

AFCONS Insight

Volume No.3 | Issue 2 | April 2013



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FROM MD'S DESK



The Times They Are a-Changin'. Many of you must be familiar with this famous Bob Dylan song, but what strikes me today is its relevance in the present 'changing' environment. The changes are for good and for bad. The good ones take us forward, help us to achieve our targets, ensure we are always in the present and ready for the future. The bad ones, of course, are regressive and non-productive. It's for an individual to decide which course he or she would choose to shape his or her future.

To start with, this edition of Afcons Insight comes with a new decor, brings in a certain vibrance and a newness into the system. It's a positive change. And such changes should be replete within our organisation to energise and revitalise ourselves.

We are sailing through a volatile period where business

is slow, there is downturn in commodity markets and the EPC business is in doldrums globally. None of these are indicators of progress, but does that mean we will lose ourselves in the drag? I say no. It's easy to sail with the flow. But to go against the flow it takes hard work and determination. To come out of this, we have to be vibrant. We have to shed our cynicism, stop saying "things are not happening" and drop the risk-avoidance nature. There is enough scope for improvement within the organisation and I am sure each one of us can work towards a more vibrant approach. We must adapt ourselves to the changing circumstances and push for the better.

Towards this, I am looking at connecting with people from now on. I want to explain why we should walk the extra mile. I want to know what prevents the people from exerting themselves or what the practical impediments on their way are. It's time we resurrect ourselves, mend our weaknesses and work as a team.

I know hurdles are aplenty in our lines of business. But with a vibrant approach, we can overcome any obstacle on our way. I wish you a happy reading and hope to see a renewed vigour in our attitude and work.

K Subrahmanian

MAKING HEADLINES

1 ArcelorMittal has issued an Appreciation Letter & Certificate to Afcons Infrastructure Ltd (Liberia) for successfully achieving Five Lakh Man Hours without any Lost Time Accident (LTA). The recognition was bestowed upon Afcons on January 18, 2013.

2 The Rail Vikas Nigam Limited (RVNL) has issued an Appreciation Letter to Afcons Infrastructure Ltd (RVN-03) for successfully achieving a record performance of five piles in 24 hours with one hydraulic rig in Package ANV-3 on January 11, 2013.

3 The Liberia Marketing Association (LMA) has issued Appreciation Letter to Afcons Infrastructure Ltd (Liberia) for the numerous community service deliveries and kind gestures rendered to Bassa people during the years and especially in 2012. The letter was issued on January 9, 2013.

SPECIAL FEATURE *

An interchange of dreams

Keeping its policy of on-time delivery of projects, Afcons is just months away from handing over the Mina Salman interchange

Afcons reinforced its presence in the Middle East when it bagged the contract to build the Mina Salman Interchange in Bahrain in 2011. The BD 25-million project was part of the Strategic Roads Master Plan, designed to improve traffic and bring an end to bottlenecks at one of the kingdom's main arteries in a period of 28 months.

Once complete, the underpass will provide a hassle-free ride between King Fahad Causeway and the new Sheikh Khalifa bin Salman Port and the overpass will provide access to Al Fateh Highway from Sh. Isa Bin Salman Highway. The junction, which is one of the busiest areas in the country, at present, will be rid of traffic congestion providing more services for people travelling across the highway to Bahrain International Airport & Hidd Industrial Area. The interchange is expected to be operational before time and it will be Afcons' first venture in the Kingdom of Bahrain.

The project includes construction of seven span bridges with a two-lane carriageway and an underpass with three lanes on each side. Besides these, there will be asphalt reconstruction



and a new road of approximately 80,050 sqm, varying from two to five-lane carriageway and construction of slip lanes at Sheikh Bin Salman Highway and Al Fateh Highway. Earthworks, Storm & sewer drainage, TSE & Water Distribution network, pumping stations, footpaths, asphalt paving, pavement markings & signage, street lighting and safety fences are major elements included in it.

As an integral part of the Bahrain Economic Vision

Key road project set for early completion



WHAT THEY SAY: Local media is gung-ho about MSI progress in Bahrain

THE PROJECT IN NUMBERS

4760m

Storm Drainage

3425m

Slip Roads

945.975m

Major Approach Highways

720m

Reinforced Earth Wall Approach Ramps

665m

U-Shaped Reinforced Concrete Underpass Structure

265m

Construction of 7 Span Cast in Situ Box Girder

2030, the interchange is expected to significantly improve the traffic along the main trade corridor. According to Bahrain ministry sources, more than 74,000 vehicles, 24 per cent of which are

heavy vehicles, pass through the junction daily. During morning peak hours alone, the number of vehicles crossing the interchange would reach 8,000.

