

SLOT SALE POLICY OF DOORDARSHAN

Through the Slot Sale Scheme, DD intends to outsource a part of its General Entertainment programmes from reputed and established Production Houses to be known as Bidders. DD would invite Qualification Bid, and Financial bids or e-Auction as per the format annexed as Annexure-A-1 & A-2.

2. The primary purpose of reaching out through this Slot Policy is to ensure that creative producers and rights-holders (Bidders) get an opportunity to telecast and market their programmes over the largest TV network of Doordarshan.

3. It is made clear that the Minimum Reserve Price is being kept at a reasonable level so as to incentivize the applicants / successful bidders to ensure a financially viable business model for telecasting quality programmes.

3.1. NB: As an example, in the draft notification for Sale of Slots on Prime Time of DD National (to be separately notified), the Minimum Floor Price for DD National Prime Time is proposed to be Rs. Two lakhs for each 30 min time slot between 7-11 PM (excluding Feature Film Slots).

4. There is already an established procedure for Sponsored Programmes under which producers can purchase slots from any channel of Doordarshan against fee as prescribed in the Commercial Rate card.

5. DD proposes to introduce a fresh Slot Sale Policy, which will,

- (a) follow a transparent bidding process so that opportunities are made available to all.
- (b) give more Free Commercial Time (FCT) to the Bidder or slot holder.

NB: As an example, for Sale of Slots on Prime Time of DD National, the Free Commercial Time(FCT) will be enhanced from the existing 2.5 minutes to 4.0 minutes for every 30 minute slot.

- (c) Ensure that there is no competition between DD and the Bidder/slot holder in vying for the same clients and advertisements. Successful Bidders would be free to procure advertisements from all clients within their entitlement of Free commercial time (FCT) with the exception of Government and PSU (Public Sector Undertaking) clients.
- (d) Allow increase in slot fee in a transparent manner as per pre-determined formula incorporated in the policy document.

6.1. Slots will mean time segments of 30 minutes each

6.2. Bids may be invited for any/various combinations of/all slots as detailed below

i) For a single stand alone slot

ii) For longer time durations comprising of more than one slot for catering to the needs of telecasting special events, feature films etc.

iii) For a single slot on weekly basis

iv) For a sequence of slots in the same time band running over certain number of days in a week (e.g. Monday-Thursday; Monday-Friday; Saturday-Sunday, etc.)

6.3. Decision regarding inviting bids in respect of slots mentioned from i) to iv) in 6.2 will be at the sole discretion of Doordarshan after taking into account its programme requirements for any channel or time band.

NB: as an example, details of slots initially being made available for bidding in respect of prime time of DD National are at Annexure:A-7.

6.4. Doordarshan reserves the right to prescribe restrictions, at the time of bidding, on number of slots to be assigned to bidders under this scheme.

6.5. Successful bidders for telecast of Feature Films or special events may be assigned a number of consecutive slots, depending upon the length of the Feature Film/events, as and when advertised.

7. Offers will be accepted from Bidders provided they can satisfy the conditions of the Eligibility Criteria prescribed in the Annexure A-3 of the policy.

8 The Minimum Reserve Price (MRP) of each slot for one or more channels would be announced separately, through Notifications / RFPs.

9. The Bids will be opened in the presence of Bidders or their representatives .

9.1. Successful Bids, after due scrutiny will be shortlisted along with the successful bid price for each slot or block of slots, as the case may be, by the concerned channel, as per evaluation and selection procedures annexed (Annexure: A- 3 and A-5).

9.2. Opening of Qualification Bid and Financial Bid will be done by an Empowered Committee on Slot Sale or a Committee approved by the Empowered Committee.

10. Of the 6 minutes (360 seconds) of FCT available in a slot of 30 minutes, 240 seconds will be given to the successful Bidder, while the remaining 120 seconds would be retained for DD, for promotion of programmes or channels, for booking advertisements of government departments and PSUs, and for public service messages. The bidder will not be allowed government/PSU advertisements in their allotted 240 seconds of commercial time.

11. The Marketing and Promotion of their programme on all platforms will be done by the bidder at his own cost.

12. Earnest Money Deposit (EMD) equivalent to 2.5 times the Minimum Reserve Price of the slot ('Slot' as defined in the RFP) will be sought from the bidder along with the bid.

