS I and II of WBPDC and unit VII of DPL.
- Detailed studies, promotional activities and investigations in respect of fly ash disposal had not been carried out. Consequently environmental norms were not met.

The aforesaid issues are discussed subsequently.

### **2.1.8 Project implementation and execution**

The State Government had set (June 2006) a target for aggregate capacity addition for generation of 5,120 MW thermal power during 2007-12. This was subsequently revised<sup>15</sup> to 3,670 MW. As of 31 March 2014, the State Government could add 1,820 MW. The works related to the balance 1,850 MW were in progress (March 2014).

Audit observations relating to implementation of projects can be categorised under the following areas:

1. There were delays in completion of projects which could have been controlled by the management. The delays led to several financial benefits which had to be forgone by both WBPDC and DPL.
2. The projects were commissioned without all of its components being completed. This also led to outages of the units.

<sup>14</sup> Department of Expenditure, Ministry of Finance, Government of India

<sup>15</sup> BkTPS unit VI (500 MW) revised to 600 MW in May 2007; DPL unit VIIA (300 MW) was dropped and DPL unit VIII (250 MW) was taken up in June 2006; Katwa power plant (1000 MW) handed over to NTPC in April 2012.



3. There were instances of deficiencies in execution of projects. This resulted in outages, excess auxiliary power consumption and lower thermal efficiency.
4. The outcome of these projects with respect to operational benchmarks was below WBERC norms *etc.*

### 2.1.8.1 Controllable delays

WBPDCCL and DPL did not fix any norm for scheduled time to be allowed in each stage for implementing a power project. They had taken between nine to 132 months to prepare a Detailed Project Report. Thereafter, they had taken upto 29 months in advertising a notice inviting tender (NIT). The commissioning of the power plants was delayed by one to two years from their scheduled completion date.

The work for any thermal power project includes design, supply, installation and commissioning of the main plant (boiler and turbogenerator) and the auxiliaries (*i.e.* coal handling plant, water treatment plant, ash handling plant (AHP)).

In case of the seven plants under review, project design, supply, erection and commissioning works for six<sup>16</sup> units were awarded through international competitive bidding. For STPS Unit VI, WBPDCCL awarded the work on nomination basis. The works for all the seven units were awarded to contractors which were both domestic companies in the public and as private sector as well as to foreign companies. Projects were to be accepted finally only after performance guarantee (PG)<sup>17</sup> tests are completed (*i.e.* within four months from synchronisation<sup>18</sup> of units) satisfactorily. In the event of delays in project completion attributable to the contractors or non-fulfillment of guaranteed performance parameters, WBPDCCL and DPL would recover liquidated damages upto maximum of five *per cent* of contract value. The key milestones against these seven selected projects are mentioned in the **Table 2.1.3** below.

**Table 2.1.3: Key milestones in project lifecycle of each unit**

Name of the units	In-principle clearance by State Government	Time taken in preparation of DPR (from B)	Time taken in inviting NIT (from C)	Time taken to Award Letter of Award (from D)	Scheduled date of commissioning	Time taken beyond scheduled date of commissioning
A	B	C	D	E	F	G
<b>Figures in months</b>						
SgTPS I	1991	132	15	4	26 April 2007	16 months

<sup>16</sup>WBPDCCL : BkTPS IV and V, SgTPS I and II, STPS V; DPL : Unit VII

<sup>17</sup>Performance tests on a plant are carried out to determine that the plant will deliver the guaranteed results of performance on different parameters such as maximum generation, thermal efficiency, auxiliary energy consumption etc. with reasonable reliability of operations.

<sup>18</sup>Date of first commissioning of a unit for commencement of trial run prior to commercial operation.

Name of the units	In-principle clearance by State Government	Time taken in preparation of DPR (from B)	Time taken in inviting NIT (from C)	Time taken to Award Letter of Award (from D)	Scheduled date of commissioning	Time taken beyond scheduled date of commissioning
A	B	C	D	E	F	G
<b>Figures in months</b>						
SgTPS II	1991	132	15	4	26 July 2007	15 months
STPS V	April 2002	9	15	4	26 April 2007	23 months
STPS VI	November 2005	1	No tender was floatedd.		22 September 2009	24 months
BkTPS IV	March 1993	96	29	15	29 July 2007	19 months
BkTPS V	March 1993	96	29	15	29 October 2007	20 months
DPL VII	September 2002	15	5	3	26 April 2007	12 months

*Source: Records of WBDCL and DPL.*

It was WBDCL's and DPL's responsibility to ensure that the projects were executed within the contractual timeframe. This needed careful monitoring of progress of the projects and execution of work by contractors. Besides, quality control should have been exercised to ensure that the various components perform correctly, meet safety requirements and achieve designed operational parameters. Shortcomings in project implementation noticed during audit are discussed below.

#### ***Non-adherence to Government directions on Project Management***

DoE had directed (August 1997) that every project proposal should indicate in detail the Project Implementation Schedule (PIS) giving all important milestones following the approval such as various clearances, preparation of DFR, calling and approval of tenders, major construction works, procurement and installation of plant and machinery *etc.* The PIS should be consistent with the projected phasing of expenditure. Audit observed that WBDCL and DPL had not laid out the PIS.

Further, DoE had also directed (August 1997) that for all major projects, a project implementation team (PIT) should be established and it should be held fully responsible for project execution within the approved time and cost. The team should not have any concurrent responsibility and its continuity during the project implementation period must be ensured. Audit observed that neither WBDCL nor DPL had a dedicated PIT during the period under review.

In the absence of a laid out PIS and a dedicated PIT, the approach of both the PSUs to projects was *ad hoc*, as observed by audit in the following paragraphs (Paragraphs 2.1.8.2 to 2.1.8.4). Consequently, WBDCL and DPL could not complete the projects as scheduled or ensure their satisfactory performance.

Test check revealed that following reasons for delay of projects which could have been controlled by the management:

***Non completion of pre-tender formalities on time***

Need for topographical survey was also emphasised in the guidelines<sup>19</sup> (April 1992) for preparation of feasibility reports for power plants. However, Audit observed that WBPDCCL did not undertake the necessary topographical survey prior to award of contract for SgTPS. Consequently actual execution of work was delayed for one month. The discharge point for draining rain water during the monsoons could not be ascertained by the construction agency. This led to water logging at the plant site.

***Award of work without consideration of manufacturing capacity and order position***

- WBPDCCL has been setting up power projects in West Bengal through various agencies selected through tenders. In order to ensure timely completion of work, it is desirable that WBPDCCL select agencies taking into account their manufacturing/ fabrication capacity, other orders on hand *etc.*

WBPDCCL invited (September 2003/ March 2004) international competitive bidding for BkTPS units IV, V (single work) and STPS unit V and awarded (November 2004/ July 2004) both works to BHEL<sup>20</sup>, the sole responsive bidder. As per the contracts, both works were to be completed by October 2007 and April 2007 respectively. However, BHEL completed these works after delays of 20 and 23 months respectively. WBPDCCL attributed the delay in completion to late supply of materials as BHEL was overbooked and with limited manufacturing capacity, besides delays in submission of design/ drawings, inadequate manpower, belated placement of order with sub-vendors *etc.*

Had WBPDCCL taken into the manufacturing capacity and order booking position of the vendors at the time of selection, the delay in completion of work could have been reduced.

***Delay in releasing Mobilisation Advance***

DPL had issued letter of award (LOA) for DPL VII in July 2004. As per LOA, mobilisation advances should have been released by September 2004. However, DPL released mobilisation advance (₹ 76.03 crore) only in March 2005. The delay in release of mobilisation advance led to delays (six months) by the contractor in ordering of bought out items and arranging construction materials which adversely affected the progress of work. This was due to failure of DPL to obtain prior clarification regarding deduction of income tax at source from mobilisation advances.

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<sup>19</sup>“Guidelines for the preparation of the feasibility reports for power projects” by the Planning Commission, Government of India.

<sup>20</sup> Bharat Heavy Electricals Limited.

In Exit Conference, Managements of WBPDC and DPL had confirmed these facts (December 2014).

***Benefits forgone due to delay in completion of projects/ cost overrun***

WBPDC and DPL had commissioned seven generation units during 2008-14 at total investments of ₹ 8,934.49 crore as shown in **Table 2.1.4**.

**Table 2.1.4: Details of seven thermal power generating units commissioned between April 2008 and March 2014**

Name of the units	Capacity (MW)	Approved outlay (₹ in crore)	Actual expenditure (₹ in crore)	Scheduled date of completion	Actual date of commercial operation
Sagardighi (Unit – I) (SgTPS)	300	2,750.00	2,639.54	26 April 2007	07 September 2008
Sagardighi (Unit – II) (SgTPS)	300			26 July 2007	06 November 2008
Santaldih (Unit – V) (STPS)	250	1,061.70	1,539.33	26 April 2007	01 April 2009
Santaldih (Unit – VI) (STPS)	250	1,090.08	1,080.93	22 September 2009	30 September 2011
Bakreswar (Unit – IV)(BkTPS)	210	2,100.00	2,316.89	29 July 2007	06 March 2009
Bakreswar (Unit – V) (BkTPS)	210			29 October 2007	27 June 2009
DPL (Unit – VII)	300	1,350.00	1,357.80	26 April 2007	30 April 2008
Total		<b>8,351.78</b>	<b>8,934.49</b>		

*Source: Records of WBPDC and DPL*

It was observed from above table, that none of the units were completed within the scheduled time. Consequently benefits worth ₹ 10.69 crore on account of rebate (₹ 2.74 crore) on loans from Rural Electrification Corporation Limited and subsidy (₹ 7.95 crore) available under Accelerated Generation and Supply Programme of the Government of India, had to be forgone. Moreover there was cost overrun of ₹ 582.71 crore on these projects.

Further, when a power generating unit is proposed, estimated cost together with revisions, if any, are required to be intimated to WBERC. Final project cost is also required to be intimated to WBERC for determination of admissible project cost and fixation of tariff. In respect of seven generating units reviewed by audit, WBERC had disallowed capital expenditures of ₹ 165.36 crore because WBPDC and DPL could not restrict controllable cost. Audit observed that WBPDC and DPL had not put in place a mechanism to monitor/ control costs as underlined by Planning Commission.

Again, because of the delays, WBPDCCL and DPL incurred ₹ 453.90 crore in excess interest on loans taken to finance the projects. This interest incurred during construction period was capitalised as part of project costs.

### **2.1.8.2 Commissioning of projects with incomplete components**

Despite directions from both Planning Commission (PC) and DoE (April 1992/May 2003) neither WBPDCCL nor DPL had prepared the PERT/ CPM models for any of their projects. In December 2011, WBERC had noted that certain capital construction works were on during the commercial operation period. Test check by audit also revealed the same as discussed below:

- STPS unit V of WBPDCCL was commissioned (April 2009) without chlorination plant required as per CEA's direction. This led to algae formation in cooling tower. The cooling tower is used in a power plant to remove excess heat generated in the plant. Algae formation in the cooling tower led to choking of tubes and affected condenser performance of the cooling tower. To clean the tubes in cooling tower, STPS unit V also has to be shut down for one<sup>21</sup> month resulting in loss of generation of 175.36 MU of energy resulting in loss of ₹ 21.86 crore.
- Construction of the AHP to evacuate dry fly ash generated from burning of coal in the plant has to be synchronised with the main plant, as a part of the plan. Dry fly ash can be given away to cement manufacturers and brick industry who use it in their products. Unit VII of DPL was commissioned (April 2008) without an AHP. Consequently, the dry ash generated was mixed with water and the resultant slurry pumped into ash pond. The wet ash deposited into ash pond was later removed from the pond by engaging contractors who had to be paid for removal of wet ash. The AHP to evacuate dry ash was commissioned in December 2009 *i.e.* after lapse of 19 months from commissioning of the Unit. Test check showed that between April 2009 to December 2009, DPL had paid ₹ 1.35 crore to contractors for excavation from ash pond of the wet ash generated by its unit VII and deposited as slurry in the ash pond. This also had serious environmental consequences.
- Again, at Unit VI of STPS, WBPDCCL had put the incomplete AHP to use at the time of commissioning of the unit in September 2011. Since the AHP was not able to evacuate the dry fly ash from the plant, it led to collapse of AHP in October 2011. Consequently, WBPDCCL could not dispose fly ash from unit VI. Besides, non-utilisation of fly ash also led to environmental degradation. It was observed by Audit that the contractor had not installed some components in the AHP and it remained unnoticed as WBPDCCL did not verify it during takeover of

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<sup>21</sup>From 14 November 2009 to 14 December 2009.

the plant. Failure to evacuate ash led to shut down of the Unit for 142.47 hours with consequential loss of ₹ 5.65 crore.

During Exit Conference (December 2014), DPL stated that there were few Original Equipment Manufacturers (OEM) for appropriate Ash Handling System. Consequently, design and construction of ash handling system were delayed, leading to time overrun in execution of projects.

The reply is not acceptable since LOA issued by DPL for the main plant to the agency was through international competitive bidding. The LOA also included contract for supply, erection and commissioning of all the components including AHP. Therefore, separate OEM for AHP was not required.

- Any power station should have adequate transmission capacity to evacuate generated power. According to the Manual on Transmission Planning Criteria 1994, the transmission system should be so designed that even if one transmission line is not available, there would exist alternate transmission lines through which power could be evacuated.

While the work order for SgTPS of WBPDCCL was awarded in July 2004, the contract for transmission line required to evacuate power from the unit was awarded only in February 2006. SgTPS unit I and II were commissioned in September and November 2008 respectively without adequate power transmission line capacity as stipulated in Manual on Transmission Planning Criteria 1994.

In May 2010, SgTPS could not evacuate power for 758.40 hours due to non-availability of alternate power evacuation lines as the existing transmission line (Farakka-Subhashgram 400 KV line) was not available. This led to loss of generation of power of 227.40 MU and loss of ₹ 26.42 crore.

### ***2.1.8.3 Poor execution of projects***

#### **Digital Control System (DCS)**

Before accepting a project, it is Management's responsibility that the project has been completed in all aspects and is of appropriate quality. Audit observed that DPL had taken over project without ensuring these.

The power plants maintain highly computerised Digital Control System (DCS) to monitor various parameters relating to their smooth and safe day to day operations. The functioning of DCS is configured in such a way that some of their operations are done automatically. DCS is maintained in the control room of the plants where professionals monitor it for 24 hours.

An instance of poor execution of projects which led to forced shutdown and consequent loss of generation is discussed below:

- Unit VII of DPL was under forced shut down due to damage to wind box since the pressure in the furnace of the boiler had crossed the permissible limit. As per Design, Operation and Maintenance Manual for the Unit when furnace pressure exceeds the permissible limit, the control mechanism shall automatically cut off fuel to the furnace and thereby shut down the plant. Audit observed from internal memos that the matter was subsequently investigated by DPL and it was found (November 2012) that the defect lay in the DCS, which led to damage (July 2012) in the wind box.

It was also observed in audit that although the plant was commissioned in April 2008, performance guarantee (PG) tests had not been conducted by the contractor till January 2015. Consequently, the Management could not determine whether all parameters guaranteed in the contract were achieved. As a result of the above breakdown, the plant had to be shut down for 1,066.60 hours from 26 July 2012 to 09 September 2012 for repairs. Since the plant did not operate, DPL could not generate energy for that period and suffered loss of ₹ 45.11 crore. Since PG tests were not conducted, Management could not claim any damage.

### ***Auxiliary Energy Consumption (AEC)***

Quantum of energy consumed by auxiliary equipment of the generating station and transformer losses within the generating station is called auxiliary power consumption. As per WBERC norms, AEC should be limited to nine *per cent* and 8.5 *per cent* of gross energy generated by WBPDC and DPL respectively for the units under review.

Audit observed that actual AEC exceeded norms (*Annexure 2.1*) by 0.53 to 3.51 *per cent* for WBPDC and 1.73 to 4.46 *per cent* for DPL. As per WBERC tariff regulation, such inefficiencies are penalised and WBERC disallowed recovery of fuel cost of ₹ 184.34 crore from tariff of WBPDC and DPL.

During PG test at SgTPS (WBPDC), the contractor achieved 11.64 *per cent* AEC instead of the contractual requirement of 8.49 *per cent*. Audit has found from the energy audit report, station log books, and unit outage reports that the main reasons for inefficiency at SgTPS were defects in control design and engineering. These defects led under-utilisation of high capacity motors.

### ***Thermal Efficiency***

Thermal efficiency (TE) of a thermal power station indicates the efficiency of converting thermal energy into electrical energy and is the aggregate of the boiler and the turbine efficiencies. It is measured with reference to station heat rate and ratio of conversion of chemical energy to electrical energy. **Table 2.1.5** below shows the TE of the seven units as WBERC norms and actual performance there against during 2009-14.

Table 2.1.5 Thermal efficiency of seven units

Sl. No.	Name of the unit	Thermal Efficiency (Figures in per cent)									
		2009-10		2010-11		2011-12		2012-13		2013-14	
		Actual	Norm	Actual	Norm	Actual	Norm	Actual	Norm	Actual	Norm
1	BkTPS-IV	33.86	33.59	22.28	33.99	35.21	34.40	36.66	34.61	36.40	34.82
2	BkTPS-V	32.29	33.59	34.73	33.99	35.70	34.40	35.73	34.61	36.40	34.82
3	STPS-V	32.11	36.60	36.55	36.60	33.90	35.46	33.62	35.46	35.57	35.46
4	STPS-VI	NA	NA	NA	NA	32.15	35.46	36.97	35.46	34.18	35.46
5	SgTPS-I	33.19	37.80	37.01	37.80	32.40	36.67	35.77	36.67	36.70	36.67
6	SgTPS-II	33.31	37.80	36.46	37.80	32.98	36.67	36.71	36.67	36.46	36.67
7	DPL-VII	30.17	37.80	29.58	37.80	33.55	36.67	32.98	36.67	29.02	36.67

Source: Based on WBERC Regulations and records of WBPDC/ DPL.

It would be evident from the table that BkTPS Unit IV and V had failed to achieve the target only in one (2010-11 and 2009-10 respectively) out of the above five years. STPS V & VI has failed in four (2009-10 to 2012-13) and two (2011-12 and 2013-14) years respectively. SgTPS I & II have failed to achieve targets in four years each (i.e. 2009-10 to 2012-13 and 2009-10, 2011-12 with 2013-14 respectively). DPL Unit VII had failed to achieve the target in all five years. Because of lower TE, there was excess consumption of oil as discussed in the following paragraphs.

#### *Excess consumption of fuel oil*

WBERC specified norms of one to 1.5 ml/kWh of fuel oil in respect of seven selected units. It would be observed from *Annexure 2.2* that actual consumption of oil was in excess of norm by 46,804.22 Kl. Due to this, the PSUs sustained loss of ₹ 210.27 crore for these seven units during the period 2009-2014.

#### *Non closure of contracts*

The seven units under review were completed during April 2008 to September 2011. However, except for BkTPS (March 2014) no contract had been closed. WBERC had withheld ₹ 416.19 crore from admitted costs of all the seven units for non-closure of contracts.

Audit observed that for DPL VII, the contracts could not be closed because PG tests which were to be completed by July 2008<sup>22</sup>, were not yet done. At WBPDC's SgTPS I and II units, contracts with the agency were under arbitration, while STPS unit V and VI had not been closed due to non-rectification of vibration problems in turbines by BHEL.

<sup>22</sup> In terms of WBERC Regulations, four months from synchronisation in March 2008.



#### **2.1.8.4 Project outcomes**

The project outcomes reflect the achievement of objectives for which these units were set up. The parameters to which the outcomes have been benchmarked by WBERC are plant availability factor, demonstration of capacity and plant load factor, as discussed below:

##### ***Plant Availability Factor (PAF)***

Plant Availability Factor is the ratio of actual hours available to maximum possible working hours (excluding normative auxiliary energy consumption) during a specified period of time. Recovery of capacity charges through tariff mechanism depends on PAF. As per WBERC norms, PAF should be 85 per cent of possible working hours (excluding normative auxiliary energy consumption) in a year for the selected units. Shortfall in PAF against the norms results in loss of capacity charges.

It would be evident from *Annexure 2.3* that there was deficit of 2.69 per cent to 41.32 per cent for WBPDCCL and 10.33 per cent to 73.70 per cent for DPL. Due to shortfall in PAF both the PSUs had incurred loss of ₹ 1,340.02 crore (WBPDCCL ₹ 826.62 crore for six units and DPL ₹ 513.40 crore for one unit). Main reasons for shortfall in the PAF were excess AEC and forced outages.

During Exit Conference (December 2014), WBPDCCL and DPL have agreed with the audit observation.

##### ***Demonstration of capacity***

As per WBERC Tariff Regulation, every power plant is required to declare their capacity to generate electricity in each of the 96 blocks in a day. The plants are required to declare the capacity after factoring in their ability with regard to any constraints that they may have. Once capacity has been declared, the regulations provide that State Load Dispatch Center (SLDC) may ask the units to demonstrate that the declared capacity (DC) can be achieved. In the event of the generating station failing to demonstrate DC, capacity charges due to the generating station shall be reduced as a measure of penalty. It was observed from the available records that during 2009-14, SLDC conducted demonstration test 69 times for six units<sup>23</sup> which failed to demonstrate DC on 15<sup>24</sup> occasions. Consequently, SLDC levied penalty of ₹ 23.80 crore on WBPDCCL.

WBPDCCL observed (December 2011) that the main cause of failure of demonstration of SgTPS was due to mismatch between time synchronisation of all energy meters in the power station and the energy meter of outgoing feeders. This indicates that at the time of commissioning of the units, the time of the energy meters in the power station had not been synchronised with the time of the energy meters on outgoing feeders.

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<sup>23</sup>All of WBPDCCL.

<sup>24</sup>SgTPS nine cases, STPS three cases and BkTPS three cases.

During Exit Conference (December 2014), WBPDCCL further stated that when the concept of 'demonstration of declared capacity' was introduced in the WBERC regulations, they could not understand the regulation requirements. But WBERC Tariff Regulation was effective from February 2007 and audit observation is for the period 2009-14.

### **Plant Load Factor (PLF)**

PLF means total energy generated during a given period by a generating station expressed as percentage of energy corresponding to installed capacity in that period. PLF for the selected units is fixed at 80 per cent by WBERC. PLF was below the norms as is evident from *Annexure 2.4* and the shortfall in achieving PLF varied from 1.77 to 35 per cent for WBPDCCL and from 21.62 to 70.93 per cent for DPL. Lower PLF indicates under-utilisation of capital investment.

## **2.1.9 Environment Management**

**2.1.9.1** Government of India notified limits for air, noise and water pollution under Environment (Protection) Act 1986 and rules made there under to protect the environment from pollutants arising out of the operation of plants.

The table below shows the compliance with various environmental parameters at the TPS covered in audit:

*Table 2.1.6: Compliance with various environmental parameters at the thermal power stations*

Name of the unit	Actual no. of readings	No. of readings beyond norm	Percentage <sup>25</sup> of failure	Max. beyond norm	Minimum beyond norm
<b>Air Pollution (Stack emission monitoring)-Suspended Particulate Matter (SPM) -Norms 150 milligrams/cubic metre (mg/Nm<sup>3</sup>)</b>					
DPL-VII	76	-	NA	NA	NA
BkTPS-IV&V	51	2	3.92	193.48	193.00
STPS-V&VI	Not Available				
SgTPS-I&II	123	10	8.13	324.00	164.14
<b>Air Pollution (ambient air quality)-Suspended Particulate Matter (SPM) -Norms 100 milligrams/cubic metre (mg/Nm<sup>3</sup>)</b>					
DPL	52	35	67.30	431.30	103.00
BkTPS	87	39	44.83	157.00	106.00
STPS	Not Available				
SgTPS	161	50	31.06	360.73	106.36
<b>Noise Pollution-Decibel-Norms maximum 75 db(A)</b>					
DPL	42	22	52.38	97.10	75.63
BkTPS	17	6	35.29	93.73	77.20
STPS	Not Available				
SgTPS	21	17	80.95	91.40	78.00
<b>Water pollution-pH-Norms-6.5pH-8.5pH</b>					
DPL	54	2 1	5.56	8.60/ 6.38	8.60/ N.A.

<sup>25</sup> (Total no. of failure ÷ total no. of tests) × 100.

Name of the unit	Actual no. of readings	No. of readings beyond norm	Percentage of failure	Max. beyond norm	Minimum beyond norm
BkTPS	29	-	NA	NA	NA
STPS	Not Available				
SgTPS	50	2 6	16	12.00/ 3.20	9.00/ 6.41
<b>Water pollution-Total Suspended Solids (TSS) -Norms-100 mg/litre</b>					
DPL	54	4	7.41	220.00	120.00
BkTPS	29	1	3.45	174.00	NA
STPS	Not Available				
SgTPS	50	2	4	194.00	154.00

*Source: Monthly/ Annual Environment Management reports for each TPS*

From the above, it is seen that the percentages of failure to adhere to the environmental parameters were very high in respect of air pollution caused by suspended particulate matter (SPM) and noise pollution by various units. It was noticed in audit that failure to meet particulate emission and TSS norms by DPL was repeatedly pointed out by WBPCB on several occasions between October 2012 and January 2014. Similarly, at STPS, WBPCB had reiterated (September 2014) that WBPDCCL had not complied with the directions issued (February 2014) to ensure that pollution equipment were functional, urging it take steps to minimise ash slurry discharge control. But no instances of any corrective action taken by both PSUs were found on record by Audit.

Audit also observed that the PSUs were paying water cess at higher rates and forgoing rebates thereon for their failure to adhere to the environmental norms, as discussed in the following paragraph.

### **2.1.9.2 Water Cess**

Water is required at Thermal Power Stations mainly to generate steam. Plants usually collect water from natural sources and pay water cess to West Bengal Pollution Control Board (WBPCB).

Under Water Cess Act, 1977, power stations are entitled to rebate of 25 per cent, if their discharged pollutants are within norms. Failure to maintain norms leads to loss of rebates.

As none of the two PSUs met the norms as laid down by WBPCB, they had to forgo the rebate and incurred additional expenditure on water cess aggregating to ₹ 1.99 crore<sup>26</sup> during the last five years ending March 2014.

### **2.1.9.3 Energy Audit**

As per provisions of Energy Conservation Act, 2001, all energy intensive industries should get their units audited by accredited energy auditors. The

<sup>26</sup> SgTPS : ₹ 38.19 lakh, STPS : ₹ 33.77 lakh , BkTPS : ₹ 49.28 lakh and DPL : ₹ 77.76 lakh.

energy audit is meant for verification, monitoring and analysis of use of energy which includes submission of technical reports containing recommendations for improving energy efficiency with cost benefit analysis and an action plan to reduce the energy consumption. Since 28 April 2010, every designated consumer shall have to conduct its first energy audit within 18 months and subsequent energy audits should be conducted at intervals of three years from the previous report. Status of energy audit of the units is given in *Annexure 2.5*.

Although DPL Unit VII and STPS Unit VI were in operation since April 2008 and September 2011 respectively, no energy audit had been conducted for these two units so far (March 2014) in violation of the Energy Conservation Act, 2001.

While the first energy audits of the remaining five units test checked were completed within the specified period, the subsequent energy audits due after three years had not been taken up for any of the five units (January 2015).

It would appear from the annexure that out of total 51 recommendations in respect of five units, 24 recommendations were implemented (June 2014) by WBPDCCL. These recommendations, if implemented, are expected to bring down auxiliary energy consumption and improve thermal efficiency (Paragraph 2.1.8.3).

During Exit Conference (December 2014) WBPDCCL and DPL accepted the audit observations on environmental issues and energy audit.

#### **2.1.10 Internal Control and Monitoring**

Internal control and monitoring are pre-requisites for effective project management. As mentioned at Paragraph 2.1.8.1, in the absence of PIS and dedicated PIT, project monitoring was adhoc, leading to delays in implementation and poor quality of execution.

WBPDCCL had formed a committee of its Board of Directors (BoD) viz. Project Appraisal and Monitoring Committee (PAMC) only in November 2009 when the last unit (STPS Unit VI) under review was scheduled to be completed by September 2009. At DPL, there was no PAMC till date (March 2014).

Even when the PAMC had been formed, the instructions issued (November 2009) by PAMC was not followed till April 2010. The PAMC had repeatedly attributed (November 2009 to April 2010) delays to poor monitoring. However, comprehensive corrective actions were not forthcoming. An instance of non-compliance of the directions of the WBPDCCL's Board of Directors (BoD) is given below:

- In February 2012, the BoD of WBPDCCL had given in-principle clearance for conducting a residual life assessment (RLA) of its units at Kolaghat and Bakreswar. The BoD also directed to engage an agency to conduct RLA through tendering process. WBPDCCL appointed

(May 2012) an agency without following tendering procedure, to undertake a Robotics Inspection of water wall tubes of the boiler as part of RLA at SgTPS Unit I instead of Kolaghat and Bakreshwar. This agency was paid ₹ 0.97 crore for the work. Audit observed that this RLA for SgTPS Unit I was not necessary since as per Indian Boiler Regulation-1950, RLA of boilers is required after 15 years or 1,00,000 hours of operation. SgTPS I was a new unit commissioned in September 2008 and had operated for 35,000 hours only. Besides SgTPS unit I had to be shut down for six days for robotics inspection resulting in loss of ₹ 4.13 crore due to loss of generation. No responsibility was fixed for the deviation from the BoD's directions. The facts were never placed before the BoD for *post facto* approval.

WBDCL stated (May 2013) that the point was noted and in future every precaution would be taken to avoid such incidents.

- In April 2010, the Principal Secretary of the Department (as a Director of the Board for WBDCL) had stressed that a robust monitoring mechanism should be put in place which will ensure timely completion of all the projects right from the planning stage and that monitoring should be done at different levels starting from the senior-most person at the site level up to the level of the Managing Director. He had further stressed that the monitoring system should hold the person responsible for performance and accountability for each person involved in the process should be fixed including the accountability of the vendors and contractors. In July 2010, he had further suggested that a certificate from the General Manager should be obtained regarding the commitment they have made in respect of completion of the respective project activity as intimated by them.

Despite the urgency of acting upon these suggestions in view of observed deficiencies in every aspect of the project management, no such steps were instituted by WBDCL (March 2014).

During Exit Conference (December 2014), WBDCL stated that in order to augment project monitoring for SgTPS III and IV, a separate General Manager (Project) has been posted (July 2014) to tackle the issues of time and cost overrun of the projects.

#### **2.1.11 Acknowledgement**

Audit acknowledges the cooperation extended to them by the Management of WBDCL and DPL as well as the Government.

However, Management/ Government could not provide Audit with certain essential documents needed for conducting this Performance Audit. Base records relating to scheduled and actual dates of delivery of equipment were not produced, despite being called for in audit, time overrun in respect of each activity of a project and consequent cost overrun could not be quantified in audit.

### 2.1.12 Conclusion and Recommendations

#### *Conclusion*

WBPDCCL had lost an opportunity to execute new projects due to fund shortage. With regard to implementation of projects in time, WBPDCCL and DPL did not have a framework for efficient project planning and execution to avoid delays. Both WBPDCCL and DPL failed to put in place an adequate project monitoring mechanism with a well-defined accountability structure. Pollution parameters were also not met leading to forgoing of rebate of ₹ 1.99 crore on account of water cess. All these factors led to the units not being commissioned within the scheduled time and performance and environmental standards remained unachieved.

#### *Recommendations*

*Audit recommends for consideration that –*

- 1. WBPDCCL put in place a cost control mechanism to ensure that the expenses it incurs do not exceed the WBERC norms.*
- 2. Projects be commissioned only after they are complete in all aspects and quality requirements have been duly met prior to such acceptance.*
- 3. DPL and WBPDCCL adhere to the suggestions of PAMC and develop a strong project monitoring mechanism.*

## West Bengal Industrial Development Corporation Limited and West Bengal Industrial Infrastructure Development Corporation

### 2.2 Development of Industrial Parks/ Growth Centres and allotment of land

#### Executive Summary

##### **Introduction**

*West Bengal Industrial Development Corporation Limited (WBIDC) (incorporated in 1967 under the Companies Act 1956) and West Bengal Industrial Infrastructure Development Corporation (WBIIDC) (incorporated in November 1973 under the West Bengal Industrial Infrastructure Act 1974) were established under Commerce and Industries Department (C&I), Government of West Bengal (GoWB) to provide necessary infrastructure for development of industries.*

##### **Financial position and working results**

*Both PSUs were earning overall profits mainly from their non-project activities like lending and interest income. However, their infrastructure development activities were incurring losses.*

##### **Industrial Policy and Planning**

*Between 2009-10 and 2013-14, WBIDC disbursed incentives of ₹ 949.45 crore on behalf of GoWB. It took more than a year to disburse incentives arising from excessive documentation while applying for incentives by entrepreneurs.*

*WBIDC prepared a Strategic Plan and a Mission-Vision Statement. WBIDC's Board deliberated (September 2011) on suggested strategies for implementation but took no further action. WBIIDC had not prepared mandatory overall and schematic budgets and programmes of work.*

##### **Acquisition of land**

*WBIDC had paid ₹ 2.03 crore in excess on purchase of land through two intermediaries in deviation of its own practice. Besides, it did not maintain complete records of land acquisition proposals or followed them up. Consequently, six proposals had lapsed leading to blocking up of ₹ 13.58 crore. Similarly, WBIIDC had not followed up for one proposal resulting in blocking up of ₹ 1.36 crore.*

*Moreover, selection of sites by WBIDC and WBIIDC was not appropriate with industrial parks (IPs) and growth centres (GCs) being set up on acquired land that was non-contiguous or at locations where there was no demand for industrial land.*

##### **Development of infrastructure and its maintenance**

*Delays in preparation of master plans and awarding of contracts led to cost overrun. At four IPs, WBIDC had short recovered operation and maintenance charges of ₹ 1.36 crore. WBIIDC had not realised dues of ₹ 4.46 crore from various units.*

##### **Allotments and monitoring**

*WBIDC allotted land to projects without appraisal or appraisals were done after approval. Besides, four new integrated steel plant projects were approved prior to appraisal. Consequently, many projects had not taken off and 5,625 acres land remained idle.*

*Shortcomings in determination of prices for allotment of land and modules led to under-recovery of cost, discriminative pricing and allotment below prevailing market rates.*

##### **Project implementation**

*Both PSUs had allotted land for projects that had not commenced any activity for 14 months to 38 years beyond scheduled dates of implementation. Even after grant of extension, many units had not commenced operation.*

### **Conclusion**

**Infrastructure development activities were yet to become profitable for both WBIDC and WBIIDC. Besides, in case of both the PSUs, close follow up of acquisition proposals was often lacking resulting in lapsed proposals and blocking of funds. Further PSUs failed to ensure distribution of Rehabilitation and Resettlement benefits to the land givers. Despite mega steel projects being non-starters; 5,625 acres of land allotted to them by WBIDC could not be reclaimed due to faulty development agreements. Moreover, the internal control processes were weak.**

### **Recommendations**

**There are three recommendations - PSUs may develop land bank/ database on unused land available with other Departments for industrial use, strengthen their appraisal and monitoring mechanism to see that the land in IPs/ GCs is effectively utilised and ensure effective internal control in the areas of land acquisitions, appraisal of projects and allotment of land to entrepreneurs as well as to oversee functioning after the projects are implemented**

## **2.2.1 Introduction**

Development of industry is a priority area of the Government of West Bengal (GoWB). Two Public Sector Undertakings (PSUs), West Bengal Industrial Development Corporation Limited (WBIDC) (incorporated in 1967 under the Companies Act 1956) and West Bengal Industrial Infrastructure Development Corporation (WBIIDC) (incorporated in November 1973 under the West Bengal Industrial Infrastructure Act 1974<sup>27</sup>) were established under Commerce and Industries Department (C&I) to provide necessary infrastructure for development of industries.

The functions of WBIDC and WBIIDC include acquiring land for setting up Industrial Parks (IPs) and Growth Centres<sup>28</sup> (GCs), development of those plots, built-up industrial sheds and common facilities and allotting of plots/ sheds for industrial/ commercial purposes.

As of March 2014, WBIDC had completed 18<sup>29</sup> IPs in 7,443.66 acres of land; six other projects<sup>30</sup> covering 596.81 acres of land were in various stages of progress. Similarly, WBIIDC had completed 15<sup>31</sup> Growth Centres (GCs) in 2,246.50 acres of land and had acquired 189.50 acres<sup>32</sup> for two<sup>33</sup> Public Private Partnership (PPP) projects at Jalpaiguri and Kharagpur and 192.86 acres at Jhargram, Paschim Midnapur for development of three new GCs.

<sup>27</sup> Under an ordinance in 1973 that was replaced by the Act in 1974.

<sup>28</sup> WBIDC uses the term Industrial Park where as WBIIDC uses the term Growth Centre.

<sup>29</sup> Includes 10 IPs developed prior to 2009-10.

<sup>30</sup> Zari hub, Food Park III, Barjora III, Ankurhati, Kharagpur Tata Metallic and Haldia IP.

<sup>31</sup> Developed prior to 2009-10.

<sup>32</sup> Auto Park at Kharagpur (192.785 acres) and Logistic hub at Fatapukur, Jalpaiguri (124.5 acres).

<sup>33</sup> Integrated Industrial Hub at Fatapukur and Auto park at Paschim Midnapur (Bengal Intt Auto Park).



### **2.2.2 Organisational structure**

The management of both WBIDC and WBIIDC is vested in their respective Boards of Directors, each headed by a Chairman. The Managing Director (MD) and the Chief Executive Officer (CEO) are the executive heads of WBIDC and WBIIDC respectively. The Managing Director of WBIDC is assisted by two Executive Directors. The CEO of WBIIDC is assisted by the Secretary, the Chief Accounts Officer and two Superintending Engineers. As of March 2014, the Boards of WBIDC and WBIIDC consisted of 12 and 11 members respectively including the MD/ CEO and the Chairman.

### **2.2.3 Audit objectives**

This Performance Audit was undertaken to assess whether WBIDC and WBIIDC had:-

- formulated plans in accordance with the prevalent industrial policies of the State;
- acquired land, developed requisite infrastructure and allotted the land to industries in an efficient and economic manner,
- implemented projects successfully and contributed towards industrialisation in the State, and;
- internal controls were operational and adequate.

### **2.2.4 Scope and methodology of audit**

The Performance Audit was undertaken between February and May 2014. It covered the activities of WBIDC and WBIIDC on development of IPs/ GCs during 2009-10 to 2013-14. Audit had conducted test check of records of Head offices of WBIDC and WBIIDC, Commerce and Industries Department (C&I) and 14<sup>34</sup> IPs/ GCs. Selection of IPs/ GCs was done on the basis of purposive sampling based on size and location of the IP/ GC. Audit methodology involved scrutiny of records maintained at the Head offices and IPs/ GCs as well as C&I.

