



# Organising an Event

## ***TIPS AND TRAPS***



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## INTRODUCTION

What you will find in it...	And what you will not...
<p>1. General practices and processes that CUTS has been following in successful organisation of events in the country and elsewhere to mitigate uncertainties.</p> <p>2. Practices and processes broken down into three phases of an event, namely, pre-event, the event itself and post event.</p> <p>3. Answers to some questions that would come to the minds of new staff members.</p> <p>4. Ready reference for staff already working with CUTS.</p> <p>5. Some basic formats/matrices on which CUTS manages and monitors events (these could, however, change on case-to-case basis).</p> <p>6. Important guidelines of Government of India.</p>	<p>1. The exact nature of the event – whether it is a <i>chaupal baithak</i>, workshop, seminar, media outreach, training seminar, book release, etc., and adaptation of suggestions here for which your Supervisor would guide you.</p> <p>2. Details of event-specific activities such as date, venue, agenda/background, resource persons, participants, reading material, folders, etc. for which consult the team and the Supervisor.</p> <p>3. Last word(s) in efficient event management as the process is dynamic and staff should keep their wits about.</p> <p>4. The exact nature/wording of the annexes, which are only indicative. (Not all may be required or some additional ones necessitated).</p> <p>5. Each chapter being independent of the others. (There are spillovers and all the chapters together give an overall picture).</p> <p>.</p>

### 1.1 Fixing up the Date

Tips	Traps
<p>1. Check for local festivals/holidays and avoid them.</p> <p>2. Check for other events in the city on the same date. Possibly resource persons/participants could be identified without extra cost of travel.</p> <p>3. We could piggy back our event with an event of another organisation and also with our own event.</p> <p>4. In case the event is being co-organised with another organisation, ensure proper coordination.</p> <p>4. Whether the Parliament is in session particularly if the event is in New Delhi to avoid regrets and last-minute cancellation of important resource persons/participants.</p> <p>5. Check for availability of a suitable venue.</p>	<p>1. Choosing Mondays, which are generally crowded following the weekend.</p> <p>2. Organising an event close on the heels of a similar event of another organisation to avoid overload.</p> <p>3. Picking a date during the months of March-April (finalisation of accounts); August-September (Annual General Meetings) and peak summers (holidays) for a national event involving the corporate sector.</p>

### 1.2 Finalising the Venue

<p>1. Check whether the event is funded under a project. This is the main consideration in zeroing on to a venue. If yes, find out the budget available. See <i>annex 1</i> for major expenditure heads of organising an event.</p> <p>2. Funded events (event plus accommodation) are normally held at hotels. Hotels have season and off season rates. After negotiations, have a contract signed. Sometimes, conference venue and accommodation may be at different places.</p> <p>3. Non funded events are held at places that are more cost effective (e.g., press clubs, smaller hotels, available government facilities, etc.)</p>	<p>1. Relying on card rates of hotels as there are more competitive conference packages available.</p> <p>2. Forgetting to negotiate with two or more hotels to get the best deal (e.g., the absolute rates of boarding and lodging, airport pick up and drop facility, audio, stationery, mineral water and mint/sweets on the conference table, projector with screen, room for the Secretariat, one or two room upgrades, etc.)</p> <p>3. Delaying tying up the venue for the event. (It must be done three months prior to the event. Often some advance has to be paid in installments).</p>
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<p>4. Keep in mind access to the venue for travel (international, national and local).</p> <p>5. Check for adequate conference facilities, power backup, special needs of women, adolescent girls, persons with disabilities, fire preparedness, access to emergency medical aid, Wi-Fi, etc. Depending on the Conference hall, number of participants and nature of the event decide on the seating arrangement (U or square shape, theatre style, cluster and so on) and placement/size and kind of banner (cloth, electronic or flax), head table, podium (if required).</p> <p>6. Check with your Supervisor and team for single and double occupancy and seek maximum time from the hotel, which should be as close to the date of the event as possible, to commit the final number of rooms required.</p> <p>7. For an event organised by Indian centres at places outside India, consult your Supervisor for remittance of advance funds to the hotel. It can be done by bank transfer directly to the hotel and also through our partners.</p>	<p>4. Forgetting to check costs charged by the hotel(s) in the recent past in the city where the event is being held.</p> <p>5. Forgetting to send to the hotel the final rooming list and welcome letters. See <i>annex 2 and 3</i>.</p> <p>6. Not keeping in mind the remote possibility of change in date of the event/postponement/cancellation at the time of negotiating with the hotel or any other venue. (This would need to be discussed at a team meeting and a considered decision arrived at and implemented).</p>
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### 1.3 Agenda, Backgrounder, Participants and Resource Persons

