

2. I am, therefore, to return herewith the said Bill in accordance with the provisions of rule 121 of the Rules of Procedure and Conduct of Business in Lok Sabha with the request that the concurrence of Rajya Sabha in the said amendments be communicated to Lok Sabha."

(II)

"In accordance with the provisions of rule 96 of the Rules of Procedure and Conduct of Business in Lok Sabha, I am directed to enclose the President's Emoluments and Pension (Amendment) Bill, 2000, as passed by Lok Sabha at its sitting held on the 28th April, 2000.

2. The Speaker has certified that this Bill is a Money Bill within the meaning of article 110 of the Constitution of India."

Sir, I lay a copy of each of the Bills on the Table.

THE LEADER OF THE OPPOSITION (DR. MANMOHAN SINGH): Sir, yesterday, I had given notice for a discussion on the serious accident which took place in the Bharatpur Ammunition Depot. Today's Order Paper lists a statement by the hon. Minister on this issue. In the light of this, I would not like to press the Calling Attention Motion notice, but I would respectfully request the hon. Minister to make this statement at four o'clock. We will not be able to be present if he makes this statement after six o'clock, as we have some important meetings of our party.

THE MINISTER OF STATE IN THE MINISTRY OF LAW, JUSTICE AND COMPANY AFFAIRS (SHRI O. RAJAGOPAL): Sir, the Leader of the Opposition and some other hon. Members have made this request that it would not be convenient for them if the hon. Minister makes his statement after six o'clock. I have conveyed this to the hon. Defence Minister and he has agreed to come here at four o'clock to make the statement.

#### **CALLING ATTENTION TO A MATTER OF PUBLIC IMPORTANCE**

##### **Poor performance and mismanagement of Air India**

श्री संजय निरूपम(महाराष्ट्र): माननीय सभापति महोदय, मैं एयर इंडिया की आर्थिक दशा, एयर इंडिया के पिछले पांच वर्षों के घाटे और कुप्रबंधन की ओर माननीय मंत्री महोदय का ध्यान आकर्षित करना चाहता हूँ।

**नागर विमानन मंत्री (श्री शरद यादव):** माननीय सभापति महोदय, एयर इंडिया एयर कार्पोरेशन एक्ट 1953 के अधीन पहले एक स्टैच्यूटरी कार्पोरेशन था। बाद में 1 मार्च 1994 से इसे कम्पनी एक्ट 1956 के अधीन रजिस्टर्ड एक सार्वजनिक लिमिटेड कम्पनी में परिवर्तित कर दिया गया। इसमें कर्मचारियों की संख्या 17,848 थी। यद्यपि इसके विमान-बेड़े में 26 विमान उपलब्ध हैं। वर्ष 1994-95 से इसके लाभ/हानि के ब्यौरे निम्नानुसार हैं :

1994-95 में लाभ हुआ 40.80 करोड़ का, 1995-96 से लॉस शुरू हुआ और यह था 271.84 करोड़ का। 1996-97 में लॉस हुआ 296.94 करोड़, 1997-98 में लॉस हुआ 181.01 करोड़, 1998-99 में लॉस हुआ 174.48 करोड़ और 1999-2000 में भी लॉस लगभग 89.75 करोड़ का हुआ।

वर्ष 1995-96 के दौरान कंपनी का घाटा 271.84 करोड़ रूपए का था जो वर्ष 1999-2000 के दौरान घटकर 89.75 करोड़ रूपए का रह गया है। ये घाटे नए विमानों के ब्याज और मूल्यहास, ऑपरेशन लागत तथा बाजार में बढ़ी छूट के कारण आय में कमी, वेतन बिल तथा अन्य स्टाफ लागतों में वृद्धि और लैंडिंग, हैंडलिंग तथा नेवीगेशनल प्रभारों तथा रूपए के मूल्यहास इत्यादि के कारण व्यय में वृद्धि की वजह से हैं।

एयर इंडिया ने अपने वित्तीय निष्पादन में सुधार के लिए निम्न उपाय किए हैं। पहला, अतिरिक्त राजस्व के लिए मार्केट प्रयासों में तेजी लाई गई है। दूसरा, लाभप्रद मार्ग पर बल देते हुए नेटवर्क का युक्तीकरण और कन्सॉलिडेशन करना। तीसरा, विमानों की विदेशों में मरम्मत संबंधी कार्यों पर होने वाले व्यय में कमी लाने के उद्देश्य से और अधिक अतिरिक्त मरम्मत संबंधी कार्यों को हाथ में लेना। चौथा, विदेश में एअर-इंडिया के भारतीय अधिकारियों के अनेक पद समाप्त कर दिए गए हैं।

पांचवा, दो स्वेच्छिक योजनाएं नोटिफाई की गई हैं यथा अपेक्षाकृत छोटा कार्य सप्ताह योजना तथा दो वर्ष की समयावधि तक बिना वेतन/भत्तों के छुट्टी योजना जिसे पांच वर्ष तक बढ़ाया जा सकता है। छठा, सेवानिवृत्ति की आयु फिर से 60 वर्ष से घटा कर 58 वर्ष कर दी गई है।

इसके अतिरिक्त, एअर इंडिया लिमिटेड के विनिवेश/पुनसंरचना संबंधी डिसइन्वेस्टमेंट कमीशन की सिफारिशों पर भी सरकार द्वारा सक्रिय रूप से विचार किया जा रहा है।

मैं माननीय सदस्यों को पुनः आश्वासन देना चाहूंगा कि सरकार यह सुनिश्चित करने के लिए उत्सुक है कि नेशनल फ्लैग केरियर के कार्य संचालन में अपेक्षित सुधार हो और इस

संबंध में हर संभव कोशिश करने का हमारा प्रयास है और मैं यकीनन आपको मुतबाइल करना चाहता हूँ कि इसमें जैसे अभी घाटा कम हुआ है, आगे भी यह घाटा और कम होगा और इसको टर्नएराउंड करके दुरुस्त किया जाएगा, यह मैं आपसे कहना चाहता हूँ। बहस करने वाले सदस्य इस बात का ख्याल रखें कि जो एयर इंडिया की हालत बिगड़ी है, इसे जो चोट पहुंची है, इससे इसको स्वस्थ बनाना है और मैं समझता हूँ कि इस बात का भी ख्याल रखें कि वाजिब तरीके से तथा एक कारगर बहस इस पर हो। सभापति जी, आपके माध्यम से मेरा सभी माननीय सदस्यों से यह निवेदन है।

**श्री संजय निरूपम:** आदरणीय सभापति महोदय, माननीय मंत्री जी ने एयर इंडिया के पुनर्जीवर के बारे में बहुत ही संक्षेप में बताया है। कभी एयर इंडिया इस देश का गौरव था, नेशनल फ्लाइट कैरियर था। एयर इंडिया हिन्दुस्तान की कुछ बेहतरीन कम्पनियों में एक कम्पनी रही है। यह कम्पनी लगातार 67 सालों से प्रोफिट में थी, लाभ में थी। अचानक पिछले चार-पांच वर्षों से इसमें नुकसान होने लगा। पिछले चार-पांच सालों में इसे ग्रहण क्यों लगा? हमें इसके तरह-तरह के कारण बताए जाते हैं। मैं आगे जाकर उन कारणों में अपनी बात रखना चाहूंगा। मंत्री महोदय ने अभी मुझे और सदन को बताया है कि जो घाटा 1995-96 में 271.84 करोड़ का था वह घाटा पिछले साल यानी 1999-2000 में कम होकर 89.75 हो गया है। परिस्थितियां वही हैं, फ्यूल प्राइज बढ़ गए हैं, ओवर स्टाफ हैं और विमान बेड़ा बहुत ही लिमिटेड है, इसके बावजूद घाटा कैसे कम हो गया? मुझे लगता है कि सबसे पहले हमें इस पर विचार करना चाहिए और मंत्री जी को इन कारणों की ओर ध्यान देना चाहिए कि आखिर घाटा कैसे कम हो रहा है और पिछले पांच वर्षों में लगातार घाटा कैसे बढ़ता चला गया था? इस साल घाटा थम गया, न सिर्फ यह थमा है बल्कि कम हो गया है तो मैं मंत्री महोदय से पहले यह जानना चाहता हूँ कि यह घाटा कैसे कम हुआ? मैं एयर इंडिया के मुद्दे पर स्टडी कर रहा हूँ तथा लोगों से राय तथा विचार कर रहा हूँ इस बारे में जानकारी लेने की कोशिश कर रहा हूँ। इसमें से एक चीज निकल कर आ रही है कि एयर इंडिया का शेयर मार्किट लगातार घटता चला जा रहा है, लगातार सिकुड़ता चला जा रहा है। आप ब्रिटिश एयरवेज या फ्रांस एयरवेज कोई भी देख लें, दुनिया में किसी भी देश की एयर लाइंस जो इंटरनेशनल एयर लाइंस हैं, कम से कम 30 परसेंट मार्किट उसके पास होती हैं। लेकिन हिन्दुस्तान में एयर इंडिया का मार्किट शेयर कभी भी 20 परसेंट से ज्यादा नहीं रहा। मंत्री महोदय, मैं आपका ध्यान इस ओर आकर्षित कर रहा हूँ और आपको यह नोट भी करना पड़ेगा कि एयर इंडिया का मार्किट शेयर 20 परसेंट से ज्यादा कभी नहीं बढ़ा। पिछले चार-पांच सालों में एयर इंडिया का मार्किट शेयर घटकर 12 से 15 परसेंट के बीच रह गया है। मैं मंत्री जी से जानना चाहता हूँ कि एयर इंडिया का मार्किट शेयर लगातार क्यों घट रहा

है और इसे बढ़ाने के लिए वे क्या करने जा रहे हैं ? आज भी एक प्रश्न के उत्तर में मंत्री जी ने बताया है कि वे लाभ के मार्गों पर ही ज्यादा से ज्यादा ऑपरेंट करेंगे । लाभ के मार्ग कौन-कौन से हैं, यह बड़ी समझने वाली बात है । 1999 में चार-पांच रूट्स को इस उम्मीद से कैंसिल कर दिया गया कि इन पर लोसेज हो रहा है और नए रूट्स पर जाएंगे तो लाभ होगा । जिन रूट्स को कैंसिल किया गया उनमें महत्वपूर्ण तौर पर फ्रैंकफर्ट, जेनेवा, आस्ट्रेलिया, कनाडा और मैनचेस्टर हैं । मैं विदेशों में ज्यादा सफर नहीं करता हूँ, शत्रुधन जी विदेशों में ज्यादा सफर करते हैं । सभी जानते हैं कि फ्रैंकफर्ट ऐसी जगह है जहां कभी नुकसान नहीं होता है और एयर इंडिया को फ्रैंकफर्ट के रूट से लगातार फायदा हुआ है । मेरे पाए एक अखबार इंडियन एक्सप्रेस की प्रैस क्लिपिंग है जिसमें एक रिपोर्टर ने लिखा है:

"Thus, Air India's withdrawal this May from Rome, Manchester and Frankfurt has paved the way for the Europeans to benefit at India's (not Air India, but India's) cost. The point is that when Indian Airlines wanted to operate to Europe, Air India refused."

फ्रैंकफर्ट का मार्केट, फ्रैंकफर्ट का रूट हमेशा प्रोफिटेबल रहा है । आज की तारीख में मंत्री महोदय कहते हैं कि हम इसे कैंसिल करने जा रहे हैं । मैं यह जानना चाहता हूँ कि क्या फ्रैंकफर्ट से वाकई नुकसान हुआ था ? आने वाले दिनों में फ्रैंकफर्ट जैसे और कौन-कौन से रूट हैं जहां से नुकसान हो रहे हैं ? जिन रूट्स पर फायदे हुए थे क्या उन रूट्स को कैंसिल करने के बाद उन्हें फिर से रिवाइव या फिर से शुरू करने की कोई योजना है ? मैं मंत्री महोदय से जानना चाहता हूँ कि आखिर प्रोफिटेबल रूट हैं क्या ? प्रोफिटेबल रूट कौन-कौन से रूट हैं ?