In 2002-03, a Comprehensive Appraisal of “West Bengal Industrial Infrastructure Development Corporation”, was incorporated in the Report of the Comptroller and Auditor General of India for the year ended 31 March 2003 (Commercial) GoWB, where the entire working of WBIIDC was reported. A Performance Audit of “Loan management of WBIDC” was incorporated in the Report of the Comptroller and Auditor General of India for the year ended 31 March 2005 (Commercial), GoWB.

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<sup>34</sup>**WBIDC** : *Industrially backward* - Raghunathpur (Purulia), Salboni (Paschim Midnapur), Vidyasagar (Paschim Midnapur); *Industrially developed* - Panagarh (Burdwan), Rishi Bankim (North 24-Parganas), Foundry Park (Howrah), Garment Park (Kolkata); **WBIIDC** : *Industrially backward* - Cooch Behar (Cooch Behar), Dabgram (Jalpaiguri), Rani Nagar (Jalpaiguri), Malda (Malda), Bolpur Shilpaniketan (Birbhum); *Industrially developed* - Falta (South 24-Parganas) and Haldia (Purba Midnapur).

An Entry Conference was held in March 2014, where the objectives, scope and methodology of the Performance Audit was explained to the Managing Director, Chief Executive Officer and senior management of WBIDC and WBIIDC. The Exit Conference was held on 26 December 2014, attended by the Managing Director, Chief Executive Officer and other senior management of WBIDC and WBIIDC. The views expressed by them have been considered while finalising this Performance Audit. Audit findings are discussed in the subsequent paragraphs.

### 2.2.5 Audit criteria

Audit adopted criteria sourced from the following, for assessing the performance of WBIDC/ WBIIDC:

- Industrial policy of GoWB and directives issued from time to time by GoWB;
- Resolutions of Boards of Directors;
- Procedures prescribed for acquisition of land and payment of compensation to land owners;
- Laid down procedures of WBIDC/ WBIIDC for allotment and transfer of land;
- Rules framed for fixation of allotment price, levy of penalty, recovery of dues *etc.*

### Audit Findings

Audit findings are discussed in the succeeding paragraphs.

### 2.2.6 Financial position and working results

#### 2.2.6.1 Profitability analysis

Summarised financial position and working results of WBIDC and WBIIDC are given at *Table 2.2.1*. It would appear from the table that both PSUs were profit earning organisations, but profit mainly came from their non-project activities, like lending and interest income. The infrastructure development activities were earning losses for both the PSUs. The losses for WBIDC were reduced between 2010-11 and 2012-13, but increased again in 2013-14. Proportion of turnover in their total turnover also behaved similarly during this period. For WBIIDC, the losses from infrastructure development activities increased from 2009-10 to 2011-12 after which they reduced in 2012-13 before registering a marginal increase. The proportion of profit from infrastructure development activity also showed similar trend. Thus it is observed that infrastructure development activities are yet to become profitable for both the PSUs.

**Table 2.2.1: Financial Results of WBIDC and WBIIDC**

(Amount : ₹ in crore)

	WBIDC				
	2009-10	2010-11	2011-12	2012-13	2013-14
Profit/ (Loss) from lending activity	2.23	16.26	(22.10)	(0.65)	(17.46)
Profit/ (Loss) from infrastructure development activity	(11.19)	(27.89)	(16.47)	(3.07)	(8.58)
Other Profit	13.13	22.25	42.01	41.49	36.38
Net Profit Before Tax	<b>1.75</b>	<b>11.21</b>	<b>3.43</b>	<b>37.77</b>	<b>10.33</b>
Percentage of turnover from lending activity to total turnover	62	51	21	12	20
Percentage of turnover from infrastructure development activity to total turnover	4	8	31	38	15
Percentage of turnover from investing activity to total turnover	20	27	38	37	36
Percentage of profit from infrastructure development activity to total profit	(-)268	(-)263	(-)480	(-)8	(-)83
	WBIIDC				
	2009-10	2010-11	2011-12	2012-13	2013-14
Profit from infrastructure development activity	(3.89)	(5.36)	(6.20)	(4.35)	(4.60)
Profit from other activity (Deposit Works and interest income)	10.38	9.21	12.87	21.36	19.52
Net profit before tax	<b>6.49</b>	<b>3.85</b>	<b>6.68</b>	<b>17.01</b>	<b>14.92</b>
Percentage of turnover from infrastructure development activity to total turnover	25	19	22	17	17
Percentage of turnover from investing activity to total turnover	56	54	59	73	73
Percentage of profit from infrastructure development activity to total profit	(-)60	(-)139	(-)93	(-)26	(-)31

In Exit Conference, WBIDC stated that fall in income during 2013-14 was due to provisions made against non-performing assets. WBIDC assured that segment reporting would be followed in subsequent accounts.

#### ***2.2.6.2 Non-charging of depreciation and non-amortisation of land premium***

WBIDC treats cost of developing IPs as inventory and recognises profit on sale of land/ plots by deducting expenditure incurred for procurement of land and infrastructure development cost from lease premium received from entrepreneurs. WBIIDC accounts for cost of its GCs as fixed assets and lease premia received as current liabilities. As infrastructure cost of GCs is treated as fixed assets, such cost is subject to depreciation. Depreciation is an allowable expenditure for calculation of taxable income. However, WBIIDC

did not charge depreciation and avail tax benefit on infrastructural cost of GCs which were operationalised. Test check of infrastructure cost of four<sup>35</sup> GCs viz. Haldia, Kalyani, Uluberia and Kharagpur, which were operationalised prior to 2002, revealed that depreciation of ₹ 12.65 crore was not charged on cost of such assets valuing ₹ 20.04 crore which led to higher incidence of income tax<sup>36</sup> by ₹ 4.30 crore.

In its reply, WBIIDC accepted (December 2014) the observation.

## 2.2.7 Formulation of plans in line with Industrial Policies of the State

### 2.2.7.1 State Industrial Policy

In accordance with the Industrial Policies of 1994 and 2013, WBIDC had set up industry specific IPs viz. food park, gems and jewellery park etc. WBIIDC had allotted (December 2013) land in Bolpur GC for establishment of *Biswa Khudra Bazar* for MSMEs.

For promotion of industries and in accordance with its Industrial Policies, State Government announces incentive schemes<sup>37</sup> from time to time to extend financial support in the form of part reimbursement of expenditure towards plant and machinery (fixed capital subsidy), power, interest on loans, sales tax/ Value Added Tax etc. On behalf of GoWB, WBIDC disburses these incentives to establish new units and expand existing units in the State, only after commencement of commercial production. During 2009-10 to 2013-14, WBIDC had disbursed incentives of ₹ 949.45 crore. A study<sup>38</sup> pointed out it took more than a year to avail incentives arising from excessive documentation while applying for incentives, need for multiple visits to concerned departments and manual processing of applications.

WBIDC however, had no policy to oversee the functioning of these assisted units after expiry of the periods of entitlement of incentives, so as to evaluate the effectiveness of providing such incentives. Moreover, the Board had expressed (February 2011) that incentive schemes need to be looked into afresh as most of investors felt that infrastructure was more essential for attracting investment than incentives.

WBIDC in its reply stated (January 2015), that as all kinds of incentives are now directly/ indirectly attributable to performance output thus there was built-in mechanism to review the effectiveness. However, the reply does not address the issue to overseeing the functioning of the unit during post entitlement period of the incentives. Also the concern expressed by the Board to obtain the view of the investors remained unaddressed.

<sup>35</sup> Selected as these were developed without Government grant.

<sup>36</sup> Being 33.99 per cent of depreciation.

<sup>37</sup> Incentives in form of fixed capital subsidy, power subsidy, interest subsidy, employment generation subsidy etc. under WBSIS 2000, 2004, 2008 and WBSIS Power Subsidy 2005.

<sup>38</sup> for Planning Commission, Government of India (March 2014).

### **2.2.7.2 Planning**

WBIDC and WBIIDC had to prepare perspective plans defining both short-term and long-term targets in harmony with the prevalent state industrial policies, for development of industrial infrastructure in the State.

In November 2010, WBIDC decided to prepare a Strategic Plan and a Mission-Vision Statement at a cost of ₹ 43.01 lakh. Mission of WBIDC was ‘to promote industrial investment and be the single point of contact for providing quality industrial infrastructure and promote investment approvals to potential investment in West Bengal’.

WBIDC’s Board deliberated (September 2011) on suggested strategies for implementation but took no further action. Thus expenditure of ₹ 43.01 lakh on a report commissioned by it, proved unfruitful. At the Exit Conference, WBIDC stated that some of the recommendations are under consideration without indicating any specific proposal.

WBIIDC Rules 1978 require preparation of overall and schematic budgets and programmes of work (physical and financial) annually before commencement of financial year for submission to GoWB. However, the same was not prepared so far (May 2014). In its reply, WBIIDC has accepted (December 2014) the observation.

### **2.2.7.3 Effectiveness of Single Window Policy**

In November 2011, WBIDC established a cell under Single Window Scheme (SWS) by the name of ‘Silpa Sathi’ (SS), wherein the officials of major departments<sup>39</sup> connected with providing licenses/ registration (required to start a business in the State) would meet on designated days of the week with a view to ease the process of doing business by reducing time lags in obtaining requisite approvals, ‘no-objection’ certificates, power and water connections etc.

An analysis of the activities and achievement of SWS since its formation revealed the following:

- It was observed that there was feeble response from the entrepreneurs to seek assistance from SWS for setting industries as only 18 applications so far (November 2014) were received since formation of this cell. Though 34 entrepreneurs were allotted land or modules in IPs of WBIDC between November 2011 and March 2014, none of those entrepreneurs had sought assistance of SWS to set up their units.

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<sup>39</sup> Pollution Control Board, Water & Irrigation, Directorate of Factories, Power, L&LRD etc.

- Attendance of departmental participants at SWS revealed that none of them were regular in attendance and there were no occasions wherein there was full quorum of participants.

At the Exit Conference, WBIDC agreed that SWS was not effective. GoWB had, however, set up a Task Force in November 2013 to assist the entrepreneurs.

### **2.2.8 Acquisition of land**

Requests for land to set up large factories by reputed industrial houses or for establishment of industrial estates by WBIDC/ WBIIDC are decided by the State Cabinet. Implementation of infrastructure projects begins with selection and procurement of land for IPs. GoWB appoints WBIDC/ WBIIDC as the requiring body (RB) under the Land Acquisition Act 1894<sup>40</sup> (Act) to initiate land acquisition proposals for setting up IPs/ GCs which are placed with Land and Land Reforms Department (L&LRD), GoWB/ District Magistrates through the C&I. Funds are released by WBIDC/ WBIIDC to the Land Acquisition (LA) collector as per demand. Besides, WBIDC/ WBIIDC also directly purchase land from the owners.

During 2009-14, WBIDC and WBIIDC had acquired 4,333.25 acres and 257.675 acres of land respectively, in five districts including two<sup>41</sup> backward districts for development of IPs/ GCs.

The audit observations on the process of land acquisition and management thereof are given in the following paragraphs:

#### ***2.2.8.1 Payment of excess price on direct procurement of land through private agents***

Based on offers from the land owners offering land suitable for industrialisation purpose, WBIDC also purchases land directly from them. Normally, WBIDC requests District Magistrates to appoint a committee for conducting direct purchase of land and fixation of rates from private owners. In the following case, WBIDC appointed private agents to purchase land directly from the cultivators/ owners which resulted in excess payment over the market value as mentioned below.

For setting up third phase of Plasto Steel Park at Barjora, WBIDC appointed (April 2009) two private limited companies to act as intermediaries for purchase of land from the land owners directly, for subsequent sale to WBIDC at their procurement cost. In return the two companies were to be allotted about 20 acres of land at WBIDC's procurement cost. Records revealed that WBIDC had paid ₹ 4.42 crore at the average rate of ₹ 7.84 lakh/ acre to these intermediaries without verifying from sale deeds, the procurement cost paid by

<sup>40</sup> A new act viz. Land Acquisition, Rehabilitation and Re-settlement Act 2013, w.e.f. September 2013. However, both PSUs had not acquired any land under this Act.

<sup>41</sup> Purulia and Paschim Midnapur.

them to land owners. Based on average cost of the land purchased by these companies from the erstwhile landowners, the amount payable to intermediaries worked out to ₹ 2.39 crore at rates varying from ₹ 2.43 to ₹ 9.00 lakh/ acre. Thus, WBIDC failed to ascertain actual procurement price the two companies had paid to the landowners while procuring the land directly from them, and had paid excess amount of ₹ 2.03 crore (₹ 4.42 crore - ₹ 2.39 crore) to two intermediaries. In the first place, allowing these companies to procure land was exception in itself and was against WBIDC's own practice. However, the both companies did not seek allotment subsequently.

In reply WBIDC stated (January 2015), that no excess payment was made as the same was made as per the agreement. But agreement with the intermediaries did not stipulate the price at which WBIDC would buy the land. Consequently, WBIDC decided to pay them at procurement cost.

#### ***2.2.8.2 Lapsed proposal***

While placing proposal for acquisition, Requiring Body (RB) was required to place advance amounts with the Land Acquisition Collector (LAC) viz. District Magistrate. L&LRD issues preliminary notification under section 4(1) of Land Acquisition Act, 1894 (Act) stating that land was needed for public purpose, followed by final declaration of intended acquisition under section 6, within a year from the date of notification under section 4(1) and making of award<sup>42</sup> under section 11 of the Act within two years from date of declaration. Failure to adhere to the time frame shall allow the proposal to lapse.

WBIDC did not maintain complete records on status of land acquisition proposals and the follow up measures taken. Test check of records revealed the following:-

- Six proposals for acquisition of land for five<sup>43</sup> IPs had not been completed even after periods ranging from 30 to 47 months after completion of two years from date of declaration. Thus, due to absence of persuasion by WBIDC these proposals had lapsed. Such lapsed proposals resulted in blocking up of fund of ₹ 13.58 crore along with loss of interest of ₹ 6.20 crore.
- Proposals made for setting up Raghunathpur IP in Purulia district revealed that between August 2007 and February 2012, WBIDC had paid advance of ₹ 86.27 crore to LAC for acquisition of 3,510 acres of land, out of which, 1,897.44 acres of land was acquired till November 2009, worth ₹ 77.55 crore. Of balance amount of ₹ 8.72 crore, ₹ 0.70 crore was refunded and ₹ 8.02 crore were still lying with LAC (May 2014), when the cases of land acquisition proposals had already lapsed in April 2012. The Company had not

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<sup>42</sup> 'Award' of land as per the LA Act, 1894 (Section 11), means declaration made by the Land Collector on the area of land to be acquired and its compensation.

<sup>43</sup> Panagarh, Rishi Bankim (Naihati), Raghunathpur I & II, Kharagpur.

followed up with the L&LRD for refund of the balance amount and thus blocked funds of ₹ 8.02 crore, losing interest of ₹ 2.08<sup>44</sup> crore.

- WBIIDC had deposited (April 2010) 10 *per cent* of land cost of ₹ 1.36 crore in April 2010 to LAC for acquisition of 251.255 acres to set up GC at Kharagpur (Phase II). Although notification under Section 4 of LA Act was issued in August 2010, acquisition could not be completed within three years from the date of notification and accordingly, acquisition proposal had lapsed in August 2013. WBIIDC neither sought refund nor submitted fresh proposal which had resulted in blockade of ₹ 1.36 crore resulting in loss of interest<sup>45</sup> of ₹ 58.48 lakh from August 2013 to March 2014.

WBIIDC in its reply, stated (December 2014) that proposal seeking refund was initiated in October 2014.

At the Exit Conference, WBIDC agreed that it had not sought refund of the excess amount with LAC, in anticipation of future land acquisition in those districts. The reply is not acceptable as any future acquisition would require fresh LA proposals and non-seeking of refund for such lapsed proposals would only result in blocking up fund and consequent loss of interest. Further in its reply (January 2015) WBIDC stated that they have initiated claims for refund against the lapsed proposal. However, it was observed (February 2015) that except in one IP, no claim was made for refund and no amount has been recovered so far (January 2015).

### 2.2.8.3 Land availability and land use in the State

The PSUs did not maintain records for land availability suitable for setting up of potential IPs/ GCs in the State. To meet the growing need for land for urbanisation and industrialisation, GoWB constituted State Land Use Board (SLUB) in October 2006 to frame a policy on land use. SLUB was informed by the District Magistrates of Purulia, Bankura, Paschim Midnapur, Burdwan and Birbhum, about availability of 35,405.91<sup>46</sup> acres vested non-agricultural land in these districts. However, there was no persuasion by either C&I department or by WBIDC/ WBIIDC to develop such land for industrial use. The two PSUs could have tapped SLUB for development of industries within the State.

WBIDC in its reply stated (January 2015) that it was in constant touch with L&LR Department, GoWB for development of Land Bank. It further stated that handing over of land at Goaltore, Paschim Medinipur and Haringhata, Nadia was under process.

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<sup>44</sup>Since April 2012 to March 2014 on ₹ 8.02 crore at 13 *per cent per annum*.

<sup>45</sup>At 13 *per cent per annum* on ₹ 1.36 crore.

<sup>46</sup>Birbhum : 2,135 acres, Burdwan : 12,000 acres and 1,840 acres vested land, Purulia : 918 acres, Paschim Midnapur : 13,500 acres, Bankura : 512.91 acres and 4,500 acres.



#### **2.2.8.4 Selection of sites**

Both PSUs did not frame any criteria, for selection of sites viz. contiguous tracts of land, proximity to raw materials, good connectivity etc for development of IPs/ GCs. No preliminary study was conducted for assessing the demand for industrial land so that there was minimal lag between site being made ready for allotment and actual allotment of the same. A test check revealed the following:

- ***Setting up of parks on non contiguous land***

During April 2005 to March 2012, WBIDC has acquired non-contiguous land of 555.29 acres separated by several patches of private / Kolkata Port Trust land in three parks at Haldia, Barjora Plasto Steel Park III and Kharagpur at a cost of ₹ 69.16 crore. For want of an extended piece of contiguous land, WBIDC could neither draw up infrastructural development plan for the IPs nor allot on as-is-where-is basis for industrial units. Consequently, entire land remained unutilised resulting in blocking up of fund of ₹ 69.16 crore (May 2014).

In its reply (January 2015), WBIDC stated that this issue came up during the acquisition process and steps had been taken to make the land contiguous. The reply itself indicated that no preliminary assessment was conducted to ascertain willingness of land owners to sell their land. As a result, no land could be allotted.

- ***Loss of interest due to selection of sites without assessing demand***

During 2003-04 to 2007-08, WBIIDC acquired 127.125 acres of land for construction of GC at Fatapukur in Jalpaiguri district at a cost of ₹ 5.29 crore. Although there was no specific demand for setting up of industry in the GC as assessed by the Board in May 2007, it went ahead with further acquisition of 77 acres of land in the same location and deposited the entire estimated cost of ₹ three crore for acquisition to Land Acquisition Collector (LAC) during December 2008 to July 2010. In November 2011, the District Magistrate, Jalpaiguri informed that during hearing, land owners had opposed and filed mass petition on the grounds that the multi-crop land of 127 acres, acquired previously, was still unutilised. WBIIDC had sought (January 2012) refund of fund of ₹ three crore, which is yet to be received. This had resulted in loss of interest of ₹ 88<sup>47</sup> lakh on the blocked up fund.

WBIIDC in its reply, stated (December 2014) that at the time of sending the land acquisition proposal, it had expected that the implementation of the JV project would be successful. Since the Management was aware of feeble demand in May 2007, further placement of fund for LA proposal was not convincing.

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<sup>47</sup> At 13 per cent per annum on ₹ three crore for the period January 2012 to March 2014 based on internal rate of return adopted by WBIIDC.

### **2.2.8.5 Implementation of Rehabilitation & Resettlement Package**

The Board of Directors of WBIDC framed (February 2011) a Resettlement and Rehabilitation (RR) package which envisaged compensation in form of land / annuity amount depending upon land holdings held by the land givers. However, WBIDC did not frame any such policy.

Even after passage of three years, WBIDC did not estimate its liability payable to land-givers of its Industrial Parks (IP) in respect of annuity/ development of compensatory plots of land, except for Panagarh IP where the estimated amount of annuity payable to 3,534 land givers was ₹ 14.96 crore and compensatory plots of 41.76 acres land under 'Land for Land' scheme to 1,147 land givers. However the benefits have not yet been distributed to the land givers.

In none of the IPs, did WBIDC conduct any study to oversee the alternate employment opportunity created for the land givers.

At the Exit Conference, WBIDC stated that WBIDC Act had no provision for RR. However, the same is now under preparation in compliance of Land Acquisition, Rehabilitation and Resettlement Act, 2013.

Further, to ensure food security, SLUB decided (September 2009) that, before allotting any multi-crop land for industrial purpose, it is required to develop equal area of double/ multi-crop land or convert mono-crop land to multi-crop land. WBIDC and WBIDC did not keep complete records of details of cropping patterns of land acquired for industrial use. Test check revealed that in respect of four IPs of WBIDC, out of 4,773 acres of land acquired, 1,227 acres comprised double crop land. But no action was taken to carry out compensatory development of double crop/ multi crop agricultural land to ensure food security.

WBIDC in its reply stated (January 2015) that implementation of RR schemes had been included in the terms and conditions of Lease Deeds with allottees and it has been regularly monitoring the implementation of the same.

### **2.2.9 Development of infrastructure and maintenance of IPs/GCs**

Development of infrastructure facilities in IPs/ GCs includes construction of roads, water supply, sewerage and facilitation of power *etc.* Such works are undertaken by the PSUs (WBIDC/ WBIDC) through engagement of contractors or under Public-Private Partnership (PPP) to facilitate private investment in infrastructure. Before undertaking developmental activities, PSUs are required to prepare a master plan/ project report indicating facilities to be provided with cost estimates, allottable area, design and drawings *etc.* Requirement of water is mostly met from ground water. None of the IPs/ GCs have rain water harvesting systems, common effluent treatment plant, support amenities *viz.* schools, banks<sup>48</sup> *etc.* In this connection, following observations are made:

<sup>48</sup> Except Raninagar.

During 2009-10 to 2013-14, WBIDC undertook development of 16 IPs (8,978.09 acres) out of which land in seven IPs (5,675.90 acres) was allotted on as-is-where-is basis and undertook constructional activities in three IPs (2,705.38 acres). No development of infrastructural works were undertaken in balance six IPs (596.81 acres). But, WBIDC did not undertake any infrastructural development work for construction of any new GCs during the period 2009-10 to 2013-14.

### ***2.2.9.1 Delay in preparation of Master Plans/ award of contract***

During 2009-10 to 2013-14, WBIDC envisaged development of infrastructure on 2,705.38 acres of land in three IPs viz. Panagarh Industrial Park (PIP), Rishi Bankim Silpaudyan (RBS) and Vidyasagar Industrial Park (VIP). WBIDC did not fix any time frame for preparation of master plans after getting possession of land. However it was observed that in case of PIP, the master plan was prepared within three months while in case of VIP and RBS, the same were prepared after seven and 17 months respectively, from the date of possession of land. Further, while the plan of VIP did not stipulate the start date and construction period, the plans for PIP and RBS specified the same. At PIP and RBS, there were further delays of 10 and 24 months respectively from the scheduled dates as envisaged in the master plans for appointment of contractor. As a result, these two projects had already suffered time over-run of six to 18 months (May 2014) from the scheduled date of completion. This led to cost overrun as indicated in one test checked case as discussed below.

#### ***Cost over-run due to delays in invitation of tender and award of contract***

As per estimates of master plan prepared (October 2011) by consultant for construction of 39,072 square metres (sq mtrs) of road at Rishi Bankim IP at Naihati, the cost per sq mtrs of road work was ₹ 1.41 thousand with commencement of the work in July 2011 and completion by December 2012. However, WBIDC floated tender in August 2012, after delay of more than 13 months. Though the selected contractor had quoted (February 2013) at 58 per cent above estimated price, it did not turn up to execute the contract as quantum of work was reduced to 21,393 sq mtrs. WBIDC cancelled the tender in May 2013 and in March 2014, after delay of 10 months invited and awarded work of construction of 21,393 sq mtrs of road at a rate of ₹ 2,570 per sq mtr i.e. 82 per cent above estimated cost. Thus, delay in inviting tenders and awarding of contract resulted in cost overrun of ₹ 2.48<sup>49</sup> crore.

WBIDC in its reply stated (January 2015) that the delay was attributable to inviting of fresh tender as the earlier contractor appointed for construction of road did not respond. However WBIDC delayed invitation of tenders by 13 and 10 months respectively.

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<sup>49</sup> 21,393 sq mtrs × (2,570-1,410) ÷ 1000.

### **2.2.9.2 Development of Growth centres under PPP Model**

WBIIDC entered into agreements (November 2008 and October 2007) with two<sup>50</sup> private companies for setting up joint venture companies (JVC) to develop of two GCs at Fatapukur, Jalpaiguri district and Guptamani, West Midnapur. According to the agreements, WBIIDC would receive lease premium of ₹ 20.18 crore from the JVC for the project at Fatapukur and 10 *per cent* of the total cost of land acquisition made by WBIIDC for the project at Guptamani. Further, the GC at Fatapukur was to be set up by July 2014, but no time frame was stipulated in the agreement for setting up the project at Guptamani.

Scrutiny of records revealed that both JVCs had not set up the GCs till date of audit. Further, in case of Fatapukur GC, the JV partner defaulted in payment of lease premium of ₹ 8.64 crore.

Since, there was no progress in both projects, WBIIDC got the terms, conditions and financial implication of the agreements re-examined (January 2011/ March 2011) by a consultant. On the basis of report of the consultant, WBIIDC requested (March 2012) both JVCs to suspend all activities. WBIIDC also decided (April 2013) to opt out of the JVC agreements, but it could not do so in the absence of any favourable exit clause for WBIIDC. WBIIDC had incurred aggregate expenditure of ₹ 13.06 crore on these two GCs.

At the Exit Conference, WBIIDC accepted the observation and stated that they were seeking legal assistance to exit from the PPP contracts.

### **2.2.9.3 Non recovery of Operation & Maintenance (O&M) charges**

Maintenance of common facilities and services at an IP was undertaken initially by WBIDC through an O&M contractor. Allottees were to pay O&M charges based on actual expenses. Subsequently, maintenance was to be handed over to a duly formed body of allottees when allotment of majority of plots/ modules was completed. By March 2014, WBIDC had handed over maintenance work to the bodies constituted by the allottees at four IPs. However, it failed to handover O&M in respect of two<sup>51</sup> IPs where more than 90 *per cent* of space has been allotted.

#### **Short recovery of O & M Charges — WBIDC**

WBIDC neither raised periodic bills for O&M charges on allottees, nor did it maintain records of amounts outstanding from them at six IPs. From a scrutiny of O&M cost incurred and amounts realised thereagainst, it was

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<sup>50</sup> Shristi Infrastructure Development Corporation Ltd. (SIDCL) and Bengal SREI Infrastructure Development Ltd (BSIDL).

<sup>51</sup> Shilpangan & Manikanchan IPs.

revealed that WBIDC had recovered ₹ 6.52 crore against expenditure of ₹ 7.88 crore on O&M charges at four<sup>52</sup> IPs during 2009-10 to 2013-14, thus there was excess expenditure ₹ 1.36 crore. Although lease terms provide for cancellation of lease agreement for non-clearance of O&M dues, no action had been taken by WBIDC in absence of records (May 2014).

WBIDC in its reply stated (January 2015) that the maximum of the outstanding dues has been recovered and it has also transferred the maintenance of Shilpangan IP to the SPV<sup>53</sup> formed by the entrepreneur's association. However, scrutiny of records revealed that only ₹ 0.06 crore (4.41 *per cent*) was recovered in four IPs (during April 2014 to December 2014) and the reply did not address the delay in handing over of Shilpangan's maintenance to the SPV.

#### ***Recovery of dues towards water and service charges — WBIIDC***

WBIIDC raises quarterly bills of water and service charges. However, audit observed that, it did not monitor timely realisation of dues from entrepreneurs which resulted in accumulation of arrears of ₹ 4.46 crore at 12 GCs up to March 2014. Out of the total outstanding amounts, ₹ 3.21 crore were due from allottees of 123 operational units/ executed projects. Although WBIIDC has unit offices at every GC, it failed to take effective steps for recovery of dues. In the absence of details of bill-wise dues, the age of the realisable amount could not be assessed in audit.

WBIIDC did not maintain GC-wise cost data to ascertain viability of offering services to the allottees. Records revealed that rates of water charges were last revised in May 2007. A review of electricity charges, which is directly related to supply of pumped water to the allottees, revealed that during February 2010 to May 2014 the electricity rate increased by 81 *per cent* from ₹ 3.07/unit to ₹ 5.57/ unit. But there has been no corresponding revision in water charges after May 2007.

At the Exit Conference, both PSUs stated that the process of recovery of dues was ongoing.

#### **2.2.10 Allotment and monitoring of units in IPs/GCs**

Allotment of plots/ modules to industrial units is made simultaneously with undertaking infrastructure developmental activities in IPs. The two PSUs also allot land on as-is-where-is basis. After appraising projects, allotments are made on long term lease not exceeding 99 years with option to mortgage and renew the lease for further like term not exceeding 99 years. On receipt of land premium (LP), possession of land is being handed over and lease agreement entered into with the entrepreneur.

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<sup>52</sup>Food Park II, Manikanchan, Shilpangan and Poly Park.

<sup>53</sup> Special Purpose Vehicle

As of March 2014, out of 6,967.47 acres of land and 9.57 lakh square feet of allotable module space<sup>54</sup>, WBIDC had allotted 4,532.12 acres and 8.85 lakh square feet to 374 units in its 18 IPs and, 2,435.35 acres of land and 0.67 lakh square feet of module space remained vacant.

As of March 2014, out of 1,951.50 acres allotable land, WBIIDC had allotted 1695.46 acres at 15 GCs and 158.56 acres of land on as-is-where-is basis to 454 units.

Audit observation on allotment process is discussed in the following paragraphs:-

#### ***2.2.10.1 Appraisal of projects***

WBIDC allots land based on project proposals submitted by the investors along with financial data and future projections. However, no independent assessment to ascertain the viability of the project was undertaken by WBIDC. WBIIDC also did not frame any appraisal mechanism for assessment of project viability before allotment of land.

Inadequate appraisal leads to failure in implementation of the project which renders the land idle. Following points were noticed during test audit.

#### ***2.2.10.2 Allotment of land without appraisal***

Test check revealed that in case of 12 units, land measuring 127.84 acres has been allotted without appraisal of the projects by WBIDC. Further out of these 12 units, five allottees (113.05 acres) had not implemented their projects (May 2014). Consequently the allotted land remained idle. No action has been taken to repossess the land by WBIDC against these five allottees.

WBIDC in its reply stated (January 2015) that in case of one unit, land (104.5 acres) was allotted without appraisal as the allottee was a renowned industrialist. However, the appraisal policy of the Company does not stipulate any exclusion on this ground.

#### ***2.2.10.3 Appraisal of projects after allotment/ handing over of land***

Scrutiny of appraisal memos revealed that in case of four allotments comprising 23 acres of land and a module space of 325 sq mtrs, appraisal was done by WBIDC after periods ranging between two to 69 months subsequent to allotment of land.

It was observed in one case that land measuring 10 acres was allotted to one unit, but the appraisal division did not recommend the same due to incomplete application submitted by the party. For other three allottees, appraisal recommendations were favourable. But, none of the above projects has been

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<sup>54</sup>Within the IPs/GCs, the PSUs construct factory buildings providing flats with built-up space, which is termed as 'modules'.

implemented till date (May 2014) even after lapse of 39 to 83 months, since the date of allotment of land. Reasons for non-implementation of these projects were not on record.

WBIDC in its reply stated (January 2015) that it had cancelled allotment of one unit. But the same was not repossessed so far (January 2015) and the land remained unutilised.

#### ***2.2.10.4 Appraisal of major steel projects***

In view of limitation in the availability of land, power, coal and water, GoWB constituted (May 2008) an 'Expert Committee on Steel and Allied Industry' (ECSAI<sup>55</sup>) for appraisal and recommendations on proposals for setting new or under-expansion schemes for steel and allied industry projects.

Test check of allotment based on ECSAI recommendations revealed the following:

##### ***Approval of proposals prior to Appraisal***

ECSAI carried out appraisal of four new integrated steel plant projects and identified various shortcomings like information gaps, absence of clarity in process route, product mix, layout *etc.* in these projects. It was noticed in audit that land was allotted to all four projects based on government approvals (January/August 2007) moved by C&I prior to appraisal. Moreover, in one out of these four projects, allotment of 3,835.16 acres land was completed prior to appraisal. Further, after appraisal, WBIDC had allotted 505.72 acres, 1,094.32 acres and 600 acres of land to the remaining three proposed integrated steel plants. However, the project that was allotted land of 600 acres had surrendered the same to WBIDC and left. The remaining three projects had not been implemented so far.

While considering the proposals, the State Cabinet observed that since the State has no iron ore reserves, implementation of these projects would depend on iron ore linkage with mines located in neighbouring States which were to be sourced by allottees. WBIDC and GoWB allotted land to these units without verifying whether they were able to secure firm commitments of iron ore linkage. These units failed to establish their raw material requirements. The projects had projected investment of ₹ 59,430 crore and employment opportunity to 48,945 persons. None the projects could be implemented so far with practically no investments ever made.

An illustrative example of deficiencies in agreement for allotment of land to one of the four projects and appraisal thereof is given below:

In terms of development agreement entered in January 2007, the State Government and WBIDC provided 3,835.1586 acres and 189.6274 acres of

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<sup>55</sup>The Committee comprised of technical persons from steel industry, Geological Survey of India as well as Departments of Power and Non-Conventional Energy Sources and Irrigation and Waterways.

vested<sup>56</sup> (January 2007<sup>57</sup> and January 2008) and acquired (June 2010) land respectively to a large joint venture company (JVC) in Paschim Medinipur district, for setting up an integrated steel plant with annual production capacity of three million tonnes of steel along with a captive power plant in its first phase. Further in compliance with the agreement, GoWB also ensured water from Rupnarayan river and coal linkage through West Bengal Mineral Development and Trading Corporation Limited (WBMDTC). The agreement provided that the JVC would arrange iron ore linkage. However, failure to arrange iron-ore linkage would not constitute default in agreement. The JVC failed to source iron ore linkage which was an essential pre-requisite for the project and had instead proposed (December 2013) to set up one 660 MW thermal power plant on the land which featured in the negative list of industries of GoWB, the only exception being captive generation of power for projects. No revised appraisal was made about requirement of land in the changed situation; neither could the allotment be cancelled as the agreement did not stipulate automatic cancellation of allotment of land in the event of failure of the JVC partner to establish iron ore linkage. Thus 4,024.79 acres of land allotted to JVC had remained idle since 2007.

#### **2.2.10.5 Determination of price of land /modules**

WBIDC framed pricing policy for land/modules in December 2008. The policy states that land premium (LP) consists of cost of land, infrastructure cost, cost of re-settlement/ rehabilitation, cost of borrowed funds and recovery of administrative charges at 10 per cent of land cost. However, rate of recovery of administrative charges was fixed on *ad-hoc* basis. LP is revised every year by adding at a fixed rate of 13 *per cent* over the previous rate.

LP for WBIIDC, however, includes cost of land, cost of infrastructure facilities plus 12.5 *per cent* thereon towards administrative overhead. LP is annually enhanced by 13 *per cent* over previous rate.

In order to introduce uniformity, and to ensure transparency in dealing with public assets, State Government announced a land allotment policy in December 2012. Consequently, the PSUs had been maintaining in the public domain, data relating to availability of land in their IPs/ GCs and also had been auctioning land for allotment to the highest bidder after considering the reserve price fixed.

Audit observation on pricing for allotment of land/module is discussed below:

#### **2.2.10.6 Under recovery of costs**

The terms of allotment provided that if cost of procurement of land plot/module increases at any point in time, due to an order of a Court of competent jurisdiction, then only such increased cost of procurement shall have to be reimbursed by allottees. A test check revealed the following:

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<sup>56</sup> Vested land means State owned land.

<sup>57</sup> 869.67 acres in January 2007.



WBIDC allotted 498.49 acres and 60 acres of land to two companies in June/April 2011 at Panagarh IP. Allotment price was arrived at by considering land cost at ₹ 157.20 crore which was incurred up to April 2011. Scrutiny revealed that WBIDC had omitted part of land acquisition cost (April 2008) of ₹ 2.60 crore and compensation (February 2011) of ₹ 1.17 crore to *bargadars*, which resulted in under pricing of land premium by ₹ 2.17 crore for two companies. Further, in case of one unit, administrative cost charged by WBIDC was five *per cent* against the norm of 10 *per cent* which also resulted in under realisation of administrative cost further by ₹ 4.05 crore.

WBIDC in its reply stated (January 2015) that the under-recovered cost of ₹ 2.17 crore will be recovered by charging in the present land price of the unallotted plots. Further, it stated that there was no standard practice to recover administrative cost at 10 *per cent*. The reply is not correct as WBIDC's own pricing policy (December 2008) stipulates recovery of administrative cost at 10 *per cent*.

WBIDC had allotted 10 acres land to five units during May 2011 to February 2013 in Rishi Bankim IP, Naihati. As infrastructure work in the IP was pending at that time, allotment price was based on land cost incurred and tentative estimate for infrastructure cost for allottable area of project *i.e.* 77.90 acres. However, taking actual land cost, tentative infrastructure cost, administrative cost and cost of funds, it was found that LP of ₹ 10.06 crore should have been charged against which ₹ 6.83 crore actually charged. This has resulted in under-recovery of LP of ₹ 3.23 crore.

WBIDC stated (January 2015) that such plots were allotted at prevailing land pricing policy. Under recovery of lease premium was based on the same policy.

However, the land policy did not permit under recovery of lease premium unless the same is reimbursed by GoWB. Moreover, WBIDC did not approach GoWB for prior approval and reimbursement of the amount.

#### **2.2.10.7 Discriminative pricing for infrastructure cost**

WBIDC undertakes various infrastructure works at its IPs and costs incurred there against is apportioned among allottees on the basis of land allotted. Although anchor<sup>58</sup> investors utilise the same common infrastructure amenities, WBIDC did not frame a uniform policy of extending benefit to anchor investors or large investors for standardisation and transparency. It was observed that WBIDC had forgone charging of infrastructure development cost from two<sup>59</sup> anchor units at PIP and VIP resulting in short recovery of infrastructure cost incurred and leading to undue benefit of ₹ 77.35 crore to these units.

Further evidence of the discriminatory approach of WBIDC in pricing for

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<sup>58</sup> An investor whose presence would act as a magnet for other investors.