<p>1. The agenda and backgrounder (see <i>annex 4 and 5</i>) are to be finalised by the team jointly. The agenda would remain a 'draft' till close to the event as confirmations often take time.</p> <p>2. The agenda should leave adequate time for discussions.</p> <p>3. With the help of the sample backgrounder available at <i>annex 5</i>, draft and finalise the same with your Supervisor and consult him/her on whether the agenda and backgrounder should be sent to the participants with the first letter of invitation.</p>	<p>1. Building in post lunch sessions comprising lectures/talks alone in preference to activities, such as case studies, presentation by participants, breakout sessions, group work etc.</p> <p>2. Forgetting to identify at least 40-45 percent extra participants over the optimum number desired (not all whom we invite would be able to come for one or the other reason).</p> <p>3. Forgetting to keep and update a matrix on the computer with details of participants and resource persons invited, their status, etc. as per <i>annex 7</i>.</p>
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<p>4. Seek guidance of your Supervisor for announcing the event on CUTS' website and elsewhere and uploading the agenda and the backgrounder.</p> <p>5. The list of participants (including media) would also be drawn up by the team and would comprise those who are interested in the topic, CUTS' own contacts and experience. Budget should be kept in view. Send off letters of invitations (the first invitation need not mention reimbursement, travel plans, etc.) – <i>see annex 6</i>. Communication with participants and resource persons should start as soon as the date/venue has been finalised – sometimes even earlier. Upon receipt of confirmation, initiate discussion on reimbursements and other details. In case of regret, the Supervisor will take a call on whether to request for participation of some other person.</p> <p>6. Similarly team meetings with the Supervisors and other senior staff would finalise the resource persons. Request confirmed resource persons to send a very brief (less than half a page) CV.</p>	<p>4. Forgetting to keep in touch with invited resource persons and participants after they have confirmed their attendance every 12-15 days by sending them updates, etc., which serve as reminders and keep their interest alive.</p> <p>5. Offering travel/accommodation support to representatives of donors, inter governmental organisations (IGOs) before conferring with your Supervisor.</p>
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#### 1.4 Government of India (GoI) Guidelines, Visa etc.

<p>1. For events held in India where foreign nationals are participating, provisions of GoI issued by the Ministry of Home Affairs (MoHA) are attracted for the organisers. Please refer to the concerned webpage: <a href="http://mba.nic.in/uniquepage.asp?Id_Pk=336">http://mba.nic.in/uniquepage.asp?Id_Pk=336</a>. Note that the details have to be sent to MoHA eight weeks prior to the commencement of the event.</p> <p>2. Irrespective of whether the event is being organised in India or elsewhere, as organisers, CUTS would need to ensure that all those participants/resource persons who require a visa are facilitated. Requirements of visas keep changing – sometimes these are liberalised and sometimes made stringent. Staff dealing with events should keep themselves abreast with new developments.</p>	<p>1. Ignoring revised guidelines of MoHA, GoI call for prior security clearance from MoHA in respect of participants from Afghanistan, Bangladesh, China, Iran, Pakistan, Sri Lanka, Iraq, Sudan, foreigners of Pakistani origin and Stateless persons for attending conferences in India. Procedure for the same is not known as on the date of writing this document.</p> <p>2. Forgetting that Pakistani nationals visiting India need compliance of additional requirements.</p>
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## 1.5 Reimbursements of Travel Expenses

<p>1. Prior to the start of the event, staff should know exactly the cost of travel of each participant keeping the overall budget in view and other related costs.</p> <p>2. Once an invited participant has confirmed his/her attendance, start communication for travel (to and fro), etc. in consultation with the Supervisor. We normally offer eligible outstation participants economy class airfare by the shortest route and expect the participant to buy the ticket and reimburse him later. Obtain a quote from the participant and check whether it would be cheaper to send him a ticket. In case the journey to the venue is 5-7 hours by rail/road, these ought to be considered. Seek bank details to which the reimbursement would be remitted.</p> <p>3. Along with travel, costs of visa, local transport at place of origin and venue may also be requested for by confirmed participants. Visa and local transport be offered only if demanded as many participants do not claim it. Check <i>annex 8</i> for travel claim cum receipt form which needs to be kept on record for all events. This form should be signed by the participant, verified by a staff member and approved for payment by the Centre head/Supervisor with all supporting documents including an undertaking (<i>annex 9</i>) for such expenses that are reimbursable but for which supporting bills are not available.</p> <p>4. The next step is to determine how the reimbursements would be made:</p> <ul style="list-style-type: none"><li>• For small localised events, cash disbursements on-the-spot is preferred.</li><li>• For larger events, reimbursement by bank transfer (including foreign participants) should be considered. Note that bank transfers entail remittance costs. In such cases, have the <i>annex 8</i> filled in with all supporting documents and handover</li></ul>	<p>1. Blindly offering travel/accommodation support to all. [Consult your Supervisor as some participants might pay for themselves (see 1.3 (5) under traps for example)].</p> <p>2. Agreeing for business class travel without consulting your Supervisor.</p> <p>3. Committing reimbursement in cash – particularly for currencies other than INR. (It is not possible in India to procure foreign currencies for this purpose).</p> <p>4. Forgetting that sending tickets in advance to participants carries the inherent risk of the participant not turning up at all and the money going waste!</p>
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<p>to the finance department (after approval of the Centre Head) for remittance.</p> <ul style="list-style-type: none"> <li>• For some participants, tickets may have to be sent from the centre organising the event.</li> <li>• Sometimes, a lump sum may be offered to participants covering all expenses including accommodation. In such cases, inform participants of a suitable hotel in the vicinity of the venue with rates and advise them of local travel and food costs.</li> <li>• Reimbursements in currencies other than INR can be arranged in India through Thomas Cook. However, many details are required in advance by Thomas Cook for which consult the Finance Department at Jaipur. Remember that this is costly and one should compare costs of remittances through bank.</li> </ul>	
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## 1.6 Miscellaneous