फ्लीट अपने आप में एयर इंडिया के लिए एक बहुत बड़ी समस्या है । हमारे विमान बेड़े में जो नम्बर ऑफ एयर क्राफ्ट्स हैं, वह एयर इंडिया के लिए एक समस्या है । नये विमान कई वर्षों से नहीं खरीदे गए हैं । हमारे पास 26 एयर क्राफ्ट्स हैं जिनमें से कई ऐसे हैं जो सालों पुराने हैं । एयर इंडिया से प्राप्त जानकारी के हिसाब से आपको नम्बर ऑफ एयर क्राफ्ट्स बताना चाहता हूँ । B 747-200 इनके पास 7 हैं जिनकी उम्र 23 वर्ष हो चुकी है । B 747-300 कोम्बिनेशन 2 हैं इनके पास, जिनकी उम्र 11 साल 2 महीने हो गई हैं, यह मैं आपको 1 जनवरी, 2000 की जानकारी दे रहा हूँ । B 747-400 इनके पास 6 पास हैं जिनकी उम्र 5 साल हो गई है । A 300B-4 इनके पास 3 हैं जिनकी उम्र 17 वर्ष हो चुकी है 310-300 इनके पास 8 हैं जिनकी उम्र 12 वर्ष हो चुकी है । सबसे पहली समस्या एयर इंडिया के पास यही आती है कि हमारे पास जो विमान हैं वे इतने पुराने और बदतर स्थिति में 2273 RSS/2000-12

हे कि जब तक उन्हें बदला नहीं जाएगा तब तक एयर इंडिया का विकास नहीं हो सकता, सुधार नहीं हो सकता। मैं मंत्री महोदय से जानना चाहता हूँ कि नये विमान खरीदने की क्या योजना है? मेरे पास ऐसी बहुत सारी इंफोर्मेशन है कि एयर इंडिया बोर्ड की फलां-फलां तारीख को मुंबई में बैठक हुई, दिल्ली में बैठक हुई, डिसाइड हुआ कि तीन एयर क्राफ्ट बेचने हैं, नौ एयर क्राफ्ट बेचने हैं। मैं आपको इस संबंध में एक-दो न्यूज भी दे सकता हूँ। मेरे पास हैं, बाद में बताऊंगा। एक दिन डिसेंजन होता है कि एयर इंडिया के फलां-फलां विमान बेचने हैं और दूसरे दिन डिसेंजन होता है कि नहीं यह रद्द करना है। इस संबंध में एक साफ-सुथरी पॉलिसी बननी चाहिए कि एयर इंडिया के जो विमान बूढ़े हो चुके हैं, बीमार हो चुके हैं उन विमानों को बेचने में आड़े कौन आ रहा है? उन विमानों को बेचने से फायदा क्या होगा नुकसान क्या होगा और क्या उन्हें बेचने से एयर इंडिया के आर्थिक स्वास्थ्य को सुधार जा सकता है? एक जानकारी देना चाहूंगा कि Nine Aircraft to be sold and seven leased in ये नाइन एयर क्राफ्टस कौन-कौन से हैं मंत्री जी ने अभी अपने प्रश्न के उत्तर में बताया। यदि फिर से बता दें कि एयर इंडिया के कौन-कौन से विमान बेचे जाने हैं और उनको बेचे जाने की प्रक्रिया कहां तक पहुंची है, बेचने से कितना फायदा होगा, आर्थिक फायदा कितना होगा, कितना कैश हमारे हाथ में आएगा और उस कैश का इस्तेमाल एयर इंडिया के रिवाइवल में किस प्रकार से किया जा सकता है तो बहुत मेहरबानी होगी? एयर इंडिया बिकने के बाद किसके हाथ में जाएगा, यह भी मंत्री महोदय बताएं।

मंत्री महोदय ने बताया कि एयर इंडिया की एक बहुत बड़ी समस्या ओवर-स्टाफिंग है। एयर इंडिया के पास 17000 के लगभग एम्प्लॉईज हैं जिन्हें घटाकर 2005 तक 10000 तक करना है। मंत्री जी ने कहा नो सर, डज नॉट अराइज" आजकल पूरा का पूरा क्वेश्चन यहां पर खया जाता है जवाब ही नहीं आता। मैं यह बताना चाहता हूँ कि एयर इंडिया के पास जो एम्प्लॉईज हैं और जिने विमानों की संख्या है उसकी तुलना में बाकी दुनिया में क्या स्थिति है। एयर इंडिया के पास 26 विमान हैं और 17,836 कर्मचारी हैं जिसकी औसत 686 आती है। सिंगापुर एयरलाइन्स के पास 98 एयर क्राफ्ट हैं और उनके पास टोटल कर्मचारी 27,000 हैं और जिसकी एवरेज 275 निकलती है। ब्रिटिश एयरवेज के पास 262 एयरक्राफ्ट हैं, कुल कर्मचारियों की संख्या 64051 है जिसकी एवरेज 244 आती है। कैथे पेसिफिक के पास 62 एयरक्राफ्ट हैं, इनके पास कर्मचारी हैं 14,744 और एवरेज आता है 237। एमरेट्स के पास 31 विमान हैं, इनके कर्मचारियों की संख्या 5662 है एवरेज आता है 182। एयर फ्रांस के पास 225 एयर क्राफ्ट हैं, कर्मचारियों की संख्या 55,747 और एवरेज 247 आता है। खुद मंत्री महोदय ने बताया कि दुनिया में कोई ऐसा एयरलाइंस नहीं है जिसके...(व्यवधान) ...।

MR. CHAIRMAN: You have already exceeded five minutes. You

should speak for seven minutes. Others have to speak for five minutes each. This is not a debate. This is a Calling Attention. You ask questions only.

**श्री संजय निरूपम:** चेयरमैन साहब, मैं आमतौर पर शांतिपूर्ण ढंग से बात नहीं करता हूँ लेकिन इस समय शांतिपूर्वक बात कह रहा हूँ। इसलिए मुझे थोड़ी सी छूट दी जाए।

मंत्री महोदय ने खुद भी यह चिंता जाहिर की है कि एयर इंडिया के पास जरूरत से ज्यादा स्टाफ हैं। मैं किसी कर्मचारी की नोकरी के खिलाफ नहीं हूँ। लेकिन निश्चित तौर पर कर्मचारियों की ज्यादा संख्या होने की वजह से एयर इंडिया के ऊपर लगातार बोझ बढ़ता जा रहा है और यह एयर इंडिया के घाटे का एक कारण हो सकता है। महोदय एयर इंडिया ने सुझाव दिया है कि बी.आर.एस.के तहत हम रिवाइव कर सकते हैं और संगठन इस परेशानी से उबर सकता है। तो मंत्री महोदय से प्रश्न है कि दोनों तरह के बी.आर.एस.को लागू करने के बाद क्या रिजल्ट निकल कर आया है? साथ ही मैं यह भी जानना चाहता हूँ कि एयर इंडिया के ऊपर जो कर्मचारियों का अतिरिक्त बोझ है, मंत्री महोदय के दृष्टिकोण से उस बोझ से कैसे निपटा जा सकता है ?

महोदय, अब मैं एयर इंडिया के घाटे के कारणों की तरफ आना चाहता हूँ। इसका मुख्य कारण मिसमैनेजमेंट है। इस बारे में मैं यहां पर एक उदाहरण कैरिप जेट का देना चाहता हूँ। मंत्री महोदय इस तथ्य से अच्छे ढंग से वाकिफ हैं कि कैरिप जेट, जो एन्टीगुआ की एक कंपनी है, उस कंपनी के साथ आपने एयर क्राफ्ट के लिए एक समझौता किया। लेकिन उस पूरे के पूरे समझौते में एयर इंडिया ने जो किया वह उसके ऊपर एक धब्बा है। उसने उस समझौते में कोई एक्जिस्ट क्लास नहीं डाली कि समझौते को कभी भी रद्द किया जा सकता है। मैं जानना चाहता हूँ कि यह बात एयर इंडिया ने क्यों नहीं की कि यह समझौता कभी भी टरमिनेट किया जा सकता है। कैरिप जेट के बारे में मुझे कुछ जानकारियां मिली हैं। और मैं मंत्री महोदय के सामने सिर्फ दो-तीन बातें रखते हुए पूछना चाहता हूँ कि यह एग्रीमेंट 1994 में हुआ,

The agreement with M/s. Carrib Jet was signed on the 16th of November, 1994, whereas the Board approval was obtained on the 24th of November, 1994.

यह पहला एग्रीमेंट हुआ। उसके बाद बोर्ड की एप्रूवल ली जाती है। किसी भी पब्लिक सेक्टर में इस तरह का काम नहीं हुआ होगा। जिन्होंने एग्रीमेंट पर साइन किया वे कर्माधिकारी थे जो आज संयोग से एयर इंडिया के एम.डी. हैं।

The payment of US\$157 per block hour over and above the contractual agreement was made on April, 1995 to December, 1995, resulting in loss of Rs.3.35 crores.

बहुत सारी बातें इसमें हैं। मैं सिर्फ बताना चाहता हूँ कि कैरिप जेट के साथ जो समझौता किया गया वह दोषपूर्ण है। मैं जानना चाहता हूँ कि जो इस समझौते में शामिल थे उन आफिसरों के खिलाफ क्या कार्यवाही हो रही है, मंत्री महोदय यह बताने की कृपा करें। जब समझौता रद्द किया गया तो वह कंपनी लंदन में आर्बिट्रेशन के लिए एक कोर्ट में गई और एयर इंडिया को 103 करोड़ रूपया हर्जाना भरना पड़ा। महोदय, इस देश में लोग एक एक पैसे के लिए तरस जाते हैं। सभापति महोदय, राजस्थान और गुजरात में सूखा है, लोगों को पीने के लिए पानी नहीं है, खाने के लिए खाना नहीं है, उनके मवेशी मर रहे हैं, लोग मर रहे हैं और एक एक पैसे के लिए लोग तरस रहे हैं लेकिन एयर इंडिया के कुछ आफिसर, पता नहीं ईमानदारी से या बेईमानी से, यह मुझे मालूम नहीं चल रहा है, इनके द्वारा एक ऐसा एग्रीमेंट किया जाता है जो दोषपूर्ण है और बाद में उस एग्रीमेंट को कैंसिल किया जाता है इसकी वजह से एयर इंडिया घाटे में है और उसको 103 करोड़ रूपया हर्जाना देना पड़ा है। इसलिए मैं मंत्री महोदय से जानना चाहता हूँ कि कैरिप जेट समझौते में क्या आपने पूरी छानबीन की है और अगर की है तो उसमें कितने अफसरों को दोषी पाया है और उनके खिलाफ क्या कार्यवाही हुई है यह बताने की कृपा करें ?

महोदय, मैं मंत्री महोदय से जी.एस.ए.के बारे में एक छोटी सी जानकारी जानना चाहूंगा। एयर इंडिया में लगातार घाटा बढ़ता जा रहा है जब एयर इंडिया का रेवेन्यू घट रहा है तो जो जनरल सेल्स एजेंट और ट्रेवल एजेंट होते हैं उनका भी यह कम होना चाहिए, उनकी भी कमाई कम होनी चाहिए। लेकिन दुर्भाग्यवश उनका बोनस लगातार बढ़ाया जा रहा है।

महोदय, अब मैं तीन जी.एस.ए.कंपनीज के बारे में बताना चाहता हूँ। मेरा इन कंपनीज से कोई व्यक्तिगत द्वेष नहीं है। इन तीन कंपनियों की डिटेल्स मुझे मिली हैं इसलिए मैं यह सदन में रख रहा हूँ अकबर ट्रेवल का 1993-94 का प्रोफिट 95 लाख रूपए था तो कहा गया कि प्रोडक्टिविटी लिक्ड बोनस दिया जाए। लेकिन 1994-95 में इसको घाटा होना शुरू हुआ। उसी कंपनी को 1995-96 में जब घाटा बढ़ गया, 271 करोड़ का हो गया तब भी 419 लाख रूपया दिया गया, उसी कंपनी को 1996-97 में 714 लाख रूपये दिये गये, उसी कंपनी को 1997-98 में 1111 लाख रूपये दिये गये। एयर इंडिया को लगातार घाटा हो रहा है तो निश्चित तौर पर ट्रेवल एजेंट्स की जो एक्टिविटीज हैं, वह भी लॉस में है फिर भी जी.एस.ए.ज.को प्रोफिट होता है। आगे भी इस तरह के जी.एस.ए.ज.की डिटेल्स मेरे पास

हैं। एक हंस एयर का डिटेल है और रिया ट्रेवलज़ का भी इसी तरह का डिटेल है। मैं मंत्री महोदय से जानना चाहूंगा कि आखिर किस प्रावधान के तहत, किस आधार पर आप लोगों ने जी.एस.एज.का लगातार बोनस बढ़ाया, लगातार बोनस बढ़ाते गये। आखिर यह जी.एस.एज. किस की हैं, इसकी भी छानबीन होनी चाहिये। मेरे पास जानकारी यह है कि बहुत सारे एयर इंडिया के रिटायर्ड आफिसर्स, एक्स आफिशियल्स हैं जिनकी अपनी भागीदारी इन जी.एस.एज.में हैं। एयर इंडिया के कितने जी.एस.एज. हैं उनमें एयर इंडिया के एक्स आफिशियल्स और रिटायर्ड आफिसर्स किस तरह से बेनामी तरीके से घुसे हुए हैं, कितने जी.एस.एज. एयर इंडिया के आफिसर्स के बेनामी हैं, ऐसे लोगों के पास हैं, इसकी छानबीन हो और इन जी.एस.एज.को जो बोनस दिये गये, इनका क्या तुक है, तर्क है और क्या आधार है, यह भी मंत्री महोदय बताने की कृपा करें।

