Celebrating 90 Years of Service

THE GATEWAY

BULLETIN OF THE ROTARY CLUB OF BOMBAY

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president's Message

Dear Friends,

The Rotary Club of Bombay's Literacy Committee inaugurated a new Computer and English room for Bhavishya Yaan at the Prabhadevi Municipal School on February 25. Almost 50 Rotarians came together for the inaugural event.

Last week's Tuesday meeting saw the release of a book showcasing the 40 year journey of the Phiroze Ratanshah Vakil Eve Centre at Talwada and to honour the pioneering efforts of PP Rtn. (Dr.) Rahim Muljiani, PP Rtn. (Dr.) Rumi Jehangir, Dr. Anil Deshpande, Rtn. Arin Master and Dr. Priyanka Doctor. A copy of the commemorative book can be collected from the Rotary office.

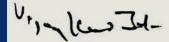
I would like to take this opportunity to remind you of our Club's 90th birthday celebrations on March 19, 2019, at the Chambers Terrace. Tai Mahal Hotel, 6.30 pm onwards. I'm sure your calendars would have been marked by now.

A get-together soon after this is the annual Jain Holi celebration on March 21. Thursday,



hosted by Rtn. Naresh Jain at his residence. Further details are mentioned in the bulletin.

Thank You!



Rtn. Vijay Jatia **President**



SEBI-registered research analyst Hemindra Hazari brings a lot of fire power to his talks. The cannons he fired at last Tuesday's meetings were honest, brutal and showed up the mess India's finance companies have woven around themselves. And all this is despite various levels of monitoring by government and independent agencies. Therefore, Hemindra examined the meaning of corporate governance which, he said, has become such a fad these days, but whether it was just jargon or being practised remained to be seen.

"Corporate governance is about how corporates are monitored, managed and controlled," he said, cautioning that corporate governance was not just about being compliant with the law. And vet, what it was about was a little vague, even for seasoned research analysts like himself, he admitted. He said, "Analysts like me have to see where companies are falling short or are they meeting the high standards which they flaunt and advertise?"

Needless to say, Hemindra – one of a small tribe of 55 to 60 Indian research analysts – knows the ins and outs of the Indian financial market. With his reveals into the actual workings of financial companies, Hemindra managed to keep Rotarians stuck to their seats 15 minutes over the usual allotted 20 minutes.

Hemindra has been part of the Indian capital market in the capacity of a research analyst and a specialist for banking and macro-economy. He has managerial experience of having established very profitable businesses and has also been a mentoring analyst. He has worked with prominent foreign and domestic capital market firms. In the course of his career, he has also interacted with prominent Indian companies and both foreign and domestic institutional investors.

He is a regular guest on various business media channels and is respected for being a fierce and unafraid analyst and a commentator on a variety of topics. This has garnered him bouquets and brickbats aplenty. Hemindra revealed how banks which had revelled in the misery of others' under his scrutiny did not quite take things so well when it was their turn.

"The main four pillars of corporate governance," said Hemindra, "are: accountability of the management, fairness and the kind of practices they practise not just vis-a-vis their shareholders

they practise not just vis-a-vis their shareholders but also clients, the wider society and the government, thirdly, how transparent are they about their practices and accounts and, finally, what is their responsibility?"

Hemindra's keen interest in banks and financial companies comes from the recognition that these institutions are handling public funds. He said, "Banks are critical in any emerging or developed economy and if something goes wrong in one bank, it can spread to other banks, clogging up the entire payment system.

Continued on Pages 2 and 3

BE THE INSPIRATION



Continued from Page 1

Hence, corporate governance in the banking and financial sector is important not only for shareholders but for depositors who are the greatest stakeholders, and for the broader economy. Any shortfall in corporate governance practices, in a bank, should be looked upon extremely seriously because it has a wider impact on society and for the entire economy."