The company's traffic diversion plan was highly appreciated by the Traffic Authority of Bahrain & the Ministry of Works. It was important to ensure smooth passage for vehicular traffic during the construction phase. Much to the ministry's delight, the detention time at the junction was reduced from 30 minutes to 5 minutes.

It is believed that the driving time between King Fahad Causeway and Khalifa Bin Salman Port will reduce to 18 minutes from the existing 38 minutes.

MINA SALMAN INTERCHANGE: Key Innovations

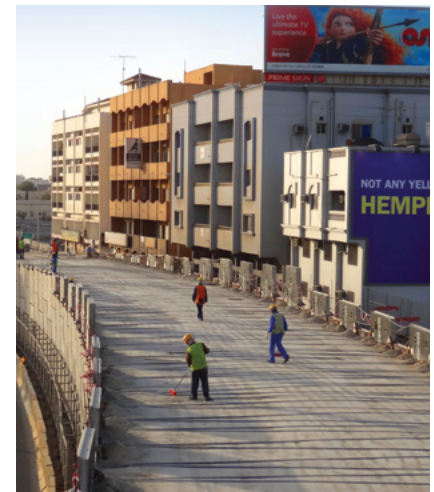


1 Challenges were faced in underpass shoring works near gantry (constructed over diversion road for flyover construction) where it was required to drive sheet piles close to less than 1m from the gantry foundation. Here predrilling was done on the sheet pile line to reduce vibration.

2 In order to progress flyover deck slab at maximum available fronts, the casting sequence was revised with 5m gaps for post tensioning segments of different stages.

3 Base slabs were cast in two segments to get more work front. Ramps were made from top of base slabs (depth varies from 0.6m to 2.8m) to ground level at a few places for early completion of works.

4 Truss arrangement was installed to support the live sewer force main which was supposed to be removed prior to the start of central portion of the underpass by commissioning the pumping station. The truss was installed to support the sewer line which facilitates the construction of the underpass in the central portion thereby avoiding an expected delay of 4.5 months.



WORK IN FULL FLOW:

The Mina Salman Interchange forms a strategic artery in Bahrain

MAJOR HIGHLIGHTS

DEWATERING

With the water table being only 1.5m from ground level and seashore about 0.5km from site, controlling ground water was a challenging task in this project. Well points were drilled every 1m at two vertical levels on either sides of underpass spanning 665.6m and round the clock dewatering ensured to control ground water. Few units of deep wells are installed as contingency measures. Some deeper units have continuous seepage of water which was arrested by installing the subsoil drainage system locally to divert the flow to the side drains.

WATERPROOFING SYSTEM

To reduce the effect of saline ground water and to avoid water capillarity through the concrete pores, specialised waterproofing system was used in underpass construction. The **Compartment System** uses waterbars, welded double layer PVC sheet membrane and injectable pipes instead of conventional bitumen laminated membrane.

SHEET PILES

For speedy and obstruction free construction of underpass, sheet piles were installed for complete length of underpass (1330m) and sheet piles were supported by anchors in the place of struts.


PROFILE |
NASEER AL YASIRI

An expat with a difference

For a 53-year-old Iraqi, who likes Al Pacino and counts The Godfather as one of his favourite movies, Naseer Al Yasiri is suave and charming than most men of his age.

Naseer has been associated with Afcons in managerial capacity over the past four years and packs a punch with his vast work experience of 30 years.

He was involved in the Nad Al Sheba Race Course Development in Dubai and is presently a member of the Afcons team handling the Mina Salman Interchange in Bahrain. Naseer completed his BSc Civil Engineering in 1982 and has worked in a gamut of projects in South East Asia and the Middle East.

It's not always easy being

an expat to embrace the culture of a different country and its workforce, but Naseer has mingled into the Afcons culture quite seamlessly. Describing his experience of working with Afcons, an Indian company, Naseer said: "Afcons is implementing the latest international standards and systems in running and developing the business. Thus, it's reasonably possible for the expat staff and managers to emerge effectively within the organisation."

According to him, Afcons is one of the leading organisations for its operation in various fields of infrastructure business, its international presence and a well-defined vision. In the past, Naseer has worked in

**POINT
BLANK**

Birthday
03/04/1960

Place of Birth
Iraq

Favourite Idol
Nelson Mandela
and my father

**Favourite actor/
actress**
Al Pacino

Favourite colour
Blue

Favourite food
Chocolate

**Best moment
in life**

**Birth of my first
child**

Favourite movie
Godfather

projects like the Baghdad Abugrajab Expressway and the reconstruction of Al Jumhuria Bridge in Iraq.