एयर इंडिया को घाटा है, बरबाद हो गया, दो हजार करोड़ रूपया इमीडियेटली चाहिये। एयर इंडिया के मेनेजमेंट ने प्रस्ताव किया है, सरकार के सामने प्रस्ताव रखा है। डिसइनवेस्टमेंट कमीशन ने कहा कि एक हजार करोड़ इमीडियेट फंड इन फ्यूचर होना चाहिये गवर्नमेंट की तरफ से। एह हजार करोड़ चाहिये इसलिए एयर इंडिया को बेच देना चाहिये। सभापति महोदय, मैं निजीकरण के खिलाफ नहीं हूँ, ग्लोबलाइज़ेशन के खिलाफ भी नहीं हूँ, मैं स्वदेशी वाला भी नहीं हूँ लेकिन मेरा अपना मानना है कि सब कुछ जो अपना है उसको बेच देंगे तो जीने का कोई मतलब नहीं रहेगा। अगर हम अपनी हर चीज़ को बेच दें, हर गौरव को दूसरों के हवाले कर दें तो कोई मतलब नहीं है हमारे पास अपने हाथ में मेनेजमेंट रखने का। इसलिए मैं विरोध करता हूँ। एयर इंडिया को नहीं बेचा जाना चाहिये। मंत्री महोदय से आग्रह करूंगा कि वे इस सदन में आश्वासन दें कि एयर इंडिया के डिसइनवेस्टमेंट प्लान को तत्काल रद्द किया जाएगा और एयर इंडिया को तत्काल जितने पैसे की जरूरत है, फंड हो सकती है, मैं इसकी ओर भी आपका ध्यान आकर्षित करना चाहूंगा। एयर इंडिया के पास 18000 करोड़ रुपये के ऐसेट हैं। इनमें बहुत सारे ऐसेट ऐसेट हैं जो अनप्रोडक्टिव हैं जिनकी इनको कोई जरूरत नहीं है। ऐसे ऐसेट्स को बेच कर के आप बहुत आराम से जो आपको एक हजार या दो हजार करोड़ चाहिये वह रेज़ कर सकते हैं। मंत्री महोदय से मेरा आग्रह है कि ऐसे कौन कौन से अनप्रोडक्टिव ऐसेट हैं, यह भी बताएं और ऐसे अनप्रोडक्टिव ऐसेट्स को बेचने के लिए क्या क्या बातचीत हो रही है और क्या नेगोरियेशंस हो रहे हैं और इन अनप्रोडक्टिव ऐसेट्स को बेचने के बाद कितने फंड रेज़ हो सकते हैं? मंत्री महोदय इस सदन को बताएं, मुझे बताएं और सभापति जी को बताएं।

मैं अंत में सिर्फ इतना ही कहना चाहता हूँ कि एयर इंडिया की दुर्गति और दुर्व्यवस्था के लिए अगर कोई जिम्मेदार है तो वह मिसमेनेजमेंट हैं। प्रोफेशनल्लज के हाथ में आप इसको दीजिये। जो लोग इसके मेनेजमेंट में अभी हैं या जिनको आपने पहले दिया था, वह बेसिकली ब्यूरोक्रेट थे। उनको नहीं मालूम कि 747 क्या होता है, उनको नहीं मालूम एयरलाइंस सेक्टर की जरूरतें क्या हैं, उनको नहीं मालूम इसकी टेक्नीकैलिटिज क्या हैं। निश्चित तौर पर मेनेजमेंट प्रोफेशनल्लज के हाथ में दी जाए तो हमारे देश का गौरव बच सकता है। मैं व्यक्तिगत तौर पर किसी से भी द्वेष नहीं रख रहा हूँ लेकिन इस समय जो बोर्ड का गठन हो रहा है, उसमें जिय नये नामों को डाला जा रहा है, उसमें भी प्रोफेशनल नहीं है, एक भी व्यक्ति उसमें ऐसा नहीं है जिसको एयर इंडिया या एयरलाइंस सेक्टर की जानकारी हो। कोई डांसर हैं, कोई फिल्म प्रोड्यूसर हैं, कोई पोलिटिकल पार्टी का वर्कर हैं। ऐसे लोगों को बोर्ड में डालेंगे तो आगे भी घाटा होगा। मंत्री जी को मैं नाम बताने के लिए तैयार हूँ लेकिन मैं बताना नहीं चाह रहा हूँ। लेकिन सिर्फ इतना ही बताऊंगा कि अच्छे प्रोफेशनल्लज को डालिये और यह संकल्प लीजिये कि एयर इंडिया की दुर्व्यवस्था ठीक की जाएगी, सुधार किया जाएगा और एयर इंडिया को पुनर्जीवित किया जाएगा। धन्यवाद।

MR. CHAIRMAN: Shri Prem Chand Gupta. Please complete in five minutes.

SHRI PREM CHAND GUPTA (Bihar): Sir, you have given about 20 minutes to Shri Sanjay Nirupam.

MR. CHAIRMAN: No, no. There are a number of others. (*Interruption*). Otherwise, we will not be able to complete it.

SHRI PREM CHAND GUPTA: I will be very brief, Sir.

About 30 years ago, when I was pursuing my flying training as a young pilot, I, along with my friends, used to dream that one day we would get a job in Air India because Air India was a national prestige, Air India was the flag-carrier of the country. Mr. Chairman, Sir, whenever someone applied for a passport, he or she used to get two brochures, one from BOAC, which is now the British Airways, and the other one from Air India. In those days, the BOAC used to project the British Royal Family as the user of British Airways. They used the British Royal Family as their patron, while Air India projected the Maharaja. It was a symbol which exhibited class, quality and royal treatment. Sir, that was the popularity of Air India in those days. If we want to know why Air India is in such a situation today, then, it is necessary that we go back to its history. Air India was

established in 1953 with a specific mission. According to the Air India documents, the specific mission of Air India was: (a) to become an airline of first choice in the market by providing a high level of customer satisfaction (b) to show a constant improvement of quality by providing excellent service and product (c) to ensure a high quality of efficiency and management, leading to profitability and (d) to be competitive in the growing development of technology by continuous modernisation of the product. Sir. for many-years, Air India lived up to its reputation and mission, which it had before it. It is a tragedy that the airline, which was once the pride of the nation and the envy of the world, is now in the dog-house today. It has, unfortunately, shrunk to such an extent that the Maharaja, which was a symbol of quality and royalty the world over, is reduced to a beggar now. Sir. out of 46 years. Air India earned profits for 36 years. That is, after its nationalisation, Air India earned profits. For the last five years, it has lost almost a thousand crores. Before that, it was earning 200 - 300 crores per year. And today the situation is so bad that Air India has to borrow money from the market to meet its operating cost, that is, salaries, wages and day-to-day expenses. The hon. Minister has dealt with it, and I will come to it a little later. Before that, I would like to deal with a document which Air India itself had distributed to the Consultative Committee attached to the Ministry of Civil Aviation, 'A glorious history, Air India.' I appreciate that, at least, the Civil Aviation Ministry and Air India do realise that Air India had a glorious history and a glorious past. We have to see what it is today because past is history. If they had remembered that history and kept it in view. Air India would not have been what it is today. Sir. what they inherited five years ago was a profitable airline and an airline which had a mission before it and which had a future before it. But, for the last five years, the airline has gone into such a mess that to revive it is not going to be an easy task. Whatever the Minister has stated here, we have heard it from his predecessors also. But, Mr. Minister, this is not enough. And this is not going to solve the problem. Air India claims that it has contributed to national development. Let us see what they have contributed towards national development. They say that Air India is an important instrument for implementing the Government's policy. They have done contrary to it. Sir. the PSUs were conceived with the idea that they would create wealth for the country, infrastructure for the nation and would serve the so that it brings laurel to the nation.

What have they done? They have brought disgrace to the nation. Instead of generating wealth, they have become a liability for the country. The second claim, which they have made, is, as regards the inflow of tourists, that Air India is India's second largest foreign exchange earner. What have they contributed to the inflow of tourists? They have done nothing. They have sold their routes to the foreign airlines. Last week I read a newspaper report quoting the hon. Minister and two weeks ago another newspaper report quoting the Secretary, Civil Aviation, "we are inviting foreign airlines to operate in this country". If you are allowing foreign airlines to operate in this country, what is left for Air India? What will Air India be doing? You are giving all the rights to the foreign airlines. I understand your problem because Air India is unable to bring tourists. That is why the Tourism Department must have some way out. I do appreciate this. But to say that Air India has contributed to the promotion of tourism is not correct. Ninety per cent of the tourists are brought to this country by foreign airlines and not by Air India. So, that is their contribution. The third claim, which they have made, is that Air India had won numerous awards worldwide for tourism promotion. I am sorry to say that they have done discredit to those who gave them these awards because they have belied their hopes and they have not done what they should have done. The fourth claim, which they have made, is that Air India evacuated Indians when there were crises abroad. What had Air India done in Iraq, in Iran, in Kuwait, in *Yemen*, in UAE, in Saudi Arabia, in Oman and in Indonesia in 1998? I am sorry to say that the Indians, who were stranded in these countries, were treated like animals, goats and rats. They were dumped into the aircraft and brought into this country, and the Government of India compensated Air India for that. In my opinion, this was not a contribution as was claimed by Air India.

The next contribution, which Air India claims to have made to this country, is that they had operated 78 VVIP flights during the last eleven years carrying the President of India, the Vice-President of India, the Prime Minister of India and other Heads of States. We should look into how Air India had performed while operating these VVIP flights. First of all, these flights were not operated free of cost. Secondly, Air India had badly let down the WIPs also many times. Mr. Chairman, Sir, you may remember that the windscreen of the Air India flight carrying the Prime Minister of this country had cracked in Paris because the maintenance was not done

properly This is not the only example. In the second instance, a VVIP flight operated by Air India had to land somewhere in Russia because of a technical snag.

What I am saying is that Air India has let down the WIPs also.

Another contribution, which Air India claims to have made, is that they have helped the Hajjis. They have claimed that they have contributed so much for the Hajjis. They have not done anything for the Hajjis The Hajjis were stranded in Saudi Arabia a few days ago. Mr. Chairman. Sir. you may remember having read this news item in the newspapers.

Air India just advertised in newspapers, engaged the services of foreign airlines: and in that also, a lot of manipulations took place. The Hajjis are charged more than what they should have been charged normally, if Air India had not been involved in these operations. Sir. this is a disgrace and not a thing which Air India should claim to its credit. The treatment given to Hajjis in India and in Saudi Arabia is a matter of shame for all of us. Mr Chairman. Sir. Air India claims to be the ambassador of our country to the world. What kind of ambassador it is<sup>1</sup> Yes; they are our ambassadors. But what kind of image they earn, outside the country? I would like to give a few examples which would be of interest to the whole House. Mr. Chairman. Sir. in New York, the cabin crew refused to take off. or report on duty, because there was a fight between the cabin crew and the pilot. They refused to take off. Almost four hundred passengers were stranded at the New York airport. In the second instance also, the same thing happened. In Rome, the same thing happened. The passengers reached there, boarded the aircraft, but there was no cabin crew, no pilot. because they were fighting with each other. Thirdly, in London, the pilot refused to take off because his wife was not accommodated on board by the ground staff. In Paris, the pilot landed and hit taxi lights while landing. In Frankfurt, the pilot undershot and landed, bursting all the tyres. So. this is the kind of image which the employees of Air India carry, so far as the world is concerned/ Rightly, they are our ambassadors! Not only this: the staff of Air India, at all levels, has been caught smuggling, not only in India but outside India also. So, Air India represents this kind of ambassadorship of this country! Air India has many subsidiaries also, and the situation is this. There is one subsidiary, namely, Air India Charters Ltd. The situation is, while all the airlines in the world chase cargo business. Air India is the only one which does not wish to handle cargo. Because they feel that there

is nothing much in cargo business. Vested interests are involved everywhere, whether they are GSAs, whether they are posted overseas, whether they are something else. The other subsidiary of Air India is Hotel Corporation of India. You will be surprised to know that staff of Air India refused to stay at one of the hotels of Hotel Corporation of India, inspite of the fact that these hotels are located at one of the best location. I mean, this is the quality of service which the Air India and its subsidiaries are offering, Mr. Chairman, Sir, my hon. friend, Shri Sanjay Nirupam, has dealt with one comparative statement about the fleet of Air India. But he has forgotten to bring to the notice of this august House that not only the age of the aircrafts is too much, but Air India has the lowest utilisation of aircraft, per hour, per day. And it is the lowest. This is a record. No other airline in the world has such a lower utilisation of aircraft, per day, per hour. You will be surprised to know that for Boeing 747, 200 and 300, the average utilisation rate is 3.5 hours a day, whereas the normal utilisation per day, per airline, should be, like, for example, Singapore Airlines -10 hours; Japan Airlines - 11.35 hours; Lufthansa -12.3 hours; Air France - 12.48 hours; British Airways -13.5 hours; and the United Airlines - 11.54 hours. Mr. Chairman, Sir, this is the position of Air India. If we see

MR. CHAIRMAN: Hon. Member, you have already taken 15 minutes. Please conclude; otherwise, it will become a full-day debate.

SHRI PREM CHAND GUPTA: Sir, it is very interesting ...  
(Interruptions) ...

MR. CHAIRMAN: I know it is very interesting. Everybody has to make valuable points. You have to put questions and seek clarifications only. This is not a debate. The rule is you should speak for five minutes.

SHRI PREM CHAND GUPTA: Sir, I will take only one minute. The hon. Minister has stated that they are taking various steps to turn around. Perhaps he does know or he has not been informed that in Air India the retirement age has been reduced from 60 years to 58 years. But the same pilots were engaged and they were taken back in Air India on contract basis. Why is this going on? What was the necessity of doing it? Another glaring thing is if a junior pilot gets a certain amount, his senior pilot will get that money automatically even without flying because the senior pilot must get more than what his junior is getting. Sir, nothing is good in Air India. It is in a very bad shape. I would request the hon. Minister to look into the

matter very seriously. Merely submitting some documents or making a statement to the Press or in Parliament is not going to serve the purpose. Those who are responsible for the debacle of this airline should be punished and they should be removed. Bureaucratic control over Air India should be removed. The Secretary of the Ministry of Civil Aviation is made the Chairman of Air India. Therefore, nothing can be done. It is not a bureaucratic office. It is a commercial organization where service is important. We have to compete with the world. Simply putting some bureaucrat or a *panmasulawala* or a liquor baron on the Board of Air India is not going to solve these problems. You have to employ top-notch people so that this airline can be saved from closure. Sir, I challenge that if the present situation continues, Air India will not be able to survive. Thank you.