There is a system of checks and balances that has evolved to guard public interest. Hemindra calls them sentinels. Their job is to monitor, guard, protect and point out whether corporate governance practices are being followed by banks and corporates. They are:

- The Board of Directors and Independent Directors. Hemindra said, "Many people find it enviable to sit on the board of many corporates and it's a very lucrative industry, especially for a lot of retired people."
- "Auditors everyone wants global funds for equity issues so you need globally recognised auditors to sign off. They are supposed to look at whether the numbers that these banks are producing are true and fair."
- "Regulators like Reserve Bank of India (RBI) from a banks' perspective. If you are a non-bank finance company, there is Securities and Exchange Board of India (SEBI) because companies are listed and SEBI also regulates an analyst like myself. Housing finances have the National Housing Board (NHB), and there is the Ministry of Corporate Affairs (MCA)."
- "There are Credit Rating Agencies which research and double-check all the financials audited by the auditors."
- "There are numerous media business channels. India has three to four English business TV channels plus Hindi business channels plus digital platforms that specialise in business."
- "Finally, there are banking research analysts like myself whose job it is to monitor and keep institutional or retail clients up to date on what banks and non-bank financial



Rtn. Vineet Bhatnagar

companies in their coverage are doing. In India, this community is about 55 to 60 hardcore dedicated banking analysts."

IN SHORT, THERE ARE MULTIPLE EYES CONSTANTLY MONITORING WHAT IS GOING ON AND SO, ON PAPER, SAID HEMINDRA, CORPORATE GOVERNANCE SHOULD IN TOP CONDITION, BUT IT IS NOT SO.

Hemindra then referred to a financial debacle exposed last year where all the sentinels were in place and yet something went wrong. The magnitude of it sent shock-waves throughout the system, he said. The first sign of trouble was only when this company defaulted and got written about in the press.

Hemindra says he had never looked at that company because it was not listed. By the time he did look at it, the cat was out of the bag. When he began, Hemindra looked at the company's annual report, openly available on their website. It was a horror story to beat all, he said. "Any ordinary analyst," said Hemindra, "if he had just opened the report, and just looked at the first page of a summarised balance sheet of their consolidated position could have told you that it has been making losses for the last three years. Worse, for a bank and a financial company, we look at its capital-owned fund which is its net worth which is equity plus free reserves. All valuation of banks is done as a proportion or as a multiple of its book value."

: "Here, ever since consolidated accounts

was mandated from FY2014, you could have seen straight away that this company had a negative equity. That its negative equity was Rs 752 cr in FY2014 and then it keeps increasing until in 2018, it becomes Rs 2,300 cr negative."

Even if one made concessions for the fact that the latest FY '18 may not have been available when people were looking at it but they could have looked at the period FY '14 to FY '17, said Hemindra. "How could credit rating agencies give this company the highest rating, a triple A, when their equity plus free reserves was negative? How is it that banks continued to lend to this company when the equity was negative? How is it that various debt mutual funds, in which you, as individual investors, had faith and to whom you gave your hard-earned savings, invested in this company? All of them had experienced analysts on their payroll. Despite this, either they did not bother to read the annual report which is the first thing to do when you analyse a company. Or, they somehow assumed that this was a sovereign company and that it had the backing of the Indian Government. That was the way it was marketed, that was the way it was perceived. But analysts don't work on perception. Our job is to ignore all the marketing and dig deep into the numbers. Here, you didn't even have to dig very deep to come across this."

Hemindra said he began looking in to the annual report in early September and, by the end of the month, the entire situation was laid bare. "I said this company has been insolvent for the last four to five years. With such poor performance, I wanted to look at how the Board of Directors, such luminaries, were treating the executive management. When losses are mounting in a company, you would expect the CEO to be fired – juniors are fired for much less reason, for not meeting targets, for example. But does the same rule apply to the senior executives?"