13. In case of DD National Prime Time, such EMD will be subject to a maximum of Rs.15 lacs irrespective of the number of slots applied for. EMD in other cases will be separately notified.

14. Successful Bidders may be offered free promos on Doordarshan channel(s) depending upon availability of airtime.

15. The successful Bidder will be required to submit a Performance Bank Guarantee covering slot fee for 120 days in respect of each of the allotted slot/ slots.

15.1 The Production House shall be allowed a credit period of 60 days, counted from the first day of the month following the month of telecast.

15.2. Invoices will be raised by Doordarshan on a monthly basis in respect of programmes telecast during that particular month.

15.3. Delayed payment will attract penal interest at the rate of 14.5% per annum.

16. Successful Bidder may also purchase additional spots or commercial time from Doordarshan, depending on availability, on such terms and conditions as may be prescribed.

17. Subject to satisfactory performance of programmes in terms of production quality, content, viewership ratings, timely payment of dues, observance of programme code, code of commercial advertising, and applicable constitutional and legal provisions, or other terms and conditions as may be specified, the assignment of slots to successful bidders will be up to 3 years.

17.1 In the event of unsatisfactory performance of programmes in terms of production quality, content, viewership ratings etc. , Doordarshan reserves the right to terminate the agreement by serving a 3 months' notice and upon completion of 12 months. Violation of programme code, code of commercial advertising, applicable constitutional and legal provisions, failure to clear dues in time, etc. will result in termination of the agreement at any point of time.

18. In the first six months, there shall be no increase in the Slot Fee, thereafter, it may be increased up to a maximum of 10% for the next block of six months on the basis of the prescribed formula (based on the Gross Viewership in Lakhs (GVLs) of BARC). This may go upto a maximum of 15% during the 2nd year and a maximum of 25% during the 3rd year, based on the same formula (Annexure A-4).

19. Successful Bidders would have a lock in period for a minimum period of 12 months during which they will not be allowed to exit. Exit would be possible only after completion of 12 months on serving a 3 months' notice.

19.1. Successful Bidders not exercising the exit option on the completion of first twelve months can only do so on completion of next six months by serving a 3 months' notice. Exercising the exit option by the successful bidder at any subsequent stage will be based on the same pattern.

20. The eligibility criteria and submission procedure are as per Annexure:A-5.

21. The programmes offered for telecast must be fresh. The programmes already telecast on any Doordarshan channel or run on any private channel will not be accepted.

22. DD reserves the right for one repeat telecast of the approved programmes within 48 hours of the original telecast on gratis basis. The telecast material supplied to Doordarshan for the repeat telecast will be without commercials so as to enable DD to place its own commercials and retain the revenue.

23. Submission of storyline/storyboard and all such information pertaining to the programme to be aired by successful bidders is mandatory. All programmes will be previewed before telecast. Pilot episodes may be sought with the approval of the Empowered Committee.

24. Successful Bidders will provide an undertaking regarding the acceptance of terms and conditions including adherence to all applicable laws, including the Programme and Advertising Codes of Doordarshan Broadcast and The Cable Television Networks (Regulation) Act, 1995 and the Rules made thereunder.

25. After slotting of a programme, timings will not normally be disturbed except, when required due to programme exigencies such as Address by President or Prime Minister to the Nation, Events of national importance, Sporting Events covered under the Sports Broadcasting Signals(Mandatory Sharing with Prasar Bharati) Act, 2007, etc.

26. The slots offered under DD National Network under Terrestrial Service would cover primarily the Hindi belt Markets. Doordarshan reserves its right to delink terrestrial transmitters of non-Hindi regions from DD National Network at its sole discretion.

27. There will be an Empowered Committee comprising of two Part Time Members of the Board; DG, Doordarshan; ADG (Programme), DD; ADG(Finance), DD; ADG (Operations) PB and ADG (Finance) PB. (Annexure-A-8)

28. Clarifications, if any, would be issued from time to time and would be appended to this Slot Sale Policy statement or incorporated in their updated versions.

29. In the event of DD following an E-Auction process, the modalities will be announced subsequently.



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QUALIFICATION BID FOR.....

Enclosed is a Broad Template to be finalized for the requirements of each Channel

(To be submitted in the letterhead of the bidding Production House)

Ref:

Date:

To

Dear Sir/Madam,

Having examined the Slot Sale Scheme for and after considering the scope and eligibility criteria etc., we the undersigned offer to bid for the following slot/s of evening prime time as per conditions laid down in the scheme.