SHRI PRAFUL PATEL (Maharashtra): Mr. Chairman, Sir, Air India, as has been said earlier also, has been the pride of our country, our national flag carrier. It evokes strong emotions when we talk of it. Earlier, whenever we used to see a plane of Air India, it used to instil a sense of pride and emotion in all of us. Especially, whenever we were landing on foreign shores, the Air India plane used to remind us the glory and past of India. It was the first choice of any traveller, whether he was a business traveller or a leisure traveller. That was the pride and legacy of Air India. A lot of things have been said here. I don't want to make a very long speech because there is constraint of time. I would first like to talk about the capacity of the fleet. An airline, as old as Air India and a national flag carrier, having just a fleet of 26 aircraft is something for all of us to sit back and ponder and come to some kind of a conclusion. Are we serious in running this airline or not? Here we are talking of expanding the network. We are talking of reaching out to all the countries of the world. We want to establish links with all the countries. At the same time, the size of fleet of Air India is being reduced over the years. Sir, the figure of 26 aircrafts may sound good at least on paper. But look at the age of these aircraft. Mr. Nirupam has just mentioned that the average age of B-747-200 is 22 years. I remember, I was in school, when the first 747-200 landed in India. I think, it is still in service. I don't want to dwell further on that. But it just shows that the overall planning of Air India, the fleet acquisition programme of Air India, has been very, very dismal. In fact, it has got bogged down in the bureaucratic mess and tangle of the Ministry of Civil Aviation and the Board of Air India. Mr. Azad is here; he had also been

heading this Ministry for many years. He knows what Air India is all about. Minister after Minister has come. Governments have come and gone. We have been talking of a fleet acquisition programme for Air India; that is. long-range, medium capacity aircraft: then, we hear of long-range large capacity aircraft. But. overall, all these acquisition programmes have remained only on paper, or. they have been caught up in some bureaucratic tangle or the other. If the airline is to prosper, if the airline is to grow, then, we have to take effective steps. When we talk of the number of employees Shri Sanjay Nirupam mentioned '17.800 employees': yes. the strength seems to sound very high - I am in favour of a compact airline: I am in favour of reducing the number of employees per aircraft. At the same time, if the number of aircraft is increased, if the number of routes is increased, then. I think, these employees can be absorbed within that expanded network. I know that it would not be very easy. It is easy to talk here in Parliament. "Yes: reduce the number of employees, or, reduce the number of employees per aircraft." But. in practice, with our kind of laws, with our kind of political system and with our kind of political will, it is not going to be easy to actually implement what we are speaking here. But we need to do justice to Air India. By not allowing them to expand their fleet. I don't think we are doing justice to Air India: i don't think we are doing justice to our country. Here. Sanjayji rightly mentioned Frankfurt, a very important destination in Europe. I can assure that anyone who tries to get a seat, from today to the next 60 to 90 days, will not be able to get it. That is the position. To any Western destination, there is no seat available. On the other hand. Air India had a great network to Geneva, Rome. Frankfurt, Zurich and so on. To any place in Europe, the Air India had that positioning. We had the slot. We had the offices. We had the staff. We had everything. The infrastructure was there. I just do not understand why Air India which was flying on these profitable routes is now seeking to withdraw from them. I just fail to understand what the rationale is. It is a commercial organisation. A commercial organisation must be allowed to fly on the most profitable routes, to the U.S. I think, we have tremendous capacity which can be generated on the Indo-U.S. sector. I think, since the last 50 years, ever since Air India started flying to New York, it has been having only one flight. The same flight which lands at 3.35 in the afternoon in New York, would take off at 8.30 p.m. or so, in the evening, from New York back to India. That is the only flight which has been flying between

India and New York since the last 50 years. It is very surprising. I do not know why these things are not being addressed. Why should not there be two flights when the traffic is there? Rightly, Shri Prem Chand Gupta mentioned that the average fleet utilisation of Air India is not more than three-and-a-half hours, per aircraft, per day. So, it is a case where, I think, we have to (a) augment our capacity; (b) we have to replace these ageing aircrafts. Nobody has been applying his mind seriously to this issue. I think, there are many areas where Air India, definitely, needs to improve; I will dwell on that also. But the first most serious thing is that Air India has to replace its old aircraft and it should have a much larger fleet. It is surprising that after all these years. Air India has only 26 aircraft. I do not want to name them; but the private airlines which started only a few years back in India have 29-30 aircraft today.

They did not have the financial muscle or the backing of the Government of India. But, today, they are growing and the services they are offering, even on short haul are better than most international long haul services. We remember Singapore Airlines or Cathay Pacific or Thai or British Airways or Lufthansa being touted as one of the best airlines in the world. We have excellent services in the private sector in India today. Why can't Air India come back to the old standards which it was known for? We have people in Air India who have been working there for the last 20-25-30 years, who have seen the transition of Air India from the peak to this low. I think a serious introspection is required; the first thing is the acquisition of aircraft, adding capacity; and, therefore, automatically, over-manning of Air India and the number of employees per aircraft may also come down. Besides that, I would also like to say that when you have route capacity available, according to bilateral agreements between most countries, we have certain arrangements where we have certain amount of capacity available in and out of the country and the national flag carriers of both countries have a capacity apportioned to them. Here, we have the capacity, we have aircraft also and we have given away our profitable routes to Virgin Atlantic in the past. A lot of tom-tomming was done. Sir, Richard Branson comes to India and our Air India Board bends head over heels and tries to accommodate the great person as if he has come as a saviour of Air India in the Indian skies. I cannot understand it. What is the need? Virgin Atlantic maybe a good airline or a great airline, but all that you have done is, you have given away your capacity to somebody and then

you are feeling very happy about the whole thing and you are tom-tomming it as if it is the best thing that could ever happen to Air India.

What is the benefit for Air India out of this? This could have been done with anybody. You are anyway doing seat sharing arrangement with so many airlines. So, what was the great thing when Mr. Branson came to India and offered to Air India? We would like to know something about that. Sir, yes; we are talking about disinvestment and privatisation of Air India. I think that is not the solution. The solution is, let Air India have a first class Board. People of integrity, people of professional competence, people who know their job in every sphere, let people like that sit from top to bottom on the Board of Air India. Let the top positions of Air India be held by people who have the competence, who know what airline industry is all about. If private people in India, people who have had no past experience in running an airline, if they come and offer us a world class airline in India, why can't the existing airline, with the background, with the history, with the legacy, with the entire backing of the Government of India and the people of India, run as professionally as any in the world? I think what is required is a first class Board, a complete overhaul. What is privatisation going to do? Ultimately, it is going to change the face of management. Privatisation is going to bring in more money. Well; money is available in India. You don't have to sell your airline to a foreign airline or a foreign institutional investor. There is enough money available in India. I do not think any of the private airlines today have got billions and billions of dollars from abroad and have been able to build up their airlines. They have initially got aircraft on dry lease. Air India could do the same. If they do not have the money today, they can acquire aircraft on dry lease. Please acquire new aircraft; do not acquire those 20 or 30-year-old aircraft again, like the Carib Jet and all these deals which are shady deals, which do not instil any confidence in the people. When we talk of these kind of things, they have been happening time and again. I think good aircraft are available on dry lease. New aircraft, a year or two old aircraft, are also available. Get new aircraft, add capacity and from there you can take that. You make money and then you reinvest that money and wipe out the old losses. That could be one of the better ways of looking at it. Sir, as somebody pointed out, Air India is sitting on a wealth of its infrastructure. Air India's engineering wing is one of the finest in the world. With 26 aircraft and the base which you have got, why don't you sell your services to some foreign

1.00 P.M.

carriers? Why don't they come to India and service their aircraft? Our aircraft go abroad for C-checks and D-checks to Singapore, Dubai and other places. Why can't Mumbai which is the headquarters of Air India also be a base for engineering works? Air India can sell the spare capacity that it has to foreign airlines, to smaller operators from overseas and expand its base and enhance its revenue.

Sir, India's tourism suffers the moment Air India suffers. I think for the last ten to fifteen years, we have seen Air India suffering and, therefore, the entire tourism sector in the country suffering. Air India's ills are not just with regard to its aircrafts and its capacity, but they are such that a total transformation of Air India is a must. Take the pilots. My friend, Shri Prem Chand Gupta, also mentioned this. The pilots, who are very well-paid, who are in the upper strata of the society in India as compared to the rest of the population with regard to their average earnings, go on strike just at the drop of a hat or for their whims and fancies like, for accommodating somebody's wife, a flight gets cancelled or when a Captain wants to accommodate his own wife, a flight gets cancelled because he doesn't want to fly, or when an air hostess and a pilot fight with each other, a flight gets cancelled and 400 passengers have to be put up in a hotel in New York. At what cost? Then, we see the flight engineers going on strikes and the aircraft grounded. Then, you have the cabin crew also going on strike. Thanks to Mr. Nirupam's union there, they also go on strike and we have the Air India getting grounded. You are also part of the problem, if not total. Then, the engineers also want to go on strike. Sir, it is something which requires a radical surgery. Every section of Air India has some role to pla.

MR. CHAIRMAN: Now, listen please. It is past 1 o'clock. Are we to sit till the whole thing is over? It has become a debate. It is no more a Calling Attention now. Calling Attention means you ask specific questions. The points being made are very important. They are good points. But how do we decide now? Should we continue?

SHRI NARENDRA MOHAN (Uttar Pradesh): If you permit, Sir, we can continue after the lunch-break.

MR. CHAIRMAN: But then, we also have the Health Ministry.

SHRI NARENDRA MOHAN: But the lunch-break has to be there, Sir.

SHRI R. MARGABANDU (Tamil Nadu): I think this can continue, Sir. *(Interruptions)*

MR. CHAIRMAN: But there are still many speakers. There are eight of them. Everybody is taking ten, fifteen or twenty minutes. So, it will be a debate and not a Calling Attention. It has become that because the subject is very important and the points being made are also very important. But the question is that we are not able to restrict it to the mode of a Calling Attention. It has become a debate. What do we decide now?

**श्री शरद यादव:** सभापति महोदय, यह जो सवाल उठा है, यह बहुत महत्वपूर्ण है और माननीय सदस्य इस पर जो डिबेट कर रहे हैं, वह बहुत वाजिब हैं। मैं मानता हूँ कि यह कॉलिंग अटेंशन है लेकिन मैं यह सोचता हूँ कि यदि लंच ब्रेक करें और उसके बाद इसे कंटीन्यू करें तो ठीक रहेगा क्योंकि मुझे भी इसका जवाब देने के लिए कुछ समय चाहिए। मैं मानता हूँ कि समय का रिस्ट्रेंट है लेकिन यह विषय बहुत महत्वपूर्ण है।

MR. CHAIRMAN: I have no objection.. The House is adjourned till five minutes past two.

The House then adjourned for lunch at four minutes past one of the clock.

The House reassembled after lunch at nine minutes past two of the clock, [THE VICE-CHAIRMAN (SHRI SURESH PACHOURI) in the Chair.]

THE VICE-CHAIRMAN (SHRI SURESH PACHOURI): Now we will resume the discussion on the Calling Attention Motion.

SHRI PRAFUL PATEL : Sir, I was talking on the functioning of Air India and various steps that need to be taken to improve the functioning, to improve the image of Air India and to make sure that our national flag carrier, Air India, regains its lost eminence. There was a time when Air India was considered as one of the best airlines in the world - not alone in India or in the region. And, as I said earlier, various measures need to be taken. I have enunciated a lot of points. I need not go back to those points again because I am just trying to wind up and complete my speech. However, one of the points, which I still feel needs to be seriously looked into, is about the VIP movements on Air India. Time and again, it has been mentioned that Air India suffered on account of aircraft being given out for the VIP movements of the hon. President or the Prime Minister or high

office functionaries. The issue is. Air India pulls out its fleet from its existing routes, cuts down on some services and makes aircraft available for the VIP movement. I think, a country as big as ours and a country which has its own place in the world should definitely look at having one or two aircraft for the movement of our WIPs. It would not be improper on my part to say that Air India is already looking at selling some of the older fleet Boeing 747-200s. With a little bit of modification, with some structural changes - or, whatever it may be, I do not know the exact technical word - and spending a fraction of the price of a new aircraft, these aircraft can be modernised, can be upgraded for the use of the WIPs. This would ensure two things: The first one is, our country and our country's high dignitaries will have an aircraft exclusively for their use. At the same time, it will save Air India from the problems which it faces whenever it has to handle such movements.