Hemindra then revealed what he had found out. "Here, the CEO's pay kept rising from Rs 7.3 cr in FY '15 to Rs 11 cr in FY '16 and which peaked at Rs 20 cr when he retired. And if you see the team, nothing happens to their pay. In some years, it falls nominally, a little, but



President Vijay Jatia thanks guest speaker Hemindra Hazari for the informative talk

absolutely no action was taken by the Board against key managerial personnel. Everybody seemed oblivious to what was going on and the focus seemed to be to constantly reward the CEO and his little coterie. This goes against all the principles of how you reward your senior management. The question arises: what was the Board really doing?"

"One of the most powerful subcommittees of the Board is the Nomination and Remunerations Committee (NRC) which reviews the performance of executives, determines salary hikes, determines how other Board Directors are performing their duties, should they be replaced and whether new Directors should be inducted. A professional NRC should have immediately seen the problem and taken decisions: sack the executive managers, get new managers, restructure the entire Board - because when losses were mounting the way they were, there is a serious problem. But, nothing was done. Worse, people were being rewarded for mounting losses."

The second-most powerful committee of the Board, said Hemindra, was the Risk Management Committee (RMC). "This is where risks are monitored. In any bank or finance company, the RMC meets a minimum of three to four times a year. Just by reading the annual report, I detected that the Risk Management Committee had met only once since FY2015. This was disclosed in their Director's Report," said Hemindra, sounding outraged. "On what basis did the credit rating agencies give a triple A to this company? All this information is publicly available. I pointed out

just a few things: that this company is insolvent and that its Risk Management Committee never met and senior management were getting rewarded for mismanagement. When the government took over this company, all three points were mentioned in their report. But I am not a genius; anyone who read the report could have told you this. You didn't even have to do too much research. It could have been detected five years ago with publicly available information. But, nobody wanted to do it. In their mind, it was the government so you didn't have to do analysis. Today you have a hundred thousand crore of NPAs which is ultimately going to eat

into your pockets because you have invested in some debt mutual scheme which has invested in their paper."

Hemindra fearlessly took digs at banks who had failed due to lack of good corporate governance and upon which he has done extensive research. Backed by skilful statistics and graphs' presentation, Hemindra brought out some of the obvious fallacies. From the faults of the Boards of Directors to loopholes in the financial policies to the failures of the Risk Management Committee to the role and negligence of credit rating agencies — no one was spared.



Celebrating 90 Years of Service

President Rtn. Vijay Jatia & R/Anne Gauri Jatia request the pleasure of your company to celebrate the 90th Anniversary of THE ROTARY CLUB OF BOMBAY

Tuesday, 19th March, 2019

6.30 pm onwards

The meeting will be called to order at 7.00 pm followed by cocktails & dinner

Chief Guest His Excellency Mr C Vidyasagar Rao Governor of Maharashtra Guest of Honour PRIP Rtn. Kalyan Banerjee Distinguished Guest DG Rtn. Shashi Sharma

The Chambers Terrace
The Taj Mahal Hotel, Apollo Bunder, Mumbai

rsvp: Rashmi Kotian +91 97691 40141 | rotaryclubbombay.rashmi@gmail.com dress code: formal





Spiritual wellness for all

Rtn. Vikram Dahiya organised a *kirtan* and *satsang* (religious song and lecture) on February 22 to spread the message of *The Gita* to elders at the Ananda Yaan Centre at Dr. E. Moses Road. Sriman Satyanand Das and Nand Gop Das from ISKCON's Chowpatty Temple, also known as the Hare Krishna Temple, addressed 75 senior citizens as well as their grandchildren.

They shared, with listeners, how life is filled with problems for all, no matter who they are, and one could seek the blessings of god and godly people in happiness and distress too! Impossible things became possible through the power of blessings. One of the popular ways of seeking shelter and connecting with god is by chanting his transcendental name.

The members were made to chant the *Hare Rama Hare Krishna mantra* for 15 minutes which was beneficial not only for their lungs but which also took them inwards. Speakers enjoyed the session as much as RCB's enthusiastic audience.