<sup>59</sup>MFCL (PIP), TELCO(VIP)

infrastructural cost by charging less for infrastructure cost from one unit and more from the other, is illustrated below:

i) A Company proposed allotment of land in Vidyasagar IP for setting up their plant. Considering land cost budget of the Company, WBIDC brought down allotment price from ₹ 32.68 lakh/acre to ₹ 27.08 lakh/ acre, on the plea that the Company was allotted 110 acres of land in one chunk and it was not required to do any infrastructural work in the allotted area.

However, as per the approved pricing policy of Vidyasagar IP, five *per cent* discount was allowable to units procuring land in excess of 50 acres at the park. Considering the same, maximum discount of ₹ 1.63 lakh/ acre (being five *per cent* of total applicable price of ₹ 32.68 lakh/ acre) was allowable instead of ₹ 5.40 lakh/ acre actually allowed. This resulted in under charging of land premium of ₹ 4.15 crore<sup>60</sup>.

WBIDC in its reply stated (January 2015) that no undue benefit was given to the anchor units and it would recover the under charged development cost, incurred for development of common infrastructure from the other plot holders. But under recovery of such cost would lead to discriminatory pricing and put additional burden on the smaller allottees in the IPs.

ii) In another instance, WBIDC decided (February 2010) to allow payment of infrastructure cost in two instalments for allotment at Vidyasagar IP where the last instalment could be paid by the allottee within one year from the first instalment. Against one-time payment of infrastructure cost of ₹ 11 lakh/ acre, the instalment facility provided payment of ₹ 6.50 lakh/ acre in two yearly instalments. Such additional charge of ₹ two lakh/ acre were attributable to interest. As LP policy suggests yearly increase of 13 *per cent* over the previous price, the second instalment which falls due within one year should have been ideally fixed at ₹ 5.08 lakh/ acre. This had resulted in over charging of ₹ 1.42 lakh/ acre from the allottees. Test check revealed that during 2010-2011, WBIDC allotted 68 acres to five units and over-charged ₹ 96.56 lakh.

In case of transfer of bulk land to anchor industry at a reduced price by WBIDC, the gap was to be borne by GoWB. Although, WBIDC had given price relaxation to its anchor investors it had not sought contribution from GoWB so far for recovering the price differentials (May 2014).

#### **2.2.10.8 Allotment of land below prevailing market price**

As per GoWB norms for allotment of land on long term lease (i.e. for 99 years or more), the applicable rate of lease premium is 95 *per cent* of market value. However, WBIDC/WBIIDC has adopted its own pricing policy wherein there is no scope for fixing the allotment price based on the prevailing market value of the allotable land. A test check of such under-pricing is given below:

<sup>60</sup>₹ (5.40-1.63) x 110 acres

In March 2010, WBIDC allotted land of 35.16 acres at the Uluberia IP, Howrah to a unit at a price of ₹ 14.10 lakh/ acre and 18.11 acres to another unit at a higher price of ₹ 21 lakh/ acre. Based on rate of ₹ 21 lakh/ acre charged to the second unit, WBIDC had given benefit of ₹ 2.43 crore<sup>61</sup> to the first unit by charging ₹ 14.10 lakh/ acre without any recorded justification. Moreover, the prevailing market rate in March 2010 was ₹ 45.90 lakh/ acre as determined by ADSR<sup>62</sup>. Considering this rate of ₹ 45.90 lakh/ acre, WBIDC had further undercharged ₹ 12.04 crore (₹14.47<sup>63</sup> crore less ₹ 2.43 crore) from both the units. However, despite extending benefit of low pricing, both the units were not operational till date (May 2014) even after four years of allotment.

### 2.2.10.9 Execution of lease deed

Allotment terms provide that lease deed was required to be executed within 30 days after full payment of LP. As of March 2014, out of 6,427 acres land and 8.84 lakh sq ft module space allotted to 377 units, WBIDC had entered lease deed with 278 units possessing 2,049 acres land and 8.15 lakh sq ft modules. However, WBIIDC did not maintain complete database for lease deed executed with allottees.

Test check of records at 15 IPs of WBIDC and six GCs of WBIIDC, revealed that both the PSUs failed to execute lease deeds even after a lapse of more than one year from the date of allotment. The Table (*Table 2.2.2*) below indicates the periodicity of such delays:

**Table 2.2.2 : Table showing non-execution of lease deeds after expiry of one year of the date of allotment**

Range of Delay	WBIDC				WBIIDC	
	No of allottees	Area in acres	No of allottees	Area in Sq. ft	No of allottees	Area in acres
12 months to 24 months	4	29.02	3	14,519.28	1	0.29
24 months to 36 months	3	110.00	1	5,607.52	5	4.68
36 months to 48 months	4	1,444.13	8	34,420.07	5	1.57
48 months to 60 months	3	512.83	4	15,509.48	6	10.65
In excess of 60 months	5	23.80	50	2,10,567.33	78	192.48
<b>TOTAL</b>	<b>19</b>	<b>2,119.78</b>	<b>66</b>	<b>2,80,623.68</b>	<b>95</b>	<b>209.67</b>

(Source: PSUs' databases)

WBIIDC in its reply stated (December 2014) that lease deeds with entrepreneurs were executed only after certain progress of implementation of

<sup>61</sup> {(21.00-14.10) \* 35.16}.

<sup>62</sup> Additional Sub Registrar.

<sup>63</sup> [(0.95x 45.90) – 14.10] x 35.16 acres plus [(0.95x 45.90) – 21] x 18.11 acres.

the project was made by the allottees. Further, it also stated that resumption of land for non-implementation of project would be more arduous if the lease deed were executed at the time of allotment. However, allotment of land without executing lease deed is not tenable in law<sup>64</sup>.

In its reply, WBIDC accepted (January 2015) the audit observation.

#### **2.2.10.10 Renewal of lease without applying due diligence**

The Kharagpur GC of WBIIDC contained five plots measuring 49.88 acres of leasehold land obtained from State Government during 1976 to 1991. Of these, lease period of 31.99 acres of land against four plots had expired during March 2006 to May 2013. WBIIDC had renewed lease period for two plots measuring 20.01 acres of land for further period of 30 years in September 2010 (18.35 acres) and July 2011 (1.66 acres). For this WBIIDC had paid ₹ 40.06 lakh. However as no lease deed has been made with the allottees by WBIIDC the funds of ₹ 40.06 lakh remained blocked. Lease for the balance land of 11.98 acres had not been renewed, whose lease tenure has already expired.

While accepting the observation, WBIIDC stated (December 2014) that after resolving the issue of subsequent transfer of the land, the realisation of salami and rent along with interest will be made.

### **2.2.11 Project implementation and contribution towards industrialisation**

#### **2.2.11.1 Implementation of assisted units**

As per terms of allotment of WBIDC, allottees had to start commercial production within three years for mega projects, 18 months for other projects in case of allotment of land and six months from the date of physical possession for modules. Similarly, allotment terms of WBIIDC provide for commencement of commercial production within 30 months from physical possession. However, in case of failure to implement the project within the specified time frame, WBIDC has the right to cancel the allotment and repossess the land after forfeiting 10 per cent of the deposited amount, whereas WBIIDC has the right to cancel and repossesses the land without imposing any forfeiture of LP.

A summary of project implementation in the IPs/ GCs of WBIDC and WBIIDC is given in *Annexure 2.6*.

Review of implementation status of the projects revealed the following:

#### **Implemented Projects**

As of March 2014, in case of WBIDC, 110 units having 29 per cent of total allotted area had commenced production. However, the corresponding figure

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<sup>64</sup> According to Section 17 of the Indian Registration Act 1908.

for modules is considerably higher at 86 *per cent*, showing that built-up spaces helped in minimising downtime for commencing production. However, in case of WBIIDC, 301 units holding 63 *per cent* of total allotted area had implemented their projects.

***Land/ modules allotted to projects not yet implemented***

- Land measuring 262.67 acres allotted by WBIDC to 45 units were still not implemented, of which 10 units (December 2014) occupying 93.64 acres of land had completed construction. The remaining 35 units occupying 169.03 acres land did not commence any activity on their allotted plots for periods ranging from 14 to 103 months beyond scheduled dates of implementation. WBIDC has only issued a routine cancellation/ termination notice to all allottees, but till (December 2014), allotment to none of the units was terminated/ cancelled.
- In 19 units, with allotted module space of 0.73 lakh sq.ft, their projects had not been implemented till December 2014. Of these, three units occupying 0.11 lakh sq.ft module space had completed construction but had failed to commence operations for reasons not on record. Moreover, 16 units occupying 0.62 lakh sq.ft module space did not commence construction for periods ranging from 47 to 122 months. WBIDC had issued cancellation/ termination notices to all 19 allottees, but till date it has been able to re-possess only 8,461 sq. ft module space from three units. Four allottees (25,009 sq. ft) opted for litigation. Land was allotted on as-is-where-is basis to five units (1,842.94 acres) for projects to be made operational by 2010. None of the projects had been implemented till (December 2014). No action was taken to cancel or terminate the allotments (December 2014).
- Similarly, in case of WBIIDC, it was observed that 483.10 acres of land were allotted to 125 projects that were yet to be implemented (December 2014). While 40 allottees possessing 84.09 acres land had completed construction they failed to commence commercial production, 27 allottees possessing 59.94 acres land had started construction but abandoned work subsequently. The balance 339.06 acres land allotted to 58 units remained unutilised for periods ranging from three to 38 years (December 2014).

***Implementation of amnesty scheme***

Further, WBIDC has adopted (February 2010) an amnesty scheme for extension of implementation periods against payment of 50 *per cent* of lease premium as penalty for failure to implement projects within specified implementation period. Audit observed that out of 18 IPs, WBIDC applied the scheme to 20 defaulting units holding 19.27 acres land in Food Park I & II and Poly Park only. The scheme was not applied to nine units holding 12.77 acres in those three IPs. Reasons for adopting discriminatory approach were not on record.

**Outcome of amnesty scheme — WBIDC**

Out of 20 units brought under this scheme, three units did not agree to pay penalty and moved the court. One unit was repossessed by WBIDC. Of the balance, 16 units that had accepted the amnesty scheme, 13 units started operations and three units could not implement their projects. WBIDC has terminated allotment of only one such unit in March 2014.

**Delays in applying amnesty scheme and non levy of penalty — WBIDC**

Besides, WBIDC had delayed in applying the amnesty scheme by 13 to 47 months. Test check revealed that WBIDC had granted undue favour to nine units by allowing time extension without charging penalty of ₹ 3.10 crore under the scheme. Moreover, in respect of 16 allottees holding land in excess of two acres each, WBIDC did not levy penalty of ₹ 100 crore for non-implementation of projects.

**Results of extension of project implementation period — WBIIDC**

Similarly, WBIIDC may allow further extension of implementation period by imposing penalty of 10 per cent of the total land premium. In June 2011, WBIIDC had issued show cause notice to 87 units at ten GCs covering 377 acres of land, which had either failed to start operations or had discontinued operations. It was noticed that 76.48 acres land allotted to 27 units were mortgaged with financial institutions. Further, WBIIDC had neither extended the periods of implementation nor imposed any penalty of ₹ 1.29 crore, on three mega units holding 197.75 acres of land at Falta and Malda for reasons not on record. Further, out of 26 units who were granted extensions, six units holding 11.11 acres of land failed to commence operation even within the extended period of one year.

During the Exit Conference, WBIDC stated that the scheme was restricted to those three IPs where the defaulting allottees had sought extension of time for implementation against payment of penalty.

**2.2.11.2 Addition to industry in the State and contribution of the IP/ GCs thereto**

The number of new medium and large-scale units which commenced production during 2009 to 2013 in the State and in the IPs of WBIDC/ WBIIDC with their investment is given in **Table 2.2.3**.

**Table 2.2.3: Industrial investment (number of units set up) in the State vis-à-vis industrial investment generated by WBIDC/ WBIIDC's units**

(₹ in crore)

Year	TOTAL (in the State)	WBIDC	WBIIDC	WBIDC: (percentage)	WBIIDC: (percentage)
2009	8,493.43 (105)	649.26 (10)	92.73 (2)	8 (10)	1 (2)
2010	15,052.23 (199)	785.76 (8)	188.50 (17)	5 (4)	1 (9)
2011	658.17 (74)	144.67 (31)	188.50 (12)	22 (42)	29 (16)

Year	TOTAL (in the State)	WBIDC	WBIIDC	WBIDC: (percentage)	WBIIDC: (percentage)
2012	1,140.66 (51)	161.27 (22)	5.71 (3)	14 (43)	1 (6)
2013	2,806.40 (61)	136.42 (15)	241.74 (4)	5 (25)	9 (7)
<b>TOTAL</b>	<b>27,658.26</b> <b>(490)</b>	<b>1,877.38</b> <b>(86)</b>	<b>717.18</b> <b>(38)</b>	<b>7</b> <b>(18)</b>	<b>3</b> <b>(8)</b>

*(Figures in parenthesis represent number of units or percentage of units implemented)*

*Source<sup>65</sup>: Data from Annual Report of C&I Department, GoWB (2009& 2010) Department of Industrial Policy and Promotion, Government of India (2011 to 2013) and WBIDC/ WBIIDC database*

It would be evident from above table that during the last five years ending 2013, WBIDC and WBIIDC facilitated implementation of 18 and eight *per cent* of the State's new units, but in terms of investment it was only seven and three *per cent* respectively of the total investment.

## **2.2.12 Internal Control**

Effective internal controls are pre-requisite for any successful organisation and are essential for good governance. As discussed in preceding paragraphs, there were shortcomings in monitoring and internal control by both WBIDC and WBIIDC over acquisition of land, implementation of rehabilitation and resettlement of land givers, appraisal of projects, maintenance of IPs/ GCs and allotment of land to entrepreneurs.

### **2.2.12.1 Management Information System**

WBIDC had engaged (May 2009) M/s Price Waterhouse Coopers Pvt. Ltd to implement an Oracle ERP package integrating financial, loans, property manager, HR, payroll functions at a cost of ₹ 86.65 lakh, besides infrastructure costs and costs of maintenance. Although the project was due to be completed by March 2011, it is yet to have all functional modules implemented.

At the Exit Conference, WBIDC stated that the uninstalled modules would not be implemented. Further, it added (January 2015) that all modules have now been considered for implementation.

### **2.2.12.2 Internal Audit**

WBIDC and WBIIDC undertake internal audit through firms of Chartered Accountants. The scope of internal audit at WBIDC did not include verification of transactions relating to land acquisition, development of estates, civil engineering works and statutory compliances by WBIDC. Internal audit observations and suggestions are submitted to the Company Secretary and Deputy General Manager (Corporate Affairs) instead of to the Board of Directors (BoD) of WBIDC for their appraisal and appropriate action wherever required.

<sup>65</sup>Data available as per calendar year.

### 2.2.13 Conclusion and Recommendations

#### *Conclusion:*

*Infrastructure development activities were yet to become profitable for both WBIDC and WBIIDC. Besides, in case of both the PSUs, close follow up of acquisition proposals was often lacking resulting in lapsed proposals and blocking of fund. Further PSUs failed to ensure distribution of Rehabilitation and Resettlement benefits to the land givers. Despite mega steel projects being non-starters; 5,625 acres of land allotted to them by WBIDC could not be reclaimed due to faulty development agreements. Moreover, the internal control processes were weak.*

#### *Recommendations:*

*Audit recommends for consideration that :-*

- 1. In consultation with other Departments, the PSUs develop land bank/ database on available land lying unused with other Departments for industrial use.*
- 2. Appraisal and monitoring mechanism be strengthened to see that the land in IPs/ GCs is effectively utilised.*
- 3. PSUs ensure effective internal control in the areas of land acquisitions, appraisal of projects and allotment of land to entrepreneurs as well as to oversee functioning after the projects are implemented.*



## Chapter III

### 3 Compliance Audit

Important audit findings arising out of test check of transactions of the State Government companies/ corporations are included in this chapter.

#### Government Companies

#### WEST BENGAL FOREST DEVELOPMENT CORPORATION LIMITED

#### 3.1 *Information Technology Audit of Online reservation system of nature resorts*

##### Introduction

**3.1.1** West Bengal Forest Development Corporation Limited (WBFDCCL) operates a website for online booking of nature resorts. WBFDCCL had outsourced (November 2011) development, operation and maintenance of its website ([www.wbfdc.com](http://www.wbfdc.com)) including online reservation to M/s Web Wonderz, Kolkata (WWZ). The website is hosted in virtual private servers (VPS) of another third party entity. The website contains information on WBFDCCL's business and room availability in its nature resorts and another linked site, [www.wbfdc.net](http://www.wbfdc.net), has online booking facility. The online reservation system with a payment gateway has commenced from July 2013.

##### IT Governance

**3.1.2.1** With view to maintain effective supervision over information technology (IT) assets, WBFDCCL needed to document requirement for IT assets, organisation structure, policies for management of IT *etc.* as detailed in **Annexure 3.1**. WBFDCCL however had not defined their IT organisational structure, IT strategy, operational responsibility, reporting structure or documented IT policy and detailed project management structure for IT systems under development.

##### *Information security policy*

**3.1.2.2** To ensure confidentiality, integrity and availability of business data, an information security policy is a pre-requisite. Audit observed that WBFDCCL did not have an information security policy. In absence of any documented policy or assigned organisational role to ensure security of the IT assets, the following deficiencies were noticed in audit :-

- Ownership of the IT assets was not defined, competency based roles and responsibility for IT assets within the organisation was not assigned;
- Proper documentation (**Annexure 3.1**) that could provide insight into their existing IT system was not ensured;
- Role based physical or logical access and authentication to information systems was absent;
- Business continuity plan did not exist;
- Role of third party service providers was not defined; and
- A privacy policy to secure information shared by their customers was absent.

Management in its reply (January 2015) stated that they were in the process of entering into an enforceable contract with WWZ.

### ***Third party service delivery management***

**3.1.2.3** Wbfdcl is dependent on third party service providers for management of their IT assets. Specific clauses regarding levels of information security and quality of service delivery and compliance with Government directives should have been incorporated in the agreement.

Wbfdcl had initially appointed (November 2011) WWZ to maintain its website. However, no contract was signed with WWZ. In July 2013, WWZ was asked to develop online reservation and host the same from VPS. Once again no contracts were executed by Wbfdcl either with WWZ or with VPS service provider.

Since Wbfdcl had not executed a contract, it could not enforce the requirement of government guidelines (**Annexure 3.2**) applicable to hosting and securing a government website. Moreover, in absence of contract, it was not ascertainable if ownership of source codes, databases and all information (including private information shared by the customers<sup>1</sup>) belonged to Wbfdcl or that Wbfdcl was merely a service user.

Also, procedure for smooth and complete migration from the current vendor to any subsequent vendor or web hosting service provider is not defined. Further business continuity plans remain uncertain as Wbfdcl had not ensured services of source code escrow<sup>2</sup> to ensure maintenance of the software.

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<sup>1</sup>Customers share their personal information such as name, address, phone number, e-mail id etc.

<sup>2</sup>Source code escrow is the deposit of the source code of software with a third party escrow agent. Escrow is typically requested by a party licensing software (the licensee), to ensure maintenance of the software. The software source code is released to the licensee if the licensor files for bankruptcy or otherwise fails to maintain and update the software as promised in the software license agreement.

Management in its reply stated (January 2015) that data, database and other intellectual property rights remained with Wbfdcl and added that they were in the process of entering into an enforceable contract with WWZ.

However, Management's reply is not tenable in absence of an agreement to that effect.

Additionally, Wbfdcl's website **www.wbfdc.com** is hosted by WWZ from British Virgin Islands which also hosts its official mail server. This is in contravention of section 4 of The Public Records Act, 1993 which prohibits sending public records out of India.

Management in its reply stated (January 2015) that they have shifted the server of **www.wbfdc.com** to India. But Audit observed that as of January 2015, the server remains out of India.

### System availability for online reservations

#### *Incorrect accounting of Service Tax*

**3.1.3.1** Wbfdcl collects service tax from customers at the time of reservation but due to lack of appropriate processing it is unable to refund the service tax amount to those customers who subsequently cancel their reservation. As a result, it had retained ₹ 1.99 lakh since April 2013 being proportionate service tax.

Management in its reply agreed (January 2015) with audit observation and stated that corrective action would be taken.

#### *Multitude of organisations*

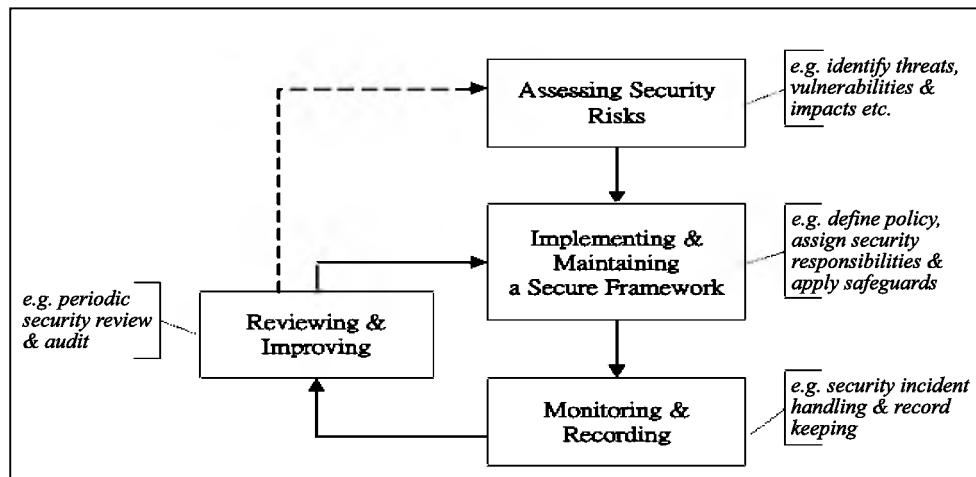
**3.1.3.2** State Government and its different agencies<sup>3</sup> operate resorts and lodges at various tourist destinations. An integrated approach would have resulted in one website through which information on availability of all these lodges/resorts could have been found and their reservation made. Accordingly, revenue could have been shared between different agencies through an appropriate application at the back end. Similarly, interoperability would encourage any mode of e-payment. Test check revealed that the Bank of Baroda payment gateway for Wbfdcl while accepting debit and credit card had no facility for payment through net-banking. Scrutiny revealed that the contract between Bank of Baroda with Wbfdcl did not have provision for receiving payment through net-banking.

<sup>3</sup>West Bengal Tourism Development Corporation Limited, Gorkha Territorial Administration, Haldia Development Authority, Forest Directorate etc.

## Security Management

3.1.4.1 Information security management can be described as a cycle of iterative<sup>4</sup> and ongoing processes. It involves a series of activities, examples of which are illustrated below:

**Chart 3.1: Information Security Management**



Wbfdcl had not undertaken any risk assessment of their IT assets, nor have they created a framework within which risks or security breach incidents could be addressed. Some security incidences noticed by audit are mentioned below:

### **Physical security**

3.1.4.2 Security of IT assets includes physical and environmental security of the locations where these assets are placed. Although State Data Centre (SDC) was created (March 2011) by the Government of West Bengal to provide a secure and safe physical and environment security for web hosting, Wbfdcl had not hosted their servers from SDC. Wbfdcl's websites are hosted in VPS that were hired by WWZ. In absence of a contract with WWZ, Wbfdcl could not obtain assurances on physical and environmental security of the servers from which its website was hosted.

Wbfdcl did not have a policy or standard operating procedure for transportation and disposal of IT assets which may continue to hold vital data.

Management in its reply assured (January 2015) to take necessary action once the current agreement expired.

### **Monitoring**

3.1.4.3 Audit trail logs record access, activities and exceptions in a system/process/application, in chronological order. It helps auditor in reconstruction of the environment or activities including security incidences.

<sup>4</sup> Iteration is the act of repeating a process with the aim of approaching a desired goal, target or result.

Maintenance of Audit trail logs were directed by the Government in January 2011. However, Wbfdcl did not contractually enforce maintaining of log files for audit. WWZ informed (February 2014) Audit that since Wbfdcl's website was hosted in VPS, it was not possible to maintain such log files.

Management in its reply agreed (January 2015) to take corrective action.

### ***Security Audits***

**3.1.4.4** The State Government had directed (January 2011) security audit by CERT-IN<sup>5</sup>/STQC<sup>6</sup> empanelled auditors to assess vulnerabilities of the IT system of all government entities. Wbfdcl had not provided for any arrangement for security audit of its website and online reservation system built and maintained by WWZ.

Management in its reply assured (January 2015) compliance.

### ***Media Handling and Data Privacy***

**3.1.4.5** Audit observed that Wbfdcl did not have any policy to address media (pen drive, HDD, external drive *etc.*) handling by its staff or the third party service providers.

Management in its reply stated (January 2015) that third-party pen drive, HDD and external drive are not allowed. However, Audit observed no documented policy was in vogue on this matter.

### ***Operational Procedure and responsibilities***

**3.1.4.6** A documented standard operating procedure (SOP) is required for information processing. SOP should provide for segregation of duties and change management. Wbfdcl had no documented SOP. It had outsourced all IT activities to a third party. In absence of a contract with WWZ, it could not ensure that documentation was maintained for changes in IT systems.

Management in its reply stated (January 2015) that corrective actions would be taken.

## **Access controls**

**3.1.5.1** Access to Information System is twofold. The first is physical access where an individual could come in physical contact with the IT assets. The other is logical access for instance by use of passwords, user-ids by which an individual gains access to the application of that IT asset.

<sup>5</sup> Computer Emergency Response Team-India.

<sup>6</sup> Standardisation testing and Quality Certification Directorate, Government of India.

### ***Physical Access controls***

**3.1.5.2** Since Wbfdcl has outsourced its IT functions and its website is hosted from VPS, Audit could not verify whether physical access to such servers and IT assets are secured. Wbfdcl had not contractually enforced WWZ to obtain and share with Wbfdcl information regarding adequacy of physical access controls at their third party's site where Wbfdcl's IT assets are ultimately housed.

Management in its reply stated (January 2015) that dedicated server would be deployed to enhance security.

However, Wbfdcl also needs to have a policy and create contractual obligation to enforce the same.

### ***Logical Access controls***

**3.1.5.3** At Wbfdcl, WWZ was the Database Administrator (DBA) and could create user ID and assign role to the users. Wbfdcl had two classes of users :-

- ❖ Internal users who could provide over the counter reservation to guests and collect payment and generate daily management information system (MIS). The agents of Wbfdcl also had similar privilege except for ability to generate MIS.
- ❖ The citizens could create their own user ID and password online and the use that user ID and password to make reservation through Wbfdcl's website.

**3.1.5.4** The following features expected of a robust access authorisation to Wbfdcl's system were not implemented:

- Passwords should enforce a combination of alpha-numeric-special characters with at least one capital alphabetical character.
- Restrict failed log-in attempts to maximum of three after which the user-ID is blocked out.
- Upon log-in, the user would get message about his/her last log-in attempt including last failed attempt.
- Use CAPTCHA<sup>7</sup> to prevent log-in other than by humans.
- Compulsory change of password after first log-in so that password assigned by DBA is changed and subsequently at regular intervals.
- Wbfdcl's booking application did not prevent multiple log-in with same user-ID from different terminals over the internet.
- IP address of log-in should be recorded.

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<sup>7</sup> A CAPTCHA (an acronym for "Completely Automated Public Turing test to tell Computers and Humans Apart") is a type of challenge-response test used in computing to determine whether or not the user is human.

Management in its reply (January 2015) stated that restriction on log in attempts would delay reservation, however CAPTCHA would be implemented. Further, Management also said that except for online users, all passwords are created by super-admin and therefore cannot be changed. However, for officers of Wbfdcl, the passwords are changed every three months. Further, multiple log-in with same user-ID over different terminal is not possible and shortly IP address of log-in would be recorded.

The reply is not convincing due to the fact that Audit observed (March 2014) that there were no restriction on multiple log-in with same user-ID over different terminals. Besides, restricting multiple failed log-in would enhance system security.

#### *Failure to manage access risk*

**3.1.5.5** Since staff users of Wbfdcl could provide reservations to nature resorts and lodges without prior payment through the website, their ability to access the reservation system should have been restricted to the office hours only. This would ensure that the staff users remain accountable for their reservations and duly deposit the money collected. However, in Wbfdcl's online reservation system, there was no access time restriction mechanism to ensure that specific user with defined role has access to the system only during the time ordinarily expected of him/her to work in the system e.g. reservation officers at booking office can access only during office hours and on working days. On Wbfdcl's system the staff users can continue to access over the internet beyond working hours.

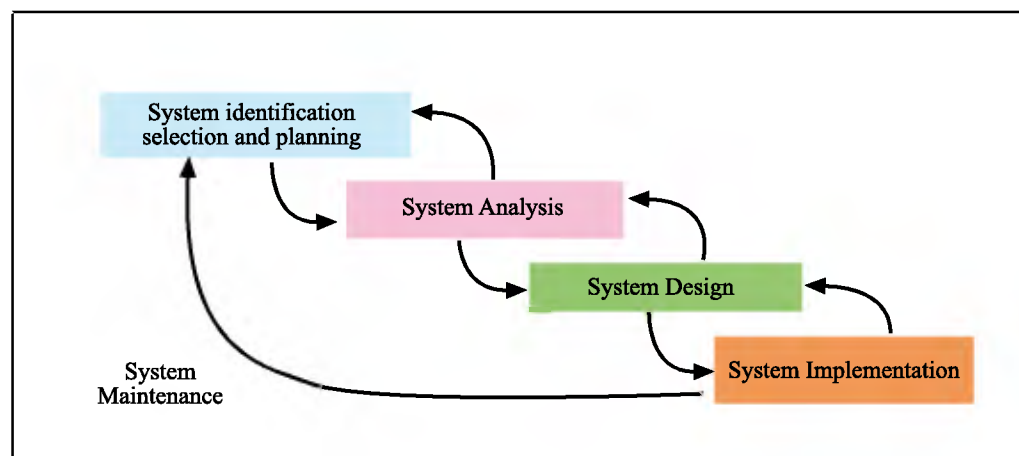
Management in its reply stated (January 2015) that they have a mechanism of restricting access. But during audit such restrictions were not found.

### **Information technology acquisition, development and maintenance**

#### *IT acquisition and development*

**3.1.6.1** Acquisition of IT assets has the following steps: system identification, selection and planning, system analysis, system design and finally system implementation as could be seen from the chart below:

**Chart 3.2 : Information systems acquisition/ development**



It also requires an organisation structure to be put in place defining the roles and responsibility of project sponsor, a project management team, a steering committee and a designated owner of the completed assets. These would ensure that a project has a defined objective; there are officials who are responsible for its success and finally the ownership of the asset. It would also create a framework for preparation of necessary documentation from feasibility study to project signing off and then its appropriate use, maintenance and necessary modifications. Wbfdcl had no such system in place.

Management in its reply agreed (January 2015) with the audit observation and promised to implement these steps.

#### ***Documentation for new system***

**3.1.6.2** Creation of certain documents such as user specification, software specification would precede development of the website. Documentations relating to system development, configuration, network architecture, database structure and logic flow diagrams *etc.* would be simultaneous to system development along with test reports. User's manual, Maintenance manual *etc.* are to be prepared at the completion stage of the project for operating the system.

Absence of these documentations would not only hamper Wbfdcl's operation and maintenance of the system, but also Audit could not vouchsafe that Wbfdcl's systems maintain integrity and correctly process data.

Management in its reply stated (January 2015) that instructions have now been issued to service provider for compliance in the new system being developed.

## **SUNDARBAN INFRASTRUCTURE DEVELOPMENT CORPORATION LIMITED**

### ***3.2 Loss of revenue***

**Sundarban Infrastructure Development Corporation Limited did not realise or short realised agency charges of ₹ 4.94 crore on 32 deposit works executed till March 2013.**

Sundarban Infrastructure Development Corporation Limited (SIDCL) was formed by the Government of West Bengal in May 2007 under the aegis of Sundarban Affairs Department. It was decided by the Government (April 2007) that SIDCL would have to meet its expenses from its own revenues and would be entitled to an agency charge of 10 *per cent* on works allotted to it. In addition, the Board of Directors of SIDCL also reiterated (April 2008) that agency charges needed to be collected (10 *per cent*).



Audit observed that SIDCL had no consistent system of claiming agency charges at 10 *per cent* on the works implemented by it; nor did it include agency charges while preparing estimates for allotted works. Audit noticed that SIDCL had not claimed agency charges on 27 works, while on five works it had claimed agency charges varying between one to nine *per cent* instead of 10 *per cent*. There was no recorded reason for not claiming/ short-claiming of agency charges amounting to ₹ 4.94 crore on 32 deposit works (as shown in **Annexure 3.3**).

Management stated (July 2014) that as a ‘doctrine of convention’, SIDCL had been following the principle of booking revenue (agency charges) on the projects on completion of 60 *per cent* work. But it was seen that it had not claimed agency charges even on completion of more than 80 *per cent* of works in as many as 17 out of the above 32 cases. But SIDCL as a Government Company should have followed the directives of the State Government of claiming agency charges on all the works allotted to it to safeguard its own interest.

By disregarding Government decision, SIDCL thus suffered a loss of ₹ 4.94 crore by not claiming or short claiming agency charges on works allotted to it.

The issue was brought to the notice of the Government in June 2014 and reminder was issued in July 2014 and October 2014. Their reply was awaited (January 2015).

### ***3.3 Unfruitful expenditure due to failure to ensure ownership of project land***

**Failure of Sundarban Infrastructure Development Corporation Limited to ensure ownership of land before taking up an eco-tourism project at Bakkhali led to unfruitful expenditure of ₹ 2.06 crore.**

Sundarban Infrastructure Development Corporation Limited (SIDCL) was set up in May 2007 under the Department of Sundarban Affairs (DSA), Government of West Bengal (GoWB). One of its objectives was to create tourism infrastructure including eco-friendly tourist resort at Bakkhali under Namkhana Block (District: South 24-Parganas). Sundarban Development Board<sup>8</sup> (SDB) also under DSA was already entrusted in January 2005 to develop eco-tourism infrastructure at Bakkhali and accordingly prepared a Detailed Project Report (DPR) in February 2009. On 24 February 2009, SDB handed over a copy of the DPR to SIDCL for implementation. As per DPR, the project consisting of a Tourist complex and Bus Stand-cum-Market

<sup>8</sup>A part of the Department of Sundarban Affairs (DSA), Government of West Bengal (GoWB) having no separate legal identity.

complex, was to be considered on about 10 acres<sup>9</sup> of land at Bakkhali. The DPR also showed that the land was fully owned by the DSA and only required conversion for building developments.

Audit noticed that that the land did not belong to DSA in the first place. While 3.46 acres was privately owned, the remaining 6.54 acres was vested with the District Authorities. According to rules<sup>10</sup>, SIDCL should have applied to the District Authorities for possession/ transfer of the land required for the project.

Without fulfilling the legal requirements for possession of the land, SIDCL awarded (February 2009/ December 2010) the work to Mackintosh Burn Limited (MBL), at ₹ 3.33 crore, with target of completion within 18 months from date of work order *i.e.* August 2010. Based on the estimated cost, DSA, GoWB sanctioned (March and November 2010) ₹ 3.48 crore and disbursed (March 2010 and January 2011) the amount<sup>11</sup> to SIDCL for the project. MBL commenced the work only after July 2010 and till March 2012, 65 *per cent* of the project and 90 *per cent* of the boundary wall were physically completed.

In the meantime, the District Administration received (August 2009) a request from the Ministry of Defence (MoD), Government of India (GoI) for land at Bakkhali for use by Coast Guard and subsequently, it had allotted (February 2011) 9.99 acres (including 6.54 acres under possession of SIDCL) of land to the MoD for setting up the base. Subsequently, it observed (October 2011) that SIDCL had already encroached upon 5.64 acres out of 9.99 acres of land allotted to the MoD and all constructions took place in the encroached part. Thereafter, the District Administration directed (January 2012) removal of all structures made by SIDCL on the encroached land. In April 2012, DSA withdrew from the project. SIDCL had incurred aggregate expenditure of ₹ 2.06 crore up to March 2012, towards construction of tourist complex (₹ 166.34 lakh), construction of boundary wall (₹ 36.75 lakh) and preparation of DPR (₹ 2.50 lakh) in the same period. In June 2014, BL&LRO<sup>12</sup> handed over possession of land to the Coast Guard.

SIDCL, while accepting the audit observation stated (July 2014) that the formalities of taking possession of the said land was not completed in due time and the project had to be abandoned under compulsion in the view of the security aspects.

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<sup>9</sup> J.L. No. 71/25, Revisional Survey Plot Nos. 98, 101, 102, 103, 104, 105, 106, 107, 111, 127 and 128 under *Mouza* : Lakshmipur Abad (Fraserganj *Gram Panchayat*).

<sup>10</sup> Rules 468, 469 and 470 of the West Bengal Land and Land Reforms Manual 1991

<sup>11</sup> In March 2010, ₹ 2.81 crore for Tourist Complex and Bus Stand-cum-Market Complex and ₹ 66.89 lakh in January 2011 for construction of boundary wall of tourist complex.

<sup>12</sup> Block Land & Land Reforms Officer, Namkhana

However, despite repeated requests SIDCL could not show any record/document to audit in support of their claim. It was not until July 2011 that SIDCL had even approached to the District Authority for transfer of the said land. Thus absence of due diligence in commencing the work without ensuring ownership and clear title to the project land by SIDCL led to unfruitful expenditure of ₹ 2.06 crore.

The issue was brought to the notice of the Government in June 2014. The replies were awaited (December 2014).

## **MACKINTOSH BURN LIMITED**

### **3.4 Loss due to defective design**

**Mackintosh Burn Limited incurred loss of ₹ 2.35 crore on construction of an underground reservoir-cum-booster pumping station due to preparation of initial design without considering the actual soil condition.**

Kolkata Metropolitan Water and Sanitation Authority (KMWSA) placed (January 2008) a Letter of Intent<sup>13</sup> (LOI) on Mackintosh Burn Limited (MBL) for construction of an underground reservoir-cum-booster pumping station at Gandhi Maidan, Akra, Kolkata at ₹ 7.25 crore. The formal work order<sup>14</sup> was issued in March 2008, with scheduled completion of work in September 2009.

The soil investigation report prepared by the Civil Engineering Department, Jadavpur University, Kolkata was annexed to the tender notice<sup>15</sup>. The tender, *inter alia*, provided that KMWSA would not entertain extra claim over the accepted price. The tender also mentioned that MBL would have to undertake fresh investigation of soil at three locations of the project site as approved by KMWSA for design of the foundation properly and for detailing the piles in conformity with the Soil Test Report as indicated above. MBL undertook requisite soil tests in March/ April 2008. These soil tests were in agreement with the soil investigation report, prepared by Jadavpur University.