The Haj charters have generated a lot of controversy. A heated debate took place in the House also. The movement of our Hajis is being handled by Air India every year and a lot needs to be improved in terms of services that are being offered by Air India. There have been complaints. This year also, in particular, there have been complaints that aircraft having been leased for a specific purpose of transporting our Hajis had never reached on time, there were delays and our Hajis had to undergo tremendous hardship. I am sure there can be a better mechanism to ensure that these kinds of things do not occur again and again. As far as the money is concerned. I do not think, Air India is losing money on this count. I think, Air India is charging even a handling fee. The Hajis are being charged according to a certain rate and Air India is hiring or chartering aircraft on the basis of per-seat-per-passenger at a slightly lesser rate than what are being charged from the Hajis. The difference being the handling charges which Air India recovers to manage its own cost. So, I do not see that Haj charters are a drain on the Air India or on the resources of Air India. In fact, if handled properly, if there is a difference between the price you pay to a charter company and what you recover from the pilgrims. I think, it would be a commercial proposition for Air India or for any other commercial organisation. But, to the contrary, it has always been mentioned that Haj charters or Haj movement is a big drain on the resources of Air India or it is a big challenge or hardship which Air India has to face. Otherwise also, Sir, there are routes -- as I mentioned earlier about the

bilaterals - which Air India has, from time to time, given away to various airlines, to various countries, which, otherwise, could have been profitably exploited and handled by Air India itself. This, certainly, is something which the hon. Minister should take up with the Board of Air India and discuss with them. Within your existing framework, your fleet capacity you can definitely get better productivity and better route rationalisation. I think, something has been left or neglected; or whatever the reasons may be, I am unable to state.

The GSAs is an area where Air India has repeatedly been getting a bad name. For years and years, I have been reading it in newspapers. It had been raised publicly that GSAs, basically, is nothing but a medium for favouritism; to favour a party, to favour an individual, to oblige somebody. It definitely needs a lot of introspection. The GSAs is a prevalent practice all over the world. I am not saying that GSAs is something unique to Air India. But, when one looks at the volume of traffic of Air India, one finds that Air India has a dedicated traffic. That is where it raises a lot of eyebrows. The Air India has, probably, a maximum of 10 flights a week out of London. (*Time-bell rings*) You want GSAs to handle the entire volume of the traffic there. Most of your traffic is a dedicated traffic. Ethnic people use Air India out of compulsion because they feel more comfortable in their own environment, in their national carrier. I do not think Air India requires GSAs to actively market its limited capacity, whatever it has. So, why is the GSA so important for the functioning of Air India, or for the marketing Air India's limited capacity? I think, this aspect does need a lot of serious introspection.

Finally, I would come back to one point and, after that, I would wind up. It is about the purchase of new aircraft, which I have mentioned earlier also. A lot has been talked about it. I do not know who has to take a final decision - the Government or Air India - but I am sure Air India has to take the concurrence of the Government of India whenever it goes in for a major fleet acquisition. But why has this issue been pending for years? I think the last purchase decision, which Air India took, was about 8-9 years back, when they bought 747-400. I think, four aircraft were bought at that time. After that, there has been no purchase. Time and again, you just talk of expanding your fleet or modernising your fleet. Whatever has the consideration been, there has been no decision. Shri Prem Chand Gupta, myself and so many other Members, had raised this issue in the Consultative

Committee of the Ministry of Civil Aviation. Always, it had been mentioned to us. "No. a committee has been formed. The committee will go into the aspects". When the report of the committee comes out. then, again, another committee is appointed to look into the report of the previous committee and so on. and so on. Committees after committees! They have only been opining, but there has been no concrete decision. I don't think the way the Air India is allowed to function, would help it in any way. They need some autonomy. They should be given the 'right to choose'. They know what is their problem. They have to decide according to route rationalisation. I do not think bureaucrats, sitting in the Ministry, have a competence in the technicalities of buying an aircraft. I don't think they, sitting in the corridors of New Delhi, can advise as to what Air India should do while buying an aircraft vis-a-vis a particular type of aircraft. I am sure. Air India has got the experience and the competence to do so. If they don't have, kindly make sure that they do have a thoroughly professional board who can advise them and help them in deciding as to which aircraft should be purchased.

THE VICE-CHAIRMAN (SHRI SURESH PACHOURI): Please conclude.

SHRI PRAFUL PATEL: Sir, money is definitely a scarce commodity. As I said earlier, money may be scarce. We agree. But. at the same time, various options, like dry leasing, are available there. When private operators, with no background of the Government or financial muscle, could be in a situation where they are today, why could not Air India be? Today, private operators have got more aircrafts, than what the Air India had during the last fifty years. Why this is so? They have got modern aircraft. Without money or resources, they could get the aircraft, they could generate revenue, get the traffic on the routes and pay back. Now, they are buying their own aircraft. They are buying aircraft, without putting a single rupee or dollar as down payment. They are getting money from the Exim Bank and other banks just because of their credibility. I think with the backing of the Government of India, Air India definitely has the credibility to be able to purchase new aircrafts or to get aircrafts on dry-lease. This aspect can be taken up at the earliest. Sir, finally, I would like to bring to the notice of the House the smallest of the small thing. When we all fly, what do we look for? We look for cleanliness of the aircraft. We look for the minor details as to whether the airport lounge is a

nice, ambient and a pleasant one. I do not think these things require any push from the Ministry. It has to come basically from the work culture within the airlines. What the top brass of Air India is doing? Or, what the people who are responsible for this thing are doing? I do not think anyone of us here will disagree with this. When you board an aircraft and use the facilities on the aircraft and compare it with other airlines, with a foreign carrier, you can feel the difference. I think it really requires some major determination. The working of the airlines has to improve. There has to be something from within which says that these things can be rectified. A T.V. will not work in the Air India first class. Even a first class or business class seat will not recline in Air India. We can find the movement of rats in the lounge of the Mumbai Airport and all those places which are supposed to be the...*(Interruptions)*...anything; rats, you will find kittens, everything ...*(Interruptions)*...This is something which we all have to look into. I read that a rat bit the wires of an Air India aircraft which was meant for V.V.I.P. movement. When all these things can happen to a V.V.I.P. aircraft, what can be the plight of ...*(Interruptions)*...

THE VICE-CHAIRMAN (SHRI SURESH PACHAURI) : Please conclude. You started at ...*(Interruptions)*...

SHRI PRAFUL PATEL : Sir, I appreciate, but I got disturbed. What could I do? My flow got disturbed. ...*(Interruptions)*... If you had let me finish, I would have finished within two minutes, but anyway, Sir.

श्री एम.वेंकैया नायडु(कर्नाटक): नीचे आने के लिए समय लगेगा ।

SHRI PRAFUL PATEL : Yes; Sir, landing takes a little time. We have to ...*(Interruptions)*...

श्री सतीश प्रधान(महाराष्ट्र): ऐसे मत जाने दो ।

SHRI ADHIK SHIRODKAR (Maharashtra): My friend, Shri Sanjay Nirupam, advised him not to get disturbed.

श्री प्रफुल्ल पटेल: माननीय मंत्री जी, बाकी जो बड़े बड़े मुद्दे हैं, वह बाद में आएंगे । पहले जो बेसिक इश्युज है, छोटी छोटी बातें हैं जिनसे एयर इंडिया का नाम खराब हो रहा है, सफाई नहीं है, टॉयलट का फ्लश चलता नहीं है, सीट पीछे नहीं जाती, टी.वी. नहीं चलता. लाइट्स खराब हैं, स्टाफ का एटीट्यूड खराब हैं, स्टाफ बात नहीं करता हैं, काउंटर पर किसी को कुछ मालूम नहीं होता है कि क्या परिस्थिति है । फ्लाइट डिले हुई तो कोई

जवाब देने वाला नहीं है। पायलट और एयर होस्टेस लड़ाई कर रहे हैं। ...**(व्यवधान)**... फ्लाइट का लेट होना तो तय है। एयर इंडिया की फ्लाइट पर जाना हो तो बिना पूछे एयर पोर्ट पर मत जाइये। यह सब बेसिक बातें हैं, मेहरबानी करके इनके बारे में ध्यान दीजिये। देश की गरिमा का सवाल है। यह देश का एक ऐसा आर्गेनाइजेशन है, जिसके प्रति हमारी सब की श्रद्धा है। आप कृपा कर के इन पर छोटी छोटी बातों पर ध्यान दीजिये। बड़ी-बड़ी बातें तो बाद में देखते रहिये। वह तो देखनी ही हैं। लेकिन छोटी छोटी बातों से शुरुआत करेंगे तो शायद एयर इंडिया की तस्वीर सुधर सकती है। प्राइवेटाइजेशन करिये, इसके लिए हमारी कोई मनाही नहीं है लेकिन विदेशी हाथों में मत दीजिये। हिन्दुस्तान में बहुत टैलेंट है। किसी को भी दीजिये, चाहे एग्जिस्टिंग को दीजिये, चाहे नये आदमी को दीजिये, उसमें हमें कुछ नहीं कहना है। लेकिन पैसे के अभाव में, एक्सपर्टीज के अभाव में यह विदेश में जाना चाहिये, ऐसी बात मुझे नहीं लगती है। यह एयरलाइन हमारा गौरव है और इसको हम कायम रखेंगे। यही हमारी अपेक्षा है। आपका बहुत बहुत धन्यवाद।

THE VICE-CHAIRMAN (SHRI SURESH PACHOURI): Shri, Vijay Darda, he is not here. Shri Bratin Sengupta.

SHRI BRATIN SENGUPTA (West Bengal): Hon. Vice-Chairman, Sir, I want to call the attention of the Minister to this issue of mismanagement of Air India, particularly, given the fact that instead of infusing money into Air India, which the Kelkar Committee had proposed—it was being debated for the last three years—shelving this, the entire Cabinet and the Ministry are moving with a new step which is directed towards disinvestment, 40 per cent disinvestment of Air India and a strategic share of 40 per cent by a foreign airline. The Virgin Atlantic, led by Mr. Branson, and the Singapore Airlines are in the race at the present moment. There will be many more willing to come. This is the entire direction of the Government.

This has been discussed in many fora. I do not want to repeat this. But the same Air India, at one point of time, had quoted the examples of Air France and British Airways. Both of them were saved by their own Governments. The Government of France had infused Air France with a fund of Rs. 17,000 crores in order to save their national carrier, when it was suffering from a different kind of losses. British Airways was rescued by the British Government when it was suffering from a different kind of losses.

Many Members of Parliament have raised this issue on different occasions that the only alternative for Air India is infusion of equity funds by the Government, that there should be implementation of the recommendations of the Kelkar Committee— Part I and Part II—and that Air India should be revived. Many Members of Parliament have been agitated over the issue on many occasions, over the non-implementation of the Kelkar Committee's recommendations etc. Why is the Government silent about the implementation of that particular recommendation of the Kelkar Committee? Why is the Government silent about revival of Air India? Instead, there have been demands galore in the last few days that by the 15th of May, the Cabinet Committee on Disinvestment should decide on the final restructuring of Air India, which would involve 40 per cent dilution of equity to the foreign airline partner, namely. Virgin Atlantic which is led by Mr. Branson. The Singapore Airlines is also in the run.

Does the Government not remember that all of us, cutting across political affiliations, fought against this? The Singapore Airlines was not even allowed to join Tata Airlines. Even a private project of Tata Airlines was not allowed because of security reasons and many other reasons. A joint venture between Singapore Airlines and Tata Airlines was disallowed. Many Members of Parliament had raised the issue.

But that same Singapore Airlines is now being allowed this. It is not a question of having a joint venture with a private airlines, but that of having their stake in Air India. Does the Government not remember how much opposition was there at that point of time? How does the Government allow this? When there have been many debates, who gave them the mandate to allow a foreign airlines to have a strategic partner and a disinvestment of 40 per cent of Air India's equity? The examples of the Air France and the British Airways, I just quoted. Who gave them the mandate to forget all those debates and go in for disinvestment of the entire thing<sup>0</sup> Are Virgin Atlantic and Singapore Airlines going to rescue Air India?

Mr. Sanjay Nirupam and many of us have raised this Calling Attention. I think many Members are lending their wholehearted support to us. It should never be misconstrued or misunderstood as an attempt to depict that the only solution to the mismanagement in Air India is privatisation or disinvestment. Never. We never meant that. Nobody wanted to mean that. Does the Government not know about it? Yes; there

have been many irregularities, to which we wanted to call the attention of the Minister.

There has been the question of fleet restructuring. Standardisation of the fleet of Air India has been a long-pending agenda. Why is the Government sitting quiet? Why did the Board of Management of Air India sit quiet for all these years, because of which the fleet standardisation was never possible, with the result that we have a fleet of 26 aircraft, out of which, some are as old as 23 years? The 747-200s are 23-year old. There are seven of them. There are many aircraft which are eleven-year old and seventeen-year old. They are still continuing. Why did the Government not give its attention to it much earlier? Why was no action taken against the erring officials and the members of the Board of Management, who could not take a decision all these years and sat quiet on these files when Air India had money to do it? I know that the management will say today, "We are recovering from all the lapses of the past act. This time, our loss is only going to be around Rs.92 crores. It is going to be reduced from Rs. 170 crores or from what it was two years back." I know that. I know that they will say about code alliances, code-sharing, new alliances, etc. But, will the management reply or will the Government reply on behalf of the management here win a national airlines, 67-year old airlines, having a profit record of at least Rs.333 crores in the year 1992-93, is making a loss continuously for the last few years? And there is no sight of ending the loss. Why could not they take a decision regarding fleet standardization all these days? Why was the money put in the bank and not used for purchase of aircraft? The aircraft could have been procured in many ways other than by spending from the savings account of Air India. There were many other ways in which the aircraft could have been procured. Why was it not done? Was any action taken? Was any action taken against the Board of Management? Yes, there is a 20000-strong work-force. Per aircraft, there are 700 employees which is very high compared to international standard. In the case of Singapore Airlines, it is only 100. The international standard is 350 employees per aircraft. That is not the only issue. It should be reduced. Those employees may be put somewhere else, not necessarily be put in the aircraft. They can be deputed as ground staff without being retrenched. By increasing the number of aircraft, they can be absorbed in any other areas. There have been many schemes in operation like the voluntary retirement scheme. For those people not having a licence, there is

a scheme. There is a premature retirement scheme. There is a half-day, half-work scheme. I want to know from the Government and the management what happened to these things. How are they implemented ? Why is the Board of Management silent? Sir, this is a very important point. The Board of Management and the Government are silent on the PLI scheme on which the CAG has castigated them saying that crores of rupees have been siphoned out of this PLI scheme and it has gone into the pocket of the management. The scheme was introduced by a former M.P. I do not want to name him. He has been benefited hugely to the tune of crores of rupees. Many other M.Ps. and high officials have been benefited by the PLI scheme against which the CAG has pointed his finger. There has been no action against this. A particular scheme came into being. The Government is silent.