Small gestures with big heart



Rtn. Charu Agrawal, as a committee member of Ananda Yaan, went to the Byculla Centre to play Housie with members early this month. Recognising that the cold wave of winter this year would have been particularly harsh upon the elders, she took 75 woollen shawls and snacks too.

A warm heart, some generosity and a simple gesture is all it takes to spread love and joy.

Please note: Rotarians wanting to do anything for elders can message the Elder Care Committee, which will be happy to take their wishes forward. It can be a small cake, some snacks, some entertainment, a picnic, a visit to a temple, movie tickets, some gifts, a good speaker or an experience. Let us create good stories for them in their second innings and in turn receive positive vibes in form of blessings!

RCB SUPPORTS A BRIGHT I.D.A.

Recently, the Rotary Club of Bombay supported an event held by an Animal Welfare organisation called In Defense of Animals (I.D.A.) at the Royal Opera House on February 7, 2019. RCB has lent its support to I.D.A. previously too.

The event was attended by President Vijay Jatia, Samir Chinai and Rtn. Priyasri Patodia.

Please note: I.D.A. looks after 2,000 stray and homeless animals every month. At an average expense of ₹600 per animal (including surgeries)



Raveena Tandon, Farzana Contractor, President Vijay Jatia and Rtn. Privasri Patodia

they spend around ₹12 lakh monthly. I.D.A. is in urgent need of patrons who will support this work, since there is minimal support by the government or local municipality. Please do consider helping I.D.A. through any means possible.











Work and play at District 3141 Conference

The District Conference was held on February 23 and 24, at Hotel Renaissance Convention Centre, Powai. Renowned speakers such as Dilip Chhabria, Dr. Subhash Dalal, Sanjeev Sanyal, actor Sunil Shetty and many others addressed the conference on Day One.

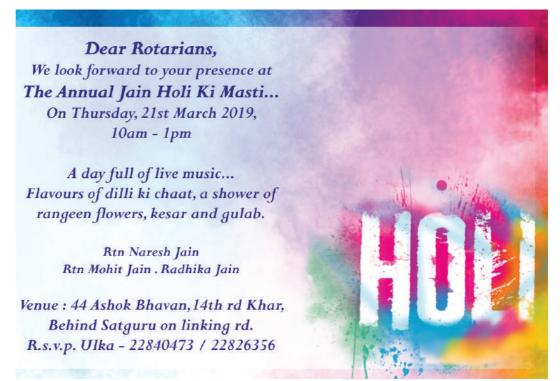
The second day was filled with entertainment and engagement. It began with a march past led by Asian Games' Gold Awardees, Miracle President and key district officers.

The day proceeded with a fashion show, an R.D. Burman Musical Show named 'Yaadein' and dances from across the world by Rotaractors. And lastly, lip-smacking Indian and international cuisine.

The Rotary Club of Bombay was well represented at the Rotary District 3141 Conference 2019. Seen here

are Rtns Sandip Agarwalla, Nirav Shah, Pradeep Saxena, Framroze Mehta, Preeti Mehta, Laxmi Maneklal,

Shernaz Vakil, Jamshed Banaji, Mudit Jatia, Chris Bluemel and Satyan Israni.



Unveiling '40 years of Talwada'

In last Tuesday's meeting, the Rotary Club of Bombay commemorated the efforts of PP Rtn. (Dr.) Rahim Muljiani, PP Rtn. (Dr.) Rumi Jehangir, Dr. Anil Deshpande, Rtn. Arin Master and Dr. Priyanka Doctor for their unstinting support in running the Phiroze Ratanshah Vakil Eye Centre at Talwada.

The eye centre at Talwada is RCB's longest-running landmark project. Seeing its effectiveness in villages surrounding Talwada, what began as a camp stayed on to become a landmark in the field of public service and eye care for the needy for four decades now.

In this time, the doctors have performed not just the task of treating patients but also uplifting the overall knowledge of eye care in the area. Dr. Rahim has often said that it is criminal that people should lose their eyesight in this day and age due to self-neglect, lack of help or unavailability of aid.