<p>1. <i>Registration form, name badges, name plates:</i> Check out the first two at <i>annexes 10 and 11</i>. In case publications are to be displayed, prepare a signage (like the name plate) and another with 'Registration' in consultation with the team.</p> <p>2. <i>Material for folders:</i> Besides the agenda, backgrounder, copies of presentations, notepad and pencil, feedback form, any card for a reception or a social evening that has been printed, decide if some relevant publication (CUTS or otherwise) is to be placed in the folder (and charge its cost to the event). Wherever applicable, place a blank travel claim form and a note about the Secretariat in the folder. All these should be decided by the team.</p> <p>3. <i>Folder:</i> Depending upon the study material to be distributed and budget, order for folders well in time (plain yellow of CUTS, handmade paper, jute, bags, etc.) and decide on printing thereon.</p>	<p>1. Forgetting to carry blank name plates to the event.</p> <p>2. Not keeping in touch with the hotel/venue officials for conference hall arrangements as detailed in tip 1.2 (5).</p> <p>3. Not checking the meal menu.</p> <p>4. Not remitting advance funds to the hotel as per agreement.</p> <p>5. Not having identified rapporteurs for each session in advance and having informed them.</p>
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4. *Banner*: See tip 1.2 (5)

5. *List for Secretariat*: Check *annex 12* and collect relevant items.

6. *Note on logistics*: Check *annex 13* and prepare/circulate

7. *Local visits, etc*: If planned in the agenda, make necessary arrangements.

8. *Reporting*: Identify and inform staff responsible for taking notes and also the rapporteurs.

### 2.1 Packing up

Tips	Traps
<p>1. Depending on the number of participants, size of the event, etc., the team should decide in advance who all should go and when exactly to reach the venue. For a mid-sized event in a hotel, the organising team should reach an afternoon prior to the opening. Avoid taking more staff than needed.</p> <p>2. Checklist at <i>annex 12</i> should guide as to what all needs to be packed. Additionally, copy of the contract with the hotel/venue and evidence of advance payments made should be carried. Copies of letter(s) sent to MoHA (refer to 1.4 above) and adequate numbers of feedback forms (<i>annex 14</i>) should also be carried.</p>	<p>1. Forgetting to carry any one of the items causes avoidable hassles. (Packing up deserves careful planning and execution).</p> <p>2. Prior to arrival at the venue, duties of staff members are not allocated and understood causing avoidable confusion and waste of time.</p>

### 2.2 Upon Arrival at the Venue

<p>1. This period is very crucial for the success of an event. It is the culmination of the previous weeks of planning and meticulous attention would obviate small and big glitches.</p> <p>2. After checking in, contact the management of the venue and request for name of one nodal person with whom the organizing staff would communicate. Keep his cell number handy.</p> <p>3. Ensure that the reception of the venue has an updated and final copy of the rooming list.</p> <p>4. Ensure that the reception has copies of the welcome letters that it should handover to each participant as and when they check in.</p> <p>5. Visit the Secretariat with the nodal person, set it up, see that appropriate signage is prominently displayed and</p>	<p>1. Not having team meetings after having gone over the preliminaries. The organising team should meet every evening to review how the day went and what is to be done on the next day.</p> <p>2. Not having a meeting with Chairs of the sessions (see tip 9 of this section) results in time over run and general mismanagement.</p> <p>3. Similarly not identifying issues and staff members for house keeping announcements results in mismanagement.</p>
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ensure that it is manned through the event. Particular attention be paid to the checklist (*annex 12*) item 58 onwards for the Secretariat and the conference hall.

6. Visit the conference hall with the nodal person and ensure that the hall is ready latest by the evening before the event – the tables are laid out; the head table is as planned; the banner is put up; the audio-video equipment is in place and an attendant would be available; the place for breakfast and lunch is known to all the participants; there are adequate chairs for participants, etc.