Why is the Government silent about the loss-making sectors like Canada, London and South Africa? Despite a recommendation of the Standing Committee long back in this respect, why are the flights of Air India running in these sectors for all these years? Why was it not stopped at that point of time? They are not answering these questions. Why have we to pay a heavy compensation to the Carrib Jet, an Antigua-based company, from whom we had taken two aircraft on wait-list in September, 1996. The Carrib Jet complained that there was no clause in the agreement that the lease agreement could be terminated at a point of time, but it was terminated on complaints about safety norms. It was terminated. At that point of time, the Carrib Jet went to the court and got the compensation. An interim compensation had to be given. They have asked for a compensation of Rs.400 crores. We do not know how much compensation the company is going to get. The Government is totally silent on these facts.

There is no action taken when there was lack of passenger amenities. There was a heart attack to a patient on an aircraft which was coming from Dubai to Cochin, near Cochin. It was on 14th February. It was one Mr. M. Veerappan or somebody. There was this heart attack and on humanitarian grounds, the pilots had to ground the aircraft. Those pilots, Mr. Gadgil and Mr. Janardhan, refused to fly from Bombay. They had to make an emergency landing at Mumbai airport because they were 250 kms short of Cochin airport at that point of time. Immediately after that, the pilots said, "We have come back to the base station. We cannot fly back to

Cochin again and we will not fly." No action was taken on 10th February when the pilots in another flight, a New York-bound flight, of Air India refused to fly. That was an overbooked flight. There was no seat available. They wanted to accommodate four of their colleagues who had no business in the flight. They were not being allowed by the ground staff. And they refused to take off the flight. It lasted for nine hours. Around 150 passengers were offloaded from a New York-bound aircraft to another aircraft simply because they were overbooked and the pilot refused to fly. They had to spend nine hours at the Airport and they had gone in for claiming compensation. But the Government is indifferent about it.

We generate a lot of cargo revenue, but, Sir, Air India has suffered a tremendous loss because two aircraft which used to go from Mumbai to Tokyo *via* Calcutta and Bangkok, have been withdrawn without any reason. They used to earn a lot of cargo revenue. In the same sector, there are other airways like the British Airways, the KLM, the Swiss Airways and the Thai Airways. They are earning a lot of cargo revenue by operating in the same sector. They are doing that because there is a market. But Air India has withdrawn these two aircraft which used to earn a lot of cargo revenue, without any reason. Will the Government tell us why they have withdrawn these two flights? Will the Government answer why they will not restore them? There is a market. The British Airways is running cargo aircraft from there. The KLM is running a cargo aircraft. And the other airways are also running cargo flights. Then, why was it done? Will the Government answer it? They are silent and they are sitting quiet on this.

There is talk of workforce. Definitely, it should be restructured. But the top management, which is sitting quiet about all these things, should be cut to size. Disinvestment is not going to be an answer to this. Nobody has given the Cabinet this mandate. Keeping in view the background of the discussion that has already taken place in this House and everywhere else for the last ten years, I don't think they have been given the mandate to go in for this kind of blanket disinvestment, without going for other restructuring. It is surprising to note that the question of even fleet standardisation is pending with the Air India management. It is pending for a decade or so. This is also put on hold because of the fact that it will be restructured by the Virgin Atlantic, or, Singapore Airlines, or, whoever may be the new strategic partner who will come in, and they will have to stake their claim. They will have to have their final say on fleet standardisation\* <

Therefore, fleet standardisation, despite repeated recommendations by the Standing Committee on Transport and Tourism and many other effective authorities, is not taking place, and the Government is silent on that. The Government is giving in before those would-be strategic allies rather than accepting the Standing Committees recommendations, or, the repeated recommendations regarding fleet standardisation which is long overdue.

SHRI NARENDRA MOHAN: Mr. Vice-Chairman, Sir, the problems which Air India is facing today, are of immense importance to us. It is not that these problems cannot be solved. It is not that the Government of India has not tried to solve them, but, unfortunately, whatever attempts have been made, they have been frustrated by various channels. I will come to this later. Sir, a commercial organisation fails — there are only a couple of reasons — when there is an erosion in the market, when there is a change in technology, due to lack of finance, change in Government policies, or, because of bad management. In the case of Air India, the shelter of erosion in the market cannot be taken because market exists and demand exists. And other airlines which are flying through India, to or from India are making profits. Sir, there is approximately a seven per cent growth in air traffic to and from India. And the share of Air India is, at present, hardly 1.7 to 1.8 per cent. The rest 5 - 5.5 per cent traffic is going to other airlines which are flying through India, or, from India. This is what surprises me. There is demand and there is market, but still Air India fails. The fare structure of Air India is also unfavourable. But still it is failing. The Government of India may not be willing to immediately finance Air India. At the same time, the Government of India is also not very apathetic. I would rather say that the present Minister of Civil Aviation is very sympathetic and he is demanding finance from the Government of India. It may come. But the question is, even if the finance is given to Air India, whether Air India will work, whether Air India will make profit. Now, the conditions in which Air India is operating are totally contrary to normal business norms and commercial norms. Are we willing to change those conditions? Can we run an organisation like Air India where a pilot, who draws approximately an amount of Rs.5 lakhs per month as salary, is considered to be a simple workman? He is taking shelter under the Industrial Disputes Act. An air-hostess, who is drawing a salary of Rs. 1.5 lakhs per month, is considered to be a "workman". They are not working 8 hours a day. They are not working 54 hours a week. They are not

working 20 days a month. And what are they getting? They are getting huge salaries and, over and above these salaries, they are getting various kinds of incentives which, sometimes, run into lakhs of rupees per month. At the end of the day, the entire organisation of Air India, though it is making losses, in the name of efficiency and productivity, is spending several hundreds of crores of rupees on special bonus and special incentives to workmen, besides these salaries of Rs.5 lakhs. Rs. 1.5 lakhs. Rs.50,000 odd, etc. The salary of a workman in Air India works out to be approximately Rs.25,000 per month. It is the approximate figure. It may be a little less than that. These are the figures given to me by someone. I may be wrong. I would like to be corrected. I would like to know from the hon. Minister what the average salary of a workman in Air India is. He may categorise them into groups. Let us know how much Air India is spending in the name of the so-called productivity and other incentives. Why are such agreements signed? Unfortunately, in the market economy, if you call it market economy, if you say such agreements have been signed by some other airlines in their own country, we all know that in such countries there is a law called "hire and fire". In those countries a little misbehaviour on the part of an air-hostess or a pilot will immediately lead to the termination of her or his services, That is not the case here. Here, every other day the pilots are on strike, the crew is on strike. There is a strike even other day. There is no consideration for an average customer or passenger. So much of trade union rivalry exists in Air India in every occupation. In Air India the smallest occupation is the union. The management of Air India does not deal with any single trade union. The concept of one business one trade union, one industry one trade union, does not exist in Air India. People are saying that Air India should make profit. How can it make profit, when the conditions are totalis contrary to the-situation<sup>1</sup>? The basic structure of profitability has been eroded constantly and continuously. There is no attempt to reframe the structure. We know that whenever there is a little thing, there is either work-to-rule in Air India.....(*Interruptions*)...

THE VICE-CHAIRMAN (SHRI, SURESH PACHOURI): Please conclude.

SHRI NARENDRA MOHAN: Sir, I am making the points. You have given fifteen minutes to others. You give me, at least, five minutes.

THE VICE-CHAIRMAN (SHRI SURESH PACHOURI): They had given the notice for Calling Attention Motion. Your name was not there.

SHRI NARENDRA MOHAN: Hon. Vice-Chairman, Sir, I seek mercy from you. If you want me to sit down, I will sit down right now. But then...

THE VICE-CHAIRMAN (SHRI SURESH PACHOURI): Because you asked me why they were allowed, I am saying so. Their names were there, but your name was not there.

SHRI NARENDRA MOHAN: No. Sir, I did give my name yesterday. And it was allowed.

THE VICE-CHAIRMAN (SHRI SURESH PACHOURI): No, no.

SHRI NARENDRA MOHAN: Sir, it. was allowed.

THE VICE-CHAIRMAN (SHRI SURESH PACHOURI): Anyway, please conclude.

SHRI NARENDRA MOHAN: Sir, I seek mercy from you. If you want me to sit down, I will sit down right now.

THE VICE-CHAIRMAN (SHRI SURESH PACHOURI): But you are asking why they have been allowed; that is why I said so.

SHRI NARENDRA MOHAN: I seek mercy from you, Sir. How can I question your judgment? I have no right to question your judgment, Sir. Anyway, thank you for being considerate. I will try to conclude as quickly as possible. So. we want a total transformation in the management policy. But should there not be total transformation in the working culture of Air India? Who will bring that culture? That kind of work culture cannot be brought about by various agreements which have been signed by the Air India management. This is certain. Now, what sort of new agreements have been signed? What is the view of Minister? Does the Minister think that there is a need for having an agreement with the workers: with the pilots; with the staff of Air India, or some basic lacuna is there? If he thinks so, then certainly, there may be some scope. Sir, we know, in the past, everybody said, and I am repeating that in one sentence " The Board has been formed because of political consideration. I agree with the judgment of my colleagues. The Air India Board has not been formed with the idea of inducting the best of talent available in the country. The

best of talent was available in our country but those people were not put on the Board. I know, some *panwala* some such people, were allowed. Why they were allowed Only those who allowed them are answerable. (*Interruptions*) Ever} profession is honourable. But they do not have the core competence of running an aviation industry.

SHRI T.N. CHATURVEDI (Uttar Pradesh): Whether it is *panwala* or *pan masala*.

SHRI NARENDRA MOHAN: Whether it is *panwala* or *pan masala*, whatever it is. Mr. Rajiv Shukla knows more about that. Anyway, the question of operating efficiency has been raised here. Why the operating efficiency of Air India is so low? I would request the hon. Minister to deliberate a little on this point. Shri Prem Chand Gupta has made certain points. They are very important points. The average utilisation of aircraft is very low in Air India. Can't it be increased? Unfortunately, Sir, we all know that the Planning Commission discussed this whole issue. I will read out a couple of important points which the Planning Commission has made. The Planning Commission has given a programme and policy framework for the Ninth Plan. It says "International air services are governed by bilateral agreements. The general objective of India's bilateral civil aviation relations will be providing adequate capacity to facilitate easy movement of international traffic to and from India but, in doing so, a balance will be struck between the interests of the national carriers on the one hand and promotion of trade, commerce, tourism and convenience of passengers on the other hand." What is his view? Does the Government of India accept the views given by the Planning Commission about Air India? It says "the national carrier plays an important role in the provision of air services in the country, and one of the policy objectives for the development of civil aviation in the Ninth Plan would be to create a proper environment to enable a national carrier to operate in full capacity." Now, where is that proper environment? That is what I am complaining: where is the proper environment? If that proper environment will not come, how Air India will run with full capacity? When other airlines are operating 10-12 hours per day; why, here, it is less than two hours<sup>0</sup> Why it is so? Where is that proper environment<sup>0</sup> When every other day there is strike, what is the view of Minister? Further reading out from the Planning Commission's document, it says "International passenger traffic passing to and from India has shown a growth."

But this growth, as I said earlier, is not being shared by Air India. Rather, it is declining. Why is it declining? Earlier, it used to be 6.3 per cent. In 1980s it was 4.8 per cent. Now it has gone down to 1.7 per cent. These are the figures given by the Planning Commission. I am not referring to other figures. I would request the hon. Minister to explain to us as to why Air India has not been able to share this growth.

My next point is about productivity-linked incentive which has basically demolished the work culture in Air India because there is no proper benchmark and it is not linked with profit. Moreover, the technical side of it has been neglected. There are no punishment provisions in the agreement. They are governed by archaic labour laws. If they govern the productivity, if they govern the operating efficiency, Air India is bound to pay. I do not know why our Leftist friends have been keeping quiet on the attitude of workers towards the management and towards the passengers. They should have said something on that. Why is the productivity of an average worker so low in Air India? They are demanding so much salary.

SHRI JIBON ROY (West Bengal): Because of your governance.

SHRI NARENDRA MOHAN: It is not a question of governance. Jibonji. Air India is a separate corporation. Those who are drawing a salary of Rs. 5 lakhs...(*Interruptions*).

**श्री जीवन राय:** एक महाराज जो मैनेजिंग डायरेक्टर थे,उनकी इन्क्वायरी कराओं। उस वक्त पेट्रोल का सबसे कम खर्चा था और सबसे ज्यादा घाटा हुआ।

SHRI NARENDRA MOHAN: I am not yielding. I do not know about that. I am only saying that the work culture does not exist.