Sr. No.	SLOTS	Available for Days of the week	Base Price (Rs. in Lakh)	Slots bidding for (Please write Yes for bidding slots and No for slots not desired)
1				
2.				
3.				
4.				
5.				

1. We undertake, if our Bid is accepted, to commence deliveries within scheduled time frame and to complete delivery of all the

services specified in the contract as per schedule calculated from the date of issue of Letter of Award (LoA).

2. If our Bid is accepted, we will submit the Performance Bank Guarantee (PBG) of a Nationalized Bank for an amount mentioned in this document or as directed within seven days of the issue of LoA.
3. We agree to abide by this Bid for a period of 120days from the date of opening of qualification bid and it shall remain binding upon us and may be accepted at any time before the expiration of that period.
4. Bid submitted by us is properly sealed and prepared so as to prevent any subsequent alteration and replacement.
5. We agree to abide by the decision of Doordarshan regarding the acceptance of the highest or any bid, it may receive.
6. We have submitted the required processing fee.
7. We have submitted all the required documents and certificates as per Annexure A-5

Dated this day of 2016

Name and Signature -----

In the capacity of -----

Duly authorized to sign the bid for and on behalf
of.....

Witness.....

Address.....

Signature.....

ELIGIBILITY CRITERIA, EVALUATION AND SELECTION PROCESS

1. The following is the Eligibility Criteria which should be supported with necessary documentation.
 - a. The Production House should be a company registered under Companies Act 1956/2013 and should be in existence at least for the last 3 financial years.
 - b. The Production House must have produced, for any Broadcaster(s), at least 300 hours of Hindi general entertainment programming in the last two calendar years. This criteria will not be applicable while calling for bids for feature films.
 - c. It should have in regard to TV and film production a turnover of at least Rs. 5 crores per annum in each of the last 3 financial years.
 - d. The Production House should not be a defaulter of Doordarshan at the time of submission of the bid.
 - e. For the above purpose, any Production House which owes money to Doordarshan and/or with whom any suit/arbitration is pending for recovery of outstanding dues shall be treated to be a defaulter.
 - f. Consortium will not be allowed in any form.

2. The bids will first be evaluated on the basis of the eligibility criteria. The decision of Evaluation Committee constituted by DG:DD in that regard would be final.
3. Financial bids of only those Production Houses will be opened who successfully clear the Qualification Bid.
4. Qualified Production House with highest financial bid for a slot shall be considered successful for that slot.
5. In the event that two or more Production Houses having submitted financial bids of equal amount and in the case of single bids, the decision of the Empowered Committee in this regard, will be final.
6. While Slotting Programmes of Successful Bidders, Doordarshan will give due regard to ensuring a balanced content composition on the channel in respect of variety in formats, genres, themes etc.



FORMULA SLOT FEE HIKE

- The bid amount /Slot Fee of the successful applicant for a 30 minutes duration will be reviewed after every six months.
- No increase in the Slot Fee for a period of 6 months from the start of the contract.
- First review for enhancement of the Slot Fee to be undertaken at the start of the third quarter of the first year and reviewed periodically thereafter on the basis of the following formula:

$$I = (GVL - B) \times IF$$

Where

I = Increment.

GVL = average GVL (Gross Viewership in Lacs of BARC) of the programme during the preceding quarter.

B = Benchmark GVL is the GVL maintained by Doordarshan in the last 3 months prior to start of the programme.

IF = Increment Factor would be 1% of the Slot Fee.

ILLUSTRATION:

Suppose the programme is being telecast in the 8.00 PM to 8.30 PM slot on Mon – Friday where the slot fee is Rs.3.50 lacs and the Benchmark GVL for this slot is 30. After the Production House has bought this slot, performance of the programme will be reviewed in the 3rd quarter. Say, the average GVL in the second quarter comes to 40. The increment effective from 3rd quarter will be calculated as below:

$$I = (GVL - B) \times IF$$

i.e. $I = (40-30) \times 1\%$ of 3.50 lacs

$$= 10 \times 3500 = 35000$$

This means that from 7th month onwards, the Production House will be required to pay Rs. 3.85 Lakh, per 30 minutes, as the slot fee till the end of the 12th month.