7. Identify place for the registration desk and the publications display desk (if required). Handover charge to whoever is to manage the desk(s).

8. Keep in touch with participants and resource persons as they check in. Start collecting reimbursement details.

9. Organise a meeting with Chairs of all sessions, in case the agenda is so designed. Hand them over the brief CVs of the speakers and offer them overall general guidelines such as adhering to time limits, giving adequate time for floor discussions, etc.

10. Identify issues and staff member responsible for making house keeping announcements during the event. Typically, these relate to checkout time, details of breakout sessions if any, time for reassembling after breaks for tea/lunch, submission of details for travel claim etc.

11. Inform the hotel about timings of tea/coffee/lunch breaks and ensure readiness at the appointed hour and that the same is as per agreed menu.

12. Decide on who writes and sends out press releases and when.

## 2.3 The Inaugural Session

<p>1. The organising team should be ready an hour and a half before the inaugural; the Secretariat and the registration desk should similarly be functional. The conference hall should be ready with the attendants of audio visual staff, head table with name plates in place; seats of participants with water and mint; the banner in place. The registration desk should be organised with the registration form ready; the folders and name badges ready, the display table arranged, etc.</p> <p>2. The inaugural session would invariably be attended by dignitaries and would set the tone for the event.</p> <p>3. Check list of filled-in registration form of those outstation participants invited and confirmed. Inform the Supervisor of anyone missing.</p> <p>3. The rapporteurs and sound recording should be in place and media persons attended to.</p> <p>4. Remind nodal person about the first tea/coffee break.</p> <p>5. Managing the floor not only at the inaugural session but also others, especially interactive ones is important.</p>	<p>1. The rapporteurs being assigned some other task at the same time.</p>
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## 2.4 Breaks in Between Sessions

<p>1. Change name plates at the head table; inform the speakers, the Chair and the rapporteur of the session to follow; check laptop/projector etc.</p> <p>2. If no rapporteur is required, check on who would compare.</p> <p>3. Take the report of the previous session from the rapporteur.</p> <p>3. Contact participants for submission of travel claims and resource persons for any presentations not received.</p>	<p>1. Staff is missing from the Secretariat. (Many participants contact the organisers during breaks).</p>
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<p>4. When all participants are seated for the next session, see if any house keeping announcements are required.</p>	
<p>5. In case any breakout sessions are planned, ensure that these are ready.</p>	

## 2.5 End of the Day

<p>1. If it is a one-day event, get the feedback form filled in and go to chapter 3. Else, if agreed, start making payments of travel claims after the form has been filled and signed by the participant with supporting documents, verified by a staff member and approved for payment by the Supervisor. Obtain receipt. This process need not be followed in case it has been agreed that remittance by bank transfers would be made subsequently in which case obtain the travel claim complete in all ways.</p> <p>2. Follow up with the participants for submission of the travel claim forms. Obtain from all concerned with whom the arrangement has been agreed.</p> <p>3. Have a short team meeting with the Supervisor, review how the day went, take corrective steps wherever needed and plan for the next day.</p>	
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## 2.6 Valediction and Departures

<p>1. The concluding valedictory session is important, often wrapping up the proceedings of the entire event.</p> <p>2. Check to ensure that all participants have signed the registration form and all the eligible ones have submitted travel claim forms that have been verified.</p> <p>3. Ensure that the feedback form has been received from all participants.</p> <p>4. Collect and keep safely notes of all rapporteurs/staff members pertaining to each session as also audio/video recordings, if done. These would be used to write the reports.</p>	
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5. After the valedictory session, wind up the Secretariat/reception desk/publications display and pack up all the leftover material from the Conference hall to be handed over to the base office.

6. Collect all bills of and from the venue and pay (after approval of the Supervisor) according to the contract terms.

### 3.1 Unpacking

<ol style="list-style-type: none"> <li>1. Upon return to the base office, hand over all items not consumed at the event (e.g., stationery) and name plates, etc to the concerned.</li> <li>2. Hand over unspent cash to the finance department.</li> <li>3. Hand over all bills and a statement of expenses to the finance department.</li> </ol>	
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### 3.2 Review Meeting

<ol style="list-style-type: none"> <li>1. The members of the event organising staff should have a short but focused review meeting with the Supervisor and record highlights and lowlights of the event.</li> <li>2. The meeting should also note the follow up action required and who is to do what.</li> </ol>	<ol style="list-style-type: none"> <li>1. Viewing this review meeting as a fault-finding exercise. On the contrary, it is introspection with a view to record the highs and the lows to enable a better performance the next time around – to repeat the highs and to rectify the lows.</li> </ol>
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### 3.3 Follow up Action

<ol style="list-style-type: none"> <li>1. Thank you letters/emails must go to all the participants. A sample is available at <i>annex 15</i>.</li> <li>2. Start work on writing out the event report with the help of notes taken down session wise by the staff assigned to do so, rapporteurs and audio-video recordings wherever available.</li> <li>3. Once finalised, the report should be uploaded on the relevant webpage and link sent to all participants (and donors if applicable). This should also contain a list of all the participants.</li> <li>4. Consolidate the feedback report and consult the Supervisor on what further action is needed.</li> </ol>	
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5. Coordinate with the finance department and ensure that travel claim reimbursements are remitted by bank transfers without delay and acknowledgement sought from the recipients.