MBL should have designed the foundation based on the soil conditions noticed in the soil investigation report. However, with view to economise cost of the project, MBL designed the reservoir considering a lesser thickness of the load-bearing platform on which the structure would be raised. Accordingly, it prepared the tender estimate.

KMWSA turned down (March 2008) the design 'as the soil condition was adverse to support such design' submitted by MBL. MBL thereafter altered

<sup>13</sup> LOI no. SE(GRWW)/Ph-II/2W-10/07/02 dated 08.01.2008.

<sup>14</sup> Work Order no. EE/Div-III/2W-1/08/59 dated 12.03.2008.

<sup>15</sup> Tender no. SE(GRWW)/PH-II/03 of 2007-08.

the design parameters in May 2008, which resulted in increase in quantity of cement, iron, steel and labour work.

The work was completed in August 2010 at a total cost of ₹ 9.55 crore<sup>16</sup> against which, MBL could recover ₹ 7.20 crore only till December 2012, leading to loss of ₹ 2.35 crore (₹ 9.55 crore – ₹ 7.20 crore) on the work. MBL could not recover the balance amount as the price quoted was firm as per terms and conditions of tender.

Government accepted (January 2015) the loss and stated that it arose as a result of use of additional concrete and steel reinforcement due to submission of revised drawing to the satisfaction of KMWSA.

Thus, due to preparation of initial design without considering the actual soil conditions as stipulated in the tender, MBL suffered loss of ₹ 2.35 crore.

### **3.5 Avoidable interest on cash credit due to lack of cash management**

**Mackintosh Burn Limited retained balances in non-interest bearing current account while paying interest on outstanding cash credit balance due to lack of proper cash management. This led to avoidable payment of interest of ₹ 2.10 crore.**

Mackintosh Burn Limited (MBL), a civil construction company drew cash credit from Allahabad Bank, Industrial Finance Branch (IFB) at Kolkata to meet working capital requirements. In terms of letters dated 3 May 2011 and 25 September 2012, IFB renewed the credit facilities of MBL and sanctioned a cash credit limit ₹ 25 crore. During April 2010 to March 2013, MBL had availed<sup>17</sup> cash credit ranging from ₹ 14.79 lakh to ₹ 24.81 crore on 926 days, at interest rates ranging between 12 and 16.75 *per cent per annum* to meet normal business expenses. MBL also operates 54 non-interest bearing current accounts<sup>18</sup> (Kolkata: eight, outstation: 46) in different banks. Out of eight current accounts in operation at Kolkata, the one with State Bank of India (SBI), Netaji Subhash (NS) Road Branch, Kolkata had the maximum transactions.

As per terms and conditions of cash credit arrangement, MBL can draw cash credit as per quarterly cash budget prepared by it and submitted to IFB along with explanation for variations between the estimated and actual quarterly

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<sup>16</sup> Cost of materials ₹ 5.73 crore + labour and sub-contractor payment ₹ 2.85 crore + other direct expenditure ₹ 0.97 crore.

<sup>17</sup> As per bank statements of Allahabad Bank, Industrial Finance Branch, Kolkata on 8 January 2011 (minimum) and 31 March 2013 (maximum) respectively.

<sup>18</sup> Allahabad Bank – 27 (Kolkata: three, outstation: 24), Bank of Baroda – one (outstation), Central Bank of India – one (Kolkata), ICICI Bank – one (Kolkata), Punjab National Bank – one (outstation), State Bank of India – 18 (Kolkata: one, outstation: 17), United Bank of India – three (Kolkata: one, outstation: two), Axis Bank – two (Kolkata and outstation).

cash budget. It was noticed that there was no system of preparing cash budgets as per terms and conditions of cash credit arrangement. Consequently, between April 2010 and March 2013, amounts<sup>19</sup> ranging from ₹ 20.70 lakh to ₹ 51.61 crore were lying idle in non-interest bearing current account with SBI, NS Road Branch, Kolkata, while cash credit drawn during the same period ranged from ₹ 14.79 lakh to ₹ 24.81 crore.

Audit scrutiny revealed the following:-

- During the period from April 2010 to March 2013, MBL had incurred an aggregate amount of ₹ 4.43 crore as interest on cash credit account.
- On 218 days out of 926 days when outstanding balances<sup>20</sup> ranged from ₹ 14.79 lakh to ₹ 16.80 crore in cash credit account, MBL had adequate balances<sup>21</sup> (ranging from ₹ 1.68 crore to ₹ 51.61 crore) in its current account with SBI, NS Road Branch, Kolkata. This amount could have been deposited in the cash credit account to reduce the outstanding balances in cash credit account to 'NIL' and thereby interest of ₹ 47.72 lakh could have been avoided.
- On the remaining 708 days (926 days – 218 days), the balances in non-interest bearing current account with SBI were not sufficient to completely pay off outstanding balances in cash credit account. However, interest burden of ₹ 1.62 crore would have been avoided if the amount available in non-interest bearing current account were deposited<sup>22</sup> in cash credit account by withdrawing the same from non-interest bearing current account with SBI.

Government stated (January 2015) that MBL keeps a close watch on bank balances lying at various current accounts to ensure that no fund is lying idle. Excess balances in outstation current accounts arise at the end of a financial year and after analysing fund requirement of each outstation project, these balances are transferred to cash credit account.

The reply may be weighed in light of the fact that the audit observation relates only to the main current account at SBI, NS Road Branch, Kolkata and does not consider the balances in outstation current accounts related to specific projects. Further, audit observed instances of idle balances in this current account on all 926 days over three years.

Thus, out of the total interest on cash credit account of ₹ 4.43 crore paid at the rate of 12 to 16.75 *per cent per annum* between April 2010 and March 2013,

<sup>19</sup> As per bank statements of State Bank of India, Netaji Subhash Road Branch, Kolkata on 6 March 2013 (minimum) and 26 April 2012 (maximum) respectively.

<sup>20</sup> As per bank statements of Allahabad Bank, Industrial Finance Branch, Kolkata on 8 January 2011 (minimum) and 24 July 2012 (maximum) respectively.

<sup>21</sup> As per bank statements of State Bank of India, Netaji Subhash Road Branch, Kolkata on 12 December 2011 (minimum) and 26 April 2012 (maximum) respectively.

<sup>22</sup> As per bank statements of SBI, Netaji Subhash Road Branch, Kolkata on 6 March 2013 (minimum balance: ₹ 20.70 lakh) and 1 August 2012 (maximum balance: ₹ 18.15 crore).

MBL could have avoided interest of ₹ 2.10 crore (₹ 47.72 lakh+ ₹ 1.62 crore) if it had followed proper cash management by utilising idle cash lying in its non-interest bearing current account with SBI, NS Road Branch, Kolkata to offset the drawal from its cash credit account.

## **WEST BENGAL STATE ELECTRICITY DISTRIBUTION COMPANY LIMITED**

### **3.6 Loss due to under-insurance**

**West Bengal State Electricity Distribution Company Limited had under-reported value of set of generator motor main circuit equipment in 2010-11, forgoing expenditure of ₹ 1.97 crore.**

West Bengal State Electricity Distribution Company Limited (WBSEDCL) put all four<sup>23</sup> units of its Purulia Pump Storage Project (PPSP) to commercial operation between October 2007 and February 2008. WBSEDCL had taken out two “annual fire and machinery breakdown insurance” policies separately covering (a) Units I, II and III and (b) Unit IV and associated common auxiliaries of PPSP. The renewal of policies under (a) above were due in March each year and those under (b) in August every year. When proposing renewal of insurance policy for (b) in June 2009, WBSEDCL decided to consolidate entire insurance cover for PPSP. It was also decided that insurance would be made at replacement cost of assets to avoid risk of under-insurance. Consequently, from 2010-11, WBSEDCL took out consolidated annual insurance policy for PPSP as a whole (covering all the four units and auxiliaries) based on net replacement value<sup>24</sup>.

Scrutiny revealed that WBSEDCL had not prepared and maintained a fixed asset register, detailing value and location of its fixed assets, as required under the Companies Act, 1956<sup>25</sup>. In the initial<sup>26</sup> year, WBSEDCL declared the insurable amount, based on inventory of property insured as well as cost of supply and erection. Thereafter, the basis of insurable amount up to 2009-10 was not on record. Meanwhile, WBSEDCL after getting the assets of PPSP as on 31 March 2009 physically verified and revalued, disclosed, in the insurance policy for 2010-11, the replacement cost of a set of equipment *viz.* generator motor main circuit equipment (GMMCE) of PPSP at ₹ 4.94 crore.

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<sup>23</sup> Unit-IV: 10 October 2007, Unit-III: 12 November 2007, Unit-I: 31 January 2008 and Unit-II: 06 February 2008.

<sup>24</sup> Net replacement value is current replacement cost (calculated by considering cost of setting up a greenfield project with similar facilities) reduced by amount to reflect age, condition, function, obsolescence and remaining economic life.

<sup>25</sup> Companies (Auditor's Report) Order, 2003 issued by Government of India under sub-section (4A) of Section 227 of the Companies Act, 1956.

<sup>26</sup> For (a), initial year was 2008-09 while for (b), it was 2007-08.

The insurance policies for the years immediately preceding and succeeding *i.e.* 2009-10 and 2011-12, had declared value of GMMCE set at ₹ 44.73 crore<sup>27</sup> and ₹ 45.22 crore<sup>28</sup> respectively, which were not consistent with the replacement value declared in 2010-11. Clearly there was an undervaluation and hence under-insurance of GMMCE in 2010-11. The policy, *inter alia*, provided that in the event of a loss in a case of underinsurance, the claim would be reduced in proportion to the underinsured value of the property. If more than one item was covered under the policy, then each item shall also be subject to this condition.

Generator circuit breaker (a component of GMMCE set) of Unit IV broke down on 4 November 2010 and subsequently, WBSEDCL lodged (November 2010) a claim with the Insurance Company. Loss survey was undertaken by a surveyor appointed by the insurance company. The Surveyor had also pointed out (January 2012) that WBSEDCL had declared value of same GMMCE set in the policy for 2010-11 at ₹ 4.94 crore which was not justified.

Meanwhile, WBSEDCL re-commissioned Unit IV in April 2011 at an expenditure of ₹ 3.33 crore. The Surveyor assessed (May 2013) loss at ₹ 2.60 crore based on the spares replaced and their salvage value. They also concluded that GMMCE set was undervalued by 89 *per cent* during the year 2010-11 as compared to 2011-12. Consequently, due to undervaluation, claim was restricted to only ₹ 24.45 lakh, paid in July 2013. Considering the value of GMMCE set disclosed by WBSEDCL in insurance policies for 2009-10, *i.e.* ₹ 44.73 crore, claim would have worked out to ₹ 2.21 crore. Thus, under-reporting of value by WBSEDCL led to loss of ₹ 1.97 crore (₹ 2.21 crore – ₹ 0.24 crore).

Government attributed (September 2014) the variation in value of insurance coverage to adoption of different methods of valuation in each of the three years *viz.* 2009-10, 2010-11 and 2011-12. While accepting the fact that no formal fixed assets register was maintained, it added that total value of the assets be considered instead of single individual equipment value and that the under-insurance percentage computed had been taken up for review with the insurance company. The reply, however, overlooks the insurance policy clause that in the event of loss to an under-insured asset, the insurance claim would be reduced in proportion to the extent of under-insurance. This would not only be applicable to the total value of assets insured but also to each item covered under the policy.

<sup>27</sup> Unit 1: ₹ 6.99 crore and Units 2 and 3: ₹ 34.75 crore from 24 March 2009 to 23 March 2010 as well as Unit 4 : ₹ 2.99 crore from 28 August 2009 to 23 March 2010.

<sup>28</sup> Net replacement value based on book value as per accounts and appropriate indices of Reserve Bank of India.

Thus, by not adopting a consistent approach for valuation of assets for insurance coverage and non-maintenance of fixed asset register for PPSP led to undervaluation of assets resulting in loss of ₹ 1.97 crore to WBSEDCL.

**CALCUTTA STATE TRANSPORT CORPORATION, NORTH BENGAL STATE TRANSPORT CORPORATION, SOUTH BENGAL STATE TRANSPORT CORPORATION, THE CALCUTTA TRAMWAYS COMPANY (1978) LIMITED AND WEST BENGAL SURFACE TRANSPORT CORPORATION LIMITED**

**3.7 Subsidy forgone due to non-submission of claims in prescribed manner**

**All five state transport undertakings had to forego subsidy of ₹ 2.15 crore on high speed diesel as they failed to lodge claims in time for the specified period in the prescribed manner.**

With view to cater to consistent demand from passenger transport operators for increase in fares to keep pace with rising prices of high speed diesel (HSD), the Transport Department, Government of West Bengal (TD-GoWB) decided<sup>29</sup> (October 2010) to provide subsidy of ₹ two per litre of HSD to all passenger transport operators including state transport undertakings<sup>30</sup> (STUs) and launch services with retrospective effect from 16 August 2010. The order also provided that Managing Directors of the five STUs were required to lodge, with the Transport Department, separate monthly claims for its own operation and franchisee operations within tenth of each succeeding month along with statement showing purchase of HSD on dates along with purchase slips. As per the above order, while passenger transport operators had to lodge claims for the periods 16 August 2010 to 31 August 2010 and September 2010 with Regional Transport Authorities and State Transport Authority within 10 October 2010, STUs had to raise claims on TD-GoWB each month. Moreover, HSD subsidy would be for three months which was not extended subsequently.

All depots of STUs report fuel purchases to their respective head offices through monthly/ fortnightly Management Information System. Yet, test check of records showed that none of the STUs had lodged subsidy claims aggregating to ₹ 2.15 crore for subsidy period within the stipulated timeframe of 10 October 2010 to 10 December 2010 as shown in **Table 3.1**.

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<sup>29</sup>Memo No. 5566-WT/ 3M-40/ 2010 dated 01 October 2010.

<sup>30</sup> Calcutta State Transport Corporation (CSTC), South Bengal State Transport Corporation (SBSTC), North Bengal State Transport Corporation (NBSTC), The Calcutta Tramways Company (1978) Limited (CTC) and West Bengal Surface Transport Corporation Limited (WBSTCL).



**Table 3.1: Statement showing HSD consumed by each STU between 16 August 2010 and 15 November 2010 and subsidy claim thereon**

Name of STU	HSD consumed (in Kl)	Subsidy @ ₹ 2 per litre (₹ in lakh)	Status of claim as at 30 April 2014
CSTC	2,760.00	55.20	Depot Managers were instructed in September 2010 by the Deputy Director of Operations to furnish relevant details. No claim was however lodged.
NBSTC	2,376.00	47.52	Single claim for the period from 16 August to 15 November 2010 was lodged with TD-GoWB on 15 May 2014 after being pointed out in audit.
SBSTC	2,448.00	48.96	Subsidy claim for own operations from 16 August to 15 November 2010 belatedly lodged on 29 March 2011. Subsidy claim for franchisee operations from August to December 2010/ January 2011 also lodged belatedly on 29 March 2011.
CTC	1,697.66	33.95	Claims from 16 August to 30 September 2010, 16 August 2010 to 28 February 2011 and 16 August 2010 to 31 May 2011 were belatedly lodged on 21 October 2010, 22 March 2011 and 22 June 2011 respectively, indicating that claims for the period of August 2010 were repeated twice. GoWB, however, acknowledged the receipt of claim of 22 June 2011 only.
WBSTCL	1,478.31 <sup>31</sup>	29.57	Claim from 16 August 2010 to 31 March 2011 belatedly submitted on 29 June 2011.
<b>TOTAL</b>	<b>10,759.97</b>	<b>215.20</b>	

*Source: Records of the STUs*

From the above table, it is clear that CSTC had not yet lodged any claim, NBSTC, SBSTC, CTC and WBSTCL had not lodged claims for each month separately within due dates and had raised claims beyond the admissible date for claim of subsidy *i.e.* 15 November 2010. Besides, the Transport department observed (June 2011) that none of the STUs except CTC had claimed subsidy. Consequently, no STU received subsidy on HSD due to non-compliance of Government directives.

NBSTC in its reply stated (August 2014) that it did not submit subsidy claims in time due to non-receipt of the Government order. SBSTC in its reply stated (August 2014) that they have not received any subsidy under this scheme. CTC replied (August 2014) that there was no lapse on their part. WBSTCL in its reply stated (November 2014) that no subsidy has been received from the Government.

<sup>31</sup>Includes HSD consumed for launch services.

NBSTC's reply indicates the lack of co-ordination between the controlling administrative department (TD-GoWB) and NBSTC. CTC's contention is not acceptable as even the first claim was lodged after the due date as mentioned earlier in the para. However, both SBSTC and WBSTC submitted their claims after the due date as mentioned in the para earlier and CSTC did not furnish any reply.

Government, however accepted (November 2014) the audit observation and stated that the scheme was operational for three months from 16 August 2010 with an allotment of ₹ five crore for the purpose. An amount of ₹ 68.92 lakh was disbursed to private transport operators through RTOs and Public Vehicles Directorate, Kolkata under TD-GoWB. Government further added that none of the STUs submitted their claims within the due date and consequently, their claims could not be processed. As such action was being taken to surrender the balance of ₹ 4.31 crore to the Finance Department.

Thus, failure of the STUs to claim from GoWB subsidy on HSD consumed in each month between 16 August and 15 November 2010 within tenth of the following month in the prescribed manner led to forgoing of HSD subsidy of ₹ 2.15 crore.

### **CALCUTTA STATE TRANSPORT CORPORATION AND WEST BENGAL SURFACE TRANSPORT CORPORATION LIMITED**

#### **3.8 Avoidable expenditure on procurement of high speed diesel**

**Two State Transport Undertakings incurred avoidable expenditure of ₹ 1.85 crore due to delays ranging from 20 to 278 days in implementing Government order for procurement of diesel at cheaper rates from retail outlets.**

All five State transport undertakings (STUs)<sup>32</sup> of the Transport department, Government of West Bengal procured high speed diesel (HSD) in bulk from public sector oil companies for their vehicles. In January 2013, Government of India had announced that HSD would be sold to bulk consumers at market prices effective from 18 January 2013. Consequently, price of HSD at retail outlets became lower. To take advantage of the lower price, three STUs<sup>33</sup> had promptly moved over to procurement of HSD from retail outlets between 18 and 21 January 2013. Transport Department also issued directions on 24 January 2013 to all the five STUs to purchase HSD from retail outlets to avail the benefit of lower prices of HSD at retail outlets. However, two STUs, namely, Calcutta State Transport Corporation (CSTC) and West Bengal Surface Transport Corporation Limited (WBSTCL) delayed in this regard,

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<sup>32</sup> Calcutta State Transport Corporation, North Bengal State Transport Corporation, South Bengal State Transport Corporation, The Calcutta Tramways Company (1978) Limited and West Bengal Surface Transport Corporation Limited.

<sup>33</sup> North Bengal State Transport Corporation, South Bengal State Transport Corporation and The Calcutta Tramways Company (1978) Limited

leading to avoidable excess expenditure, as discussed in the following paragraphs.

CSTC did not implement the Government's direction from the designated date to procure HSD from the retail outlets, but placed the matter before Board of Directors (BoD) on 12 February 2013 after delay of 19 days and obtained its approval. Even after getting the approval of BoD, it continued to purchase HSD at bulk rates till 16 March 2013. Between 24 January and 16 March 2013, CSTC purchased 1,212 Kilolitres (Kl) of HSD for ₹ 7.57 crore<sup>34</sup>. The corresponding retail price would have been ₹ 6.28 crore. Thus it incurred avoidable expenditure of ₹ 1.29 crore due to delay of 51 days in implementing the Government's order.

WBSTCL was operating<sup>35</sup> (January 2013) bus and marine vessels depots. Of these, Karunamayee International Bus Terminal, Salt Lake depot and Marine Vessels depot at Millenium Park, implemented the Government order to move over to retail purchase of HSD on 13 February, 8 June and 22 November 2013 respectively. WBSTCL purchased aggregate of 672 Kl of HSD during 24 January to 22 November 2013 for ₹ 4.13 crore<sup>36</sup> against corresponding retail price of ₹ 3.57 crore, thereby leading to avoidable expenditure of ₹ 0.56 crore due to delays of 20, 135 and 278 days respectively in complying with Government's directions.

CSTC and WBSTCL agreed (October/ November 2014) that there was delay in shifting of procurement of HSD to retail outlets due to procedural requirements. Audit observed that this delay arose from absence of prompt action by both the Managements to fulfil the requirements by taking up the issues with GoWB.

Thus, delay in compliance of Government directions by both STUs (CSTC and WBSTCL) led to avoidable expenditure of ₹ 1.85 crore (₹ 1.29 crore + ₹ 0.56 crore) on procurement of 1,884 Kl of HSD between 25 January and 22 November 2013.

This matter was brought to the notice of the Government in May 2014 and reminders issued in July 2014 and October 2014. Their reply was awaited (January 2015).

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<sup>34</sup>From 24 January to 12 February 2013: 480 Kl at ₹ 2.94 crore; 13 February to 16 March 2013: 732 Kl at ₹ 4.63 crore.

<sup>35</sup>Bus depots at Salt Lake, Howrah and Karunamayee International Bus Terminal as well as marine vessels depot at Millenium Park.

<sup>36</sup>Bus (24 January to 06 June 2013) : 444 Kl at ₹ 2.68 crore; Vessels (24 January to 22 November 2013) : 228 Kl at ₹ 1.45 crore.

## SOUTH BENGAL STATE TRANSPORT CORPORATION

### 3.9 Excess payment of toll charges on roads and bridges

**South Bengal State Transport Corporation failed to avail concession on payment of toll charges at Budbud-Palsit section of National Highway 2 and Vidyasagar Setu leading to excess payment of ₹ 79.74 lakh.**

Under National Highways Act 1956, the Ministry of Road Transport and Highways, Government of India (MoRTH-GoI) is empowered<sup>37</sup> to levy fees (toll charges) for services or benefits rendered on National Highways (NH). In November 2012, MoRTH-GoI notified<sup>38</sup> the rates at which toll charges were to be collected by National Highways Authority of India (NHAI) at Palsit Toll Plaza in Burdwan district from vehicles plying on NH 2 between Budbud and Palsit. The notification also provided that toll charges for commercial vehicles registered in Burdwan district would be given a rebate 50 per cent of the applicable rates.

South Bengal State Transport Corporation (SBSTC), with headquarters at Durgapur in Burdwan district, operates long distance bus services from fifteen<sup>39</sup> depots. All buses of SBSTC are registered in Burdwan district. The Transport department, Government of West Bengal (TD-GoWB) is SBSTC's controlling administrative department. Audit observed (March 2014) that between November 2012 and March 2014, SBSTC paid toll charges of ₹ 1.13 crore at full rates (**Annexure 3.4**) without availing 50 per cent concession for commercial vehicles registered in Burdwan district, leading to excess payment of ₹ 56.38 lakh. In April and May 2013, SBSTC took up the issue of concession with NHAI but there was no response from NHAI. SBSTC neither pursued the issue with NHAI nor subsequently brought the matter to the notice of TD-GoWB for intervention with NHAI. Moreover, even after taking up the matter with the NHAI, they did not ensure that concessional rates were availed by all their buses when plying on that stretch of NH 2.

Similarly, TD-GoWB exempted<sup>40</sup> (October 2013) from levy of toll charges with immediate effect all buses of the five state transport undertakings including SBSTC that plied across 'Vidyasagar Setu'. SBSTC again failed to avail exemption for reasons not on record and paid toll charges of ₹ 23.36 lakh (**Annexure 3.4**) between November 2013 and March 2014.

The Government stated (November 2014) that at Palsit toll plaza, NHAI withheld the concession on the basis of a clause in the notification of MoRTH-GoI, that Delhi Road was available as an alternative. Further, in case of Vidyasagar Setu, HRBC<sup>41</sup> had granted free passes for 75 buses only from 19 March 2014.

<sup>37</sup>Section 7 read with Rules made under Section 9.

<sup>38</sup>S.O. No. 2670(E) dated 2 November 2012.

<sup>39</sup>Durgapur, Burdwan, Bankura, Arambagh, Kalna, Asansol and Purulia under Durgapur Division as well as Barasat, Howrah, Midnapur, Habra, Haldia, Digha, Titagarh and Belghoria under Belghoria Division.

<sup>40</sup>Notification no. 3763-WT/ TR/ O/ 11E-52/ 94 dated 10 October 2013.

<sup>41</sup>Hooghly River Bridge Commissioners, under the administrative control of TD-GoWB, operating tolls on Vidyasagar Setu.

The fact remains that SBSTC had approached NHAI in December 2014 for exemption from payment of toll charges. Further, the delay at *Vidyasagar Setu* indicated apathy of SBSTC to immediately take up the issue with TD-GoWB and HRBC, an agency under the same administrative Department leading to SBSTC paying toll charges till March 2014.

Thus, between November 2012 and March 2014, SBSTC paid toll charges of ₹ 79.74 lakh (₹ 56.38 lakh + ₹ 23.36 lakh) in excess by not availing the concession that was otherwise available to it.



(MAUSUMI RAY BHATTARCHARYYA)  
Accountant General  
(Economic & Revenue Sector Audit)  
West Bengal

KOLKATA  
The 19 March 2015

*Countersigned*



NEW DELHI  
The 21 March 2015

(SHASHI KANT SHARMA)  
Comptroller and Auditor General of India

# **ANNEXURES**

**Annexure 1.1**  
(Referred to in paragraph 1.3.1)

**Statement showing particulars of up to date paid up capital, loans outstanding and manpower as on 31 March 2014 in respect of Government Companies and Statutory Corporations**

(Figures in column 5(a) to 6(d) are ₹ in crore)

Sl. No	Sector & Name of the Company/Corporation	Name of the Department	Month & year of incorporation	Paid Up Capital <sup>§</sup>				Loans** outstanding as at the close of 2013-14				Debt equity ratio for 2013-14 (Previous year)	Manpower (No. of employees as on 31.03.2014)
				State Government	Central Government	Others	Total	State Government	Central Government	Others	Total		
(1)	(2)	(3)	(4)	5 (a)	5 (b)	5 (c)	5 (d)	6 (a)	6 (b)	6(c)	6(d)	7	8
<b>A. Working Government Companies</b>													
<b>AGRICULTURE AND ALLIED</b>													
1	The State Fisheries Development Corporation Limited	Fisheries, Aquaculture, Aquatic Resources & Fishing Harbours Water	March 1966	2.70	0.00	0.00	2.70	2.20	0.00	0.00	2.20	0.81:1 (0.73:1)	425
2	West Bengal Agro Industries Corporation Limited	Resources Investigation & Development	August 1968	8.41	0.00	0.00	8.41	15.23	0.00	0.00	15.23	1.81:1 (1.81:1)	174
3	West Bengal Dairy and Poultry Development Corporation Limited	Animal Resources Development	February 1969	7.10	0.00	0.00	7.10	0.57	0.00	0.00	0.57	0.08:1 (0.08:1)	107
4	West Bengal State Minor Irrigation Corporation Limited	Water Resources Investigation & Development	January 1974	11.65	0.00	0.00	11.65	0.00	0.00	0.00	0.00	0.00 (0.00)	720
5	The West Bengal Livestock Development Corporation Limited	Animal Resources Development	April 1974	2.10	0.25	0.00	2.35	0.00	0.00	0.00	0.00	0.00 (0.00)	37
6	West Bengal Forest Development Corporation Limited	Forest	July 1974	5.53	0.70	0.00	6.23	0.00	0.00	0.00	0.00	0.00 (0.00)	919
7	West Bengal Tea Development Corporation Limited	Commerce & Industry	August 1976	45.36	0.00	0.00	45.36	117.63	0.20	0.07	117.90	2.60:1 (2.45:1)	3,100

Sl. No	Sector & Name of the Company/Corporation	Name of the Department	Month & year of incorporation	Paid Up Capital <sup>§</sup>				Loans** outstanding as at the close of 2013-14				Debt equity ratio for 2013-14 (Previous year)	Manpower (No. of employees as on 31.03.2014)
				State Government	Central Government	Others	Total	State Government	Central Government	Others	Total		
(1)	(2)	(3)	(4)	5 (a)	5 (b)	5 (c)	5 (d)	6 (a)	6 (b)	6(c)	6(d)	7	8
8	West Bengal Fisheries Corporation Limited	Fisheries, Aquaculture, Aquatic Resources & Fishing Harbours	March 1980	1.85	0.00	0.15	2.00	0.00	0.00	0.00	0.00	0.00 (0.15:1)	162
9	West Bengal State Seed Corporation Limited	Agriculture	November 1980	2.50	0.00	0.00	2.50	22.00	0.00	0.00	22.00	8.80:1 (8.80:1)	175
10	West Bengal State Food Processing and Development Corporation Limited	Food Processing Industries and Horticulture	April 1986	0.97	0.00	0.00	0.97	2.21	0.00	0.00	2.21	2.28:1 (2.28:1)	30
11	West Bengal Wasteland Development Corporation Limited	Forest	July 1989	0.24	0.00	0.10	0.34	0.00	0.00	0.00	0.00	0.00 (0.00)	16
12	Pachimbanga Agri Marketing Corporation Limited	Agricultural Marketing	November 2011	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00 (0.00)	1
<b>Sector wise total</b>				<b>89.41</b>	<b>0.95</b>	<b>0.25</b>	<b>90.61</b>	<b>159.84</b>	<b>0.20</b>	<b>0.07</b>	<b>160.11</b>	<b>1.77:1 (1.69:1)</b>	<b>5,866</b>
<b>FINANCING</b>													
13	West Bengal Industrial Development Corporation Limited (WBIDC Limited)	Commerce & Industry	January 1967	435.93	0.00	0.00	435.93	196.50	0.00	73.83	270.33	0.62:1 (0.42:1)	102
14	West Bengal Handicrafts Development Corporation Limited	Micro & Small Scale Enterprises and Textiles	June 1976	23.12	0.78	0.00	23.90	1.50	1.00	0.00	2.50	0.10:1 (0.06:1)	92
15	West Bengal Film Development Corporation Limited	Information & Cultural Affairs	July 1980	5.20	0.00	0.00	5.20	28.38	0.00	0.00	28.38	5.46:1 (5.00:1)	39
16	West Bengal Women Development Undertaking	Women & Child Development and Social Welfare	August 1993	0.10	0.00	0.00	0.10	0.00	0.00	0.00	0.00	0.00 (0.00)	14



Sl. No	Sector & Name of the Company/Corporation	Name of the Department	Month & year of incorporation	Paid Up Capital <sup>5</sup>				Loans** outstanding as at the close of 2013-14				Debt equity ratio for 2013-14 (Previous year)	Manpower (No. of employees as on 31.03.2014)
				State Government	Central Government	Others	Total	State Government	Central Government	Others	Total		
(1)	(2)	(3)	(4)	5 (a)	5 (b)	5 (c)	5 (d)	6 (a)	6 (b)	6(c)	6(d)	7	8
17	West Bengal Infrastructure Development Finance Corporation Limited	Finance	May 1997	165.30	0.00	0.00	165.30	0.00	0.00	3,804.33	3,804.33	23.01:1 (24.61:1)	37
18	Webel Venture Capital Limited (Subsidiary of WBEIDC Limited)	Information Technology	February 2007	0.00	0.00	0.05	0.05	0.00	0.00	0.00	0.00	0.00 (0.00)	2
<b>Sector wise total</b>				<b>670.53</b>	<b>64.00</b>	<b>64.00</b>	<b>670.53</b>	<b>288.88</b>	<b>64.00</b>	<b>3,942.16</b>	<b>4,295.04</b>	<b>6.41:1 (6.81:1)</b>	<b>286</b>
<b>INFRASTRUCTURE</b>													
19	Mackintosh Burn Limited	Public Works	April 1913	0.16	0.00	0.15	0.31	1.57	0.00	0.00	1.57	5.06:1 (5.16:1)	371
20	West Bengal Small Industries Development Corporation Limited (WBSIDC Limited)	Micro & Small Scale Enterprises and Textiles	March 1961	36.93	0.00	0.00	36.93	12.79	0.00	0.00	12.79	0.35:1 (0.37:1)	166
21	West Bengal Electronic Industry Development Corporation Limited (WBEIDC Limited)	Information Technology	February 1974	195.71	0.00	1.71	197.42	16.82	0.00	0.33	17.15	0.09:1 (0.09:1)	137
22	West Bengal State Police Housing Corporation Limited	Home	March 1993	0.12	0.00	0.00	0.12	0.00	0.00	0.00	0.00	0.00 (0.00)	21
23	West Bengal Transport Infrastructure Development Corporation Limited	Transport	September 1996	3.10	0.00	0.00	3.10	0.00	0.00	43.97	43.97	14.18:1 (14.03:1)	25
24	West Bengal Housing Infrastructure Development Corporation Limited (WBHIDCO Limited)	Urban Development	April 1999	16.00	0.00	1.65	17.65	0.00	0.00	0.00	0.00	0.00 (0.00)	322
25	New Town Telecom Infrastructure Development Company Limited (Subsidiary of WBHIDCO Limited)	Information Technology	May 2006	0.00	0.00	1.05	1.05	0.00	0.00	0.04	0.04	0.04:1 (0.50:1)	7

Sl. No	Sector & Name of the Company/Corporation	Name of the Department	Month & year of incorporation	Paid Up Capital <sup>8</sup>				Loans** outstanding as at the close of 2013-14				Debt equity ratio for 2013-14 (Previous year)	Manpower (No. of employees as on 31.03.2014)
				State Government	Central Government	Others	Total	State Government	Central Government	Others	Total		
(1)	(2)	(3)	(4)	5 (a)	5 (b)	5 (c)	5 (d)	6 (a)	6 (b)	6(c)	6(d)	7	8
26	Sundarban Infrastructure Development Corporation Limited	Sundarban Affairs	May 2007	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00 (0.00)	12
27	Kolkata Police Housing Infrastructure Development Corporation Limited	Home	February 2011	5.20	0.00	0.00	5.20	0.00	0.00	0.00	0.00	0.00 (0.00)	3
28	West Bengal Highway Development Corporation Limited	Public Works	April 2012	5.00	0.00	0.00	5.00	0.00	0.00	0.00	0.00	0.00 (0.00)	31
<b>Sector wise total</b>				<b>387.02</b>	<b>135.00</b>	<b>139.56</b>	<b>391.58</b>	<b>166.18</b>	<b>135.00</b>	<b>179.34</b>	<b>210.52</b>	<b>0.54:1 (0.29:1)</b>	<b>1,095</b>
<b>MANUFACTURING</b>													
29	Westinghouse Saxby Farmer Limited	Public Works	May 1923	7.74	0.00	0.00	7.74	32.27	0.00	0.00	32.27	4.17:1 (3.17:1)	422
30	The Electro Medical and Allied Industries Limited	Health & Family Welfare	June 1961	16.40	0.00	0.00	16.40	30.68	0.00	0.00	30.68	1.87:1 (1.68:1)	61
31	Durgapur Chemicals Limited	Public Enterprises	July 1963	108.58	0.00	0.00	108.58	0.00	0.00	64.64	64.64	0.60:1 (1.06:1)	260
32	West Bengal Mineral Development and Trading Corporation Limited	Commerce & Industries	February 1973	4.43	0.00	0.00	4.43	47.09	0.00	0.00	47.09	10.63:1 (15.54:1)	353
33	West Bengal Pharmaceutical and Phytochemical Development Corporation Limited	Commerce & Industries	March 1974	20.15	0.00	0.00	20.15	4.34	0.00	0.00	4.34	0.22:1 (0.18:1)	85
34	WEBFIL Limited	Commerce and Industries	May 1979	0.00	0.00	10.58	10.58	7.58	0.00	5.08	12.66	1.20:1 (1.20:1)	188
35	The Shalimar Works (1980) Limited	Transport	January 1981	1.26	0.00	0.00	1.26	120.00	0.00	0.00	120.00	95.24:1 (88.94:1)	127
36	Neo Pipes and Tubes Company Limited	Public Enterprises	January 1983	2.20	0.00	0.00	2.20	9.81	0.00	0.00	9.81	4.46:1 (15.80:1)	70
37	Haldia Petrochemicals Limited	Commerce & Industries	September 1985	946.08	0.00	1,012.94	1,959.02	0.00	0.00	1,187.11	1,187.11	0.61:1 (0.83:1)	826

Sl. No	Sector & Name of the Company/Corporation	Name of the Department	Month & year of incorporation	Paid Up Capital <sup>§</sup>				Loans** outstanding as at the close of 2013-14				Debt equity ratio for 2013-14 (Previous year)	Manpower (No. of employees as on 31.03.2014)
				State Government	Central Government	Others	Total	State Government	Central Government	Others	Total		
(1)	(2)	(3)	(4)	5 (a)	5 (b)	5 (c)	5 (d)	6 (a)	6 (b)	6(c)	6(d)	7	8
38	Britannia Engineering Limited	Public Works	April 1986	11.29	0.00	0.00	11.29	23.26	0.00	0.00	23.26	2.06:1 (1.94:1)	397
39	Eastern Distilleries and Chemicals Limited	Excise	April 1986	0.20	0.00	0.00	0.20	6.61	0.00	0.00	6.61	33.05:1 (33.05:1)	150
40	National Iron and Steel Company (1984) Limited	Public Enterprises	July 1986	12.00	0.00	0.00	12.00	97.71	0.00	0.00	97.71	8.14:1 (7.93:1)	86
41	Greater Calcutta Gas Supply Corporation Limited	Commerce and Industries	December 1987	41.15	0.00	0.00	41.15	156.42	0.00	0.00	156.42	3.80:1 (3.69:1)	293
42	Mayurakshi Cotton Mills (1990) Limited	Micro & Small Scale Enterprises and Textiles	February 1990	8.81	0.00	0.00	8.81	20.64	0.00	0.00	20.64	2.34:1 (2.50:1)	198
43	Gluconate Health Limited	Public Enterprises	July 1990	21.31	0.00	0.00	21.31	11.49	0.00	0.00	11.49	0.54:1 (0.71:1)	246
44	DPL Coke Oven Limited	Power & Non Conventional Energy Sources	March 2011	0.00	0.00	0.05	0.05	0.00	0.00	0.00	0.00	0.00 (0.00)	0.00
<b>Sector wise total</b>				<b>1,201.60</b>	<b>0.00</b>	<b>1,023.57</b>	<b>2,225.17</b>	<b>567.90</b>	<b>0.00</b>	<b>1,256.83</b>	<b>1,824.73</b>	<b>0.82:1 (1.05:1)</b>	<b>3,762</b>
<b>POWER</b>													
45	The Durgapur Projects Limited	Power and Non-Conventional Energy Sources	September 1961	1,165.00	0.00	0.00	1,165.00	183.36	11.81	1,918.05	2,113.22	1.81:1 (1.60:1)	3,616
46	The West Bengal Power Development Corporation Limited	Power and Non-Conventional Energy Sources	July 1985	5,152.33	0.00	0.00	5,152.33	1,383.75	0.00	5,646.72	7,030.47	1.36:1 (1.91:1)	4,404
47	New Town Electric Supply Company Limited (Subsidiary of WBHIDCO Limited)	Power and Non-Conventional Energy Sources	September 2003	0.00	0.00	9.86	9.86	0.00	0.00	17.70	17.70	1.80:1 (2.73:1)	60
48	West Bengal State Electricity Distribution Company Limited	Power and Non-Conventional Energy Sources	February 2007	2,256.74	0.00	0.00	2,256.74	2,123.86	0.00	6,096.81	8,220.67	3.64:1 (2.70:1)	16,399