- a) The increment in the Slot Fee as mentioned in illustration above is subject to a cap of 10% of the Slot Fee during the first year of commencement of the programme.
- b) Second and third reviews will be undertaken after completion of the 12 months and 18 months respectively. Enhancement will be as per the formula given above, subject to a cap of 15% of the Slot Fee
- c) Fourth and fifth reviews will be undertaken after the completion of 24 months and 30 months respectively. Enhancement will be as per the formula given above, subject to a cap of 25% of the Slot Fee.
- d) There will be no reduction in the bid price of the slot even if the ratings go down.
- e) The programmes offered for telecast must be fresh.
- f) The production house will provide a Performance Bank Guarantee (PBG) covering the slot fee for a period of 120 days for each slot allotted.
- g) Bills will be raised by Doordarshan on a monthly basis in respect of programmes telecast during that particular month. The Production House shall be allowed credit period of 60 days from the date of the bill raised. Delayed payment will attract penal interest at the rate of 14.5% per annum.

ANNEXURE: A-5

SUPPORTING DOCUMENTS AND SUBMISSION PROCEDURE

A Bid received under this scheme shall invariably contain a qualification bid and a financial bid as per the following:

1. A Qualification Bid which shall contain:

1.1 A Letter of intent from the Production House on its letter head as per Annexure-A-1, citing its intent to buy slot/s on DD National as per the Slot Sale Scheme of Doordarshan. The Production House will also have to specify the slot/s it is bidding for.

1.2 Self-certified photocopies of registration of the Production House, Income Tax Returns of last three financial years, Sales Tax/Service Tax Registration no. and Memorandum & Articles of Association.

1.3 Verifiable Documentary proof of all the programmes(Agreements, Contracts etc.) produced by it in the last three financial years including details of these programmes like year of production, year of telecast, channel of telecast, average ratings of each programme/series and total duration of the programmes.

1.4 A Compliance statement agreeing to all terms and conditions as laid down in this document duly signed by the authorized signatory, along with the resolution to the effect of authorization from the Board of the Company/Prescribed Authority under Companies Act.

1.5 The proposal shall be accompanied by a non-refundable processing fee as specified in the notification inviting bids.

NB: For example such non-refundable processing fee in respect of DD National will be Rs. 25000 (Rupees Twenty Five Thousand only)by way of Crossed Demand Draft payable in the favour of PBBCI,

Director General Doordarshan, New Delhi” from any scheduled bank.

1.6 All necessary verifiable documentary proof to establish its eligibility as detailed above in this document.

1.7 An Earnest Money Deposit (EMD) as specified in the Notification for inviting bids is required to be submitted along with the Bid by Crossed Bank Draft payable in favour of PBBCI Director General, Doordarshan, New Delhi” from any Nationalized Bank. EMD deposited by the unsuccessful bidders will be refunded. EMDs of successful Bidders will be refunded after signing of the agreement and submission of Performance Bank Guarantee (PBG).

1.8 All the above documents, Letter of Intent and **separate** demand drafts of requisite amounts for processing fee and earnest money deposit should be submitted in a sealed envelope super scribed with “Qualification Bid for the Slot Sale Scheme of”. The name and address of the Production House must be mentioned at the bottom left side of the envelope. All the papers submitted must be serially numbered, indexed and authenticated by the authorized signatory.

2.1 The Production House must submit Financial Bid in separate sealed envelope as per Annexure-A-2 that should contain the bid price for the desired slot/s that it is bidding for. The quoted price cannot be less than the base price as indicated in Annexure-A-2. The financial bid envelope must be super scribed with “Financial Bid for Slot Sale Scheme”. The Production House must also mention its name and address on the left bottom side of the envelopes.

2.2 An application shall be considered complete only if it has been made strictly in accordance with the manner indicated above, failing which it is liable to be summarily rejected. Doordarshan will not enter into any correspondence whatsoever on the proposal once it is rejected and returned.

2.3 Overwriting in the Financial Bid will be a ground for disqualification.

3. Both the separately sealed qualification and financial bids must be further placed in a single sealed envelope which must be super scribed "Qualification and Financial Bids for Slot Sale Scheme vide Ref No....." The name and address of the Production House must be mentioned at the bottom left side of this envelope.