**श्री जीवन राय:** उनकी इन्क्वायरी कराओ...(**व्यवधान**)...उनके पास क्वार्टर था किन्तु फिर भी वह फाइव स्टार में ठहरते थे,ताज इंटरनैशनल में ठहरते थे।

SHRI NARENDRA MOHAN: I am in total agreement with my colleagues, Shri Prem Chand Gupta, Shri Sanjay Nirupam and others who said that the fleet of Air India should be increased. There is a Technical Committee which has assessed all the needs. The Technical Committee has already submitted a proposal to the Air India Board. When will that proposal be cleared? Will it take two months or six months or one year or two years? How much time does the Air India Board require for improving the fleet capacity and for implementing the suggestions which the Technical Committee has given? Sir, Air India has got a capacity to do a lot of things.

THE VICE-CHAIRMAN (SHRI SURESH PACHOURI): You have already taken 15 minutes. Please conclude.

SHRI NARENDRA MOHAN: Sir, give me two minutes more. Air India has got the capacity to really make profit. This capacity needs to be utilized. They have got very good training colleges. Why are they not giving training to other airlines who want to have it? They have got very good engineering infrastructure. Why are they not offering that engineering infrastructure to other airlines<sup>0</sup> They have got commercial capabilities. But they are not utilizing them because of their work culture and because of the scare and fear complex which has been created in Mumbai. Unless we find a solution to this problem, I don't think Air India would succeed in its efforts to make profit. Merely saying that since the price of fuel has gone up. Air India has not been able to make profit will hold no weight I don't buy this statement. This statement may be correct temporarily. But how are we going to improve the basic efficiency of an average worker, an average pilot, an average crew member and of an average engineer?

Unless these points are addressed, Air India will not make profits. So, I request the hon. Minister to deliberate on it and see to it that the management of Air India really goes through a big transformation. There should not be just a cosmetic face-lift. A cosmetic face-lift cannot do anything; it can never improve the management. The core of it has to be changed. And that change will come only when you look at the root of the problem. Thank you, Sir.

**श्री सन्तोष बागड़ोदिया** (राजस्थान): उपसभाध्यक्ष महोदय, मैं आपके माध्यम से माननीय मंत्री जी का ध्यान एयर इंडिया के विषय की ओर आकर्षित करना चाहता हूँ। महोदय, मैं पहली बार एयर इंडिया में 1969 में बैठा था। तब से आज तक 31 वर्ष हो गए, जहाँ-जहाँ एयर इंडिया की फ्लाइट जाती है और अगर मुझे जाना होता है, मैं एयर इंडिया को छोड़कर किसी दूसरी एयरलाइन्स से यात्रा नहीं करता हूँ as a point of principle और इसलिए मुझे दुख होता है जब हम एयर इंडिया की बात करते हैं। अभी थोड़ा दिन पहले मैंने मंत्री जी से बात की थी और मैं मंत्री जी से व्यक्तिगत रूप से भी और चिट्ठी के द्वारा भी इस संबंध में बातचीत करता रहता हूँ। एयर इंडिया को "महाराजा" एयरलाइन बनाया गया और "महाराजा" वर्ल्ड में एक नाम हैं। हिंदुस्तान में जो महाराजा होते थे, उनके नाम पर यह रखा गया और लोगों ने फील किया कि एयर इंडिया में बैठने का मतलब है कि आप भी महाराजा हो गए और महाराजा को जैसी सर्विस मिलती है, वैसी सर्विस आपको भी मिलेगी। जब यह

सरकार आई थी, 1995-96 में एयर इंडिया में 1500 करोड़ रूपए का रिज़र्व था। पांच वर्षों में घाटे पर घाटा, घाटे पर घाटा होता चला गया, हर साल घाटा होता चला गया और वह 1500 करोड़ रूपए हवा में उड़ गए। ऐसा क्यों हो रहा है ? मंत्री जी, बहुत सीरियस हैं, मैं जानता हूँ। मंत्री जी चाहते हैं कि वहां अच्छा काम हो, यह भी मैं मानता हूँ लेकिन फिर भी काम क्यों नहीं हो रहा है ? मंत्री जी, इस बारे में आपको विचार करना पड़ेगा कि काम क्यों नहीं हो रहा है ? पांच वर्षों में घाटे पर घाटा क्यों हो रहा है ? मैं उदाहरण के लिए आपको बता रहा हूँ कि जो सेक्रेटरी हैं, वे इसके चेयरमैन हैं। आपको एक चेयरमैन नहीं मिला इसके लिए ? आप एक चेयरमैन बनाएं तब तो सेक्रेटरी उसके ऊपर ओवरसी करेगा। क्या आप चाहते हैं कि सेक्रेटरी... मैं कोई सेक्रेटरी का दोष नहीं बता रहा हूँ, मैं किसी व्यक्ति की बात नहीं कर रहा हूँ लेकिन मैं यह कहना चाहता हूँ कि एक ही व्यक्ति को यदि आप दो अलग-अलग जगहों पर बैठा देंगे तो क्या वह अपने ही काम को ओवरसी करेगा ? इस सिस्टम को आपको बदलना पड़ेगा क्योंकि यह कॉमर्शियल ऑर्गेनाइजेशन है और इसमें एक फुलटाइम आदमी की आवश्यकता है। कभी वे कैज़ुअली चले गए, जब फुर्सत हुई, मीटिंग में बैठे और वापस आ गए, तो ऐसे यह ऑर्गेनाइजेशन नहीं चल सकती हैं। आप एम.डी. को बनाइए, किसी नए आदमी को बनाए या क्या करें, उसके बारे में मैं नहीं कहता। आप चाहे जिसको मर्जी बनाइए लेकिन इसके लिए फुलटाइम चेयरमैन होना चाहिए। यदि आप इस तरह से किसी को ड्युअल रिस्पॉसिबिलिटी देंगे तो इस ऑर्गेनाइजेशन में नुकसान पर नुकसान होता चला जाएगा। मैंने देखा कि पहले भी ऐसा हुआ है, मैं नहीं कहता कि केवल आपके समय में ऐसा हुआ है। कभी ज्वाइंट सेक्रेटरी टेम्पोरेरी चेयरमैन बन गए। कभी एम.डी. टेम्पोरेरी बन गए। वह ज्वाइंट रिस्पॉसिबिलिटी एम.डी. की भी हुई है, सी.एम.डी. बन गए। इधर ज्वाइंट सेक्रेटरी हैं, इधर सी.एम.डी. बन गए और धीरे-धीरे वहीं पर पूरा स्थान पा लिया। इस तरह से यह ऑर्गेनाइजेशन नहीं चल सकती हैं। जो बड़े-बड़े फिगर्स दिए हैं सबने, किसी ने बताया कि सिंगापुर एयरलाइन में 275 हैं, हमारे यहां 700 हैं, मैं उन डीटेल्स में नहीं जाना चाहता हूँ क्योंकि सभी साथियों ने बहुत सी बातें बताई हैं, मैं केवल एक चीज़ बताना चाहता हूँ कि "एमीरेट्स" जो नई एयरलाइन हैं, जो कल पैदा हुई हैं, बहुत छोटे से देश की हैं। बहुत मॉडर्न एअरलाइन हैं और धीरे-धीरे आगे बढ़ रही हैं। उसी से हम कुछ सीख लें कि 182 आदमी हैं उनके पास प्रति एयरक्राफ्ट में। मैं खाली एक ही एयर लाइंस की बात बताना चाहता हूँ जो कि वर्ल्ड में बैस्ट हैं उससे अपनी एयर लाइंस को कम्पेयर कीजिए। यह कम्पेरिजन करते रहना कि किसी खराब एयर लाइंस में 700 या 500 ही होंगे तो इससे काम नहीं चलेगा। अगर आपको वर्ल्ड का बैस्ट बनना है तो जो वर्ल्ड में बैस्ट है उससे बात करने के लिए सोचना पड़ेगा और बात करनी पड़ेगी। आपको यह भी देखना है कि आपके यहां

3.00 P.M.

कौन से आदमी ज्यादा हैं। मैं मंत्री महोदय का ध्यान इस ओर आकर्षित करना चाहता हूँ कि एक तरफ हमारा नुकसान हो रहा है और दूसरी तरफ 98 में जितने आफिसर थे, उससे ज्यादा 99 में बढ़े हैं। आप कह रहे हैं कि हम न्यू एपोइंटमेंट नहीं दे रहे हैं तो फिर ये आफिसर्स कैसे बढ़े हैं? मैं यह सब आपको रिकार्ड की बात बता रहा हूँ। आप देखिए, एयर सेफ्टी में 23 आदमी थे, अब बढ़कर 26 हो गए हैं। दिल्ली रीजन स्पेशल प्रोजेक्ट हैडक्वार्टर में 30 आदमी थे, अब 43 हो गए हैं। सिविल वर्क ऑन प्रोपर्टी में 98 से घटकर 95 हो गए हैं। इसमें कमी हुई है। कमर्शियल डिपार्टमेंट में 1202 से बढ़कर 1274 हो गए हैं। कमर्शियल डिपार्टमेंट में आपके आदमी बढ़े हैं, इससे मुझे खुशी हुई है क्योंकि यह आर्गेनाइजेशन कमर्शियल ही है और आपको ज्यादा आदमियों की आवश्यकता होगी। दूसरी ओर इन्फोर्मेशन टेक्नोलोजी डिपार्टमेंट में यह संख्या 236 से बढ़कर 255 हो गई है। मैं यह मानता हूँ कि इन्फोर्मेशन टेक्नोलोजी डिपार्टमेंट है। यदि इसमें आदमी कम होंगे तो ज्यादा एफिशिएन्सी बढ़ेगी। इसलिए इसमें ज्यादा आदमियों की आवश्यकता नहीं है। इंजीनियर्स 360 से 372 हो गए हैं और इंजिन ओवर हॉल में 28 से 29 हो गए हैं। फाइनेन्स एकाउन्ट्स में 294 से 304 हो गए हैं जबकि फाइनेन्स कम हो रहा है, टोटल सेल कम हो रही है, पैसा कम आ रहा है, खर्चा ज्यादा बढ़ रहा है तब भी आपने इसमें ज्यादा आदमी बढ़ा दिए हैं। यह कौन सा लॉजिक है, यह बात मेरी समझ में नहीं आती है। ह्यूमन रिसोर्स डेवलपमेंट में आदमी बढ़ाकर आप अपने डिपार्टमेंट को डेवलप करना चाहते हैं, उनको कुछ सिखाना चाहते हैं, क्या सिखाना चाहते हैं, यह बात मेरी समझ में नहीं आती है। क्योंकि इसमें 79 से बढ़कर 88 आदमी हो गए हैं और सर्विस खराब हो गई है तो यह कौन सा ह्यूमन रिसोर्स हुआ ? यह हैड लैस डिपार्टमेंट है फिर भी आपने इसमें आदमी बढ़ा दिए हैं। अगर आपके पास हैंड नहीं है तो आप उन्हीं में से किसी को हैंड बना दीजिए। सारे हिन्दुस्तान में मेडिकल सर्विसेज में इतने हॉस्पिटल्स हैं और बैस्ट जगह है उनमें आपके आदमी जा सकते हैं। आपको पता नहीं है कि जो मेडिकल सर्विस में आदमी लगे हुए हैं वे डॉक्टर्स नहीं हैं, वे सूई भी नहीं लगाते हैं। अगर किसी की तबीयत खराब हो गई या बुखार हो गया तो वे पूछते हैं कि कौन से हॉस्पिटल में जाना है, और स्लिप काटकर दे देते हैं कि वहां चले जाओ। यह आपके डिपार्टमेंट के मेडिकल सर्विस का काम है। इस डिपार्टमेंट में भी 43 की जगह 1999 में एक आदमी और बढ़ा दिया गया है। सिक्योरिटी में आदमियों की संख्या 85 से बढ़कर 92 हो गई है और स्टोर परचेज में 162 से बढ़कर 168 हो गई है, टोटल 3356 से बढ़कर 3655 हो गई है। यानी आपके 300 स्टाफ मेम्बर्स बढ़े हैं। आप कहते हैं कि इस कंपनी में जो मोटापा आ गया है इसको हम कम कर रहे हैं और यह चल रहा है। वैसे वर्कर्स में देखा

जो तो वर्कर्स तो कम हुए हैं। 15,395 से घटकर 15,000 रह गए हैं। जहां इसमें तीन सौ की कमी हुई है वहीं 300 आफिसर्स बढ़ा दिए हैं। यह कौन सा मैनेजमेंट है, इसके बारे में विचार करना पड़ेगा। कई ऐसे डिपार्टमेंट हैं जिनको इन हाउस से हटा दीजिए, आपकी ज्यादा फिशिंग्स कम होगी। अब मैं आपकी स्पीच पर ही आऊंगा। जो आपने इंफोर्मेशन दी है, उस पर आता हूँ कि कौन-कौन सी प्रोब्लम्स हैं, कैसे सॉल्व हों। हमें मालूम है यह कंपनी अच्छी तरह से काम नहीं कर रही है, इसका रास्ता बताएं तो मैंने कुछ बातें आपको बताई हैं कि स्टाफ में किस तरह से गड़बड़ियां मच रही हैं। एक जगह लिखा है:

**Reduction in expenditure on outside repairs on aircraft by undertaking more in-house repairs.**

पहली बार तो यह है कि आपको मालूम है, मैं भी बिजिनेस कम्युनिटी से आता हूँ, जिंदगीभर बिजिनेस किया है, दुनिया में कोई भी ऐसी कंपनी नहीं है जो यह कहे कि इन हाउस रिपेयर, बाहर की रिपेयर से सस्ता पड़ेगा। ऐसा काम दुनिया में कोई आर्गनाइजेशन नहीं कर सकती।

एयर इंडिया के लोग आपसे कह रहे हैं और आपके मुंह से पार्लियामेंट में कहलवा रहे हैं। क्या यह पूरे हिंदुस्तान को पार्लियामेंट के थ्रू मिसगाइड करना नहीं है? इन-हाउस रिपेयर बाहर के रिपेयर से सस्ता पड़ेगा ऐसा न कभी हुआ है और न कभी होगा। आप इस विषय में विचार करें, पता लगाएं कि आपके मुंह से ऐसी बात क्यों कहलाई गई ?