Sl. No	Sector & Name of the Company/Corporation	Name of the Department	Month & year of incorporation	Paid Up Capital <sup>5</sup>				Loans** outstanding as at the close of 2013-14				Debt equity ratio for 2013-14 (Previous year)	Manpower (No. of employees as on 31.03.2014)
				State Government	Central Government	Others	Total	State Government	Central Government	Others	Total		
(1)	(2)	(3)	(4)	5 (a)	5 (b)	5 (c)	5 (d)	6 (a)	6 (b)	6(c)	6(d)	7	8
49	West Bengal State Electricity Transmission Company Limited	Power and Non-Conventional Energy Sources	February 2007	1,105.52	0.00	0.00	1,105.52	842.16	0.00	1,308.56	2,150.72	1.95:1 (2.09:1)	2,563
50	West Bengal Green Energy Development Corporation Limited	Power and Non-Conventional Energy Sources	December 2007	0.00	0.00	5.00	5.00	0.00	0.00	11.93	11.93	2.39:1 (2.67:1)	7
<b>Sector wise total</b>				<b>9,679.59</b>	<b>0.00</b>	<b>14.86</b>	<b>9,694.45</b>	<b>4,533.13</b>	<b>11.81</b>	<b>14,999.77</b>	<b>19,544.71</b>	<b>2.02:1 (2.10:1)</b>	<b>27,049</b>
<b>SERVICE</b>													
51	West Bengal Essential Commodities Supply Corporation Limited	Food & Supplies	March 1974	1.08	0.00	0.00	1.08	41.00	0.00	156.90	197.90	183.24:1 (183.24:1)	332
52	West Bengal Tourism Development Corporation Limited	Tourism	April 1974	10.00	0.00	0.00	10.00	0.38	0.00	0.00	0.38	0.04:1 (0.04:1)	390
53	Webel Mediatronics Limited (Subsidiary of WBEIDC Limited)	Information Technology	January 1981	0.00	0.00	4.04	4.04	0.00	0.00	0.77	0.77	0.19:1 (3.72:1)	31
54	Webel Electronic Communication Systems Limited (Subsidiary of WBEIDC Limited)	Information Technology	September 1981	0.00	0.00	0.84	0.84	0.00	0.00	13.07	13.07	15.56:1 (14.73:1)	51
55	Webel Informatics Limited (Subsidiary of WBEIDC Limited)	Information Technology	November 1981	0.00	0.00	0.40	0.40	0.00	0.00	4.61	4.61	11.53:1 (11.53:1)	30
56	The Calcutta Tramways Company (1978) Limited	Transport	October 1982	20.40	0.00	0.00	20.40	120.72	0.00	1.23	121.95	5.98:1 (13.46:1)	6,087
57	West Bengal Surface Transport Corporation Limited	Transport	February 1989	1.01	0.00	0.00	1.01	152.71	0.00	35.00	187.71	185.85:1 (167.64:1)	897
58	Webel Technology Limited (Subsidiary of WBEIDC Limited)	Information Technology	February 2001	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00 (0.00)	70

Sl. No	Sector & Name of the Company/Corporation	Name of the Department	Month & year of incorporation	Paid Up Capital <sup>§</sup>				Loans** outstanding as at the close of 2013-14				Debt equity ratio for 2013-14 (Previous year)	Manpower (No. of employees as on 31.03.2014)
				State Government	Central Government	Others	Total	State Government	Central Government	Others	Total		
(1)	(2)	(3)	(4)	5 (a)	5 (b)	5 (c)	5 (d)	6 (a)	6 (b)	6(c)	6(d)	7	8
59	West Bengal Trade Promotion Organisation (Subsidiary of WBIDC Limited)	Commerce and Industries	November 2003	0.00	0.00	0.60	0.60	0.00	0.00	0.00	0.00	0.00 (0.00)	8
60	West Bengal Medical Services Corporation Limited	Health and Family Welfare	June 2008	8.00	0.00	0.00	8.00	0.00	0.00	0.00	0.00	0.00 (0.00)	39
61	West Bengal Swarojgar Corporation Limited	Self Help Group and Self Employment	November 2009	105.00	0.00	0.00	105.00	0.00	0.00	0.00	0.00	0.00 (0.00)	11
<b>Sector wise total</b>				<b>145.49</b>	<b>0.00</b>	<b>6.88</b>	<b>152.37</b>	<b>314.81</b>	<b>0.00</b>	<b>211.58</b>	<b>526.39</b>	<b>3.45:1 (4.53:1)</b>	<b>7,946</b>
<b>MISCELLANEOUS</b>													
62	Basumati Corporation Limited	Information and Cultural Affairs	February 1975	0.10	0.00	0.00	0.10	52.46	0.00	0.00	52.46	524.60:1 (494.70:1)	130
63	Silpabarta Printing Press Limited (Subsidiary of WBSIC Limited)	Micro & Small Scale Enterprises and Textiles	September 1982	0.89	0.00	0.00	0.89	3.21	0.00	0.20	3.41	3.83:1 (3.61:1)	42
64	Saraswaty Press Limited	Public Enterprises	January 1987	5.50	0.00	0.00	5.50	0.00	0.00	0.00	0.00	0.00 (0.00)	264
65	West Bengal Text Book Corporation (P) Limited (Subsidiary of Saraswaty Press Limited)	Public Enterprises	December 2006	0.00	0.00	0.10	0.10	0.00	0.00	0.00	0.00	0.00 (0.00)	0
<b>Sector wise total</b>				<b>6.49</b>	<b>0.00</b>	<b>0.10</b>	<b>6.59</b>	<b>55.67</b>	<b>0.00</b>	<b>0.20</b>	<b>55.87</b>	<b>8.48:1 (7.99:1)</b>	<b>436</b>
<b>Total- A (All sector wise Government Companies)</b>				<b>12,180.13</b>	<b>199.95</b>	<b>1,249.22</b>	<b>13,231.30</b>	<b>6,086.41</b>	<b>211.01</b>	<b>20,589.95</b>	<b>26,617.37</b>	<b>2.01:1 (2.14:1)</b>	<b>46,440</b>
<b>B Working Statutory Corporations</b>													
<b>AGRICULTURE AND ALLIED</b>													
1	West Bengal State Warehousing Corporation	Food & Supplies	February 1958	3.81	0.00	3.81	7.62	0.00	0.00	0.00	0.00	0.00 (0.00)	64
<b>Sector wise total</b>				<b>3.81</b>	<b>0.00</b>	<b>3.81</b>	<b>7.62</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00 (0.00)</b>	<b>64</b>

Sl. No	Sector & Name of the Company/Corporation	Name of the Department	Month & year of incorporation	Paid Up Capital <sup>s</sup>				Loans** outstanding as at the close of 2013-14				Debt equity ratio for 2013-14 (Previous year)	Manpower (No. of employees as on 31.03.2014)	
				State Government	Central Government	Others	Total	State Government	Central Government	Others	Total			
				5 (a)	5 (b)	5 (c)	5 (d)	6 (a)	6 (b)	6(c)	6(d)			
(1)	(2)	(3)	(4)	5 (a)	5 (b)	5 (c)	5 (d)	6 (a)	6 (b)	6(c)	6(d)	7	8	
<b>FINANCING</b>														
2	West Bengal Financial Corporation	Finance	March 1954	155.42	0.00	11.93	167.35	0.91	0.00	689.81	690.72	4.13:1 (4.81:1)	192	
3	West Bengal Scheduled Castes & Scheduled Tribes Development & Finance Corporation	Backward Classes Welfare	July 1976	114.62	74.94	0.00	189.56	0.00	0.00	47.84	47.84	0.25:1 (0.20:1)	203	
4	West Bengal Backward Classes Development & Finance Corporation	Backward Classes Welfare	October 1995	29.49	0.00	0.00	29.49	0.00	17.76	0.10	17.86	0.61:1 (1.17:1)	4	
5	West Bengal Minorities Development & Finance Corporation	Minorities Development & Madrasah Education	January 1996	181.25	0.00	0.00	181.25	0.00	0.00	462.32	462.32	2.55:1 (2.93:1)	55	
<b>Sector wise total</b>				<b>480.78</b>	<b>74.94</b>	<b>11.93</b>	<b>567.65</b>	<b>0.91</b>	<b>17.76</b>	<b>1,200.07</b>	<b>1,218.74</b>	<b>15:1 (2.44:1)</b>	<b>454</b>	
<b>INFRASTRUCTURE</b>														
6	West Bengal Industrial Infrastructure Development Corporation	Commerce and Industries	November 1973	0.00	0.00	0.00	0.00	96.34	0.00	0.00	96.34	0.00 (0.00)	177	
<b>Sector wise total</b>				<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>96.34</b>	<b>0.00</b>	<b>0.00</b>	<b>96.34</b>	<b>0.00 (0.00)</b>	<b>177</b>	
<b>SERVICE</b>														
7	North Bengal State Transport Corporation	Transport	April 1960	5.87	4.83	0.00	10.70	251.50	0.00	0.00	251.50	23.50:1 (23.48:1)	2,826	
8	Calcutta State Transport Corporation	Transport	June 1960	8.62	1.00	0.00	9.62	351.06	0.16	20.90	372.12	38.68:1 (36.87:1)	5,114	
9	South Bengal State Transport Corporation	Transport	August 1963	11.01	0.00	0.00	11.01	182.88	0.00	0.00	182.88	16.61:1 (16.78:1)	2,030	
<b>Sector wise total</b>				<b>25.50</b>	<b>5.83</b>	<b>0.00</b>	<b>31.33</b>	<b>785.44</b>	<b>0.16</b>	<b>20.90</b>	<b>806.50</b>	<b>25.74:1 (25.24:1)</b>	<b>9,970</b>	

Sl. No	Sector & Name of the Company/Corporation	Name of the Department	Month & year of incorporation	Paid Up Capital <sup>5</sup>				Loans** outstanding as at the close of 2013-14				Debt equity ratio for 2013-14 (Previous year)	Manpower (No. of employees as on 31.03.2014)
				State Government	Central Government	Others	Total	State Government	Central Government	Others	Total		
(1)	(2)	(3)	(4)	5 (a)	5 (b)	5 (c)	5 (d)	6 (a)	6 (b)	6(c)	6(d)	7	8
	<b>Total - B</b> (All sector-wise Statutory Corporations)			510.09	80.77	15.74	606.60	882.69	17.92	1,220.97	2,121.58	3.50:1 (3.92:1)	10,665
	<b>Grand Total (A+B)</b>			12,690.22	280.72	1,264.96	13,837.90	6,969.10	228.93	21,810.92	28,738.95	2.08:1 (2.22:1)	57,164
<b>C Non-working Government Companies</b>													
<b>FINANCING</b>													
1	West Bengal Handloom and Powerloom Development Corporation Limited	Micro & Small Scale Enterprises and Textiles	September 1973	43.01	3.73	0.03	46.77	5.12	0.00	0.00	5.12	0.11:1 (0.02:1)	10
	<b>Sector wise total</b>			<b>43.01</b>	<b>3.73</b>	<b>0.03</b>	<b>46.77</b>	<b>5.12</b>	<b>0.00</b>	<b>0.00</b>	<b>5.12</b>	<b>0.11:1 (0.02:1)</b>	<b>10</b>
<b>MANUFACTURING</b>													
2	The Kalyani Spinning Mills Limited	Micro & Small Scale Enterprises and Textiles	January 1960	14.63	0.00	0.00	14.63	300.95	0.00	0.00	300.95	20.57:1 (19.38:1)	1,034
3	West Bengal Sugar Industries Development Corporation Limited	Commerce and Industries	May 1973	15.17	0.00	0.07	15.24	46.93	0.00	0.00	46.93	3.08:1 (3.07:1)	5
4	The West Dinajpur Spinning Mills Limited	Micro & Small Scale Enterprises and Textiles	August 1975	12.72	0.00	0.00	12.72	94.33	0.00	0.00	94.33	7.42:1 (6.59:1)	685
5	West Bengal Ceramic Development Corporation Limited	Micro & Small Scale Enterprises and Textiles	March 1976	2.93	0.00	0.00	2.93	26.00	0.00	0.00	26.00	8.87:1 (8.87:1)	2
6	The West Bengal State Leather Industries Development Corporation Limited	Micro & Small Scale Enterprises and Textiles	March 1976	3.95	0.00	0.00	3.95	2.34	0.00	0.00	2.34	0.59:1 (0.59:1)	3

Sl. No	Sector & Name of the Company/Corporation	Name of the Department	Month & year of incorporation	Paid Up Capital <sup>8</sup>				Loans** outstanding as at the close of 2013-14				Debt equity ratio for 2013-14 (Previous year)	Manpower (No. of employees as on 31.03.2014)
				State Government	Central Government	Others	Total	State Government	Central Government	Others	Total		
(1)	(2)	(3)	(4)	5 (a)	5 (b)	5 (c)	5 (d)	6 (a)	6 (b)	6(c)	6(d)	7	8
7	The Infusions (India) Limited	Commerce and Industries	December 1976	7.73	0.00	0.00	7.73	7.40	0.00	0.00	7.40	0.96:1 (0.76:1)	0
8	Webel Consumer Electronics Limited (Subsidiary of WBEIDC Limited)	Information Technology	June 1981	8.02	0.00	0.00	8.02	0.00	0.00	51.03	51.03	6.36:1 (5.99:1)	90
9	The West Bengal Projects Limited (Subsidiary of WBSIDC Limited)*	Micro & Small Scale Enterprises and Textiles	February 1984	0.78	0.00	1.12	1.90	0.00	0.00	0.10	0.10	0.05:1 (0.13:1)	0
10	Pulver Ash Projects Limited (Subsidiary of WBSIC Limited)	Micro & Small Scale Enterprises and Textiles	August 1984	0.00	0.00	3.31	3.31	0.00	0.00	13.00	13.00	3.93:1 (3.93:1)	1
11	The Carter Pooler Engineering Company Limited	Public Enterprises	June 1987	0.95	0.00	0.00	0.95	20.69	0.00	0.00	20.69	21.78:1 (21.78:1)	0
12	West Bengal Plywood and Allied Products Limited	Public Enterprises	October 1989	0.09	0.00	0.00	0.09	52.77	0.00	0.00	52.77	586.33:1 (586.33:1)	0
13	Webel Electro-Optics Limited (Subsidiary of WBEIDC Limited)	Information Technology	April 1990	0.00	0.00	3.37	3.37	0.00	0.00	3.80	3.80	1.13:1 (1.13:1)	12
14	Krishna Silicates and Glass (1987) Limited	Public Enterprises	October 1998	0.00	0.00	0.00	0.00	52.92	0.00	0.00	52.92	0.00 (0.00)	0
15	Lily Products Limited	Public Enterprises	April 2004	0.01	0.00	0.00	0.01	52.32	0.00	0.43	52.75	5,275:1 (4,850:1)	86
16	West Bengal Industrial Land Holding Private Limited (Subsidiary of WBIDC Ltd)	Commerce and Industries	October 2006	0.00	0.00	0.01	0.01	0.00	0.00	0.00	0.00	0.00 (0.00)	0
<b>Sector wise total</b>				<b>66.98</b>	<b>0.00</b>	<b>7.88</b>	<b>74.86</b>	<b>656.65</b>	<b>0.00</b>	<b>68.36</b>	<b>725.01</b>	<b>9.68:1 (9.20:1)</b>	<b>1,918</b>
<b>Total C (All sector wise Non-working Government Companies)</b>				<b>109.99</b>	<b>3.73</b>	<b>7.91</b>	<b>121.63</b>	<b>661.77</b>	<b>0.00</b>	<b>68.36</b>	<b>730.13</b>	<b>6.00:1 (5.70:1)</b>	<b>1,928</b>



Sl. No	Sector & Name of the Company/Corporation	Name of the Department	Month & year of incorporation	Paid Up Capital <sup>§</sup>				Loans** outstanding as at the close of 2013-14				Debt equity ratio for 2013-14 (Previous year)	Manpower (No. of employees as on 31.03.2014)
				State Government	Central Government	Others	Total	State Government	Central Government	Others	Total		
(1)	(2)	(3)	(4)	5 (a)	5 (b)	5 (c)	5 (d)	6 (a)	6 (b)	6(c)	6(d)	7	8
<b>D Non-working Statutory Corporations</b>													
<b>SERVICE</b>													
1	Great Eastern Hotel Authority	Tourism	July 1980	0.00	0.00	0.00	0.00	0.00	0.00	16.34	16.34	0.00 (0.00)	4
	<b>Sector wise total</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>16.34</b>	<b>16.34</b>	<b>0.00 (0.00)</b>	<b>4</b>
	<b>Total D (All sector wise Non-working Statutory Corporations)</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>16.34</b>	<b>16.34</b>	<b>0.00 (0.00)</b>	<b>4</b>
	<b>Grand total(C+D)</b>			<b>109.99</b>	<b>3.73</b>	<b>7.91</b>	<b>121.63</b>	<b>661.77</b>	<b>0.00</b>	<b>84.70</b>	<b>746.47</b>	<b>6.14:1 (5.84:1)</b>	<b>1,932</b>
	<b>Grand total(A+B+C+D)</b>			<b>12,800.21</b>	<b>284.45</b>	<b>1,272.87</b>	<b>13,959.53</b>	<b>7,630.87</b>	<b>228.93</b>	<b>21,895.62</b>	<b>29,485.42</b>	<b>2.11:1 (2.26:1)</b>	<b>59,037</b>

Above includes Section 619-B companies at Sr. No. A - 34, 37 and 50.

§ Paid up Capital includes Share Application Money.

\*\* Loans outstanding at the close of 2013-14 represent long-term Loans only.

Refer serial no. A-19,29,30,35,38,39 and B-1; the administrative control of these PSUs had been transferred to other departments of the State Government from the Department of Public Enterprises, GoWB

Except in respect of Companies/Corporations which finalised their accounts for 2013-14 ( Serial Nos. A-2, 5, 7, 13, 17, 18, 21, 22, 23, 24, 25, 26, 28, 31, 32, 33, 34, 36, 37, 38, 41, 43, 44, 45, 46, 47, 48, 49, 53, 55, 56, 58, 59, 60, 64, 65, B-2, 6, C-3, 8, 10, 13, and D-1) figures are provisional and as given by Companies/Corporations.

**Annexure 1.2**  
(Referred to in paragraph 1.7.2)

**Summarised financial results of Government Companies and Statutory Corporations that had finalised accounts for 2013-14**

(Figures in column 5(a) to (11) are ₹ in crore)

Sl. No	Sector & Name of the Company/ Corporation	Period of accounts	Year in which finalised	Net profit(+)/Loss(-)				Turnover	Impact of Accounts Comments <sup>#</sup>	Paid up Capital	Accumul-ated Profit (+)/ Loss(-)	Capital Emplo-yed <sup>@</sup>	Return on capital employed <sup>§</sup>	Percentage of return on capital employed
				Net profit/ Loss(-) before Interest & Depreciation	Interest	Depreci-ation	Net Profit/ Loss(-) <sup>&amp;</sup>							
1	2	3	4	5 (a)	5 (b)	5 (c)	5 (d)	6	7	8	9	10	11	12
<b>A Working Government companies</b>														
<b>AGRICULTURE AND ALLIED</b>														
1	West Bengal Tea Development Corporation Limited	2013-14	2014-15	(-)11.66	16.86	0.20	(-)28.72	6.06	0.00	45.36	(-)254.63	(-)91.22	(-)11.86	0.00
2	West Bengal Agro Industries Corporation Limited	2013-14	2014-15	6.34	15.03	0.05	(-)8.74	65.62	0.00	8.41	(-)106.60	(-)82.96	6.29	0.00
3	West Bengal Livestock Development Corporation Limited	2013-14	2014-15	0.18	0.00	0.02	0.16	2.06	0.00	2.35	0.44	2.81	0.16	5.69
<b>Sector wise total</b>				<b>(-)5.14</b>	<b>31.89</b>	<b>0.27</b>	<b>(-)37.30</b>	<b>73.74</b>	<b>0.00</b>	<b>56.12</b>	<b>(-)360.79</b>	<b>(-)171.37</b>	<b>(-)5.41</b>	<b>0.00</b>
<b>FINANCING</b>														
4	West Bengal Industrial Development Corporation Limited	2013-14	2014-15	16.13	7.84	1.88	6.41	19.58	0.00	435.93	61.76	1,431.21	14.25	1.00
5	West Bengal Infrastructure Development Finance Corporation Limited	2013-14	2014-15	494.49	440.06	1.23	53.20	495.91	(-)0.09	165.30	664.82	4,739.43	493.26	10.41
6	Webel Venture Capital Limited	2013-14	2014-15	0.25	0.00	0.01	0.24	0.02	0.00	0.05	1.20	1.13	0.24	21.24
<b>Sector wise total</b>				<b>510.87</b>	<b>447.90</b>	<b>3.12</b>	<b>59.85</b>	<b>515.51</b>	<b>(-)0.09</b>	<b>601.28</b>	<b>727.78</b>	<b>6,171.77</b>	<b>507.75</b>	<b>8.23</b>
<b>INFRASTRUCTURE</b>														
7	West Bengal Electronic Industry Development Corporation Limited	2013-14	2014-15	9.05	1.90	1.50	5.65	41.59	0.00	197.42	(-)69.27	145.30	7.55	5.20

Sl. No	Sector & Name of the Company/ Corporation	Period of accounts	Year in which finalised	Net profit(+)/Loss(-)				Turnover	Impact of Accounts Comments <sup>#</sup>	Paid up Capital	Accumulated Profit (+)/ Loss(-)	Capital Employed <sup>@</sup>	Return on capital employed <sup>\$</sup>	Percentage of return on capital employed
				Net profit/ Loss(-) before Interest & Depreciation	Interest	Depreciation	Net Profit/ Loss(-) <sup>&amp;</sup>							
1	2	3	4	5 ( a )	5 ( b )	5 ( c )	5 ( d )	6	7	8	9	10	11	12
8	West Bengal Housing Infrastructure Development Corporation Limited	2013-14	2014-15	(-)84.68	0.00	4.63	(-)89.31	414.28	0.00	17.65	(-)2.36	25.09	(-)89.31	0.00
9	West Bengal State Police Housing Corporation Limited	2013-14	2014-15	1.63	0.00	0.02	1.61	33.91	0.00	0.12	2.32	2.44	1.61	65.98
10	New Town Telecom Infrastructure Development Company Limited (Subsidiary of WBHIDCO Limited)	2013-14	2014-15	1.96	0.02	0.51	1.43	3.10	0.00	1.05	6.44	7.53	1.45	19.26
11	West Bengal Transport Infrastructure Development Corporation Limited	2013-14	2014-15	(-)23.70	4.10	8.50	(-)36.30	13.89	0.00	3.10	(-)45.33	59.34	(-)32.20	0.00
12	West Bengal Highway Development Corporation Limited	2013-14	2014-15	59.61	51.39	0.04	8.18	0.00	0.00	5.00	8.06	13.06	59.57	456.13
13	Sundarban Infrastructure Development Corporation Limited	2013-14	2014-15	2.68	0.00	0.05	2.63	1.21	0.00	1.00	6.21	7.21	2.63	36.48
	<b>Sector wise total</b>			<b>(-)33.45</b>	<b>57.41</b>	<b>15.25</b>	<b>(-)106.11</b>	<b>507.98</b>	<b>0.00</b>	<b>225.34</b>	<b>(-)93.93</b>	<b>259.97</b>	<b>(-)48.70</b>	<b>0.00</b>
<b>MANUFACTURING</b>														
14	Britannia Engineering Limited	2013-14	2014-15	(-)6.12	3.00	0.66	(-)9.78	40.18	0.00	11.29	(-)30.33	53.63	(-)6.78	0.00
15	Greater Calcutta Gas Supply Corporation Limited	2013-14	2014-15	6.15	20.00	4.16	(-)18.01	42.42	(-)1.15	41.15	(-)332.72	(-)135.15	1.99	0.00
16	Neo Pipes & Tubes Company Limited	2013-14	2014-15	(-)2.15	5.08	0.01	(-)7.24	1.29	0.00	2.20	(-)109.04	(-)97.03	(-)2.16	0.00
17	West Bengal Mineral Development and Trading Corporation Limited	2013-14	2014-15	35.85	9.48	0.14	26.23	272.98	0.00	4.43	(-)106.18	(-)54.66	35.71	0.00

Sl. No	Sector & Name of the Company/ Corporation	Period of accounts	Year in which finalised	Net profit(+)/Loss(-)				Turnover	Impact of Accounts Comments <sup>#</sup>	Paid up Capital	Accumul-ated Profit (+)/ Loss(-)	Capital Employed <sup>@</sup>	Return on capital employed <sup>\$</sup>	Percentage of return on capital employed
				Net profit/ Loss(-) before Interest & Depreciation	Interest	Depreci-ation	Net Profit/ Loss(-) <sup>&amp;</sup>							
1	2	3	4	5 ( a )	5 ( b )	5 ( c )	5 ( d )	6	7	8	9	10	11	12
18	Durgapur Chemicals Limited	2013-14	2014-15	(-)17.62	10.95	5.99	(-)34.56	78.94	0.42	108.58	(-)80.17	99.26	(-)23.61	0.00
19	Gluconate Health Limited	2013-14	2014-15	(-)1.47	2.11	0.46	(-)4.04	18.60	0.30	21.31	(-)31.34	0.34	(-)1.93	0.00
20	Haldia Petrochemicals Limited	2013-14	2014-15	418.83	454.80	428.66	(-)464.63	8,129.83	0.00	1,959.02	(-)1,930.94	1,892.04	(-)9.83	0.00
21	WEBFHL Limited	2013-14	2014-15	2.45	1.93	0.15	0.37	20.26	0.00	10.58	(-)11.08	12.16	2.30	18.91
22	West Bengal Pharmaceutical & Phytochemical Development Corporation Limited	2013-14	2014-15	(-)1.91	0.59	0.07	(-)2.57	3.25	0.00	20.15	(-)20.46	4.18	(-)1.98	0.00
23	DPL Coke Oven Limited	2013-14	2014-15	0.00	0.00	0.00	0.00	0.00	0.00	0.05	(-)0.14	(-)0.09	0.00	0.00
	<b>Sector wise total</b>			<b>434.01</b>	<b>507.94</b>	<b>440.30</b>	<b>(-)514.23</b>	<b>8,607.75</b>	<b>(-)0.43</b>	<b>2,178.76</b>	<b>(-)2,652.40</b>	<b>1,774.68</b>	<b>(-)6.29</b>	<b>0.00</b>
<b>POWER</b>														
24	West Bengal State Electricity Distribution Company Limited	2013-14	2014-15	1,555.66	1,065.28	471.31	19.07	17,758.89	(+)111.75	2,256.74	(-)126.18	14,146.36	1,084.35	7.67
25	West Bengal State Electricity Transmission Company Limited	2013-14	2014-15	714.41	199.82	145.83	368.76	1,068.63	3.64	1,105.52	1,214.20	4,588.09	568.58	12.39
26	The Durgapur Projects Limited	2013-14	2014-15	(-)11.91	109.99	104.26	(-)226.16	945.76	63.99	1,165.00	(-)1,166.13	2,166.55	(-)116.17	0.00
27	The West Bengal Power Development Corporation Limited	2013-14	2014-15	1,110.48	615.80	416.25	78.43	7,257.39	0.00	5,152.33	1,187.66	13,517.12	694.23	5.14
28	New Town Electricity Supply Company Limited	2013-14	2014-15	4.72	0.01	0.06	4.65	7.24	0.00	9.86	13.29	40.85	4.66	11.41
	<b>Sector wise total</b>			<b>3,373.36</b>	<b>1,990.90</b>	<b>1,137.71</b>	<b>244.75</b>	<b>27,037.91</b>	<b>(+)179.38</b>	<b>9,689.45</b>	<b>1,122.84</b>	<b>34,458.97</b>	<b>2,235.65</b>	<b>6.49</b>
<b>SERVICE</b>														
29	Webel Informatics Limited	2013-14	2014-15	0.81	0.00	0.03	0.78	21.28	0.00	0.40	(-)5.06	(-)0.05	0.78	0.00

Sl. No	Sector & Name of the Company/ Corporation	Period of accounts	Year in which finalised	Net profit(+)/Loss(-)				Turnover	Impact of Accounts Comments <sup>#</sup>	Paid up Capital	Accumulated Profit (+)/ Loss(-)	Capital Employed <sup>@</sup>	Return on capital employed <sup>s</sup>	Percentage of return on capital employed
				Net profit/ Loss(-) before Interest & Depreciation	Interest	Depreciation	Net Profit/ Loss(-) <sup>&amp;</sup>							
1	2	3	4	5 ( a )	5 ( b )	5 ( c )	5 ( d )	6	7	8	9	10	11	12
30	West Bengal Trade Promotion Organisation	2013-14	2014-15	3.67	0.00	0.23	3.44	4.23	0.00	0.60	11.20	15.80	3.44	21.77
31	Webel Mediatronics Limited	2013-14	2014-15	(-)0.66	0.72	0.10	(-)1.48	10.08	0.00	4.04	(-)12.21	(-)7.40	(-)0.76	0.00
32	Webel Technology Limited	2013-14	2014-15	3.94	0.00	0.42	3.52	104.64	0.00	1.00	5.56	26.77	3.52	13.15
33	The Calcutta Tramways Company (1978) Limited	2013-14	2014-15	(-)2.55	40.82	4.09	(-)47.46	48.29	0.00	20.40	(-)1,350.63	(-)1,170.18	(-)6.64	0.00
34	West Bengal Medical Services Corporation Limited	2013-14	2014-15	5.94	0.00	0.03	5.91	4.07	0.00	8.00	8.10	22.15	5.91	26.68
	<b>Sector wise total</b>			<b>11.15</b>	<b>41.54</b>	<b>4.90</b>	<b>(-)35.29</b>	<b>192.59</b>	<b>0.00</b>	<b>34.44</b>	<b>(-)1,343.04</b>	<b>(-)1,112.91</b>	<b>6.25</b>	<b>0.00</b>
<b>MISCELLANEOUS</b>														
35	Saraswati Press Limited	2013-14	2014-15	6.80	0.53	1.86	4.41	88.39	0.00	5.50	23.49	36.81	4.94	13.42
36	West Bengal Text Book Corporation Limited	2013-14	2014-15	6.74	0.00	0.01	6.73	84.45	0.00	0.10	10.53	11.49	6.73	58.57
	<b>Sector wise total</b>			<b>13.54</b>	<b>0.53</b>	<b>1.87</b>	<b>11.14</b>	<b>172.84</b>	<b>0.00</b>	<b>5.60</b>	<b>34.02</b>	<b>48.30</b>	<b>11.67</b>	<b>24.16</b>
	<b>Total- A (All sector wise Government Companies)</b>			<b>4,304.34</b>	<b>3,078.11</b>	<b>1,603.42</b>	<b>(-)377.19</b>	<b>37,108.32</b>	<b>(+)178.86</b>	<b>12,790.99</b>	<b>(-)2,565.52</b>	<b>41,429.41</b>	<b>2,700.92</b>	<b>6.52</b>
<b>B. Working Statutory Corporations</b>														
<b>FINANCING</b>														
1	West Bengal Financial Corporation	2013-14	2014-15	52.95	62.34	0.07	(-)9.46	74.82	0.00	167.35	(-)137.89	894.58	52.88	5.91
	<b>Sector wise total</b>			<b>52.95</b>	<b>62.34</b>	<b>0.07</b>	<b>(-)9.46</b>	<b>74.82</b>	<b>0.00</b>	<b>167.35</b>	<b>(-)137.89</b>	<b>894.58</b>	<b>52.88</b>	<b>5.91</b>
<b>Infrastructure</b>														
2	West Bengal Industrial Infrastructure Development Corporation	2013-14	2014-15	15.88	3.37	0.13	12.38	29.55	0.00	0.00	58.44	230.75	15.75	6.83

Sl. No	Sector & Name of the Company/ Corporation	Period of accounts	Year in which finalised	Net profit(+)/Loss(-)				Turnover	Impact of Accounts Comments <sup>#</sup>	Paid up Capital	Accumulated Profit (+)/ Loss(-)	Capital Employed <sup>@</sup>	Return on capital employed <sup>S</sup>	Percentage of return on capital employed
				Net profit/ Loss(-) before Interest & Depreciation	Interest	Depreciation	Net Profit/ Loss(-) <sup>&amp;</sup>							
1	2	3	4	5 ( a )	5 ( b )	5 ( c )	5 ( d )	6	7	8	9	10	11	12
	Sector wise total			15.88	3.37	0.13	12.38	29.55	0.00	0.00	58.44	230.75	15.75	6.83
	Total - B (All sector-wise Statutory Corporations)			68.83	65.71	0.20	2.92	104.37	0.00	167.35	(-)79.45	1,125.33	68.63	6.10
	Grand Total (A+B)			4,373.17	3,143.82	1,603.62	(-)374.27	37,212.69	(+) 178.86	12,958.34	(-)2,644.97	42,554.74	2,769.55	6.51
<b>C. Non-working Government Companies</b>														
<b>MANUFACTURING</b>														
1	Webel Electro-Optics Limited	2013-14	2014-15	0.40	0.00	0.06	0.34	0.00	0.00	3.37	(-)2.47	4.70	0.34	7.23
2	West Bengal Sugar Industries Development Corporation Limited	2013-14	2014-15	(-)0.05	6.27	0.01	(-)6.33	0.00	0.00	15.24	(-)164.22	(-)100.80	(-)0.06	0.00
3	Webel Consumer Electronics Limited	2013-14	2014-15	(-)2.47	0.06	0.02	(-)2.55	0.00	0.00	8.02	(-)62.89	(-)3.84	(-)2.49	0.00
4	Pulver Ash Projects Limited (Subsidiary of WBSIC Limited)	2013-14	2014-15	0.00	0.00	0.64	(-)0.64	0.00	0.00	3.31	(-)15.11	1.20	(-)0.64	0.00
	Sector wise total			(-)2.12	6.33	0.73	(-)9.18	0.00	0.00	29.94	(-)244.69	(-)98.74	(-)2.85	0.00
	Total - C (All sector-wise Government Companies)			(-)2.12	6.33	0.73	(-)9.18	0.00	0.00	29.94	(-)244.69	6.57	(-)2.85	0.00
<b>D. Non-working Statutory Corporations</b>														
<b>SERVICE</b>														
1	Great Eastern Hotel Authority	2013-14	2014-15	0.04	0.04	0.00	0.00	0.00	0.00	0.00	(-)37.09	1.65	0.04	2.42
	Total D (All sector wise non working Statutory Corporations)			0.04	0.04	0.00	0.00	0.00	0.00	0.00	(-)37.09	1.65	0.04	2.42
	Grand total(C+D)			(-)2.08	6.37	0.73	(-)9.18	0.00	0.00	29.94	(-)281.78	8.22	(-)2.81	0.00
	Grand total(A+B+C+D)			4,371.09	3,150.19	1,604.35	(-)383.45	37,212.69	(+) 178.86	12,988.28	(-)2,926.75	42,562.96	2,766.74	6.50

# Impact of accounts include the net impact of comments of Statutory Auditors and CAG and is denoted by (+) increase in profit /decrease in losses (-) decrease in profit /increase in losses.

@ Capital employed represents Shareholder's Funds plus Long Term Borrowings except in case of companies and corporation where capital employed is worked out as a mean of aggregate of the opening and closing balances of shareholders funds plus long term borrowings.

<sup>s</sup> Return on capital employed has been worked out by adding net profit and interest charged to profit and loss account.

& Net Profit / Loss after tax include adjustment for prior period income/ expenses.