4. Proposals can be submitted at the FACILITATION COUNTER at DOORDARSHAN BHAVAN, NEW DELHI for DD National and other National Channels and at the concerned Kendras in respect of Regional Channels from 1000 hrs to 1700 hrs (Except : 1300 to 1400 hrs) on any working day until the last date.

5. In the event of DD following an E-Auction process, the modalities and the procedure for submission of bids will be notified subsequently.



OTHER TERMS & CONDITIONS

1. Payment & Deposit:

- 1.1 Once a Production House is intimated of its successful bid through a Letter of Award (LoA), the Production House will be required to submit the following details/documents of its first proposed programme on allotted slot, within 6 weeks:
- 1.2 A Performance Bank Guarantee equivalent to the Slot Fee covering 120 days, from any nationalized bank in favour of PBBCI, Doordarshan Commercial Service, New Delhi valid for 36 months and claim period of 39 months.
- 1.3 The Production House will also submit along with the proposal, the concept, storyline and the script and if required by Doordarshan one pilot episode of the serial/programme as recommended by Empowered Committee.
- 1.4 In case of rejection of pilot or delay in preview, Doordarshan will not be responsible for the financial loss in any manner.
- 1.5 As in case of game shows and musical reality Shows where a pilot may not be possible, the Production House may submit the design of the set along with its proposal. The design of the set will also require approval of Doordarshan before the Production House starts production of such programme.
- 1.6 After the preview of the design of the set and the pilot episode if any and also the details of the content of the programme and being satisfied about their suitability for telecast in all respects, Doordarshan shall intimate to the Production House the exact date for the commencement of the telecast of the programme by giving him four weeks' notice to enable production and tying up of marketing sponsorship, promotion etc.
- 1.7 A formal agreement will be signed between Doordarshan and the Production House within 6 weeks of issue of Letter of Award(LoA).

Regulatory & Compliance:

- 1.8 The Production House shall furnish to Doordarshan, a bond indemnifying Doordarshan against any claim with regard to copyright of the work used in a particular programme and covered under the Copyright Act 1957.
- 1.9 The successful Production House will be required to follow the above procedures for all new programmes during the period of the contract.
- 1.10 The Production House must provide all requisite details of any new programme including pilot episode, if so required, well in advance, as detailed above and obtain necessary approval before commencement of the actual telecast.
- 1.11 No programme will go on air without approval of Doordarshan.
- 1.12 In case of a plea for extension of time to commence the telecast of the serial and to come on air, the request in writing may be considered for a period of two weeks provided the Production House compensates Doordarshan for revenue loss equivalent to 25 per cent of the Slot fee of the slot for the days for which the Production House fails to come on air. Thereafter 100 per cent slot fee will be charged for the days for which the production house further fails to come on air. The above amount of compensation will have to be paid in advance before commencement of telecast. Failure to compensate Doordarshan, or to come on air even after 8 weeks, would make the Production House liable for encashment of the Bank Guarantee by Doordarshan and forfeiture of the allotment altogether.
- 1.13 The Production House will be required to adhere to the given look & feel of the channel and Doordarshan will provide necessary graphic designs and colour schemes and other properties wherever necessary. It will be the responsibility of the Production House to obtain all necessary packaging material before submitting its programme to avoid delay and inconvenience. Doordarshan may also ask the Production

House to carry graphics of upcoming programmes and super any text including coming up, time check, etc.

- 1.14 The title montage should not be more than 30 seconds in duration. Only programme title, episodes titles (if any) may be included at the beginning of the programme. The name of the production house will appear after end credits only. End credits should not be more than 30 seconds in duration.
- 1.15 Courts at Delhi alone shall have the jurisdiction to decide any dispute between Doordarshan and the Production House.