6. Draw a matrix showing the budget of the event *vis-à-vis* actual and handover to the finance department.



## ANNEXURES

*Annexure 1*

### Major Expenditure Heads in Organisation of an Event

1. Travel costs of participants, resource persons and staff.
2. Hotel accommodation costs including living rooms, breakfast, lunch, dinner and two tea/coffee breaks and a welcome reception dinner.
3. Any rentals to be paid if the event is not under a conference package.
4. Visa fee, local travel (to and fro) of outstation participants at the point of origin and at the venue. Some international participants may need to break journey – attendant costs at such stopovers.
5. Costs of audio, video, photography (sometimes live telecast), sound recording, banner, folder, reading material, printing and stationery, name plates and badges, hiring of laptop(s) and projector.
6. Honorarium (if any)
7. Communication

*Annexure 2*

### Rooming List

S. No.	Name	Check-in (date and time)	Check-out (date and time)	Payment Self/CUTS

*Annexure 3*

### Welcome Letter

Dear Participant,

Greetings from CUTS!

Welcome to Jaipur, (*City*). Trust you have had a comfortable and safe journey. It is indeed a pleasure to have you with us for the (*name of the event*)

CUTS (*name of the centre*) is looking forward to share with you an informative and invigorative experience in the coming days. The event will be held at (*exact venue*). Staying arrangements have also been made at (*give details*).

The meeting would commence from (*time and date*). Registration will be from (*time*) on (*date*). You are requested to register at the earliest. Relevant papers will be handed over to you during registration. Not to mention, you can always approach any of the CUTS staff for any help.

The **checkout** time is (*state time*) and the participants are requested to cooperate with the organisers and the hotel. The hotel will take care of your luggage at the reception. At the same we are negotiating with Hotel to extend the checkout time and if extended will let you know the same.

The **conference package** (accommodation, including breakfast, lunch and dinner) will start with dinner on (*day, date/year*) and will end with lunch on (*day, date and year*) with exceptions. Those participants arriving earlier and/or leaving later than the above-stated duration of the conference package are requested to sign the bills with regard to breakfast, lunch and dinner and the organisers will take care of such payments.

Your effective participation in this meeting would require us to keep you free from administrative issues as far as possible. However, for the purpose of your travel reimbursement, we request for your cooperation.

The participants should present the originals (bills, tickets and other receipts) of their in-bound and out-bound travel expenses to the CUTS staff in order to be reimbursed. Photocopies of the tickets and all required receipts (bills) will be made and originals will be returned. You will be required to fill-up a form giving details of your travel. This form will be given to you at the time of the registration and, if require, our colleagues will help you in filling up the form. In short, the organisers will reimburse the following expenses:

✓ (*as agreed*)

The reimbursement will be done through (*give details*) and you are requested to submit the travel claim form with necessary documents to the CUTS staff (at the Hotel) by (*fill in time*)

As informed earlier, that the organisers are unable to pay any extra charges for bar bills, mini-bar at the room, laundry, room service, film rentals, telephone calls or any such other costs. Any such charges are to be paid by the participants while checking out of the hotel. We request your kind cooperation in this regard.

You are kindly informed that any cost arising from the change in flight booking dates, upgradation, flight miss due to late reporting/check-in at the airport, non-reconfirmation of return tickets (if applicable), non-compliance with air safety/baggage rules, inadequate travel documents including not having prior visa (India does not offer “Visa on Arrival” facility, except in very few cases of diplomatic passport holders) and such matters are the responsibility of the participants. If in case such things happen with any participant due to **force-majeure** (that is due to an event or effect that one could not have anticipated or controlled; for example, flight miss due to sudden illness), s/he is requested to inform CUTS at the earliest and CUTS will consider such issues on a case-to-case basis.

We thank you for your understanding and wish you a pleasant stay at (*the venue*) and looking forward to your valued participation at this workshop.