**Annexure 1.3**  
(Referred to in paragraphs 1.6.2 & 1.7.5)

**Summarised financial results of Government Companies and Statutory Corporations with accounts in arrears for the latest year for which accounts were finalised**

(Figures in column 5(a) to (11) are ₹ in crore)

Sl. No	Sector & Name of the Company/ Corporation	Period of accounts	Year in which finalised	Net profit(+)/Loss(-)				Turnover	Impact of Accounts Comments <sup>4</sup>	Paid up Capital	Accumulated Profit (+)/ Loss(-)	Capital Employed <sup>6</sup>	Return on capital employed <sup>5</sup>	Percentage of return on capital employed
				Net profit/ Loss(-) before Interest & Depreciation	Interest	Depreciation	Net Profit/ Loss(-) <sup>4</sup>							
1	2	3	4	5 (a)	5 (b)	5 (c)	5 (d)	6	7	8	9	10	11	12
<b>A. Working Government Companies</b>														
<b>AGRICULTURE AND ALLIED</b>														
1	West Bengal State Seed Development Corporation Limited	2012-13	2013-14	7.59	2.04	0.22	5.33	133.50	0.00	2.50	47.74	52.06	7.37	14.16
2	West Bengal Dairy and Poultry Development Corporation Limited	2010-11	2013-14	0.38	0.05	0.48	(-)0.15	43.28	0.00	7.10	(-)3.08	10.48	(-)0.10	0.00
3	The State Fisheries Development Corporation Limited	2012-13	2013-14	6.87	0.09	0.32	6.46	8.03	0.00	2.70	(-)6.28	2.36	6.55	277.54
4	West Bengal Fisheries Corporation Limited	2012-13	2013-14	0.86	0.00	0.30	0.56	1.61	0.00	2.00	(-)4.08	(-)1.78	0.56	0.00
5	West Bengal Wasteland Development Corporation Limited	2011-12	2013-14	0.31	0.00	0.00	0.31	4.57	0.00	0.34	0.47	0.81	0.31	38.27
6	West Bengal Forest Development Corporation Limited	2012-13	2013-14	5.92	0.00	0.67	5.25	13.28	0.00	6.23	51.39	58.27	5.25	9.01
7	West Bengal State Minor Irrigation Corporation Limited	2009-10	2012-13	(-)13.33	0.00	0.68	(-)14.01	3.16	(-)0.34	11.65	(-)57.87	(-)27.70	(-)14.01	0.00
8	West Bengal State Food Processing and Horticulture Development Corporation Limited	2010-11	2012-13	0.74	0.03	0.37	0.34	4.24	0.00	0.97	1.32	4.50	0.37	8.22



Sl. No	Sector & Name of the Company/ Corporation	Period of accounts	Year in which finalised	Net profit(+)/Loss(-)				Turnover	Impact of Accounts Comments <sup>#</sup>	Paid up Capital	Accumulate – d Profit (+)/ Loss(-)	Capital Employed <sup>@</sup>	Return on capital employed <sup>§</sup>	Percentage of return on capital employed
				Net profit/ Loss(-) before Interest & Depreciation	Interest	Deprecia- tion	Net Profit/ Loss(-) <sup>&amp;</sup>							
1	2	3	4	5 ( a )	5 ( b )	5 ( c )	5 ( d )	6	7	8	9	10	11	12
9	Paschimbanga Agri marketing Corporation Limited	2011-12	2013-14	(-)0.13	0.00	0.00	(-)0.13	0.00	0.00	0.00	(-)0.13	0.00	0.00	0.00
	<b>Sector wise total</b>			<b>9.21</b>	<b>2.21</b>	<b>3.04</b>	<b>3.96</b>	<b>211.67</b>	<b>(-)0.34</b>	<b>33.49</b>	<b>29.48</b>	<b>99.00</b>	<b>6.30</b>	<b>6.36</b>
<b>FINANCING</b>														
10	West Bengal Handicrafts Development Corporation Limited	2012-13	2013-14	0.10	0.20	0.04	(-)0.14	14.30	0.00	21.80	(-)25.07	0.91	0.06	6.59
11	West Bengal Women Development Undertaking	2010-11	2013-14	0.03	0.00	0.00	0.03	0.04	0.00	0.10	0.53	0.62	0.03	4.84
12	West Bengal Film Development Corporation Limited	2012-13	2013-14	(-)2.46	3.29	0.08	(-)5.83	0.01	0.00	5.20	(-)73.45	(-)6.41	(-)2.54	0.00
	<b>Sector wise total</b>			<b>(-)2.33</b>	<b>3.49</b>	<b>0.12</b>	<b>(-)5.94</b>	<b>14.35</b>	<b>0.00</b>	<b>27.10</b>	<b>(-)97.99</b>	<b>(-)4.88</b>	<b>(-)2.45</b>	<b>0.00</b>
<b>INFRASTRUCTURE</b>														
13	The West Bengal Small Industries Development Corporation Limited	2012-13	2013-14	(-)2.61	1.22	0.59	(-)4.42	42.05	0.00	34.23	(-)29.39	92.18	(-)3.20	0.00
14	Mackintosh Burn Limited	2012-13	2013-14	23.34	3.40	3.67	16.27	504.40	0.00	0.31	124.53	135.50	19.67	14.52
15	Kolkata Police Housing and Infrastructure Development Corporation Limited	2012-13	2013-14	0.95	0.00	0.00	0.95	0.00	0.00	5.20	0.94	6.54	0.95	14.53
	<b>Sector wise total</b>			<b>21.68</b>	<b>4.62</b>	<b>4.26</b>	<b>12.80</b>	<b>546.45</b>	<b>0.00</b>	<b>39.74</b>	<b>96.08</b>	<b>234.22</b>	<b>17.42</b>	<b>7.44</b>
<b>MANUFACTURING</b>														
16	The Shalimar Works(1980) Limited	2012-13	2013-14	(-)6.08	15.06	0.30	(-)21.44	14.92	0.00	1.25	(-)202.80	38.26	(-)6.38	0.00
17	The Electro Medical and Allied Industries Limited	2012-13	2013-14	(-)3.01	3.88	0.63	(-)7.52	4.22	0.00	16.40	(-)65.14	(-)1.82	(-)3.64	0.00

Sl. No	Sector & Name of the Company/ Corporation	Period of accounts	Year in which finalised	Net profit(+)/Loss(-)				Turnover	Impact of Accounts Comments <sup>#</sup>	Paid up Capital	Accumulate-d Profit (+)/ Loss(-)	Capital Employed <sup>@</sup>	Return on capital employed <sup>\$</sup>	Percentage of return on capital employed
				Net profit/ Loss(-) before Interest & Depreciation	Interest	Deprecia-tion	Net Profit/ Loss(-) <sup>&amp;</sup>							
1	2	3	4	5 ( a )	5 ( b )	5 ( c )	5 ( d )	6	7	8	9	10	11	12
18	Mayurakshi Cotton Mills (1990) Limited	2012-13	2013-14	(-)1.60	4.38	0.54	(-)6.52	4.19	0.00	7.63	(-)46.41	(-)8.60	(-)2.14	0.00
19	Eastern Distilleries and Chemicals Limited	2011-12	2013-14	1.59	0.89	0.40	0.30	34.80	0.00	0.20	(-)5.13	(-)4.88	1.19	0.00
20	Westinghouse Saxby Farmer Limited	2012-13	2013-14	(-)3.41	3.50	0.23	(-)7.14	90.55	0.00	7.74	(-)41.99	0.83	(-)3.64	0.00
21	National Iron and Steel Company (1984) Limited	2012-13	2013-14	(-)17.31	0.08	0.34	(-)17.73	12.51	0.00	12.00	(-)272.78	69.31	(-)17.65	0.00
	<b>Sector wise total</b>			<b>(-)29.82</b>	<b>27.79</b>	<b>2.44</b>	<b>(-)60.05</b>	<b>161.19</b>	<b>0.00</b>	<b>45.22</b>	<b>(-)634.25</b>	<b>93.10</b>	<b>(-)32.26</b>	<b>0.00</b>
<b>POWER</b>														
22	West Bengal Green Energy Development Corporation Limited	2012-13	2013-14	1.67	1.41	2.87	(-)2.61	2.98	0.00	5.00	(-)2.56	16.78	(-)1.20	0.00
	<b>Sector wise total</b>			<b>1.67</b>	<b>1.41</b>	<b>2.87</b>	<b>(-)2.61</b>	<b>2.98</b>	<b>0.00</b>	<b>5.00</b>	<b>(-)2.56</b>	<b>16.78</b>	<b>(-)1.20</b>	<b>0.00</b>
<b>SERVICE</b>														
23	Webel Electronic Communication Systems Limited (subsidiary of WBEIDC Limited)	2012-13	2013-14	(-)0.47	0.00	0.03	(-)0.50	5.58	0.00	0.84	(-)6.93	(-)6.09	(-)0.50	0.00
24	West Bengal Tourism Development Corporation Limited	2010-11	2011-12	1.04	0.03	0.74	0.27	23.46	0.00	10.00	(-)4.23	7.35	0.30	4.08
25	West Bengal Surface Transport Corporation Limited	2011-12	2013-14	(-)7.17	17.86	27.00	(-)52.03	17.63	0.00	1.01	(-)222.21	(-)144.17	(-)34.17	0.00
26	West Bengal Essential Commodities Supply Corporation Limited	2010-11	2013-14	10.85	18.23	0.07	(-)7.45	1,046.78	0.00	1.08	(-)4.52	441.71	10.78	2.44
27	West Bengal Swarojgar Corporation Limited	2012-13	2013-14	8.20	0.00	0.02	8.18	0.00	0.00	105.00	22.55	127.55	8.18	6.41
	<b>Sector wise total</b>			<b>12.45</b>	<b>36.12</b>	<b>27.86</b>	<b>(-)51.53</b>	<b>1,093.45</b>	<b>0.00</b>	<b>117.93</b>	<b>(-)215.34</b>	<b>426.35</b>	<b>(-)15.41</b>	<b>0.00</b>

Sl. No	Sector & Name of the Company/ Corporation	Period of accounts	Year in which finalised	Net profit(+)/Loss(-)				Turnover	Impact of Accounts Comments <sup>#</sup>	Paid up Capital	Accumulated Profit (+)/ Loss(-)	Capital Employed <sup>@</sup>	Return on capital employed <sup>s</sup>	Percentage of return on capital employed
				Net profit/ Loss(-) before Interest & Depreciation	Interest	Depreciation	Net Profit/ Loss(-) <sup>&amp;</sup>							
1	2	3	4	5 (a)	5 (b)	5 (c)	5 (d)	6	7	8	9	10	11	12
<b>MISCELLANEOUS</b>														
28	Basumati Corporation Limited	2012-13	2013-14	(-)3.53	6.89	0.01	(-)10.43	4.37	0.00	0.10	(-)124.21	(-)114.19	(-)3.54	0.00
29	Silpabarta Printing Press Limited	2012-13	2013-14	(-)0.32	0.05	0.03	(-)0.40	10.12	0.00	0.89	(-)0.03	4.07	(-)0.35	0.00
	<b>Sector wise total</b>			<b>(-)3.85</b>	<b>6.94</b>	<b>0.04</b>	<b>(-)10.83</b>	<b>14.49</b>	<b>0.00</b>	<b>0.99</b>	<b>(-)124.24</b>	<b>(-)110.12</b>	<b>(-)3.89</b>	<b>0.00</b>
	<b>Total- A (All sector wise Government Companies)</b>			<b>9.01</b>	<b>82.58</b>	<b>40.63</b>	<b>(-)114.20</b>	<b>2,044.58</b>	<b>(-)0.34</b>	<b>269.47</b>	<b>(-)948.82</b>	<b>754.45</b>	<b>(-)31.49</b>	<b>0.00</b>
<b>B. Working Statutory Corporations</b>														
<b>AGRICULTURE AND ALLIED</b>														
1	West Bengal State Warehousing Corporation	2012-13	2013-14	2.97	0.00	0.16	2.81	9.13	0.00	7.61	(-)6.17	18.99	2.81	14.80
	<b>Sector wise total</b>			<b>2.97</b>	<b>0.00</b>	<b>0.16</b>	<b>2.81</b>	<b>9.13</b>	<b>0.00</b>	<b>7.61</b>	<b>(-)6.17</b>	<b>18.99</b>	<b>2.81</b>	<b>14.80</b>
<b>FINANCING</b>														
2	West Bengal Scheduled Castes & Scheduled Tribes Development & Finance Corporation	2012-13	2014-15	7.86	1.30	0.09	6.47	41.53	0.00	182.38	37.11	273.63	7.77	2.84
3	West Bengal Minorities Development & Finance Corporation	2012-13	2014-15	38.15	7.17	0.10	30.88	18.82	0.00	111.32	65.37	552.97	38.05	6.88
4	West Bengal Backward Classes Development and Finance Corporation	2012-13	2014-15	(-)0.29	0.58	0.01	(-)0.88	0.39	0.00	18.61	(-)2.10	37.82	(-)0.30	0.00
	<b>Sector wise total</b>			<b>45.72</b>	<b>9.05</b>	<b>0.20</b>	<b>36.47</b>	<b>60.74</b>	<b>0.00</b>	<b>312.31</b>	<b>100.38</b>	<b>864.42</b>	<b>45.52</b>	<b>5.27</b>
<b>SERVICE</b>														
5	Calcutta State Transport Corporation	2009-10	2012-13	(-)13.97	28.89	9.99	(-)52.85	73.66	0.00	9.62	(-)741.48	(-)364.96	(-)22.56	0.00
6	North Bengal State Transport Corporation	2008-09	2011-12	(-)5.33	27.51	7.66	(-)40.50	142.07	0.00	10.70	(-)480.39	(-)229.51	(-)12.99	0.00

Sl. No	Sector & Name of the Company/ Corporation	Period of accounts	Year in which finalised	Net profit(+)/Loss(-)				Turnover	Impact of Accounts Comments <sup>#</sup>	Paid up Capital	Accumulated Profit (+)/ Loss(-)	Capital Employed <sup>@</sup>	Return on capital employed <sup>s</sup>	Percentage of return on capital employed
				Net profit/ Loss(-) before Interest & Depreciation	Interest	Depreciation	Net Profit/ Loss(-) <sup>&amp;</sup>							
1	2	3	4	5 (a)	5 (b)	5 (c)	5 (d)	6	7	8	9	10	11	12
7	South Bengal State Transport Corporation	2012-13	2013-14	(-)10.37	21.33	9.97	(-)41.67	124.07	0.00	11.01	(-)458.43	(-)250.71	(-)20.34	0.00
	<b>Sector wise total</b>			<b>(-)29.67</b>	<b>77.73</b>	<b>27.62</b>	<b>(-)135.02</b>	<b>339.80</b>	<b>0.00</b>	<b>31.33</b>	<b>(-)1,680.30</b>	<b>(-)845.18</b>	<b>(-)55.89</b>	<b>0.00</b>
	<b>Total - B (All sector-wise Statutory Corporations)</b>			<b>19.02</b>	<b>86.78</b>	<b>27.98</b>	<b>(-)95.74</b>	<b>409.67</b>	<b>0.00</b>	<b>351.25</b>	<b>(-)1,586.09</b>	<b>38.23</b>	<b>(-)7.56</b>	<b>0.00</b>
	<b>Grand Total (A+B)</b>			<b>28.03</b>	<b>169.36</b>	<b>68.61</b>	<b>(-)209.94</b>	<b>2,454.25</b>	<b>(-)0.34</b>	<b>620.72</b>	<b>(-)2,534.91</b>	<b>792.68</b>	<b>(-)39.05</b>	<b>0.00</b>
<b>C. Non-working Government Companies</b>														
<b>FINANCING</b>														
1	West Bengal Handloom and Powerloom Development Corporation Limited	2010-11	2012-13	(-)0.10	0.10	0.00	(-)0.20	0.00	0.00	46.76	(-)55.87	(-)7.89	(-)0.10	0.00
	<b>Sector wise total</b>			<b>(-)0.10</b>	<b>0.10</b>	<b>0.00</b>	<b>(-)0.20</b>	<b>0.00</b>	<b>0.00</b>	<b>46.76</b>	<b>(-)55.87</b>	<b>(-)7.89</b>	<b>(-)0.10</b>	<b>0.00</b>
<b>MANUFACTURING</b>														
2	West Bengal Plywood and Allied Products Limited	2011-12	2013-14	(-)0.10	0.00	0.00	(-)0.10	0.00	0.00	0.09	(-)53.39	(-)0.51	(-)0.10	0.00
3	Krishna Silicate and Glass (1987) Limited	2005-06	2008-09	(-)0.61	6.63	0.04	(-)7.28	0.00	0.00	0.00	(-)91.19	(-)9.17	(-)0.65	0.00
4	West Bengal Ceramic Development Corporation Limited	2006-07	2008-09	(-)0.27	3.98	0.12	(-)4.37	0.00	0.00	2.93	(-)64.31	(-)35.60	(-)0.39	0.00
5	The West Bengal State Leather Industries Development Corporation Limited	2008-09	2013-14	0.12	0.29	0.01	(-)0.18	0.00	0.00	3.95	(-)21.15	(-)15.07	0.11	0.00
6	The Carter Pooler Engineering Company Limited	2007-08	2008-09	(-)0.08	3.00	0.00	(-)3.08	0.00	0.00	0.95	(-)49.76	(-)26.45	(-)0.08	0.00
7	The West Bengal Porjects Limited	2010-11	2012-13	(-)0.06	0.01	0.03	(-)0.10	0.00	0.00	1.89	(-)2.96	(-)0.82	(-)0.09	0.00
8	The Infusion (India) Limited	2011-12	2013-14	(-)1.56	0.53	0.06	(-)2.15	0.00	0.00	8.00	(-)14.68	(-)2.85	(-)1.62	0.00

Sl. No	Sector & Name of the Company/ Corporation	Period of accounts	Year in which finalised	Net profit(+)/Loss(-)				Turnover	Impact of Accounts Comments <sup>#</sup>	Paid up Capital	Accumulated Profit (+)/ Loss(-)	Capital Employed <sup>@</sup>	Return on capital employed <sup>§</sup>	Percentage of return on capital employed
				Net profit/ Loss(-) before Interest & Depreciation	Interest	Depreciation	Net Profit/ Loss(-) <sup>&amp;</sup>							
1	2	3	4	5 (a)	5 (b)	5 (c)	5 (d)	6	7	8	9	10	11	12
9	Lily Products Limited	2009-10	2013-14	(-)1.24	7.32	0.13	(-)8.69	0.00	0.00	0.01	(-)99.25	(-)40.49	(-)1.37	0.00
10	West Bengal Industrial Land Holding Private Limited (subsidiary of WBIDC Limited)	2008-09	2010-11	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.00	0.01	0.00	0.00
11	The Kalyani Spinning Mills Limited	2010-11	2013-14	(-)25.84	34.37	0.78	(-)60.99	31.49	0.00	14.63	(-)504.37	(-)8.94	(-)26.62	0.00
12	The West Dinajpur Spinning Mills Limited	2011-12	2013-14	(-)13.16	8.58	0.10	(-)21.84	0.59	0.00	12.34	(-)173.73	(-)92.67	(-)13.26	0.00
<b>Sector wise total</b>				<b>(-)42.80</b>	<b>64.71</b>	<b>1.27</b>	<b>(-)108.78</b>	<b>32.08</b>	<b>0.00</b>	<b>44.80</b>	<b>(-)1,074.79</b>	<b>(-)232.56</b>	<b>(-)44.07</b>	<b>0.00</b>
<b>Grand total (C)</b>				<b>(-)42.90</b>	<b>64.81</b>	<b>1.27</b>	<b>(-)108.98</b>	<b>32.08</b>	<b>0.00</b>	<b>91.56</b>	<b>(-)1,130.66</b>	<b>(-)240.45</b>	<b>(-)44.17</b>	<b>0.00</b>
<b>Grand total (A+B+C)</b>				<b>(-)14.87</b>	<b>234.17</b>	<b>69.88</b>	<b>(-)318.92</b>	<b>2,486.33</b>	<b>(-)0.34</b>	<b>712.28</b>	<b>(-)3,665.57</b>	<b>552.23</b>	<b>(-)83.22</b>	<b>0.00</b>

<sup>#</sup> Impact of accounts include the net impact of comments of Statutory Auditors and CAG and is denoted by (+) increase in profit /decrease in losses (-) decrease in profit /increase in losses.

<sup>@</sup> Capital employed represents Shareholder's Funds plus Long Term Borrowings

<sup>§</sup> Return on capital employed has been worked out by adding net profit and interest charged to profit and loss account.

<sup>&</sup> Net Profit / Loss after tax include adjustment for prior period income/ expenses

**Annexure-1.4**  
(Referred to in paragraph 1.4.1)

**Statement showing equity/ loans received out of budget, grants and subsidy received/receivable, guarantees received, waiver of dues, loans written off and loans converted into equity during the year and guarantee commitment at the end of March 2014**

(Figures in column 3(a) to 6(d) are ₹ in crore)

Sl. No.	Sector & Name of the Company/ Corporation	Equity/loans received out of budget during the year		Grants and subsidy received during the year				Guarantees received during the year and commitment at the end of the year <sup>@</sup>		Waiver of dues during the year			
		Equity	Loans	Central Government	State Government	Others	Total	Received	Commitment	Loans repayment written off	Loans converted into equity	Interest/penal interest waived	Total
1	2	3(a)	3(b)	4(a)	4(b)	4(c)	4(d)	5(a)	5(b)	6(a)	6(b)	6(c)	6(d)
<b>A Working Government Companies</b>													
<b>AGRICULTURE AND ALLIED</b>													
1	The State Fisheries Development Corporation Limited	0.00	0.00	0.00	20.04	0.00	20.04	0.00	0.00	0.00	0.00	0.00	0.00
2	West Bengal Dairy and Poultry Development Corporation Limited	0.00	0.00	0.00	5.04	0.00	5.04	0.00	0.00	0.00	0.00	0.00	0.00
3	West Bengal State Minor Irrigation Corporation Limited	0.00	0.00	0.00	46.95	0.00	46.95	0.00	0.00	0.00	0.00	0.00	0.00
4	The West Bengal Livestock Development Corporation Limited	0.00	0.00	0.00	0.26	0.00	0.26	0.00	0.00	0.00	0.00	0.00	0.00
5	West Bengal Tea Development Corporation Limited	1.91	11.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6	West Bengal Fisheries Corporation Limited	0.00	0.00	0.00	4.98	0.00	4.98	0.00	0.00	0.00	0.00	0.00	0.00
7	Pachimbanga Agri Marketing Corporation Limited	0.50	0.00	0.00	0.73	0.00	0.73	0.00	0.00	0.00	0.00	0.00	0.00
<b>Sector wise total</b>		<b>2.41</b>	<b>11.50</b>	<b>0.00</b>	<b>78.00</b>	<b>0.00</b>	<b>78.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>FINANCE</b>													
8	West Bengal Industrial Development Corporation Limited (WBIDC Limited)	0.00	13.81	0.00	3.57	0.00	3.57	0.00	66.14	0.00	0.00	0.00	0.00
9	West Bengal Handicrafts Development Corporation Limited	0.00	0.00	0.00	1.35	0.00	1.35	0.00	0.00	0.00	0.00	0.00	0.00

Sl. No.	Sector & Name of the Company/ Corporation	Equity/loans received out of budget during the year		Grants and subsidy received during the year				Guarantees received during the year and commitment at the end of the year <sup>®</sup>		Waiver of dues during the year			
		Equity	Loans	Central Government	State Government	Others	Total	Received	Commitment	Loans repayment written off	Loans converted into equity	Interest/penal interest waived	Total
1	2	3(a)	3(b)	4(a)	4(b)	4(c)	4(d)	5(a)	5(b)	6(a)	6(b)	6(c)	6(d)
10	West Bengal Film Development Corporation Limited	0.00	2.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
11	West Bengal Women Development Undertaking	0.00	0.00	0.00	1.44	0.00	1.44	0.00	0.00	0.00	0.00	0.00	0.00
12	West Bengal Infrastructure Development Finance Corporation Limited	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,381.95	0.00	0.00	0.00	0.00
<b>Sector wise total</b>		<b>0.00</b>	<b>16.21</b>	<b>0.00</b>	<b>6.36</b>	<b>0.00</b>	<b>6.36</b>	<b>0.00</b>	<b>4,448.09</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>INFRASTRUCTURE</b>													
13	West Bengal Small Industries Development Corporation Limited (WBSIDC Limited)	2.70	0.00	0.00	27.43	0.00	27.43	0.00	0.00	0.00	0.00	0.00	0.00
14	West Bengal Electronic Industry Development Corporation Limited (WBEIDC Limited)	0.00	3.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
15	West Bengal State Police Housing Corporation Limited	0.00	0.00	90.33	2.67	0.00	93.00	0.00	0.00	0.00	0.00	0.00	0.00
16	West Bengal Transport Infrastructure Development Corporation Limited	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.06	0.00	0.00	0.00	0.00
17	Kolkata Police Housing Infrastructure Development Corporation Limited	0.00	0.00	0.00	0.30	0.00	0.30	0.00	0.00	0.00	0.00	0.00	0.00
<b>Sector wise total</b>		<b>2.70</b>	<b>3.60</b>	<b>90.33</b>	<b>30.40</b>	<b>0.00</b>	<b>120.73</b>	<b>0.00</b>	<b>0.06</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>MANUFACTURING</b>													
18	Westinghouse Saxby Farmer Limited	0.00	7.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
19	The Electro Medical and Allied Industries Limited	0.00	3.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
20	West Bengal Pharmaceutical and Phytochemical Development Corporation Limited	0.01	0.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Sl. No.	Sector & Name of the Company/ Corporation	Equity/loans received out of budget during the year		Grants and subsidy received during the year				Guarantees received during the year and commitment at the end of the year <sup>(e)</sup>		Waiver of dues during the year			
		Equity	Loans	Central Government	State Government	Others	Total	Received	Commitment	Loans repayment written off	Loans converted into equity	Interest/ penal interest waived	Total
1	2	3( a )	3( b )	4(a)	4(b)	4( c )	4(d)	5(a)	5(b)	6(a)	6(b)	6( c )	6(d)
21	The Shalimar Works (1980) Limited	0.00	7.93	0.00	0.00	0.00	0.00	0.00	0.75	0.00	0.00	0.00	0.00
22	Neo Pipes and Tubes Company Limited	0.00	2.93	0.00	0.00	0.00	0.00	0.00	2.50	0.00	0.00	0.00	0.00
23	Haldia Petrochemicals Limited	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
24	Britannia Engineering Limited	0.00	12.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
25	National Iron and Steel Company (1984) Limited	0.00	3.58	0.00	0.00	0.00	0.00	0.00	0.07	0.00	0.00	0.00	0.00
26	Greater Calcutta Gas Supply Corporation Limited	0.00	4.58	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27	Mayurakshi Cotton Mills (1990) Limited	0.50	2.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
28	Gluconate Health Limited	7.00	1.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>Sector wise total</b>	<b>7.51</b>	<b>147.39</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.32</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>POWER</b>													
29	The Durgapur Projects Limited	33.00	3.00	0.00	0.00	0.00	0.00	0.00	1,555.80	0.00	0.00	0.00	0.00
30	West Bengal State Electricity Distribution Company Limited	0.00	27.74	0.00	0.00	0.00	0.00	0.00	138.14	0.00	0.00	0.00	0.00
31	West Bengal State Electricity Transmission Company Limited	0.00	0.00	0.00	0.00	0.00	0.00	0.00	279.94	0.00	0.00	0.00	0.00
32	The West Bengal Power Development Corporation Limited	659.00	210.80	0.00	9.08	0.00	9.08	0.00	44.23	0.00	380.00	0.00	380.00
	<b>Sector wise total</b>	<b>692.00</b>	<b>241.54</b>	<b>0.00</b>	<b>9.08</b>	<b>0.00</b>	<b>9.08</b>	<b>0.00</b>	<b>2,018.11</b>	<b>0.00</b>	<b>380.00</b>	<b>0.00</b>	<b>380.00</b>
<b>SERVICE</b>													
33	Webel Mediatronics Limited (Subsidiary of WBEIDC Limited)	0.00	0.00	0.00	0.08	0.00	0.08	0.00	4.50	0.00	0.00	0.00	0.00
34	The Calcutta Tramways Company(1978) Limited	0.00	12.75	0.00	199.25	0.00	199.25	0.00	12.98	0.00	0.00	0.00	0.00



Sl. No.	Sector & Name of the Company/ Corporation	Equity/loans received out of budget during the year		Grants and subsidy received during the year				Guarantees received during the year and commitment at the end of the year <sup>(a)</sup>		Waiver of dues during the year			
		Equity	Loans	Central Government	State Government	Others	Total	Received	Commitment	Loans repayment written off	Loans converted into equity	Interest/ penal interest waived	Total
1	2	3(a)	3(b)	4(a)	4(b)	4(c)	4(d)	5(a)	5(b)	6(a)	6(b)	6(c)	6(d)
35	West Bengal Medical Services Corporation Limited	3.75	0.00	0.00	1.50	0.00	1.50	0.00	0.00	0.00	0.00	0.00	0.00
36	West Bengal Surface Transport Corporation Limited	0.00	24.69	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>Sector wise total</b>	<b>3.75</b>	<b>37.44</b>	<b>0.00</b>	<b>202.83</b>	<b>0.00</b>	<b>202.83</b>	<b>0.00</b>	<b>17.48</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>MISCELLANEOUS</b>													
37	Basumati Corporation Limited	0.00	3.00	0.00	0.10	0.00	0.10	0.00	0.00	0.00	0.00	0.00	0.00
38	Silpabarta Printing Press Limited (subsidiary of WBSIC Limited)	0.00	0.00	0.00	0.47	0.00	0.47	0.00	0.00	0.00	0.00	0.00	0.00
	<b>Sector wise total</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.57</b>	<b>0.00</b>	<b>0.57</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
	<b>Total- A(All sector wise Government Companies)</b>	<b>708.37</b>	<b>460.68</b>	<b>90.33</b>	<b>327.24</b>	<b>0.00</b>	<b>417.57</b>	<b>0.00</b>	<b>6,487.06</b>	<b>0.00</b>	<b>380.00</b>	<b>0.00</b>	<b>380.00</b>
<b>B. Working Statutory Corporations</b>													
<b>FINANCING</b>													
1	West Bengal Financial Corporation	20.00	0.00	0.00	0.00	0.00	0.00	1,059.73	0.00	0.00	0.00	0.00	0.00
2	West Bengal Scheduled Castes & Scheduled Tribes Development & Finance Corporation	0.00	0.00	0.00	132.18	0.00	132.18	0.00	0.00	0.00	0.00	0.00	0.00
3	West Bengal Minorities Development and Finance Corporation	33.00	0.00	0.00	1.50	0.00	1.50	250.00	0.00	0.00	0.00	0.00	0.00
4	West Bengal Backward Classes Development and Finance Corporation	0.00	0.00	0.00	0.29	0.00	0.29	0.00	36.71	0.00	0.00	0.00	0.00
	<b>Sector wise total</b>	<b>53.00</b>	<b>0.00</b>	<b>0.00</b>	<b>133.97</b>	<b>0.00</b>	<b>133.97</b>	<b>1,309.73</b>	<b>36.71</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>INFRASTRUCTURE</b>													

Sl. No.	Sector & Name of the Company/ Corporation	Equity/loans received out of budget during the year		Grants and subsidy received during the year				Guarantees received during the year and commitment at the end of the year <sup>@</sup>		Waiver of dues during the year			
		Equity	Loans	Central Government	State Government	Others	Total	Received	Commitment	Loans repayment written off	Loans converted into equity	Interest/ penal interest waived	Total
1	2	3(a)	3(b)	4(a)	4(b)	4(c)	4(d)	5(a)	5(b)	6(a)	6(b)	6(c)	6(d)
5	West Bengal Industrial Infrastructure Development Corporation	0.00	0.00	0.00	24.05	0.00	24.05	0.00	0.00	0.00	0.00	0.00	0.00
<b>Sector wise total</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>24.05</b>	<b>0.00</b>	<b>24.05</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>SERVICE</b>													
6	Calcutta State Transport Corporation	0.00	23.75	0.00	152.45	0.00	152.45	0.00	0.00	0.00	0.00	0.00	0.00
7	North Bengal State Transport Corporation	0.00	0.23	0.00	232.71	0.00	232.71	0.00	0.00	0.00	0.00	0.00	0.00
8	South Bengal State Transport Corporation	0.00	20.02	0.00	76.86	0.00	76.86	0.00	16.13	0.00	0.00	0.00	0.00
<b>Sector wise total</b>		<b>0.00</b>	<b>44.00</b>	<b>0.00</b>	<b>462.02</b>	<b>0.00</b>	<b>462.02</b>	<b>0.00</b>	<b>16.13</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total – B</b>		<b>53.00</b>	<b>44.00</b>	<b>0.00</b>	<b>620.04</b>	<b>0.00</b>	<b>620.04</b>	<b>1,309.73</b>	<b>52.84</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Grand Total (A+B)</b>		<b>761.37</b>	<b>504.68</b>	<b>90.33</b>	<b>947.28</b>	<b>0.00</b>	<b>1,037.61</b>	<b>1,309.73</b>	<b>6,539.90</b>	<b>0.00</b>	<b>380.00</b>	<b>0.00</b>	<b>380.00</b>
<b>C Non working Government Companies</b>													
<b>FINANCING</b>													
1	West Bengal Handloom and Powerloom Development Corporation Limited	0.00	0.00	0.00	0.06	0.00	0.06	0.00	0.00	0.00	0.00	0.00	0.00
<b>Sector wise total</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.06</b>	<b>0.00</b>	<b>0.06</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>MANUFACTURING</b>													
2	Pulver Ash Projects Limited	0.00	0.00	0.00	0.04	0.00	0.04	0.00	0.00	0.00	0.00	0.00	0.00
3	The West Dinajpur Spinning Mills Limited	0.38	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4	The Kalyani Spinning Mills Limited	0.00	17.45	0.00	0.00	0.00	0.00	0.00	2.86	0.00	0.00	0.00	0.00
5	The Infusion (India) Limited	0.00	1.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6	West Bengal Sugar Industries Development Corporation Limited	0.00	0.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Sl. No.	Sector & Name of the Company/ Corporation	Equity/loans received out of budget during the year		Grants and subsidy received during the year				Guarantees received during the year and commitment at the end of the year <sup>@</sup>		Waiver of dues during the year			
		Equity	Loans	Central Government	State Government	Others	Total	Received	Commitment	Loans repayment written off	Loans converted into equity	Interest/penal interest waived	Total
1	2	3(a)	3(b)	4(a)	4(b)	4(c)	4(d)	5(a)	5(b)	6(a)	6(b)	6(c)	6(d)
7	Lily Products Limited	0.00	2.27	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>Sector wise total</b>	<b>0.38</b>	<b>33.32</b>	<b>0.00</b>	<b>0.04</b>	<b>0.00</b>	<b>0.04</b>	<b>0.00</b>	<b>2.86</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
	<b>Total – C</b>	<b>0.38</b>	<b>33.32</b>	<b>0.00</b>	<b>0.10</b>	<b>0.00</b>	<b>0.10</b>	<b>0.00</b>	<b>2.86</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
	<b>Grand Total (A+B+C)</b>	<b>761.75</b>	<b>538.00</b>	<b>90.33</b>	<b>947.38</b>	<b>0.00</b>	<b>1,037.71</b>	<b>1,309.73</b>	<b>6,542.76</b>	<b>0.00</b>	<b>380.00</b>	<b>0.00</b>	<b>380.00</b>

Note: Except for PSUs which furnished their accounts for 2013-14, figure are provisional and as given by the PSUs.

<sup>@</sup> Figures indicate total guarantees outstanding at the end of the year.

### Annexure 1.5

(Referred to in paragraph 1.6.4)

Statement showing investments made by State Government in PSUs whose accounts are in arrears

(₹ in crore)

Sl. No.	Name of PSU	Year upto which Accounts finalised	Paid up capital as per latest finalised accounts	Investment made by Government during the years for which accounts are in arrears (Year wise break up may be given separately)				
				Year	Equity	Loans	Grants & Subsidy	Total
<b>A. Working Government Companies</b>								
1	West Bengal State Seed Corporation Limited	2012-13	2.50	2013-14	0.00	0.00	0.00	0.00
2	West Bengal Dairy and Poultry Development Corporation Limited	2010-11	7.10	2011-12	0.00	0.00	2.33	2.33
				2012-13	0.00	0.00	4.66	4.66
3	The State Fisheries Development Corporation Limited	2012-13	2.70	2013-14	0.00	0.00	20.04	20.04
				2013-14	0.00	0.00	5.04	5.04
4	West Bengal Fisheries Corporation Limited	2012-13	2.00	2013-14	0.00	0.00	4.98	4.98
5	West Bengal Wasteland Development Corporation Limited	2011-12	0.34	2012-13	0.00	0.00	0.00	0.00
				2013-14	0.00	0.00	0.00	0.00
6	West Bengal Forest Development Corporation Limited	2012-13	6.23	2013-14	0.00	0.00	0.00	0.00
				2010-11	0.00	0.00	31.85	31.85
7	West Bengal State Minor Irrigation Corporation Limited	2009-10	11.65	2011-12	0.00	0.00	0.00	0.00
				2012-13	0.00	0.00	43.73	43.73
				2013-14	0.00	0.00	46.95	46.95
8	West Bengal State Food Processing and Horticulture Development Corporation Limited	2010-11	0.97	2011-12	0.00	0.00	0.00	0.00
				2012-13	0.00	0.00	0.00	0.00
				2013-14	0.00	0.00	0.00	0.00
9	Paschimbanga Agri marketing Corporation Limited	2011-12	0.00	2012-13	0.00	0.00	0.00	0.00
				2013-14	0.50	0.00	0.73	1.23
10	West Bengal Handicrafts Development Corporation Limited	2012-13	21.80	2013-14	0.00	0.00	1.35	1.35
11	West Bengal Women Development Undertaking	2010-11	0.10	2011-12	0.00	0.00	1.85	1.85
				2012-13	0.00	0.00	1.40	1.40

Sl. No.	Name of PSU	Year upto which Accounts finalised	Paid up capital as per latest finalised accounts	Investment made by Government during the years for which accounts are in arrears (Year wise break up may be given separately)				
				Year	Equity	Loans	Grants & Subsidy	Total
<b>A.</b>	<b>Working Government Companies</b>							
				2013-14	0.00	0.00	1.44	1.44
12	West Bengal Film Development Corporation Limited	2012-13	5.20	2013-14	0.00	2.40	0.00	2.40
13	The West Bengal Small Industries Development Corporation Limited	2012-13	34.23	2013-14	2.70	0.00	27.43	30.13
14	Mackintosh Burn Limited	2012-13	0.31	2013-14	0.00	0.00	0.00	0.00
15	The Shalimar Works (1980) Limited	2012-13	1.25	2013-14	0.00	7.93	0.00	7.93
16	The Electro Medical and Allied Industries Limited	2012-13	16.40	2013-14	0.00	3.19	0.00	3.19
17	Mayurakshi Cotton Mills (1990) Limited	2012-13	7.63	2013-14	0.50	2.50	0.00	3.00
18	Eastern Distilleries and Chemicals Limited	2011-12	0.20	2012-13	0.00	0.00	0.00	0.00
19	Westinghouse Saxby Farmer Limited	2012-13	7.74	2013-14	0.00	7.76	0.00	7.76
20	National Iron and Steel Company (1984) Limited	2012-13	12.00	2013-14	0.00	3.58	0.00	3.58
21	West Bengal Green Energy Development Corporation Limited	2012-13	5.00	2013-14	0.00	0.00	0.00	0.00
22	Webel Electronic Communication Systems Limited (subsidiary of WBEIDC Limited)	2012-13	0.84	2013-14	0.00	0.00	0.00	0.00
23	West Bengal Tourism Development Corporation Limited	2010-11	10.00	2011-12	0.00	0.00	0.00	0.00
				2012-13	0.00	0.00	0.00	0.00
				2013-14	0.00	0.00	0.00	0.00
24	West Bengal Surface Transport Corporation Limited	2011-12	1.01	2012-13	0.00	19.77	2.00	21.77
				2013-14	0.00	24.69	2.00	26.69
25	West Bengal Essential Commodities Supply Corporation Limited	2010-11	1.08	2011-12	0.00	0.00	0.00	0.00
				2012-13	0.00	0.00	0.00	0.00
				2013-14	0.00	0.00	0.00	0.00
26	West Bengal Swarojgar Corporation Limited	2012-13	105.00	2013-14	0.00	0.00	0.00	0.00
27	Basumati Corporation Limited	2012-13	0.10	2013-14	0.00	3.00	0.10	3.10

Sl. No.	Name of PSU	Year upto which Accounts finalised	Paid up capital as per latest finalised accounts	Investment made by Government during the years for which accounts are in arrears (Year wise break up may be given separately)				
				Year	Equity	Loans	Grants & Subsidy	Total
<b>A. Working Government Companies</b>								
28	Silpabarta Printing Press Limited	2012-13	0.89	2013-14	0.00	0.00	0.47	0.47
29	Kolkata Police Housing and Infrastructure Development Corporation Limited	2012-13	5.20	2013-14	0.00	0.00	0.30	0.30
<b>Total-A (Working Government Companies)</b>			<b>269.47</b>		<b>3.70</b>	<b>74.82</b>	<b>198.65</b>	<b>277.17</b>
<b>B. Working Statutory Corporations</b>								
30	West Bengal State Warehousing Corporation	2012-13	7.61	2013-14	0.00	0.00	0.00	0.00
31	West Bengal Scheduled Castes & Scheduled Tribes Development & Finance Corporation	2012-13	182.38	2013-14	0.00	0.00	132.18	132.18
32	West Bengal Minorities Development & Finance Corporation	2012-13	111.32	2013-14	33.00	0.00	1.50	34.50
33	West Bengal Backward Classes Development and Finance Corporation	2012-13	18.61	2013-14	0.00	0.00	0.29	0.29
34	Calcutta State Transport Corporation	2009-10	9.62	2010-11	0.00	18.84	149.51	168.35
				2011-12	0.00	15.12	127.11	142.23
				2012-13	0.00	17.84	151.34	169.18
				2013-14	0.00	23.75	152.45	176.20
				2009-10	0.00	13.70	92.55	106.25
35	North Bengal State Transport Corporation	2008-09	10.70	2010-11	0.00	16.37	100.06	116.43
				2011-12	0.00	8.68	74.20	82.88
				2012-13	0.00	8.51	100.45	108.96
				2013-14	0.00	0.23	232.71	232.94
36	South Bengal State Transport Corporation	2012-13	11.01	2013-14	0.00	20.02	76.86	96.88
<b>Total-B (Working Statutory Corporation)</b>			<b>351.25</b>		<b>33.00</b>	<b>143.06</b>	<b>1,391.21</b>	<b>1,567.27</b>
<b>Grant Total (A + B)</b>			<b>620.72</b>		<b>36.70</b>	<b>217.88</b>	<b>1,589.86</b>	<b>1,844.44</b>

**Annexure 1.6**  
(Refer to in paragraph 1.7.2)

**Statement showing financial position of Statutory Corporations  
that had finalised accounts for 2013-14**

(Amount : ₹ in crore)

<b>1.</b>	<b>West Bengal Financial Corporation</b>			
	<b>Particulars</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
<b>A</b>	<b>Liabilities</b>			
(i)	Paid up Capital	147.35	147.35	147.35
(ii)	Share application money			20.00
(iii)	Reserve fund and other reserves and surplus	26.77	28.90	30.80
(iv)	Borrowings:			
(a)	Bonds and debentures	375.68	550.53	567.23
(b)	Small Industries Development Bank of India	187.69	153.07	98.22
(c)	Loan in lieu of share capital: State Government			
(d)	Other (including State Government)	23.21	5.10	25.27
(v)	Others liabilities and provision	167.67	185.93	122.94
	<b>Total-A</b>	<b>925.37</b>	<b>1,070.88</b>	<b>1,011.81</b>
<b>B</b>	<b>Assets</b>			
(i)	Cash and Bank balances	28.03	109.86	99.02
(ii)	Investments	0.16	0.16	0.03
(iii)	Loans and Advances	750.68	800.31	755.69
(iv)	Net fixed assets	1.22	1.30	2.50
(v)	Other assets	28.12	30.83	16.68
(vi)	Profit and Loss Account (Debit Balance)	117.16	128.42	137.89
	<b>Total-B</b>	<b>925.37</b>	<b>1,070.88</b>	<b>1,011.81</b>
<b>C.</b>	<b>Capital employed*</b>	<b>738.48</b>	<b>831.23</b>	<b>894.58</b>

\*Capital employed represents the mean of the aggregate of opening and closing balances of Paid-up Capital, Reserve and Surplus, Bonds, Borrowings and Deposits.