Dr. Anil Deshpande, PP Rtn. (Dr.) Rumi Jehangir, PP Rtn. (Dr.) Rahim Muljiani, President Vijay Jatia and Rtn. Arin Master at the book release function last Tuesday commemorating the eye centre at Talwada

The book details Dr. Rahim's vision, a glimpse of the centre back then, the people who joined him along the way in dedicatedly furthering his vision and all the struggles they faced in the early years are penned in this book. From the first operation that was conducted under the light of a torch held by a fellow Rotarian

to now, with fully furnished operation theatres and nurses and attendants being brought in from Mumbai, this book is a keepsake of memories.

Please contact the Rotary office to get a copy of this souvenir.





(Left) President Vijay Jatia with the grand daughter of Rtn. Rajas and Rtn. Ptn. Jyoti Doshi along with Rtn. Ptn. Jyoti and Rtn. Rajas Doshi

BHAVISHYA YAAN ADDS ONE MORE

The Bhavishya Yaan programme launched itself at the Prabhadevi Municipal School amidst much excitement and fanfare on February 25, 2019. The magnanimous donors, Rtn. Rajas Doshi and Rtn. Ptn. Jyoti Doshi, had been instrumental in getting this project off the ground.

The day began with the

Bhavishya Yaan children speaking about English and Computer classes followed by a lighting of the lamp ceremony, with short talks by President Vijay Jatia and Rtn. Rajas Doshi and a vote of thanks by BY Chairman Jamshed Vakharia.

Three classrooms were allotted to BY. Rajas left no leaf unturned toward their refurbishment. With an eye for detail, Rajas ensured that each and every feature

was looked into including beautiful desks and cabinets from his own office. The interior work in every class was outstanding. The computer lab was a state-ofthe-art space fitted with 17 computers and an LED TV screen.

English classes were refurbished and fitted with 20 tablets and projectors. The primary classroom was just delightful. Beautifully decorated by mentors

Priyanka, Avaan and the Vidya team, it was every child's dream classroom.

Rajas inaugurated each class in turn by unveiling the plaque and cutting the ribbon amidst much applause. Close to 50 Rotarians, their partners and guests attended the event. The function ended on a happy note with tea and snacks arranged by mentor Priyanka. RCB thanks Jyoti and Rajas.



March 12:

Prof. Arjun Appadurai on 'The Future as a Cultural Fact'

March 19:

90th Birthday Celebrations of the Rotary Club of Bombay at the Chambers Terrace, Taj Mahal Hotel, 6.30 pm onwards

March 21:



Holi Celebration hosted by Rtn. Naresh lain at his residence.



All Directors and Committee Chairpersons are requested to send their project write ups with high resolution pictures to

Rtn. Satyan Israni for publishing in the Gateway at the following email id:

rotary.satyanisrani @gmail.com



DONATIONS RECEIVED TOTALLING

₹27,60,000

Mr. Suresh Nair through Rtn. Farokh Balsara

Mr. Paresh Parekh through Rtn. Farokh Balsara

Mr. Sunil Kapadia through Rtn. Farokh Balsara

Mr. Sunil Bajaj through Rtn. Farokh

Eagle Seeds & Biotech Ltd through Rtn. Sandip Agarwalla



THE TAJ MAHAL PALACE

MENU (PAN ASIAN)

March 12, 2019

SOUP

Sweet corn soup, Assorted bread rolls & butter

SALAD BAR

Chinese cabbage salad with soy dressing, Tofu crispy noodle salad, Spring onion-radish & lotus stem salad with ginger orange dressing, Kimchi

VEGETARIAN MAIN COURSE

Vegetable pepper salt, Vegetable green curry, Balinese potatoes, Stir-fried vegetables, Tsing Hai mushrooms & baby corn

NON-VEGETARIAN MAIN COURSE

Sliced lamb with pepper, Sliced fish in Schezwan sauce

ACCOMPANIMENTS

Steamed rice, Burnt garlic noodles

DESSERT

Tum Tim Krob, Caramel custard



"A woman in any form shall be celebrated and honored, be it, a sister, a wife or a mother or any other form."