Naseer loves swimming and takes interest in sports. His wife, Raya, is an economist, daughter Hala is a Medicine University student, eldest son Mohamad is studying dentistry, Abeer is in secondary school and Amany is just four-years-old.

Talking about Naseer, Afcons MD, K Subrahmanian said: "Naseer is a hands-on and committed project manager who seamlessly integrated into the Afcons culture. He's well experienced and a dedicated worker. Naseer has a good track record and is flexible in his outlook and approach."

STRATEGY CONCLAVE...

...Where the best brains meet


LEADING THE WAY: (Top row, L to R) Mr Sandeep Desai, Mr JD Bakshi, Mr S Sankar, Mr Naseer, Mr Klaus Muenz, Mr Satish Tengri, Mr Anantkumar, Mr SG Paretkar, Mr N Balaram, Mr BS Malik, Mr P. Jayram, Mr Rustom Batliwala, Mr Arvind Sagar, Mr Ashok Darak, Mr Sandeep Manam, Mr V Manivannan, Mr Minoo Lalvani, Mr PR Rajendran, Mr JM Tipnis, Ms Bhakti Prasad, Mr Parag Bhargava, Mr Manish Mudaliar, Mr Arun Deore; **(Bottom row, L to R)** Mr Gokul Jawalikar, Mr Shankar Krishnan, Mr AN Jangle, Mr ND Khurody, Mr Jai Mavani, Mr Jimmy Parakh, Mr NJ Jhaveri, Mr Shapoor P Mistry, Mr K Subrahmanian, Mr Umesh Khanna, Mr Kuppuswamy Iyer, Mr S Paramasivan, Mr PK Johri, Mr N Selvaraj, Mr R Giridhar

The seventh Strategy Conclave was held from March 7 to 9, 2013 in Lonavala. The theme this year was Vibrant Afcons, i.e. developing an organisation that excels even in challenging periods, where others in the industry are facing difficulties. The past two years have

been challenging in India for the infrastructure segment. Slow recovery along with downturn in commodity markets has further slowed down EPC business globally. In domestic market across all sectors (except Urban Rail), the project pipeline has slipped. Capital investments by private

firms have dampened and there's uncertainty in policy continuity due to various reasons.

Internally Afcons, over the last few years, is transitioning into a global EPC firm, executing projects which are growing in size and complexity.

The objective this year was,

STRATEGY CONCLAVE... CONTINUED FROM PAGE 5

therefore, to define viable actions and methods towards developing the pipeline and winning jobs, along with developing capabilities to deliver the same.

Towards this the conclave came out with the three-dimensional approach:

➔ BUSINESS DEVELOPMENT

1. Focus segments/countries across six Business Units were identified which would drive job procurement over the next two years.
2. Within these sections and countries, focus on jobs where Afcons can maximise its competitive advantage and result in higher conversion rate.

➔ OPERATIONAL EXCELLENCE

Afcons is witnessing an increasingly diversifying environment and

operational excellence is the way forward. Even though a number of competitive advantages exist, but we believe Operational Excellence is the differentiator, which is not easy to duplicate and hence provides a sustained differentiation. The intent here is to develop processes and structures, which enables the organisation to deliver projects on time, safely, profitably and ensuring stakeholder satisfaction during the process. The action plan as laid forward:

1. The initiatives are identified across 4 dimensions – People, Process, Technology, Relationships.
2. The key ideas across the initiative is to strengthen the HO Site engagement, develop a support system for Project Manager and

develop capabilities for developing innovative engineering solutions.

➔ ENABLERS

The key challenges as we move towards becoming a global Engineering Procurement & Construction (EPC) organisation are:

1. **Stretched Leadership:** Delivering large EPC projects across the world would require development of leadership pipeline.
2. **EPC capabilities across the organisation:** In order to deliver EPC projects successfully across segments and geographies, EPC capabilities including Project Management and Technical skills need to be further strengthened.

LIFE AT AFCONS ☺

As always, Afcons kept its cultural side up with Holi, Pongal and Lohri celebrations. The Republic Day was also celebrated at most sites.