Thanking You,  
CUTS



*Annexure 4*

## **Agenda**

### ***Inaugural***

1000-1010 Address by  
Kunal Sen, Joint Director, IPPG Consortium and University of Manchester, United Kingdom  
S N Menon, Former Commerce Secretary, Government of India  
Suresh Singh, Policy Analyst, CUTS International, Jaipur

1010-1020 Introduction to State Business Relations (SBR) Research Programme

Kunal Sen

### ***Session 1***

1020-1050 Chair

S N Menon

1020-1040 SBR and Industrial Growth: Implications for West Bengal

Rajesh Raj Natarajan, Assistant Professor, Centre for Multi-Disciplinary Development Research, Dharwad

1040-1050 Discussion

1050 – 1120 Tea/Coffee Break

### ***Session II***

1120-1150 Chair

Nilachal Ray, Director, Ministry of Health and Family Welfare, All India Institute of Hygiene and Public Health, Kolkata, India, Formerly Director General, Government of India, Ministry of Commerce & Industry, Kolkata

1120-1130 Presentation of the Study on SBR in West Bengal

Deepita Chakravarty, Associate Professor, Centre for  
Economic and Social Studies, Hyderabad, India  
Indranil Bose, Department of Political Science, St.  
Xavier's College, Kolkata

1130-1140

Discussant 1

Abhirup Sarkar, Professor of Economics, Indian  
Statistical Institute, Kolkata

1140-1150

Discussant 2

Jyotish Basu, Head, Department of Economics, West  
Bengal State University Barasat

1150-1230

Open Discussion

1230-1330

Lunch

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*Annexure 5*

## **Backgrounder**

### **State Business Relations in West Bengal**

Day and Date: Monday, May 24, 2010

Venue: Hotel Floatel, 9/10 Kolkata Jetty, Strand Road, Kolkata, India

#### **Background**

While growth has accelerated in India since the 1980s, the outcomes with respect to growth and poverty reduction has differed widely across Indian states. The differential paths of Indian states with respect to poverty reduction and economic growth since the reforms of the 1980s and 1990s seem to be related to some degree with the nature of state-business relations, by which is meant a set of highly institutionalised, responsive and public interactions between the state and the business sector.

In 2008-2009, the IPPG consortium and CUTS undertook a series of research projects to understand the nature of formal and informal interactions between the state and business across states in India, and how these have evolved over time; and to examine the effects of different types of state business relations on economic performance across Indian states in the post 1980 period. The workshop will report on the findings of the research and what these findings imply for policy.

#### **Objectives**

- To understand what constitutes effective state business relations in the West Bengal context;
- To understand why and how effective state business relations affect economic growth.

## First Letter of Invitation

C.152/00951

2008.07.25

Dear

### **Global Partnership for Development: Where do we stand and where to go? 12-13 August 2008, New Delhi, India**

Greetings from CUTS!

CUTS International and Federation of Indian Chambers of Commerce and Industry (FICCI) in association with the Department of Commerce, Government of India, Commonwealth Secretariat and the India Office of the World Bank are organising the subject-mentioned conference in New Delhi on August 12-13, 2008.

We are pleased to invite you to this event. More than 300 participants representing senior representatives from inter-governmental organisations, non-governmental organisations, research institutions, business associations, media organisations, donor agencies, etc will be participating in this event.

The discussions will be enriched by presentations from experts to be drawn from different parts of the world. There will be thematic sessions on the following issues:

- Operationalising Aid for Trade: Who is (should) doing (do) what?
- Trilateral Development Cooperation: How to make it more effective?
- Services Liberalisation and Domestic Regulation: Why it is so important?
- Mainstreaming Development in the WTO
- The Future of the Global Trading System

Looking forward to your valued and early response, I remain,

With warm regards,

Yours sincerely,

Cc: Embassy of India, Thailand

## Status of Participants – Monitoring Chart

S. No.	Name	Coordinates	Status (with visa update)

*Name/Date/Place of the Event*

Travel Claim cum Receipt

I Name of Participant: \_\_\_\_\_

II Address: \_\_\_\_\_

\_\_\_\_\_

III Date and Time of Arrival: \_\_\_\_\_

IV Date and Time of Departure: \_\_\_\_\_

V Travel Details:	From	To	Back to
Mode			Rs/US\$/€

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Total:	Rs/US\$/€
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I hereby certify that the above-mentioned particulars are true and correct.

Date: \_\_\_\_\_

Signature

.....

RECEIPT

Received a sum of \_\_\_\_\_

( \_\_\_\_\_ only)

Date: \_\_\_\_\_

Signature

***Name/Place/Date of the Event***

**Undertaking**

I incurred..... (in words).....on  
the following and receipt/bill/supporting have been misplaced at my end. I request you  
to please reimburse me above mentioned amount.

Details of Expenses

- 1.....
- 2.....
- 3.....
- 4.....