Happy International Women's Day - 8th March



"I cannot do all the good that the world needs. But the world needs all the good that I can do." *Jana Stanfield*

"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has." *Margaret Mead*

Next Week's Speaker

PROF. ARJUN APPADURAI

Arjun Appadurai is the Goddard Professor in Media, Culture and Communication at New York University.



where he is also Senior Fellow at the Institute for Public Knowledge. He serves as Honorary Professor in the Department of Media and Communication, Erasmus University, Rotterdam, Tata Chair Professor at The Tata Institute for Social Sciences, Mumbai and as a Senior Research Partner at the Max Planck Institute for Religious and Ethnic Diversity, Göttingen.

Appadurai is the founder and now the President of PUKAR (Partners for Urban Knowledge Action and Research), a non-profit organization based in and oriented to the city of Mumbai (India).

He has also served as a consultant or advisor to a wide range of public

BIRTHDAYS FROM MARCH 5TH TO 11TH, 2019



RTN. MOSHIN CONTRACTOR



RTN. HOSHUNG







NANAVATI



and private organizations, including many major foundations (Ford, MacArthur, and Rockefeller); UNESCO; UNDP; the World Bank; the National Endowment for the Humanities; the National Science Foundation: and the Infosys Foundation. He currently serves on the Advisory Board for the Asian Art Initiative at the Solomon Guggenheim Museum and on the Scientific Advisory Board of the Forum D'Avignon in Paris. He will be speaking to us about 'The Future as a Cultural Fact'.

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MARCH 5

Rtn. Ptn. Sushila Joshi

MARCH 6

Rtn. Ptn. Priyanka Jatia

MARCH 7

Rtn. Ptn. Emma Lalvani

MARCH 9

Rtn. Ptn. Rukshana Billimoria

ANNIVERSARIES

MARCH 5

Rtn. Ptn. Sudha & Rtn. Ashok Gokal

MARCH 6

Rtn. Ptn. Vandana & PP Rtn. Ajay Kanoria

MARCH 7

Rtn. Renu & Rtn. Ptn. Subhabrata Basu

Rtn. Ptn. Navaz & Rtn. Farokh Guzder

Rtn. (Dr.) Prakriti & Rtn. Ptn. Rohitshwa Poddar

MARCH 8

Rtn. Ptn. Nita & Hon. Rtn. Mukesh Ambani

MARCH 11

Rtn. Ptn. Arti & PP Rtn. Arun Sanghi

STATISTICS FOR THE LAST MEETING

Club Members	85					
Rtn. Partners	06					
Visiting Rotarians	01					
Guests	01					
Rotaractors	03					
Total	96					
SERVICE BOX COLLECTION	₹1900					



We are active on social media with more than 4,000 followers. Find us on facebook, twitter and instagram with the handle @rcb1929. Find us on linkedin and youtube with the handle rotary club of bombay. Please follow us and like/share the posts

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Scholarship	Meera Alreja
Attendance	Anand Dalal
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Vice Chairman Emeritus Talwada Projects	Dr. Rumi Jehangir
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Phiroz Ratanshah Vakil Eye Centre	Arin Master
Cancer Aid	Suresh Goklaney
RCB Medical Centre	Manoj Patodia
DIRECTOR - HOMI k	
Animal Welfare	Samir Chinai
Environment	Priyasri Patodia
Urban Heritage	Natasha Treasurywala
Water Resources & Sanitation	Vineet Suchanti
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	Paul George
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Yoga	Sitaram Shah
Skill Development	S.V. Prasad
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DIRECTOR - HIRANMA	
Interact	Zeenia Master
Rotaract	Murad Currawalla
Night Study Centres	Raj Ajmera
· ·	
Vocational Training Centres	Varsha Daiya