Holi celebration at Chenab



Republic Day at Jammu



Republic Day at Udhampur

COMING UP AT AFCONS ▶

Afcons bags 355cr PWD project in Delhi

Afcons Infrastructure Limited has bagged a 355cr PWD project to construct an elevated road over the Barapulla Nallah starting from Jawaharlal Nehru Stadium to Aurobindo Marg with connection at Ring Road, Lala Lajpat Rai Marg

and Aurobindo Marg in New Delhi. Work on the project has already begun and it should be complete in a span of 24 months. The scope of work includes construction of Main Carriageway Works, traffic signages and electrical works.

NEWS 📢



JAN 18, 2013: Consortium of Afcons Infrastructure Ltd, Technip and THHE was awarded the HRD Process Platform project by ONGC. The signing ceremony was held on this day. Dignitaries in the picture are (L to R) Mr PK Johri, Mr S Paramasivan, Mr Duong Truong Son and Mr K Subrahmanian.



FEB 9, 2013: Chief Minister of Delhi Sheila Dikshit inaugurated the New Barahpulla Project (PWD). Raj Kumar Chauhan, Minister PWD presided over the function in presence of Sandeep Kikshit, MP Lok Sabha; Travinder Singh Marwah, MLA and Niraj Basoya, MLA.

HR CORNER


Accounts Annual Meet 2012-13

ACCOUNTANTS' MEET

A three-day annual meet for the second level accountants was organised from February 21 to 23. The following sessions were conducted:

- Costing & budgeting by Mr LV Baleri
- Working capital management by Mr Sharma
- P&L analysis by Mr Bhaskara Mogera
- Taxation by Mr Arun Kumar Bhattacharya
- There was a session on communication, strategic & resilience competency conducted by Mr Anuj Baronia (External Faculty – Adecco India).

MANAGING PEOPLE AT WORK

To help participants improve their managerial skills, the workshop was organised at Mumbai office from February 25- 26. It was attended by employees from project sites, HO and Sterling & Wilson. The workshop was facilitated by Mr Nimesh Rathod (External Faculty – Adecco India).

TRAINEE INDUCTION (II LEVEL) – CMRL SITE

For trainees recruited through campus for 2012-13, the first batch of the second-level induction training was conducted at Chennai from February 4-8, 2013. The trainees were inducted by internal faculty on contracts, quantity survey, design for non design, CPE.

EMPLOYEE WELLNESS

A workshop on the Whole Wellness

Model was conducted at the Chennai Metro Site from February 4-8 and at RVNL / KMRC site from January 15-18, 2013. It was conducted by Ms Bhakti Prasad & Ms Tejaswini Joshi. The Whole Wellness Model focuses on employee wellbeing across four dimensions - physical, emotional, mental and spiritual.

HEALTH AWARENESS WORKSHOP

In line with our initiative of Whole Wellness Model, a workshop was organised on Health Awareness at Dahej Jetty and OPAL Projects site from January 22-24, 2013. The main speaker of the workshop was Ms Shikha Joshi from Vikalp Social and Charitable Trust.


JUNIOR MANAGEMENT DEVELOPMENT PROGRAMME (JMDP)

The first phase of the Junior Management Development Programme (JMDP) for 2013 was conducted from January 21-24. The JMDP is a 12-day programme conducted in three phases.

Other workshops conducted at head office were Advanced Excel Training and a training on Personal Effectiveness (March 25-26).

KEY NEW INDUCTIONS

Nitin G Kulkarni

has joined as VP - Oil & Gas (offshore) w.e.f. Jan 3. He has over 28 years' experience. He will be reporting to director, Oil & Gas, PK Johri.


Ramesh C Upadhyay

has joined as VP - Operations w.e.f. Jan 3. He has a vast experience of over 32 years. He will be reporting to PK Johri.

HSE
National Safety Day

The 42nd National Safety Day was celebrated in Mumbai office and also at other sites. The celebrations at the Head Office were held from March 4 to 11. The theme this year was "Work Together To Ensure Safe And Healthy Workplace". Safety posters on Office Safety Theme were displayed and HSE quiz competitions were arranged.

EVENTS

Unveiling of ICP-R model

The ICP-R Project model was unveiled by MD, Mr K Subrahmanian on March 21, 2013 at Mumbai office. The event was attended by all BU heads and other business leaders.

KM Cell launch in Jammu

To promote the usage of Afcons Gnosis Knowledge Management Portal at site, a dedicated room was launched at site office of 2615 - JURW Project.



ACTION PLAN: Afcons Managing Director Mr K Subrahmanian (left) and Deputy Managing Director Mr S Paramasivan during a brainstorming session at the seventh Strategy Conclave, held in Lonavala, from March 7-9, 2013; (Right) Mr Shapoor P Mistry makes a point while Mr Jimmy Parakh looks on during the Strategy Conclave.



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