(Amount : ₹ in crore)

<b>2</b>	<b>West Bengal Industrial Infrastructure Development Corporation</b>			
	<b>Particulars</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
<b>A</b>	<b>Liabilities</b>			
(i)	Loan from Government	138.57	141.94	145.30
(ii)	Grant from Government	46.50	50.32	75.97
(iii)	Net balance of deposit for deposit work	52.55	43.62	34.09
(iv)	Receipts against allotment of land	82.70	84.24	93.32
(v)	Trade dues and current liabilities	10.26	13.36	10.49
(vi)	Surplus	33.12	46.05	58.44
	<b>Total-A</b>	<b>363.70</b>	<b>379.53</b>	<b>417.61</b>
<b>B</b>	<b>Assets</b>			
(i)	Net fixed assets	32.34	30.29	30.26
(ii)	Capital work in progress	71.04	73.52	78.35
(iii)	Investment	238.26	255.33	259.17
(iv)	Current assets, loans and advances	22.06	20.39	49.83
	<b>Total-B</b>	<b>363.70</b>	<b>379.53</b>	<b>417.61</b>
<b>C.</b>	<b>Capital employed*</b>	<b>175.96</b>	<b>192.71</b>	<b>203.75</b>

\* Capital employed represents grants received from central government and state government, loans and surplus

**Annexure 1.7**  
(Refer to in paragraph 1.7.5)

**Statement showing financial position of Statutory Corporations having arrears in accounts**

(Amount : ₹ in crore)

<b>1. West Bengal State Warehousing Corporation</b>				
	<b>Particulars</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>
<b>A</b>	<b>Liabilities</b>			
(i)	Paid up capital	7.61	7.61	7.61
(ii)	Reserve and Surplus	5.45	7.50	9.92
(iii)	Trade dues and current liabilities (including provisions)	8.47	11.20	13.92
(iv)	Reserve for Bad and Doubtful Debt	0.00	8.95	8.95
	<b>Total - A</b>	<b>21.53</b>	<b>35.26</b>	<b>40.40</b>
<b>B</b>	<b>Assets</b>			
(i)	Gross block	11.63	11.64	11.64
(ii)	Less: Depreciation	8.55	8.72	8.88
(iii)	Net fixed assets [ B (i)-B (ii)]	3.08	2.92	2.76
(iv)	Investment	3.51	3.86	4.25
(v)	Current Assets, Loans and Advances	14.94	28.48	33.39
	<b>Total - B</b>	<b>21.53</b>	<b>35.26</b>	<b>40.40</b>
<b>C.</b>	<b>Capital employed#</b>	<b>11.09#</b>	<b>16.49*</b>	<b>18.99*</b>

# Capital employed represents net fixed assets plus working capital.

\* Capital employed in 2011-12 and 2012-13 represents Shareholders' Funds Plus Long term Borrowings.

(Amount : ₹ in crore)

<b>2. West Bengal Scheduled Castes and Scheduled Tribes Development and Finance Corporation</b>				
	<b>Particulars</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>
<b>A.</b>	<b>Liabilities</b>			
(i)	Paid-up capital	169.54	180.88	182.38
(ii)	Reserves and surplus	18.05	37.11	45.38
(iii)	Borrowings:			
(a)	NSFDC	35.41	40.87	46.01
(b)	NSKFDC	0.30	0.35	0.25
(c)	Others	20.34	8.02	7.80
(iv)	Current liabilities and provisions	-		
(a)	Deposit	181.49	175.49	236.79
(b)	Other liabilities and provisions	280.17	334.43	409.82
	<b>Total - A</b>	<b>705.30</b>	<b>777.15</b>	<b>926.63</b>
<b>B.</b>	<b>Assets</b>			
(i)	Cash and Bank Balances	498.76	565.10	704.15
(ii)	Investments	0.00	0.00	0.00
(iii)	Loans and Advances	205.40	210.75	221.19
(iv)	Net fixed assets	1.14	0.96	0.98
(v)	Other Assets	0.00	0.34	0.33
	<b>Total - B</b>	<b>705.30</b>	<b>777.15</b>	<b>926.63</b>
<b>C.</b>	<b>Capital employed</b>	<b>243.65*</b>	<b>255.39</b>	<b>273.63</b>

\*Capital employed represents average of Share Capital, Reserve & Surplus and Long-term Borrowings.



(Amount : ₹ in crore)

<b>3. West Bengal Minorities Development &amp; Finance Corporation</b>				
	<b>Particulars</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>
<b>A.</b>	<b>Liabilities</b>			
(i)	Paid-up capital	96.86	101.86	111.32
(ii)	Reserves and surplus	2.51	34.54	75.42
(iii)	Borrowings	281.04	342.66	440.14
(iv)	Other Liabilities and provisions	124.34	368.84	414.16
	<b>Total A</b>	<b>504.75</b>	<b>847.90</b>	<b>1,041.04</b>
<b>B.</b>	<b>Assets</b>			
(i)	Current Assets, Loans and Advances	298.95	808.27	987.34
(ii)	Investment	199.92	30.94	43.40
(iii)	Net fixed assets & CWIP	5.88	8.69	10.30
(iv)	Accumulated loss	-	-	-
	<b>Total B</b>	<b>504.75</b>	<b>847.90</b>	<b>1,041.04</b>
<b>C.</b>	<b>Capital employed</b>	<b>321.50**</b>	<b>479.06<sup>@</sup></b>	<b>552.97<sup>@</sup></b>

\*\* Capital employed represents average of opening and closing liabilities excluding current liabilities and provision

<sup>@</sup> Capital employed in 2011-12 and 2012-13 represents Share Capital, Reserve & Surplus and Long term Borrowings.

(Amount : ₹ in crore)

<b>4. West Bengal Backward Classes Development &amp; Finance Corporation</b>				
	<b>Particulars</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>
<b>A.</b>	<b>Liabilities</b>			
(i)	Paid-up capital	14.67	16.74	18.61
(ii)	Reserves and surplus	-	-	-
(iii)	Borrowings	23.21	24.77	18.84
(iv)	Current Liabilities and provisions	5.43	6.36	7.43
	<b>Total A</b>	<b>43.31</b>	<b>47.87</b>	<b>44.88</b>
<b>B.</b>	<b>Assets</b>			
(i)	Cash and Bank balance	3.60	4.69	2.71
(ii)	Loans and Advances	35.23	38.30	36.28
(iii)	Net fixed assets	0.03	0.03	0.03
(iv)	Accumulated Loss	0.82	1.22	2.10
(v)	Other Assets	3.63	3.63	3.76
	<b>Total B</b>	<b>43.31</b>	<b>47.87</b>	<b>44.88</b>
<b>C.</b>	<b>Capital employed</b>	<b>36.13*</b>	<b>40.29<sup>@</sup></b>	<b>37.82<sup>@</sup></b>

\* Capital employed represents average of opening and closing liabilities excluding current liabilities and provision.

<sup>@</sup> Capital employed represents balances of Share Capital, Long-term Borrowings and Accumulated Losses.

(Amount : ₹ in crore)

<b>5. Calcutta State Transport Corporation</b>				
	<b>Particulars</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
<b>A.</b>	<b>Liabilities</b>			
(i)	Capital (Including capital loan & equity capital)	9.62	9.62	9.62
(ii)	Borrowings (Government)	191.62	203.66	221.69
(iii)	Borrowings (Others)	78.71	92.57	104.39
(iv)	Funds	39.21	40.42	1.40
(v)	Trade dues and other current liabilities (including provisions)	452.64	483.78	582.53
	<b>Total-A</b>	<b>771.80</b>	<b>830.05</b>	<b>919.63</b>
<b>B.</b>	<b>Assets</b>			
(i)	Gross Block	160.52	159.36	180.96
(ii)	Less : Depreciation	111.94	96.03	96.73
(iii)	Net fixed assets	48.58	63.33	84.23
(iv)	Capital work-in-progress (including cost of chassis)	-	-	0.16
(v)	Investments	12.71	14.29	15.35
(vi)	Current assets, loans and advances	61.66	63.81	78.41
(vii)	Accumulated losses	648.85	688.62	741.48
	<b>Total-B</b>	<b>771.80</b>	<b>830.05</b>	<b>919.63</b>
<b>C.</b>	<b>Capital employed</b>	<b>(-342.40)</b>	<b>(-356.64)</b>	<b>(-364.96)<sup>@</sup></b>

@Capital employed represents Shareholders' Fund, Long term borrowings, funds (except Dep. Fund) and Accumulated losses

(Amount : ₹ in crore)

<b>6. North Bengal State Transport Corporation</b>				
	<b>Particulars</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>
<b>A.</b>	<b>Liabilities</b>			
(i)	Capital (Including capital loan & equity capital)	10.70	10.70	10.70
(ii)	Reserve	-	12.14	12.12
(iii)	Borrowings (Government)	181.68	194.46	207.70
(iv)	Borrowings(Others)	18.04	13.22	20.35
(v)	Funds	0.48	0.50	0.52
(vi)	Trade dues and other current liabilities (including provisions)	275.38	310.56	347.50
	<b>Total-A</b>	<b>486.28</b>	<b>541.58</b>	<b>598.89</b>
<b>B.</b>	<b>Assets</b>			
(i)	Gross Block	47.66	68.28	68.19
(ii)	Less : Depreciation	5.31	7.69	7.66
(iii)	Net fixed assets	42.35	60.59	60.53
(iv)	Capital work-in-progress (including cost of chassis)	8.11	3.12	3.12
(v)	Investments	0.11	0.11	0.11
(vi)	Current assets, loans and advances	28.40	37.51	54.39
(vii)	Other Assets	0.34	0.35	0.35
(viii)	Accumulated losses	406.97	439.90	480.39
	<b>Total-B</b>	<b>486.28</b>	<b>541.58</b>	<b>598.89</b>
<b>C.</b>	<b>Capital employed</b>	<b>(-196.52)</b>	<b>(-209.35)</b>	<b>(-229.51)</b>

(Amount : ₹ in crore)

7.	South Bengal State Transport Corporation			
	Particulars	2010-11	2011-12	2012-13
<b>A.</b>	<b>A. Liabilities</b>			
(i)	Capital (Including capital loan & equity capital)	11.01	11.01	11.01
(ii)	Reserves	11.22	11.36	11.37
(iii)	Borrowings (Government)	140.96	150.88	162.86
(iv)	Borrowings(Others)	33.95	27.94	22.48
(v)	Funds*	2.93	3.28	3.58
(vi)	Trade dues and other current liabilities (including provisions)	268.33	294.53	322.46
	<b>Total-A</b>	<b>468.40</b>	<b>499.00</b>	<b>533.76</b>
<b>B.</b>	<b>Assets</b>			
(i)	Gross Block	91.82	91.07	92.78
(ii)	Less : Depreciation	41.39	48.37	57.20
(iii)	Net fixed assets [B(i)-B(ii)]	50.43	42.70	35.58
(iv)	Capital work-in-progress (including cost of chassis)	0.40	0.40	0.40
(v)	Investments	0.38	0.38	0.38
(vi)	Current assets, loans and advances	37.58	38.53	38.96
(vii)	Accumulated losses	379.61	416.99	458.44
	<b>Total-B</b>	<b>468.40</b>	<b>499.00</b>	<b>533.76</b>
<b>C.</b>	<b>Capital employed**</b>	<b>(-) 179.92</b>	<b>(-) 167.01</b>	<b>(-)250.71</b>

\* Excluding depreciation funds.

\*\* Capital employed represents net fixed assets (including work-in-progress) plus working capital

**Annexure 1.8**

(Refer to in paragraph 1.7.2)

**Statement showing working results of Statutory Corporations that had finalised accounts for 2013-14**

(Amount : ₹ in crore)

<b>1 West Bengal Financial Corporation</b>				
	<b>Particulars</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
<b>1</b>	<b>Income</b>			
(a)	Interest on loans	69.34	79.68	74.82
(b)	Other income	7.43	9.56	74.94
	<b>Total-1</b>	<b>76.77</b>	<b>89.24</b>	<b>149.76</b>
<b>2</b>	<b>Expenses</b>			
(a)	Interest on long-term and short-term loans	46.52	59.53	62.34
(b)	Other expenses	20.23	18.90	77.56
	<b>Total-2</b>	<b>66.75</b>	<b>78.43</b>	<b>139.90</b>
3	Profit before tax (Total 1-Total 2)	10.02	10.81	9.86
4	Prior period adjustments	0.57	0.10	-
5	Provision for tax	2.48	2.91	2.75
6	Profit(+)/ Loss(-) after tax (3-4-5)	6.97	7.80	7.11
7	Provision for non-performing assets	6.44	16.82	14.21
8	Other appropriations	2.66	2.28	2.36
9	Amount available for dividend#	(-2.13)	(-11.30)	(-9.46)
10	Dividend paid/ payable	1.26	-	-
11	Total return on Capital employed	44.39	50.46	52.88
12	Percentage of return on Capital employed	6.01	6.07	5.91

Note: Total return on capital employed represents net surplus/ deficit plus total interest charged to profit and loss account (less interest capitalised).

# Represents profit of the current year available for dividend after considering the specific reserves and provision for taxation.

(Amount: ₹ in crore)

<b>2 West Bengal Industrial Infrastructure Development Corporation</b>				
	<b>Particulars</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
<b>1</b>	<b>Income</b>			
(a)	Annual rent of land & building	0.25	0.38	0.59
(b)	Recoveries of overheads on development work	0.00	0.00	0.00
(c)	Interest from Bank	14.50	23.73	21.29
(d)	Water supply and Electricity Supply charges	8.65	7.86	7.66
(e)	Miscellaneous income	0.69	0.11	0.02
	<b>Total-1</b>	<b>24.09</b>	<b>32.08</b>	<b>29.56</b>
<b>2</b>	<b>Expenses</b>			
(a)	Administrative expenses	10.18	10.67	10.01
(b)	Interest on loans	2.86	3.37	3.37
(c)	Depreciation & other expenses	4.37	1.04	1.26
	<b>Total-2</b>	<b>17.41</b>	<b>15.08</b>	<b>14.64</b>
3	Profit (+)/ Loss (-)before tax (Total 1-Total2)	6.68	17.00	14.92
4	Prior period adjustments	1.43	0.46	(+0.44)
5	Provision for tax	-	3.60	2.98
6	Profit (+)/ Loss (-)after tax	(+)5.25	12.94	12.38
7	Total return on capital employed	8.11	16.31	15.75
8	Percentage of total return on capital employed	4.61	8.46	6.83

**Annexure 1.9***(Refer to in paragraph 1.7.5)***Statement showing working results of Statutory Corporations that had not finalised accounts for 2013-14****(Amount : ₹ in crore)**

<b>1</b>	<b>West Bengal State Warehousing Corporation</b>			
	<b>Particulars</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>
1	<b>Income</b>			
(a)	Warehousing charges	7.90	8.98	9.13
(b)	Other income	0.94	1.52	1.75
	<b>Total 1</b>	<b>8.84</b>	<b>10.50</b>	<b>10.88</b>
2	<b>Expenses</b>			
(a)	Establishment charges	3.50	3.63	3.30
(b)	Other expenses	2.92	3.29	3.34
	<b>Total 2</b>	<b>6.42</b>	<b>6.92</b>	<b>6.64</b>
3	Profit (+)/ Loss (-) before tax (Total 1-Total 2)	2.42	3.58	4.24
4	Provision for tax	0.63	1.16	1.43
5	Prior period adjustment	0.00	0.02	(-)0.05
6	Profit (+)/Loss (-) after tax (3-4-5)	1.79	2.40	2.86
7	Other appropriations	0.28	0.44	0.48
8	Amount available for dividend	0.00	1.96	2.28
9	Dividend for the year	0.00	0.34	0.44
10	Total return on capital employed	1.79	2.40	2.81
11	Percentage of total return on capital employed	16.14	14.55	14.80

**(Amount : ₹ in crore)**

<b>2</b>	<b>West Bengal Scheduled Castes and Scheduled Tribes Development and Finance Corporation</b>			
	<b>Particulars</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>
1	<b>Income</b>			
(a)	Interest on loan	0.41	0.34	0.40
(b)	Interest on fixed deposit	22.33	24.63	41.14
(c)	Other income	5.61	3.11	8.42
	<b>Total-1</b>	<b>28.35</b>	<b>28.08</b>	<b>49.96</b>
2	<b>Expenses</b>			
(a)	Interest	0.71	0.95	1.30
(b)	Provision for other non performing assets	7.60	12.35	28.09
(c)	Other expenses	16.27	12.55	14.10
	<b>Total-2</b>	<b>24.58</b>	<b>25.85</b>	<b>43.49</b>
3	Profit (+)/ Loss (-) before tax (Total 1-Total 2)	(+) 3.77	(+) 2.23	(+) 6.47
4	Provision for tax	-	-	-
5	Prior period adjustment	-	-	-
6	Other appropriations	-	-	-
7	Amount available for dividend	-	-	-
8	Dividend for the year	-	-	-
9	Total return on capital employed	(+) 4.48	(+) 3.17	(+) 7.77
10	Percentage of total return on capital employed	1.84	1.24	2.84

(Amount: ₹ in crore)

<b>3 West Bengal Minorities Development and Finance Corporation</b>				
	<b>Particulars</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>
1	Income			
(a)	Interest on loan	10.95	12.73	18.82
(b)	Other income	7.89	36.87	34.80
	<b>Total-1</b>	<b>18.84</b>	<b>49.60</b>	<b>53.62</b>
2	Expenses			
(a)	Interest on loans	5.98	5.70	7.17
(b)	Other expenses	8.13	12.70	17.81
	<b>Total-2</b>	<b>14.11</b>	<b>18.40</b>	<b>24.98</b>
3	Surplus (+)/Deficit (-)	4.72	31.20	28.64
4	Prior period adjustment	(-) 0.03	0.83	2.24
5	Total return on Capital employed	10.67	37.73	38.05
6	Percentage of return on capital employed	3.32	7.88	6.88

Note: Total return on capital employed represents net surplus/ deficit plus total interest charged to profit and loss account (less interest capitalised).

(Amount : ₹ in crore)

<b>4 West Bengal Backward Classes Development &amp; Finance Corporation</b>				
	<b>Particulars</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>
1	Income			
(a)	Interest on loan	0.90	0.27	0.39
(b)	Other income	0.64	0.56	0.43
	<b>Total-1</b>	<b>1.54</b>	<b>0.83</b>	<b>0.82</b>
2	Expenses			
(a)	Interest on loans	0.71	0.65	0.58
(b)	Other expenses	0.97	0.58	0.89
	<b>Total-2</b>	<b>1.68</b>	<b>1.23</b>	<b>1.47</b>
3	Surplus (+)/Deficit (-)	(-)0.14	(-)0.40	(-)0.65
4	Total return on Capital employed	0.57	0.25	(-)0.30
5	Percentage of return on capital employed	1.58	0.62	0.00

(Amount : ₹ in crore)

<b>5 Calcutta State Transport Corporation</b>				
	<b>Particulars</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
<b>1</b>	Operating			
(a)	Revenue	161.92	161.13	185.40
(b)	Expenditure	188.51	185.94	213.35
(c)	Surplus(+)/ Deficit(-)	(-) 26.59	(-) 24.81	(-) 27.95
<b>2</b>	Non-operating			
(a)	Revenue	1.84	8.86	4.26
(b)	Expenditure	24.98	27.42	29.16
(c)	Surplus(+)/ Deficit(-)	(-) 23.14	(-) 18.56	(-) 24.90
<b>3</b>	<b>Total</b>			
(a)	Revenue	163.76	169.99	189.66
(b)	Expenditure	213.49	213.36	242.51
(c)	Net Profit(+)/ Loss(-)	(-) 49.73	(-) 46.98	(-) 52.85
<b>4</b>	Interest on capital and loans	24.63	26.91	28.89
<b>5</b>	Total return on Capital employed	(-) 22.37	(-) 20.07	(-) 22.56

(Amount : ₹ in crore)

<b>6 North Bengal State Transport Corporation</b>				
	<b>Particulars</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>
1	Operating			
(a)	Revenue	46.56	60.29	66.48
(b)	Expenditure	137.08	146.75	155.05
(c)	Surplus(+)/ Deficit(-) (1a-1b)	(-)90.52	(-) 86.46	(-) 88.57
2	Non-operating			
(a)	Revenue	79.28	78.91	75.59
(b)	Expenditure	20.44	25.38	27.52
(c)	Surplus(+)/ Deficit(-) (2a-2b)	58.84	53.53	48.07
3	<b>Total</b>			
(a)	Revenue (1a+2a)	124.84	139.20	142.07
(b)	Expenditure (1b+2b)	157.52	172.13	182.57
(c)	Net Profit(+)/ Loss(-)	(-) 32.68	(-) 32.93	(-) 40.50
4	Interest on capital and loans	20.43	25.36	27.51
5	Total return on Capital employed	(-) 12.25	(-) 7.57	(-) 12.99

(Amount : ₹ in crore)

<b>7 South Bengal State Transport Corporation</b>				
	<b>Particulars</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>
1	Operating			
(a)	Revenue	63.38	63.05	68.44
(b)	Expenditure	131.62	131.42	134.00
(c)	Surplus(+)/ Deficit(-) (1a-1b)	<b>(-)68.24</b>	<b>(-)68.37</b>	<b>(-)66.00</b>
2	Non-operating			
(a)	Revenue	71.56	61.91	55.63
(b)	Expenditure	29.96	30.92	31.31
(c)	Surplus(+)/ Deficit(-) (2a-2b)	<b>41.60</b>	<b>30.99</b>	<b>24.32</b>
	<b>Total</b>			
(a)	Revenue(1a+2a)	134.94	124.96	124.07
(b)	Expenditure (1b+2b)	161.58	162.34	165.75
(c)	Net Profit(+)/ Loss(-)	(-)26.64	(-)37.38	(-)41.68
4	Interest on capital and loans	19.66	20.70	21.33
5	Total return on Capital employed	(-)6.98	(-)16.68	(-)20.34

Note: Total return on capital employed represents net surplus/ deficit plus total interest charged to profit and loss account (less interest capitalised).

**Annexure 1.10**  
(Refer paragraph 1.11.1)

**Statement showing paragraphs/ reviews for which explanatory notes were not received**

Particulars/ Name of the department who did not submit explanatory notes	Years of Audit Report (Commercial)										Total number of paras/ reviews in Audit Reports of 2003-2013	Total number of paras/ reviews for which explanatory notes not received From 2003-13
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11 <sup>1</sup>	2011-12	2012-13		
Total number of paras/ reviews in Audit Report	30	25	30	25	23	23	23	17 <sup>2</sup>	16	12	224	57+11 <sup>3</sup>
Power & Non- Conventional Energy Sources	--	--	--	--	1	--	-	2	5	5+2	-	13+2
Commerce and Industries	--	--	2+3	2+1	--	1	2	-	2	1+1	-	10+5
Public Enterprises	1	-	-	1	--	1	-	1	-	1+1	-	5+1
Transport	-	-	1	-	2	-	1	-	-	2+2	-	6+2
Finance	-	-	-	-	-	-	-	-	-	1	-	1
Information Technology	-	2	-	-	-	1	1	-	4	-	-	8
Water Investigation & Development	-	1	1+1	-	-	1	-	-	-	-	-	3+1
Agriculture	1	1	-	-	-	-	-	-	1	-	-	3
Forest	-	-	-	-	-	-	-	-	-	-	-	-
Home	-	-	-	-	-	-	-	-	-	-	-	-
Tourism	-	-	1	-	-	-	-	-	1	-	-	2
Information & Cultural Affairs	-	-	-	-	-	-	-	-	-	-	-	-
Micro & Small Scale Enterprises and Textile	-	-	-	-	-	-	-	-	-	-	-	-
Urban Development & Town Planning	-	-	-	-	-	-	--	-	-	-	-	-
Public Works	-	-	1	-	-	-	1	1	-	1	-	4
Excise	-	-	1	-	-	-	-	1	-	-	-	2

<sup>1</sup>It was not due since the Report was tabled on 24 September 2012.

<sup>2</sup> One paragraph involving four departments has been treated as one paragraph in aggregate

<sup>3</sup> Paragraphs involving more than one departments have been treated as one paragraph in aggregate.



## ANNEXURE-1.11

(Refer to in paragraph 1.11.2)

Statement showing the position of COPU reports where Action Taken Notes are yet to be received from the departments as on 30 September 2014

Name of the Department/ Corporation/Company	Year of Audit Report (Commercial)	Para No.	No. of COPU Report	No. of recommendations	Date of Presentation of report to the Legislative Assembly
(1)	(2)	(3)	(4)	(5)	(6)
<b>Commerce &amp; Industries</b>					
West Bengal Industrial Development Corporation Limited	2008-09	4.12	130 <sup>th</sup>	1	29 March 2012
<b>Finance Department</b>					
West Bengal Infrastructure Development Finance Corporation Limited	2008-09	4.17	132 <sup>nd</sup>	3	29 March 2012
	2009-10	3.9	148 <sup>th</sup>	3	27 August 2013
<b>Tourism</b>					
West Bengal Tourism Development Corporation Limited	2005-06	4.17	93 <sup>rd</sup>	3	17 July 2008
	2003-04	4.13	97 <sup>th</sup>	2	2 December 2008
<b>Transport</b>					
West Bengal Surface Transport Corporation Limited	2006-07	4.8	117 <sup>th</sup>	1	22 July 2010
The Shalimar Works (1980) Limited	2010-11	3.7	147 <sup>th</sup>	3	27 August 2013
<b>Food Processing Industries &amp; Horticulture</b>					
West Bengal State Food Processing industries and Horticulture Development Corporation Limited	2008-09	4.15	126 <sup>th</sup>	5	20 December 2011
<b>Information Technology</b>					
Webel Mediatronics Limited	2010-11	3.13	149 <sup>th</sup>	3	19 February 2014
<b>Power and Non-Conventional Energy Sources</b>					
The Durgapur Projects Limited	2010-11	3.1	144 <sup>th</sup>	2	27 July 2013
West Bengal Power Development Corporation Limited	2010-11	3.4	150 <sup>th</sup>	2	19 February 2014
<b>Public Works</b>					
The Britannia Engineering Limited	<i>Suo moto</i>		136 <sup>th</sup>	10	11 December 2012
<b>Public Enterprises</b>					
The Gluconate Health Limited	<i>Suo moto</i>		136 <sup>th</sup>	-	11 December 2012
<b>Sundarban Affairs</b>					
Sundarban Infrastructure Development Corporation Limited	2009-10	3.11	142 <sup>nd</sup>	4	19 March 2013
	2009-10	3.12	143 <sup>rd</sup>	1	19 March 2013
<b>Total</b>			<b>14</b>	<b>43</b>	

Note: 136<sup>th</sup> Report of COPU consists of both 'The Britannia Engineering Limited' and 'The Gluconate Health Limited'

**Annexure 1.12**

*(Referred to in paragraph 1.11.3)*

**Statement showing department –wise outstanding Inspection Reports (IRs)**

Sl. No	Name of department	No.of PSUs	No.of outstanding IRs	No.of outstanding paragraphs	Year from which paragraphs outstanding
1	Power	05	10	30	2012-13
2	Commerce and Industries	09	12	04	2012-13
3	Public Enterprises	06	08	07	2010-11
4	Finance	02	04	05	2012-13
5	Micro and Small Scale Enterprises and Textiles	06	07	03	2011-12
6	Agriculture	01	01	02	2013-14
7	Forest	02	04	01	2011-12
8	Information Technology	07	07	01	2011-12
9	Food processing Industries and Horticulture	01	01	01	2012-13
10	Fisheries	02	02	02	2012-13
11	Water Investigation and Development	02	02	-	2013-14
12	Sundarban Affairs	01	02	03	2011-12
13	Animal Resources and Development	02	02	01	2012-13
14	Tourism	01	01	-	2010-11
15	Urban Development	01	02	09	2012-13
16	Backward Class Welfare	02	04	01	2010-11
17	Minorities Development	01	01	01	2012-13
18	Information and Cultural Affairs	02	03	-	2008-09
19	Self Employment	02	02	01	2011-12
20	Food Supplies	02	04	04	2011-12
21	Transport	06	08	16	2011-12
22	Health& and family welfare	01	01	-	2011-12
23	Excise	01	01	-	2012-13
24	Public works	03	03	03	2012-13
	<b>Total</b>	<b>68</b>	<b>92</b>	<b>95</b>	

## Annexure 1.13

(Referred to in Paragraph 1.11.3)

**Statement showing department-wise draft paragraphs/ Performance Audits replies to which are awaited**

Sl. No	Name of the Department	No. of draft Paragraphs	No. of Performance Audit Reports	Period of issue
01	Commerce & Industries			August 2014
02	Public Enterprises			
03	Power & Non-conventional energy sources		1	September 2014
04	Tourism	1		August 2014
05	Finance			
06	Transport	1		May 2014
07	Forest	1		August 2014
08	Public works			August 2014/ July 2014
09	Sundarban Affairs Department	2		August 2014/ June 2014
	<b>Total</b>	<b>5</b>	<b>1</b>	

### Annexure 2.1

(Referred to in paragraph 2.1.8.3)

#### Statement regarding total fuel cost disallowed by WBERC due to excess AEC

Unit	Years	Actual Generation (in MU)	Actual oil consumption (in KL)	Actual coal consumption (in MT)	AEC norms of WBERC (in %)	AEC as per norms (in MU)	Actual AEC (in %)	Actual AEC (in MU)	Excess AEC (in MU)	Average Oil used for excess AEC (in KL)	Average coal used for excess AEC (in MT)	Average price of oil (₹ in crore)	Average price of Coal (₹ in crore)	Cost of oil disallowed due to excess AEC by WBERC (₹ in crore)	Cost of coal disallowed due to excess AEC by WBERC (₹ in crore)	Total fuel cost disallowed by WBERC due to excess AEC (₹ in crore)
DPL-VII	2009-10	238.30	7,482.00	10,49,338	8.50	20.26	11.00	26.21	5.96	187.05	26,233.45	41,356.42	1,916.39	0.77	5.03	5.80
	2010-11	817.81	445.00	1,84,160	8.50	69.51	10.23	83.66	14.15	7.70	3,185.97	43,798.98	2,095.37	0.03	0.67	0.70
	2011-12	1,116.85	3,285.00	5,10,492	8.50	94.93	11.32	126.41	31.47	92.57	14,385.67	49,918.27	2,146.92	0.46	3.09	3.55
	2012-13	1,190.65	3,280.00	8,67,336	8.50	101.21	12.12	144.26	43.05	118.60	31,362.86	56,515.28	2,252.80	0.67	7.07	7.74
	2013-14	4,897.85	4,485.00	9,54,998	8.50	416.32	12.96	634.86	218.54	200.12	42,612.00	63,871.58	2,685.71	1.28	11.44	12.72
<b>Total</b>									<b>313.17</b>	<b>606.05</b>	<b>1,17,779.95</b>		<b>3.22</b>	<b>27.29</b>	<b>30.51</b>	
BkTPS-IV&V	2009-10	2,785.02	3,954.73	17,40,878	9.00	250.65	10.58	294.66	44.00	62.48	27,505.88	38,566.59	2,297.90	0.24	6.32	6.56
	2010-11	3,236.16	1,876.97	21,37,327	9.00	291.25	10.69	345.95	54.69	31.72	36,120.82	38,016.29	2,208.38	0.12	7.98	8.10
	2011-12	3,108.45	2,051.58	20,32,653	9.00	279.76	9.55	296.86	17.10	11.28	11,179.59	42,848.91	2,671.96	0.05	2.99	3.04
	2012-13	3,362.02	1,210.33	21,70,470	9.00	302.58	9.64	324.10	21.52	7.75	13,891.01	54,010.16	3,279.46	0.04	4.56	4.60
	2013-14	2,777.35	2,527.39	18,95,399	9.00	249.96	10.25	284.68	34.72	31.59	23,692.49	58,575.93	3,049.39	0.19	7.22	7.41
<b>Total</b>									<b>172.02</b>	<b>144.83</b>	<b>1,12,389.78</b>		<b>0.64</b>	<b>29.06</b>	<b>29.70</b>	
STPS-V&VI	2009-10	985.56	9,904.88	6,97,882	9.00	88.70	6.70	66.03						Within WBERC Norms		
	2010-11	1,546.04	3,725.95	10,48,197	9.00	139.14	10.60	163.83	24.69	59.50	16,738.05	39,816.42	3,333.89	0.24	5.58	5.82
	2011-12	2,581.60	7,099.39	17,88,672	9.00	232.34	9.53	246.10	13.76	37.84	9,533.93	45,609.09	3,228.71	0.17	3.08	3.25
	2012-13	2,410.48	5,351.27	15,85,194	9.00	216.94	9.97	240.35	23.41	51.96	15,393.38	50,964.34	3,602.21	0.26	5.55	5.81
	2013-14	2,736.85	4,406.33	18,66,953	9.00	246.32	9.85	269.53	23.21	37.37	15,831.77	53,821.39	3,096.55	0.20	4.90	5.10
<b>Total</b>									<b>85.06</b>	<b>186.67</b>	<b>57,497.14</b>		<b>0.88</b>	<b>19.11</b>	<b>19.98</b>	

Unit	Years	Actual Generation (in MU)	Actual oil consumption (in KL)	Actual coal consumption (in MT)	AEC norms of WBERC (in %)	AEC as per norms (in MU)	Actual AEC (in %)	Actual AEC (in MU)	Excess AEC (in MU)	Average Oil used for excess AEC (in KL)	Average coal used for excess AEC (in MT)	Average price of oil (₹ in crore)	Average price of Coal (₹ in crore)	Cost of oil disallowed due to excess AEC by WBERC (₹ in crore)	Cost of coal disallowed due to excess AEC by WBERC (₹ in crore)	Total fuel cost disallowed by WBERC due to excess AEC (₹ in crore)
SgTPS-I&II	2009-10	3,313.47	9,874.14	19,98,210	9.00	298.21	11.58	383.71	85.50	254.79	51,560.54	35,206.78	2,645.00	0.90	13.64	14.53
	2010-11	3,799.57	6,079.31	26,44,595	9.00	341.96	11.60	440.76	98.80	158.08	68,767.98	36,199.03	2,307.02	0.57	15.86	16.44
	2011-12	4,078.03	8,441.52	29,45,313	9.00	367.02	11.48	468.14	101.12	209.31	73,030.87	46,699.27	2,528.58	0.98	18.47	19.44
	2012-13	3,896.39	5,026.35	26,27,003	9.00	350.68	11.53	449.40	98.73	127.36	66,562.80	56,028.44	3,656.58	0.71	24.34	25.05
	2013-14	3,376.76	4,457.32	25,70,745	9.00	303.91	12.51	422.49	118.58	156.52	90,274.70	55,398.68	3,080.39	0.87	27.81	28.68
	<b>Total</b>								<b>502.72</b>	<b>906.06</b>	<b>3,50,196.90</b>			<b>4.03</b>	<b>100.12</b>	<b>104.14</b>
	<b>WBDCL TOTAL</b>															
	<b>Grand Total</b>															
														<b>8.76</b>	<b>175.58</b>	<b>184.34</b>