Signature:

Name:

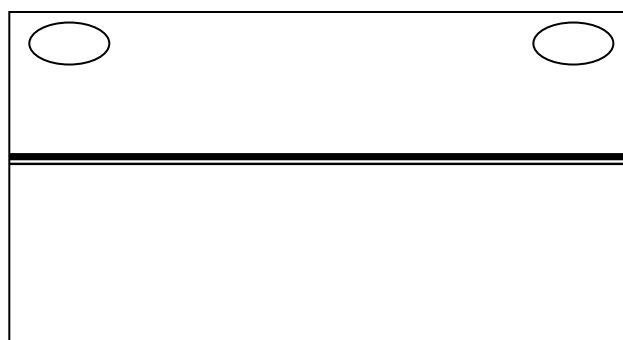


**International Conference**  
***Global Partnership for Development: Where do we stand and where to go?***  
At Hotel Le Meridian, New Delhi, India, August 12-13, 2008

**Registration Form**

<i>S. No</i>	<i>Name</i>	<i>Organisation &amp; Coordinates</i>	<i>Signature</i>

**Name Badges**



A rectangular template for a name badge. It features two oval-shaped cutouts at the top, one on the left and one on the right, intended for a ribbon or string. The rest of the rectangle is blank space for writing a name.

**Check List**

<b>No</b>	<b>Item</b>	<b>Quantity</b>	<b>Remarks</b>
1	Banner		
2	File		
	Memento		
3	Transparency Sheet		
4	Transparency Pen		
5	Cloth Folders for distribution		
6	Note Pad		
7	Pen/pencils		
8	Calculator		

No	Item	Quantity	Remarks
9	Scissors		
10	Cello Tape & Brown Tape		
11	CUTS Letter Head		
12	Envelopes (White)		
13	Envelopes (Large)		
14	Stapler (Small Size)		
15	Stapler Pin (Small Size)		
16	Stapler (Large Size)		
17	Stapler Pin (Large Size)		
18	Punching Machine		
19	Gem Clips (Small)		
20	Gem Clips (Large)		
21	Gem Clips (Medium)		
22	Paper Clamps		
23	Glue Stick		
24	Highlighter		
25	Plastic Folder		
26	Programme Schedule		
27	List of Participants – Rooming List		
28	Welcome Letter		
29	Correction Fluid		
30	File Tray		
31	Floppy Box		
32	Travel Claim Forms		
33	Revenue Stamp		
34	Pen Holder		
35	Board Pin		
36	Registration Form		
37	Scale		
38	Black Sketch		
39	Complementary Letter Head		
40	Mobile ph		
41	Paper Sheet for Name Plates		
42	Plain Visiting Cards		
43	Press Release		
44	Announcement for TV / Radio etc.		
45	Stick Pad		
46	Slip Pad		
47	Sponge Damper		
48	Paper Weight		
49	Pencil		
50	Sharpener & Eraser		
51	Rubber Bands		
52	All publications that are to be carried		
53	Soft copy of all the possible documents		
54	Cash in INR		
55	Cash in US\$		
56	Cartons for packing		

No	Item	Quantity	Remarks
57	Name plates for speakers/chair persons		
58	Name badges for all		
	<b>Check List for Conference Hall</b>		
59	OHP		
60	LCD/Power Point Projector		
61	Lap top		
62	Fixed Mike		
63	Roving Mike		
64	Collar Mike for Speakers		
65	Computer, Printer & Modem		
66	Photocopier with operator		
67	Bouquets for Guest of Honour		
68	Lamp for inauguration		
69	National Press list		
70	International Press list		
71	Camera with roll and batteries		
72	List of important Phone numbers		

*Annexure 13*

## **Logistic Note**

### **1. Location & Travel**

- 1.1 The Conference will take place at ...
- 1.2 On *(dates)* the organisers will make travel arrangements from the hotel of stay to the venue and back to the hotel.
- 1.3 You are requested to send us in advance the cost of your travel (economy class shortest route) for our approval before confirming the bookings. Please also inform details of your time and date of arrival and the flight numbers, so that we are aware of your travel itinerary in order to provide you airport pick-up facility.
- 1.4 India does not have “Visa on Arrival” facility and therefore, all participants are requested to collect their visa to travel to India beforehand. For this purpose (Visa), an official invitation letter will be sent to you, with a copy to the Indian High Commission/Embassy in your country. You should not face any difficulty in procuring the Indian Visa. If the Indian High Commission/Embassy refuses to give you the Visa, please inform us (by email/fax) at the earliest and we will facilitate the process. In such a situation (difficulties relating to visa), a simple way out is to apply for tourist visa, which is easier to obtain.
- 1.5 The organisers will make arrangement to drop you at the airport while departing after the meeting.

- 1.6 For those coming from Africa will be required to have Yellow Fever (and any such other) vaccination at least 10 (ten) days prior to their arrival in India. You are requested to check such requirements with the Indian High Commission/Embassy while applying for your visa.