Production & Technical Requirement

- 1.16 The Production House will have to ensure the delivery of telecast material without commercials one week in advance for preview by Doordarshan. It will also ensure the delivery of final telecast copy in Blue Ray/Hard disk with commercials and one copy without commercials submitted three clear working days prior to the date of telecast for technical clearance and final telecast. The telecast copy must be provided with dope sheet containing details and duration of programmes and commercials.
- 1.17 The programmes and advertisements shall conform to all applicable laws, including the Programme and Advertising Codes of The Cable Television Networks (Regulation) Act, 1995 and the Rules made thereunder. All advertisements must be approved by Doordarshan.
- 1.18 Violations of the Programme Code & Advertising Code will result in premature termination of the contract.
- 1.19 The programmes must be produced originally in HD 1920x1080 format or better and must be provided in XDCAM HD MPEG 4:2:2 format of Video in Blue Ray or Hard Disk and XDCAM SD MPEG 4:2:2.
- 1.20 Timely payment of dues is the essence of the agreement and Doordarshan reserves the right to stop telecast of on-going programmes and terminate the agreement if the concerned Production House fails to clear dues in time.
- 1.21 (a) Doordarshan will have unfettered right to effect a change in the schedule, without any notice in case of emergency/ extraordinary

happenings including national mourning, telecast of programme of national or international importance like address to the nation by the President or the Prime Minister, Sporting Events covered under the Sports Broadcasting Signals (Mandatory Sharing with Prasar Bharati) Act, 2007 or in cases of force majeure or reasons whatsoever beyond the reasonable control of Doordarshan.

- b) Efforts will be made by Doordarshan to intimate the resultant changes in the schedule in advance to the extent feasible.
- c) The Production House will be compensated in the form of extension of number of days lost due to such exigency as explained in Clauses (1.20(a)) above. They will not be entitled for any other compensation.
- d) The Production House will not be required to pay telecast fee of slots in case of non-telecast of programmes as explained in clause 1.20(a) above.

1.22 The Production House will not be permitted under any circumstance to assign or sub-contract its duties, responsibilities, rights, liabilities and obligations.

1.23 If required, the Production House shall have to edit/delete the sequences from the programme/episode as suggested by Doordarshan.

1.24 Only Doordarshan logo will be carried during the telecast of the programme.

ANNEXURE : A-7

Slots being made available for bidding for Prime Time of DD National

- i) To begin with, in case of Prime Time of DD National, sequences of slots available for bidding will be as per the following details:-

Slot No.	SLOT TIMINGS	Sequence available for Days of the week
1.	7.00 PM to 7.30 PM	Monday to Friday
2.	7.30 PM to 8.00 PM	Monday to Friday
3.	8.00 PM to 8.30 PM	Monday to Friday
4.	8.30 PM to 9.00 PM	Monday to Friday
5.	9.00 PM to 9.30 PM	Monday to Friday
6.	9.30 PM to 10.00 PM	Monday to Friday
7.	10.00 PM to 10.30 PM	Monday to Thursday
8.	10.30 PM to 11.00 PM	Monday to Thursday
9.	7.00 PM to 8.00 PM	Sunday
10.	8.00 PM to 9.00 PM	Saturday & Sunday
11.	9.00 PM to 10.00 PM	Saturday & Sunday

- (a) Normally, one Production House shall not be allowed to take more than **three** slots out of the available slots as given above, i.e from Slot No. 1-8 and **two** Slots out of the available slots as given above from Slot No. 9-11.

Functions of the Empowered Committee

- a) To review from time to time on creative strategy, programme ideas, themes, and genres so as to offer viewers a balanced and wholesome programme mix.
- b) To sort out disputes arising due to more than one contestant quoting same highest bids for the same slot or block of slots, as the case may be.
- c) To sort out disputes arising due to temporary shifting of slots caused by programme exigencies.
- d) To guide on matters referred to it concerning telecast of programmes on sensitive themes and subjects in the light of all applicable laws, including the Programme and Advertising Codes of Doordarshan Broadcast and The Cable Television Networks (Regulation) Act,1995 and the Rules made thereunder.
- e) To accord permission to in respect of accepting unsolicited bids for any slots. Such bids will have to be dealt with through the process of Swiss bidding. In case of receipt of a single bid for any slot/slots, the matter will be referred to the Empowered Committee for appropriate decision. In other words, such bids would be placed on the website or any other platform in public domain with invitation to better the offer within a stipulated time period.
- f) To guide in respect of slots remaining vacant after the bidding process.
- g) DG, Doordarshan will seek prior approval of the Empowered Committee in respect of cases in which it is considered

necessary in the opinion of DG to ask for a pilot before giving a go ahead for telecast of a programme.

- h) While adjudicating disputes, the committee shall follow the principle of natural justice. In other words, it will give hearing to both sides and issue a speaking order.
- i) The Committee may co-opt any Board Member or official from time to time as per requirement.



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