**Annexure 2.2**

*(Referred to in paragraph 2.1.8.3)*

**Statement regarding losses due to non-achieving of oil rate**

Unit	Years	Generation	Oil consumption (in kl) (BXD)	Actual oil rate (ml/kwh)	WBERC norms (ml/kwh)	Oil consumption allowed as per norms (in kl) (BXE)	Excess oil consumption (in kl) (C-F)	Average price of oil (in ₹)	Loss due to excess oil consumption (₹ in crore)
	A	B	C	D	E	F	G	H	I
DPL-VII	2009-10	1,534.24	7,482.00	4.88	1.50	2,301.36	5,180.64	41,356.42	21.43
	2010-11	238.30	445.00	1.87	1.00	238.30	206.70	43,798.98	0.91
	2011-12	817.81	3,285.00	4.02	1.00	817.81	2,467.19	49,918.27	12.32
	2012-13	1,116.85	3,280.00	2.94	1.00	1,116.85	2,163.15	56,515.28	12.23
	2013-14	1,190.65	4,485.00	3.77	1.00	1,190.65	3,294.35	63,871.58	21.04
	<b>TOTAL</b>						<b>13,312.03</b>		<b>67.91</b>
BkTPP-IV&V	2009-10	2,785.02	3,954.73	1.42	1.50	4,177.53	Within WBERC norms		
	2010-11	3,236.16	1,876.97	0.58	1.30	4,207.01			
	2011-12	3,108.45	2,051.58	0.66	1.30	4,040.99			
	2012-13	3,362.02	1,210.33	0.36	1.30	4,370.63			
	2013-14	2,777.35	2,527.39	0.91	1.30	3,610.56			
STPS-V&VI	2009-10	985.56	9,904.88	10.05	1.50	1,478.34	8,426.54	36,652.80	30.89
	2010-11	1,546.04	3,725.95	2.41	1.00	1,546.04	2,179.91	39,816.42	8.68
	2011-12	2,581.60	7,099.39	2.75	1.00	2,581.60	4,517.79	45,609.09	20.61
	2012-13	2,410.48	5,351.27	2.22	1.00	2,410.48	2,940.79	50,964.34	14.99
	2013-14	2,736.85	4,406.33	1.61	1.00	2,736.85	1,669.48	53,821.39	8.99
	<b>TOTAL</b>						<b>19,734.51</b>		<b>84.14</b>

Unit	Years	Generation	Oil consumption (in kl) (BXD)	Actual oil rate (ml/kwh)	WBERC norms (ml/kwh)	Oil consumption allowed as per norms (in kl) (BXE)	Excess oil consumption (in kl) (C-F)	Average price of oil (in ₹)	Loss due to excess oil consumption (₹ in crore)
SgTPP-I&II	2009-10	3,313.47	9,874.14	2.98	1.50	4,970.21	4,903.94	35,206.78	17.27
	2010-11	3,799.57	6,079.31	1.60	1.00	3,799.57	2,279.74	36,199.03	8.25
	2011-12	4,078.03	8,441.52	2.07	1.00	4,078.03	4,363.49	46,699.27	20.38
	2012-13	3,896.39	5,026.35	1.29	1.00	3,896.39	1,129.95	56,028.44	6.33
	2013-14	3,376.76	4,457.32	1.32	1.00	3,376.76	1,080.56	55,398.68	5.99
<b>TOTAL</b>							<b>13,757.69</b>		<b>58.21</b>
<b>TOTAL WBPDC</b>							<b>33,492.19</b>		<b>142.36</b>
<b>Grand Total</b>							<b>46,804.22</b>		<b>210.27</b>

**Annexure 2.3**

(Referred to in paragraph 2.1.8.4)

**Statement regarding shortfall in achieving PAF and consequential loss of capacity charges**

Unit	Years	Installed Capacity of newly generating units (MW)	Norm of WBERC (in %)	Actual availability (in %)	Shortfall/ (Surplus) (in %)	Annual Capacity Charge as per WBERC tariff order (₹ in crore)	Actual capacity charge allowed (₹ in crore)	Loss due to non - achievement of Availability norms (₹ in crore)
DPL-VII	2009-10	300	85	74.67	10.33	198.16	174.08	24.08
	2010-11	300	85	11.30	73.70	195.49	25.99	169.50
	2011-12	300	85	44.93	40.07	304.91	161.17	143.74
	2012-13	300	85	58.69	26.31	314.89	217.42	97.47
	2013-14	300	85	66.40	18.60	359.23	280.62	78.61
<b>TOTAL</b>								<b>513.40</b>
BkTPS-IV&V	2009-10	420	85	79.69	5.31	368.52	345.50	23.02
	2010-11	420	85	88.97				
	2011-12	420	85	85.31				
	2012-13	420	85	94.58				
	2013-14	420	85	82.31	2.69	299.30	289.83	9.47
<b>TOTAL</b>								<b>32.49</b>
STPS-V&VI	2009-10	250	85	43.68	41.32	232.04	119.24	112.80
	2010-11	250	85	70.40	14.60	265.77	220.12	45.65
	2011-12	500	85	79.95	5.05	444.57	418.16	26.41
	2012-13	500	85	58.81	26.19	498.88	345.17	153.71
	2013-14	500	85	73.59	11.41	457.69	396.25	61.44
<b>TOTAL</b>								<b>400.01</b>
SgTPS-I&II	2009-10	600	85	60.69	24.31	504.91	360.51	144.40
	2010-11	600	85	72.13	12.87	518.74	440.20	78.54
	2011-12	600	85	75.98	9.02	468.97	419.20	49.77
	2012-13	600	85	77.54	7.46	427.44	389.93	37.51
	2013-14	600	85	69.37	15.63	456.19	372.30	83.89
<b>TOTAL</b>								<b>394.11</b>
<b>WBERC TOTAL</b>								<b>826.62</b>
<b>GRAND TOTAL</b>								<b>1,340.02</b>



**Annexure 2.4**  
(Referred to in paragraph 2.1.8.4)  
**Statement regarding shortfall in generation**

Unit	Years	Installed capacity of newly generating units (MW)	Possible generation (in MU)	Power to be generated as per norms (in MU)	Actual generation	Shortfall/ (Surplus) (in MU)	Norm of WBERC (in %)	Actual PLF (in %)	Shortfall/ (Surplus) (in %)
<b>The Durgapur Projects Limited (DPL)</b>									
DPL-VII	2009-10	300	2,628.00	2,102.40	1,534.24	568.16	80	58.38	21.62
	2010-11	300	2,628.00	2,102.40	238.30	1,864.10	80	9.07	70.93
	2011-12	300	2,635.20	2,108.16	817.81	1,290.35	80	31.03	48.97
	2012-13	300	2,628.00	2,102.40	1,116.85	985.55	80	42.50	37.50
	2013-14	300	2,628.00	2,102.40	1,190.65	911.75	80	45.31	34.69
	<b>TOTAL</b>		<b>13,147.20</b>	<b>10,517.76</b>	<b>4,897.85</b>	<b>5,619.91</b>			
<b>West Bengal Power Development Corporation Limited (WBPDCCL)</b>									
BkTPP-IV&V	2009-10	420	3,240.72	2,592.58	2,785.02	More than WBERC norms	80	85.94	More than WBERC norms
	2010-11	420	3,679.20	2,943.36	3,236.16		80	87.96	
	2011-12	420	3,689.28	2,951.42	3,108.45		80	84.26	
	2012-13	420	3,679.20	2,943.36	3,362.02		80	91.38	
	2013-14	420	3,679.20	2,943.36	2,777.35	166.01	80	75.49	4.51
	<b>TOTAL</b>		<b>17,967.60</b>	<b>14,374.08</b>	<b>15,269.00</b>	<b>166.01</b>			
STPS-V&VI	2009-10	250	2,190.00	1,752.00	985.56	766.44	80	45.00	35.00
	2010-11	250	2,190.00	1,752.00	1,546.04	205.96	80	70.60	9.40
	2011-12	500	3,300.00	2,640.00	2,581.60	58.40	80	78.23	1.77
	2012-13	500	4,380.00	3,504.00	2,410.48	1,093.52	80	55.03	24.97

Unit	Years	Installed capacity of newly generating units (MW)	Possible generation (in MU)	Power to be generated as per norms (in MU)	Actual generation	Shortfall/ (Surplus) (in MU)	Norm of WBERC (in %)	Actual PLF (in %)	Shortfall/ (Surplus) (in %)
	2013-14	500	4,380.00	3,504.00	2,736.85	767.15	80	62.49	17.51
	<b>TOTAL</b>		<b>16,440.00</b>	<b>13,152.00</b>	<b>10,260.53</b>	<b>2,891.48</b>			
SgTPP-I&II	2009-10	600	5,256.00	4,204.80	3,313.47	891.33	80	63.04	16.96
	2010-11	600	5,256.00	4,204.80	3,799.57	405.23	80	72.29	7.71
	2011-12	600	5,270.40	4,216.32	4,078.03	138.29	80	77.38	2.62
	2012-13	600	5,256.00	4,204.80	3,896.39	308.41	80	74.13	5.87
	2013-14	600	5,256.00	4,204.80	3,376.76	828.04	80	64.25	15.75
	<b>TOTAL</b>		<b>26,294.40</b>	<b>21,035.52</b>	<b>18,464.22</b>	<b>2,571.30</b>			
	<b>WBERC TOTAL</b>		<b>60,702.00</b>	<b>48,561.60</b>	<b>43,993.75</b>	<b>5,628.78</b>			
	<b>GRAND TOTAL</b>		<b>73,849.20</b>	<b>59,079.36</b>	<b>48,891.60</b>	<b>11,248.69</b>			

Note:-

- Possible generation = Installed capacity × 24 hours × No. of days in a year
- Power to be generated as per norms = Possible generation × PLF norms
- Actual PLF = Actual Generation / Possible generation × 100
- Possible generation for unit-V of BkTPS has been restricted to 278 days for the year 2009-10 considering COD on 27 June 2009
- Possible generation for unit-VI of STPS has been restricted to 184 days for the year 2011-12 considering COD on 30 September 2011

**Annexure 2.5**  
(Referred to in paragraph 2.1.9.3)  
**Status of energy audit recommendations**

Name of units	Energy audit in	Cost (₹ in lakh)	Total no. of recommendations given by energy auditor	Total no. of recommendations implemented by management	Total no. of recommendations rejected by management	Total no. of recommendations is in progress	Total no. of recommendations not yet taken up
SgTPP-I	July 2010	10.08	20	10	0	5	5
SgTPP-II	December 2011		7	2	0	1	4
BkTPP-IV	May 2011	19.88	5	2	2	1	0
BkTPP-V	September 2011		6	2	4	0	0
STPS-V	June 2011	5.9	13	8	2	1	2
STPS-VI			Not yet done				
DPL-VII			Not yet done				

**Annexure 2.6**

(Referred to in paragraph 2.2.11.1)

**Statement showing summary of implementation of units facilitated by WBIDC/WBIIDC in their Industrial Parks/ Growth Centres**

*Position as at December 2014*

Particulars		WBIDC		WBIIDC	
		Area in acres	No. of units	Area in acres	No. of units
<b>Plots allotted in IP/GC</b>	Business in operation	1,120.45	110.00	1,080.39	305.00
	Un-implemented projects	262.67	45.00	483.10	125.00
	Factory closed	315.42	1.00	18.63	9.00
	Under Construction	276.04	16.00	113.34	14.00
	<b>Total</b>	<b>1,974.58</b>	<b>172.00</b>	<b>1,695.46</b>	<b>453.00</b>
	<b>Particulars</b>	<b>Area in SFT</b>	<b>No. of units</b>		
<b>Modules allotted in IP</b>	Business in operation	7,65,444.97	165.00		
	Un-implemented projects	73,448.78	19.00		
	Under Construction	45,664.43	7.00		
	<b>Total</b>	<b>8,84,558.18</b>	<b>191.00</b>		
	<b>Particulars</b>	<b>Area in acres</b>	<b>No. of units</b>		
<b>Land allotted on 'As is where is' basis</b>	Business in operation	218.29	2		
	Land lying un-utilised	1,842.94	5		
	Under Construction	495.83	3		
	<b>Total</b>	<b>2,557.06</b>	<b>10</b>		

**Annexure 3.1***(Referred to in paragraphs 3.1.2.1 & 3.1.2.2)***Table showing documents to be maintained by an organisation for effective supervision over information technology assets**

<b>No</b>	<b>List of documents</b>
1	Brief background of the organization's need for IT assets.
2	Organisational chart of the entity with details of reporting responsibilities
3	Personnel policy
4	Regulations and laws that affect the organisation (for example, Income Tax Act, Company Law etc)
5	List of applications and their details
6	Network and application architecture, including client-server architecture
7	Organisational structure of the IT department with job descriptions
8	IT department's responsibilities with reference to the specific application
9	Business case for the system
10	Cost associated with the system
11	Project management reports
12	Details of hardware
13	Details of software (including whether developed in-house etc)
14	Database details
15	Data Flow Diagram, Data Dictionary, Table listings
16	If it is an RDBMS, details of relationships between the tables and database triggers
17	Details of interfaces with other systems
18	Systems manual, User manual and Operations manual
19	Performance analysis reports
20	List of users with permissions
21	Input output documents
22	Test data and test results
23	Security set up for the system
24	Previous audit reports
25	Internal audit reports
26	User feedback about the system
27	Peer review reports

*Source : Manual of Information Technology Audit, Volume II, O/o the Comptroller & Auditor General of India.*

**Annexure 3.2**  
(Referred to in paragraph 3.1.2.3)

**Table Showing Various Guidelines, Standards and Directives issued by Government governing information systems security and control**

SI No.	Name of the Document	Content of the Document	Release date	URL of the document
1	Information Security Policy for protection of critical Information Infrastructure	Information Security Policy	1-May-2006	<a href="http://www.cert-in.org.in/">http://www.cert-in.org.in/</a>
2	Information Security Management Implementation Guide for Government Organization	Security Management	August, 2007	<a href="http://www.cert-in.org.in/">http://www.cert-in.org.in/</a>
4	CERT-In Security Guidelines CIGS-2011-03	Securing Wireless Access Points/Routers	25-Nov-2011	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
5	CERT-In Security Guidelines CIGS-2011-02	Safety measures for using credit card	20-Sep-2011	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
6	CERT-In Security Guidelines CIGS-2011-01	Safety tips for using emails	20-Sep-2011	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
7	CERT-In Security Guidelines CIGS-2010-01	Securing IIS 7.0 Web Server	26-Nov-2010	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
8	CERT-In Security Guidelines CIGS-2008-01	Guidelines for Auditing and Logging	31-Dec-2008	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
9	CERT-In Security Guidelines CIGS-2006-01	Securing IIS 6.0 Web Server	11-Oct-2006	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
10	CERT-In Security Guidelines CIGS-2005-02	Redhat Enterprises Linux 3.0 Minimization and Hardening Guidelines	18-May-2005	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
11	CERT-In Security Guidelines CIGS-2005-01	Microsoft SQL Server Security Guidelines	1-Mar-2005	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
12	CERT-In Security Guidelines CIGS-2004-04	Web Server Security Guidelines	17-Aug-2004	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
13	CERT-In Security Guidelines CIGS-2004-03	Implementation of Central Logging Server using Syslog-ng	28-Jun-2004	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
14	CERT-In Security Guidelines CIGS-2004-02	Cisco Router Security Best Practices	11-Jun-2004	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
15	CERT-In Security Guidelines CIGS-2004-01	Securing Red Hat Linux 9.0 as a Web Server	4-Jun-2004	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
16	CERT-In Security Guidelines CIGS-2003-09	Microsoft Windows 2000 Advanced Server	21-Oct-2003	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>

SI No.	Name of the Document	Content of the Document	Release date	URL of the document
17	CERT-In Security Guidelines CIGS-2003-08	Cisco Router Security Guidelines	21-Oct-2003	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
18	CERT-In Security Guidelines CIGS-2003-07	Database Server Security Guidelines	21-Oct-2003	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
19	CERT-In Security Guidelines CIGS-2003-06	IDS: Intrusion detection System	25-Aug-2003	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
20	CERT-In Security Guidelines CIGS-2003-05	Anti-Virus Policy: Best Practices	13-Aug-2003	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
21	CERT-In Security Guidelines CIGS-2003-04	System Security Guidelines	4-Jul-2003	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
22	CERT-In Security Guidelines CIGS-2003-03	Hacking - How they do it?	4-Jul-2003	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
23	CERT-In Security Guidelines CIGS-2003-02	IT Security Policy	4-Jul-2003	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
24	CERT-In Security Guidelines CIGS-2003-01	Security Guidelines for Stand-alone Computers and Computers connected to Networks	6-Jun-2003	<a href="http://www.cert-in.org.in/guidelines">http://www.cert-in.org.in/guidelines</a>
25	GOI Web Guidelines		January, 2009	<a href="https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Indian%20Government%20Websites/GOI_Web_Guidelines.pdf">https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Indian%20Government%20Websites/GOI_Web_Guidelines.pdf</a>
26	E Governance Security Standards Framework		January, 2010	<a href="https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-Framework-ApproachPaper.pdf">https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-Framework-ApproachPaper.pdf</a>
27	Guidelines for Security Categorization of Information System eSAFE-GD100	E Security Assurance Framework	January, 2010	<a href="https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD100-IS-Categorization_IS-Guidelines.pdf">https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD100-IS-Categorization_IS-Guidelines.pdf</a>
28	Catalogue of Security Controls eSAFE-GD 200	E Security Assurance Framework	January, 2010	<a href="https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD200-CatalogOfSecurityControls.pdf">https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD200-CatalogOfSecurityControls.pdf</a>
29	Baseline Security Controls for Low Impact Information Systems eSAFE-GD 201	E Security Assurance Framework	January, 2010	<a href="https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD201-BaselineSecurityControls-LowImpact.pdf">https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD201-BaselineSecurityControls-LowImpact.pdf</a>
30	Baseline Security Controls for Medium Impact Information Systems eSAFE-GD202	E Security Assurance Framework	January, 2010	<a href="https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD202-BaselineSecurityControls-MediumImpact.pdf">https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD202-BaselineSecurityControls-MediumImpact.pdf</a>
31	Baseline Security Controls for High Impact Information Systems eSAFE-GD203	E Security Assurance Framework	January, 2010	<a href="https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD203-BaselineSecurityControls-HighImpact.pdf">https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD203-BaselineSecurityControls-HighImpact.pdf</a>
32	Guidelines for Implementation of Security Controls	E Security Assurance Framework	January, 2010	<a href="https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD210-ImplementationGuidelines_ver1.0.pdf">https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD210-ImplementationGuidelines_ver1.0.pdf</a>

Sl No.	Name of the Document	Content of the Document	Release date	URL of the document
33	Guidelines for Assessment of Effectiveness of Security Controls	E Security Assurance Framework	January, 2010	<a href="https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD220-AssessmentGuidelines_ver1.0.pdf">https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD220-AssessmentGuidelines_ver1.0.pdf</a>
34	Guidelines for Information Security Risk Assessment and Management eSAFE-GD300	E Security Assurance Framework	January, 2010	<a href="https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD300-RA.pdf">https://egovstandards.gov.in/sites/default/files/Guidelines/Guidelines%20for%20Information%20Security/eSAFE-GD300-RA.pdf</a>
35	Policy on Open Standards for e-Governance	Open standards	November, 2010	<a href="https://egovstandards.gov.in/sites/default/files/Policy/Policy%20On%20Open%20Standards/Policy_on_Open_Standards_for_e-Governance.pdf">https://egovstandards.gov.in/sites/default/files/Policy/Policy%20On%20Open%20Standards/Policy_on_Open_Standards_for_e-Governance.pdf</a>
36	IFEG: Technical Standards	Technical Standards for Interoperability Framework for E-Governance (IFEG) in India	May, 2012	<a href="https://egovstandards.gov.in/sites/default/files/Published_Standards/Technical%20Standards%20for%20IFEG/Technical_Standards_for_IFEG_Ver1.0.pdf">https://egovstandards.gov.in/sites/default/files/Published_Standards/Technical%20Standards%20for%20IFEG/Technical_Standards_for_IFEG_Ver1.0.pdf</a>



**Annexure 3.3**

*(Referred to in Paragraph 3.2)*

**Statement showing status of works undertaken by Sundarban Infrastructure Development Corporation Limited as of 31 March 2013**

SI No.	Name of the deposit work	Financial Year when fund first received	Status of Work	Agency charges collected	Total fund received up to 31-3-13	Total cost of work done up to 31-3-13 (%)	Total income from deposit work up to 31-3-13	Total contingency charge up to 31-3-13	Unspent amount	Agency charges not claimed
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
1	Construction of Playground at ITI Building	2008-09	Work in progress	Yes	22,10,000.00	19,50,273.00	1,95,027.00	64,700.00	Nil	Nil
2	Sinking of Tubewell Phase 2	2008-09	Completed	Yes (Short)	5,00,00,000.00	4,92,51,877.00 (98%)	6,45,544.00	Nil	1,02,579.00	42,79,643.00
3	Sinking of Tubewell Phase 3	2008-09	Completed	Yes (Short)	3,00,00,000.00	2,73,91,668.00 (91%)	25,22,853.00	85,479.00	Nil	2,16,314.00
4	Construction of Industrial training Institute (ITI) Buildings -I.T.I Maldah	2008-09	Work in progress	Yes (Short)	3,80,23,152.00	3,48,40,800.00 (92%)	26,07,206.00	5,75,146.00	Nil	8,76,874.00
5	Construction of Agriculture Department Works	2008-09	Work in progress	Yes (Short)	4,25,47,095.00	3,15,21,322.00 (74%)	28,72,077.00	12,76,413.00	68,77,283.00	2,80,055.00
6	Construction of Bituminous Road No. 1 from Company Thek to Mahamayatala Bridge	2008-09	Completed	No	91,09,000.00	90,99,877.00 (99%)	Nil	Nil	9,123.00	9,09,987.70
7	Sinking of Tubewell Phase 1	2008-09	Completed	No	1,02,99,226.00	1,10,73,815.00 (100%)	Nil	Nil	(7,74,589.00)	11,07,381.50
8	Institutional Complex at Pratibandhi Village	2008-09	Work in progress	No	25,00,000.00	23,80,000.00 (95%)	Nil	Nil	1,20,000.00	2,38,000.00
9	Ornamental Fisheries Project	2008-09	Work in progress	No	2,30,000.00	2,25,593.00 (98%)	Nil	Nil	4,407.00	22,559.30
10	Sinking of Tubewell under MP LAD	2008-09	Work in progress	No	1,38,48,780.00	93,24,861.00 (67%)	Nil	Nil	45,23,919.00	9,32,486.10
11	Road No. 2 from Shirshatala to Kanmari	2008-09	Work in progress	No	3,34,50,000.00	3,09,02,070.00 (92%)	Nil	20,07,000.00	5,40,930.00	30,90,207.00

Sl No.	Name of the deposit work	Financial Year when fund first received	Status of Work	Agency charges collected	Total fund received up to 31-3-13	Total cost of work done up to 31-3-13 (%)	Total income from deposit work up to 31-3-13	Total contingency charge up to 31-3-13	Unspent amount	Agency charges not claimed
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
12	Construction of Bridge No. 1 Over Sonatikankhal at Dhai more	2008-09	Work in progress	No	7,89,40,000.00	7,87,66,976.00 (99%)	Nil	Nil	1,73,024.00	7,876,697.60
13	Printing and Supply of Text Books	2008-09	Work in progress	No	3,75,000.00	3,43,526.00 (91%)	Nil	Nil	31,474.00	34,352.60
<b>Sub-total 2008-09</b>										<b>1,98,64,557.80</b>
14	Construction of ITI Buildings - I.T.I Bankura	2009-10	Completed	Yes	3,08,00,500.00	2,74,67,320.00	27,46,732.00	5,86,448.00	Nil	Nil
15	Construction of ITI Buildings - I.T.I Egra	2009-10	Completed	Yes	4,20,05,575.00	3,02,74,571.00	30,27,457.00	Nil	87,03,547.00	Nil
16	Construction of ITI Buildings - I.T.I Sarengabad	2009-10	Work in progress	Yes	4,86,43,489.00	2,70,04,545.00	51,02,889.00	Nil	1,65,36,055.00	Nil
17	Construction of ITI Buildings - I.T.I Chengail	2009-10	Work in progress	Yes	4,85,56,470.00	3,02,55,372.00	30,25,537.00	Nil	1,52,75,561.00	Nil
18	Construction of ITI Buildings - I.T.I Birsingha	2009-10	Work in progress	Yes	4,43,83,000.00	3,28,64,330.00	32,86,433.00	Nil	82,32,237.00	Nil
19	Construction of Coastal Police stations -Digha Mohona	2009-10	Work in progress	Yes	75,79,104.00	66,49,609.00	6,64,961.00	2,27,373.00	37,161.00	Nil
20	Construction of Coastal Police stations -Frejarganj	2009-10	Work in progress	Yes (Short)	75,79,104.00	67,80,644.00 (89%)	5,04,708.00	2,27,373.00	66,379.00	1,73,356.00
21	Construction of Eco-Tourism Project at Bakkhali	2009-10	Work in progress	No	2,80,88,100.00	1,66,34,366.00 (60%)	Nil	Nil	1,14,53,734.00	16,63,436.60
22	Construction of Dwelling Units	2009-10	Work in progress	No	12,84,34,000.00	12,84,34,000.00 (100%)	Nil	Nil	Nil	128,43,400.00
23	For Aila Restoration Work	2009-10	Work in progress	No	10,00,000.00	10,00,000.00 (100%)	Nil	Nil	Nil	1,00,000.00
24	Construction of Youth Hostel and Resort at Bally	2009-10	Work in progress	No	1,50,00,000.00	54,57,650.00 (36%)	Nil	Nil	95,42,350.00	5,45,765.00

Sl No.	Name of the deposit work	Financial Year when fund first received	Status of Work	Agency charges collected	Total fund received up to 31-3-13	Total cost of work done up to 31-3-13 (%)	Total income from deposit work up to 31-3-13	Total contingency charge up to 31-3-13	Unspent amount	Agency charges not claimed
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
25	Construction of Gallery at Jadavpur Stadium	2009-10	Work in progress	No	98,00,000.00	98,00,000.00 (100%)	Nil	Nil	Nil	9,80,000.00
26	Construction of Dhola Mahavidyalya	2009-10	Work in progress	No	1,00,00,000.00	3,59,938.00 (4%)	Nil	Nil	96,40,062.00	35,993.80
27	Construction of RCC Bridge Over Drainage Channel at Kakrahata	2009-10	Work not started	No	29,04,771.00	Nil	Nil	Nil	29,04,771.00	Not applicable
28	Construction of Road at Pandar Bazaar	2009-10	Work not started	No	1,35,81,900.00	Nil	Nil	Nil	1,35,81,900.00	Not applicable
<b>Sub-total 2009-10</b>										<b>1,63,41,951.40</b>
29	Construction of ITI Buildings - I.T.I Rampurhat	2010-11	Completed	Yes	4,47,24,427.00	2,56,17,147.00	25,61,714.00	0	1,65,45,566.00	Nil
30	Sinking of Tubewell Phase 5	2010-11	Completed	No	1,60,39,400.00	1,51,65,120.00 (95%)	Nil	0	8,74,280.00	1,516,512.00
31	Sinking of Tubewell Phase 4	2010-11	Completed	No	3,08,94,000.00	2,89,36,876.00 (94%)	Nil	9,26,820.00	10,30,304.00	2,893,687.60
32	Construction of Reinforced Cement Concrete (RCC) Jetty	2010-11	Work in progress	No	2,75,36,575.00	2,47,61,721.00 (90%)	Nil	8,26,097.00	19,48,757.00	2,476,172.10
33	Construction of Annexe Building at Raidighi with internal electrification	2010-11	Work in progress	No	60,00,000.00	18,42,510.00 (30%)	Nil	Nil	41,57,490.00	184,251.00
34	Construction of R.C.C Jetty at Basanti Block	2010-11	Work in progress	No	21,68,603.00	14,02,640.00 (67%)	Nil	Nil	7,65,963.00	140,264.00
35	Construction of Boundry Wall at Frejaganj	2010-11	Work in progress	No	66,89,137.00	36,74,990.00 (55%)	Nil	Nil	30,14,147.00	367,499.00
36	Development of Playground at Jadavpur Stadium	2010-11	Work not started	No	2,00,000.00	Nil	Nil	Nil	2,00,000.00	Not applicable
37	Muslim Girls Hostel at Basanti	2010-11	Work not started	No	25,00,000.00	Nil	Nil	Nil	25,00,000.00	Not applicable
<b>Sub-total 2010-11</b>										<b>75,78,385.70</b>

SI No.	Name of the deposit work	Financial Year when fund first received	Status of Work	Agency charges collected	Total fund received up to 31-3-13	Total cost of work done up to 31-3-13 (%)	Total income from deposit work up to 31-3-13	Total contingency charge up to 31-3-13	Unspent amount	Agency charges not claimed
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
38	Construction of ITI Buildings - I.T.I Gaighata	2011-12	Completed	No	1,00,00,000.00	3,58,774.00 (4%)	Nil	Nil	96,41,226.00	35,877.40
39	Construction of ITI Buildings - I.T.I Hura	2011-12	Work in progress	No	1,00,00,000.00	19,87,950.00 (20%)	Nil	Nil	80,12,050.00	198,795.00
<b>Sub-total 2011-12</b>							Nil	Nil		<b>2,34,672.40</b>
40	Construction of ITI Buildings - I.T.I Durmuth	2012-13	Work in progress	No	1,00,00,000.00	15,05,274.00 (15%)	Nil	Nil	84,94,726.00	150,527.40
41	Construction of ITI Buildings - I.T.I Manbazar	2012-13	Work in progress	No	1,00,00,000.00	19,51,597.00 (20%)	Nil	Nil	80,48,403.00	195,159.70
42	Integrated Coastal Zone Management Project (ICZMP) at Sagar	2012-13	Work in progress	No	10,00,000.00	1,07,512.00 (10%)	Nil	Nil	8,92,488.00	10,751.20
43	Sinking of Tubewell (NIT No. 1 of 12-13)	2012-13	Work in progress	No	2,41,36,700.00	2,21,78,730.00 (92%)	Nil	Nil	19,57,970.00	2,217,873.00
44	Sinking of Tubewell (NIT No. 2 & 3 of 12-13)	2012-13	Work in progress	No	4,36,66,423.00	2,78,24,593.00 (64%)	Nil	Nil	1,58,41,830.00	2,782,459.30
45	Construction of Coastal Police stations - Chotto Mollah Khali	2012-13	Work not started	No	87,70,000.00	Nil	Nil	Nil	87,70,000.00	Not applicable
46	B.R Ambedkar College Kultali	2012-13	Work not started	No	48,00,000.00	Nil	Nil	Nil	48,00,000.00	Not applicable
47	Sinking of Tubewell under one-time Additional Central Assistance(NIT No. 6 of 12-13)	2012-13	Work not started	No	90,00,000.00	Nil	Nil	Nil	90,00,000.00	Not applicable
<b>Sub-total 2012-13</b>										<b>53,56,770.60</b>
<b>Total</b>										<b>4,93,76,337.90</b>

Source : Annual Accounts of Sundarban Infrastructure Development Corporation Limited.

**Annexure 3.4**  
(Referred to in Paragraph 3.9)

**Statement showing toll charges paid by fifteen depots of SBSTC at  
Budbud-Palsit (NH2) (Toll Plaza: Palsit, Burdwan) and VidyasagarSetu  
during November 2012 to March 2014**

Sl. No.	Depots	Period of payment (refer Note 1)	Toll charges paid to NHAI at Palsit Toll Plaza Amount ₹ in lakh	Period of payment (refer Note 2)	Toll charges paid to GoWB-TD at VidyasagarSetu Amount ₹ in lakh	Total {Col.(4) + Col.(6)} Amount ₹ in lakh
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Durgapur	Nov'12 to Mar'14	21.83	Nov'13 to Mar'14	1.88	23.71
2	Burdwan	Apr'13 to Feb'14	36.02	Nov'13 to Feb'14	4.00	36.06
3	Purulia	Mar'13 to Mar'14	3.29	Nov'13 to Mar'14	1.00	4.29
4	Arambagh	-	Not available	Nov'13 to Mar'14	2.14	2.14
5	Midnapore	-	Not available	Nov'13 to Mar'14	0.84	0.84
6	Digha	Apr'13 to Mar'14	3.16	Nov'13 to Mar'14	1.85	5.01
7	Belghoria	Apr'13 to Mar'14	7.75	Nov'13 to Mar'14	1.15	8.90
8	Howrah	Apr'13 to Mar'14	10.24	Nov'13 to Mar'14	5.82	16.06
9	Barasat	Apr'13 to Mar'14	6.61	Nov'13 to Mar'14	0.26	6.87
10	Habra	Apr'13 to Mar'14	0.83	-	Not available	0.83
11	Haldia	Apr'13 to Mar'14	3.92	Nov'13 to Mar'14	2.42	6.34
12	Titagarh	Apr'13 to Mar'14	1.06	Nov'13 to Mar'14	0.11	1.17
13	Kalna	Mar'13 to Mar'14	2.70	Nov'13 to Mar'14	0.58	3.28
14	Bankura	Mar'13 to Mar'14	6.03	Nov'13 to Mar'14	0.17	6.20
15	Asansol	Apr'13 to Feb'14	9.31	Nov'13 to Feb'14	1.14	10.45
<b>A)</b>	<b>Total</b>		<b>112.75</b>		<b>23.36</b>	<b>132.15</b>
<b>B)</b>	Extent of concession/ exemption		50 percent		100 percent	
<b>C)</b>	<b>Excess toll charges paid {Item (A) X Item (B)}</b>		<b>56.38</b>		<b>23.36</b>	<b>79.74</b>

Source: Information from Depots-in-Charge of SBSTC.

Note 1: Information for all months from November 2012 to March 2014 was not available for all depots.

2: Information for all months from November 2013 to March 2014 was not available for all depots.

**Glossary of Abbreviations**

<b>Sl. No.</b>	<b>Abbreviation</b>	<b>Description</b>
1.	AEC	Auxiliary Energy Consumption
2.	AHP	Ash Handling Plant
3.	BHEL	Bharat Heavy Electricals Limited
4.	BL&LRO	Block Land & Land Reforms Officer
5.	BoD	Board of Directors
6.	C&I	Commerce and Industries Department
7.	CAPTCHA	Completely Automated Public Turing test to tell Computers and Humans Apart
8.	CEA	Central Electricity Authority
9.	CEO	Chief Executive Officer
10.	CERT-IN	Computer Emergency Response Team-India
11.	COPU	Committee on Public Undertakings
12.	CSTC	Calcutta State Transport Corporation
13.	CTC	The Calcutta Tramways Company (1978) Limited
14.	DBA	Database Administrator
15.	DC	Declared Capacity
16.	DCS	Digital Control System
17.	DoE	Department of Expenditure
18.	DPL	The Durgapur Projects Limited
19.	DPR	Detailed Project Report
20.	DSA	Department of Sundarban Affairs
21.	ECSAI	Expert Committee on Steel and Allied Industry
22.	GC	Growth Centre
23.	GCV	Gross Calorific Value
24.	GMMCE	Generator Motor Main Circuit Equipment
25.	GoI	Government of India
26.	GoWB	Government of West Bengal
27.	HDD	Hard Disk Drive
28.	HRBC	Hooghly River Bridge Commissioners
29.	HSD	High Speed Diesel
30.	IFB	Industrial Finance Branch
31.	IP	Industrial Park
32.	IT	Information Technology
33.	JV	Joint Venture
34.	JVC	Joint Venture Companies
35.	Kl	Kilolitres
36.	KMWSA	Kolkata Metropolitan Water and Sanitation Authority
37.	L&LRD	Land and Land Reforms Department
38.	LA	Land Acquisition
39.	LAC	Land Acquisition Collector
40.	LOA	Letter Of Award

Sl. No.	Abbreviation	Description
41.	LP	land premium
42.	MBL	Mackintosh Burn Limited
43.	MD	Managing Director
44.	MIS	Management Information System
45.	MoD	Ministry of Defence
46.	MoRTH	Ministry of Road Transport and Highways
47.	MSME	Micro, Small and Medium Enterprises
48.	MU	Millions of units
49.	NBSTC	North Bengal State Transport Corporation
50.	NH	National Highway
51.	NHAI	National Highways Authority of India
52.	NIT	Notice Inviting Tender
53.	OEM	Original Equipment Manufacturers
54.	PAF	Plant Availability Factor
55.	PAMC	Project Appraisal and Monitoring Committee
56.	PC	Planning Commission
57.	PIS	Project Implementation Schedule
58.	PIT	Project Implementation Team
59.	PLF	Plant Load Factor
60.	PPP	Public Private Partnership
61.	PPSP	Purulia Pump Storage Project
62.	PSU	Public Sector Undertaking
63.	RB	Requiring Body
64.	RBS	Rishi Bankim Silpaudyan
65.	RLA	Residual Life Assessment
66.	RR	Resettlement and Rehabilitation
67.	RTO	Regional Transport Office
68.	SBI	State Bank of India
69.	SBSTC	South Bengal State Transport Corporation
70.	SDB	Sundarban Development Board
71.	SDC	State Data Centre
72.	SIDCL	Sundarban Infrastructure Development Corporation Limited
73.	SLDC	State Load Dispatch Center
74.	SLUB	State Land Use Board
75.	SOP	Standard Operating Procedure
76.	SS	Silpa Sathi
77.	STQC	Standardisation Testing and Quality Certification Directorate, Government Of India
78.	STU	State Transport Undertakings
79.	SWS	Single Window Scheme
80.	TD	Transport Department
81.	VIP	Vidyasagar Industrial Park
82.	VPS	Virtual Private Servers

<b>Sl. No.</b>	<b>Abbreviation</b>	<b>Description</b>
83.	WBERC	West Bengal Electricity Regulatory Commission
84.	Wbfdcl	West Bengal Forest Development Corporation Limited
85.	WBIDC	West Bengal Industrial Development Corporation Limited
86.	WBIIDC	West Bengal Industrial Infrastructure Development Corporation
87.	WBPCB	West Bengal Pollution Control Board
88.	Wbpdcl	West Bengal Power Development Corporation Limited
89.	WBSEDCL	West Bengal State Electricity Distribution Company Limited
90.	WBSTCL	West Bengal Surface Transport Corporation Limited
91.	WWZ	M/s Web Wonderz