## **2. Accommodation & Meals**

- 2.1 Your accommodation has been arranged at ...
- 2.2 The official package will start from ... and will end on .... The package includes bed & breakfast at the hotel on ....
- 2.3 If in case you arrive early and/or depart late please inform the organisers. In such cases, the organisers will cover breakfast and lunch on ... The check-in and check-out timing ... However, in case you arrive early and/or depart late, please let us know and suitable arrangements (with necessary information) will be made at the hotel.
- 2.4 Hotel ... premises are safe and secure. There is individual personal vault for each guest at the hotel. Though we do not envisage any problem, you are requested to take care of your personal valuables (such as passport, money, cell phones). The organisers will not be responsible for any loss of such valuables.

## **3. Reception & Dinner**

- 3.1 On ... a Reception & Dinner will be hosted by .... We will inform you the venue. Dress code is Smart Casual.

## **4. The Event**

- 4.1 The Inaugural Session will take place on ... at .... On ... registration will start at ... from ...hrs. On ... registration will be done at ... from ... hrs. The conference kit will contain the agenda, background papers and other relevant materials. The kit will also include a draft list of participants, which will help you in networking.

## **5. Weather**

- 5.1 (*City*) will be warm/hot/cold and a bit humid during .... The day-time temperature is likely to be between ... degrees Celsius, while the evening is expected to be pleasant. However, there may be sudden drop in temperature...

## **6. Expenses for Reimbursement**

- 6.1 Those participants who are to be reimbursed (as per prior and agreed correspondence with the organisers) should carry **originals** (bills, tickets and other receipts) of their in-bound and out-bound travel expenses along with **photocopies** of the tickets, boarding passes (for completed journey) and all required receipts (bills). You will be required to fill-up a form giving details of your travel and submit that to the organisers along with the above-stated originals and photocopies. Carrying photocopies will help the reimbursement process. The following expenses will be covered:

- 6.2 Reimbursement will be made via bank transfer. Hence, participants are requested to furnish the bank details (*viz.* Full name & address of the account holder (as in your bank), Full name & address of the bank; Bank account number; Swift code; Intermediary bank, if any) with the travel claim form for wire transfer.
- 6.3 All incidental expenses of yours (including but not limited to phone calls, room service and bar service) and expenses away from the hotel not germane with this Conference will not be reimbursed. Participants are advised against making long-distance and international telephone calls from the hotel (room and/or business centre), which will be expensive. Many telephone booths are located within walking distance from the Hotel.
- 6.4 The organisers will not cover any expenses towards medical treatment while participating at the Conference. Health insurance is advisable though the organisers do not envisage any health-related problems.
- 6.5 As the organisers will cover your travel and accommodation (including all meals), it will not be possible, as much as the organisers would have loved to, to provide any per diems to the participants.

*Please do revert back in case further clarifications are required.*

*The organisers are looking forward to meet you in New Delhi.*

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For any clarification and information regarding the Conference (including logistical arrangements, like visa), please contact, mentioning the name of this meeting, S. K. Soni and/or Shveta Gupta at [sg-cuts@cuts.org](mailto:sg-cuts@cuts.org) and/or [gpd@cuts.org](mailto:gpd@cuts.org) or +91.141.2282821 (phone) or +91.141.2282485 (fax).

For any information regarding the Venue and the Hotel please contact Vibhor Bansal at [vb2@cuts.org](mailto:vb2@cuts.org) or +91.11.26863021 (phone) or +91.11.26866288 (fax).

*Name/Date/Place of the Event*

**Feedback Form**

1. What were your primary objectives for attending this event?

.....  
.....  
.....  
.....  
.....

2. Concerning the relevance to your work, what was the most valuable session for you and why?

.....  
.....  
.....  
.....  
.....

3. In your opinion, what was the least valuable session and why?

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.....  
.....  
.....

4. Can you please tell us what were in your opinion the overall strengths and limitations of this event?

.....  
.....  
.....  
.....  
.....

5. Did you find the possibility for interaction and discussion among participants satisfactory and beneficial?

.....  
.....  
.....

.....  
 .....  
 .....

6. Did you find the simulation exercises useful?

.....  
 .....  
 .....  
 .....  
 .....

7. Using the mentioned attributes (A-E), please rate the following on a scale.

A: Excellent, B: Very Good, C: Good, D: Satisfactory, E: Unsatisfactory

a) Structure of training programme

<b>CATEGORY</b>	<b>SCALE (A-E)</b>
Quality of the presentations	
Length of the sessions	
Quality of the resource materials	
Event organisation	
Venue/facilities	

b) Quality of Sessions/ Simulation Exercises

<b>SESSION</b>	<b>SCALE (A-E)</b>

8. Any other comment

.....  
 .....  
 .....

## **Letter of Thanks**

Dear.....,

Greetings from CUTS!

We express our sincere gratitude to you for your active and valued participation at the subject-mentioned conference. Your presence added value to the programme and its deliberations.

We hope that you enjoyed your participation and had a comfortable return journey. Please do not hesitate to get in touch with us for any further assistance.

The proceedings and the presentations of the seminar will soon be available on our website. Once done, we would inform you.

With warm regards,