एक और बात बताना चाहता हूँ कि several posts of India officers abroad have been abolished. उपसभाध्यक्ष जी ये इसलिए एबोलिश हुए हैं ...**(व्यवधान)** दो-चार मिनट और दे दीजिए, आप देना चाहें तो उपसभाध्यक्ष जी, क्योंकि आप जानते हैं कि मैं झगड़ा नहीं कर सकता।

**एक माननीय सदस्य:** आपसे कोई भी झगड़ा नहीं कर सकता।

**श्री सन्तोष बागड़ोदिया:** आपने मौका दिया इसलिए बता दूँ कि पोस्ट इसलिए एबोलिश हुई क्योंकि वहां आपने एयर क्राफ्ट कैंसिल हो गए हैं। वहां एयर क्राफ्ट जाते ही नहीं थे इसलिए आपने एबोलिश कर दिया। वहां के ऑफिस कम हो गए। ऐसे एबोलिश करने का क्या महत्व है? एबोलिश वहां करते जहां ज्यादा आदमी हैं। वहां कम करते तो इससे काम की एफिशियंसी बढ़ती, रिस्पॉसिबिलिटी बढ़ती। क्योंकि वाइस चेयरमैन साहब ने आंखों और हाब से इशारा कर दिया है इसलिए मैं जल्दी-जल्दी केवल प्वाइंट्स बोल देता हूँ। आपने इसमें कहीं भी वोल्वेंट्री रिटायरमेंट स्कीम, (वी.आर.एस.) नहीं रखी है। पांच वर्षों में आपने वी.आर.एस.की कोई स्कीम नहीं लगाई और इस स्टेटमेंट में लिखा है shorter working

Week scheme or Leave without pay Allowance में किसी ने मांगा नहीं है। कोई मांगने वाला नहीं है क्योंकि बड़ी डिफेक्टिव स्कैम है। यह बहुत जरूरी बात है। जो यूरिया स्कैम पूरी कंट्री में फैला उससे बहुत दुख हुआ, चाहे जो सरकार थी। मैं आपको बताना चाहता हूँ कि कैरिब जेट स्कैम यूरिया स्कैम से भी खराब स्कैम है। इस बारे में आप कुछ लीजिए तथा जो रिस्पॉसिबल हैं उनके अग्रेस्ट ऐक्शन लीजिए। यह कैसे हो सकता है कि 110 करोड़ या 103 करोड़ रुपये की पैनल्टी आप उन्हें दे रहे हैं। जिससे हम काम करवाते हैं, वह काम नहीं करता तो हम उससे पैनल्टी लेते हैं। ऐसा तो कभी नहीं हुआ कि हम कांट्रेक्ट में जिससे काम ले रहे हैं, जिन्हें बिजनेस दे रहे हैं उन्हें मुआवजा भी हमें ही देना है। यह कांट्रेक्ट, लीगल एग्रीमेंट आपने कैसे बनाया? कौन जिम्मेदार है इस तरह का लीगल एग्रीमेंट बनाने के लिए? क्या कैरिब जेट के अलावा और कोई दूसरी कंपनी हिन्दुस्तान में अवेलेबल नहीं थी जो हमें ऐसी कंपनी से इस तरह का एग्रीमेंट बनाना पड़ा? एकजीक्यूशन के बारे में आपने कुछ नहीं कहा। आप उसके बारे में कुछ बता दें। डरिए मत। मैंने सुना है कि लोग डरते हैं एकजीक्यूशन करेंगे। दस बरस बाद सी.बी.आई.इंक्वायरी हो जाएगी। आप तो बड़े ओनेस्ट मंत्री माने जाते हैं। जब तक आप मंत्री हैं जल्दी से एक्वायर कर लीजिए जिससे इस कंपनी का भला हो जाए। नहीं तो बाद में कोई चेंज हो गया तो वह डरता रहेगा और काम नहीं होगा। उसमें देश का नुकसान होगा। आप ओपनली, ट्रांसपेरेंटली एक्वायर कीजिए। हम सब लोग आपके साथ हैं। कोई दिक्कत नहीं है ऑफ्टर आल इसे चलाना है, परचेज करना पड़ेगा, किसी न किसी को तो करना ही पड़ेगा...(समय की घंटी)...उपसभाध्यक्ष महोदय, मैं जल्दी बोल रहा हूँ। वर्जिन एटलांटिक के बारे में लोगों ने बताया लेकिन उसमें जो गूढ़ बात है मैं वह आपको बताना चाहता हूँ कि वर्जिन एटलांटिक ने बहुत क्लेवरली हमारे साथ एक एग्रीमेंट किया। सिंगापुर एयरलाइंस ने वर्जिन एटलांटिक को खरीद लिया। जिस एयरलाइंस को आप दूर रखना चाहते थे वह वर्जिन एटलांटिक रूट से आप पर हावी होने वाली है। आप इस बात का ध्यान रखें। यदि आप ध्यान नहीं रखेंगे तो सिंगापुर एयरलाइंस की मिलिकियल हो जाएगी।

मैं एक-दो बातें और बताना चाहता हूँ। बेचने के लिए आपने ऑफीसर्स को 1+1 की सुविधा दी। क्या यह कमर्शियल डिजीजन है? यदि यह कमर्शियल डिजीजन है तो सबको दीजिए। यदि नहीं है तो यह डिजीजन क्यों लिया गया? क्या यह किसी को ओबलाइज करने के लिए लिया है या इसलिए लिया है कि इतनी खराब सर्विस हो गई है कि हमारे ऑफीसर्स भी इसमें नहीं जाना चाहते? यह बात सही है कि जो हमारे एयर इंडिया के पायलट हैं, उनके बारे में मैं ज्यादा लंबी-चौड़ी बात नहीं करना चाहता कि कितना रूपया पाते हैं, क्या यूनिनन हैं, ये बातें सबने कहीं हैं लेकिन यह बात सही है कि वे अपने होटल में ठहरना नहीं

चाहते, इंटरकांटिनेंटल में ठहरना चाहते हैं। जो आपके पैसेजर्स हैं जो पैसा देते हैं, उनको आप उन होटलों में ठहराते हैं जिनमें चूहे घूमते हैं, जिनमें खाना खराब मिलता है। वैसे भी मैंने आपसे पहले भी अनुरोध किया था कि पैसेंजर की कास्ट पर आप दूसरे को सब्सिडी मत दीजिए चाहे वह आपका अपना ही डिपार्टमेंट हो, चाहे होटल कारपोरेशन हो, चाहे अशोका होटल हो और चाहे कोई भी डिपार्टमेंट हो। आपको देखना यह है कि आपका पैसेंजर किससे खुश होता है। इसके लिए आप उनको खाना अच्छा दीजिए, सर्विस अच्छी दीजिए, सफाई से दीजिए। इस बारे में प्रफुल भाई ने पूरी बात एक-दो संटेस में कह दी है। अंतिम दो संटेस में प्रफुल भाई ने जो कहा है अगर उनका अनुसरण करें तो एयर इंडिया वालों का भविष्य उज्ज्वल हो जाएगा।

अब देखिए कि पायलेट का क्या हाल है। अभी मैंने जो पढ़ा उससे मेरा सर शर्म से नीचे हो गया। एक पैसेंजर और वह भी लेडी पैसेंजर, एक वूमैन जो दिल्ली हांगकांग फ्लाइट से आ रही थी, उसने परमीशन ली और दूसरी सीट पर बैठ गई। लेकिन उसको वहां से उठा दिया गया। पायलेट ने कहा कि यह सीट मेरी है जो उस समय घूम रहे थे। पहले तो किसी भी पैसेंजर को उठाना नहीं चाहिए और फिर लेडी पैसेंजर को उठाया गया। वह लेडी पैसेंजर 5-6 घंटे पायलेट की बगल में ही पैसेज में खड़ी रही। यह आपको मालूम होगा। वह खड़ी खड़ी यहां तक आई। यह सेक्युरिटी रिस्क है। हम लोग जब सीट पर बैठते हैं तो हम बेल्ट बांधते हैं। मैं जानना चाहता हूँ कि क्या उस महिला को खड़े खड़े बेल्ट बांधा गया था? ऐसा क्यों हुआ इसके बारे में आपको जवाब देना चाहिए। ऐसा व्यवहार पैसेंजर के साथ नहीं होना चाहिए नहीं तो आपके एयर इंडिया का बिजनेस कभी चलने वाला नहीं है।

मैं बहुत जल्दी अपनी बात बोल रहा हूँ। लीजिंग में, यह जो हाजी जाते हैं, जैसा कि अभी हमारे प्रफुल जी ने कहा, मैं उसको रिपीट नहीं करूंगा और यहां पर इस बारे में लास्ट सेशन में डिसकशन भी हो चुका है कि एयर इंडिया हाजियों ने नार्मल रेट से ज्यादा चार्ज करता है और फिर भी नुकसान उठाता है। यह कौन सी एकानामी है यह मुझे तो समझ में नहीं आता। आप हाजियों को बोलते हैं कि हम आपको सब्सिडी दे रहे हैं, सारे देश से कहते हैं कि सब्सिडी दे रहे हैं, उनसे ज्यादा चार्ज करते हैं और एयर इंडिया नुकसान भी करता है जब कि उसको ज्यादा प्राफिट होना चाहिए। वैसे ही केरल से जो गल्फ के लिए फ्लाइट हैं एक तरह से वह आपका मोनोपली सेक्टर है। उस सेक्टर में आप बहुत ज्यादा चार्ज करते हैं। पर किलोमीटर पर पैसेंजर जो रेट होना चाहिए, दूसरी जगह जो रेट है अगर उनसे कंपेयर करेंगे तो आप देखेंगे कि 20-25 परसेंट ज्यादा चार्ज करते हैं क्योंकि वहां पर आपकी मोनोपली है। इसी प्रकार से वी.आई.पी. मूवमेंट पर मैं ज्यादा नहीं बोलना चाहता। इस बारे में मैं केवल इतना ही कहना चाहता हूँ जब हमारे प्राइम मिनिस्टर के साथ इस तरह लोग तो एक सीधे

सादे पैसेंजर के साथ क्या होता होगा,आर्डिनरी पैसेंजर के साथ क्या व्यवहार होता होगा । प्राइम मिनिस्टर ने फ्लाइट में खाना नहीं खाया और उन्होंने कहा कि यह खाना हमारे लायक नहीं है । प्रधानमंत्री जैसे वी.आई.पी.फ्लाइट में यह स्थिति है तो दूसरे पैसेंजर्स के साथ क्या होगा ? यह मैसेज सारी जगहों पर छपा लेकिन उस मैसेज पर आपकी तरफ से,आपके मैनेजमेंट की तरफ से या मंत्री जी आपकी तरफ से कोई स्टेटमेंट नहीं आया कि यह बात गलत है या सही हैं । यदि सही हैं तो यह शंका हमें हो रही हैं कि अगर प्राइम मिनिस्टर के साथ ऐसा हो रहा हैं तो कैसे हम लोगों को कह सकते हैं,हिन्दुस्तान के लोगों को कह सकते हैं कि आप एयर इंडिया में जाइए । ....(समय की घंटी)....एक सेंटेंस बोल दू ।

मैं आपको बतला रहा हूँ,मैं आपको वार्निंग दे रहा हूँ कि इसको बदलें । मुझे कोई आपत्ति नहीं हैं,आप जी.एस.एज.को बदलिये,कैसे मैनेजमेंट कीजिये,ऐसा नहीं हो कि ए की जगह बी आ जाए,खाली नाम बदल जाए,एयर इंडिया का पैसा डूबता जाए और सर्विस में कोई इंप्रूवमेंट नहीं हो । उपसभाध्यक्ष महोदय,आपका बहुत बहुत धन्यवाद,आपने मुझे बोलने का मौका दिया । माफी चाहता हूँ कुछ देरी ज्यादा कर दी ।

SHRI M.P.A. SAMAD SAMADANI (Kerala): Sir, I thank you for this opportunity. Mr. Sanjay Nirupum and other hon. Members who participated in this discussion have actually drawn the attention of this august House, the Government and the Minister to a very important problem that has to be solved at the earliest. Sir, Air India which has become a mess is a very good example of how we destroy our public property and how we contribute to mismanagement. Sir. many of the dimensions of this serious issue have already been discussed here. I would like to emphasise a few other points. The most important point is regarding the customer's position. I do not know why Air India even now is not able to recognise the position and the rights of a customer. Nowadays customer consciousness is getting stronger and stronger worldwide. There is a wide range of education going on regarding customer awareness. Unfortunately, the way in which Air India is behaving towards its own passengers, towards its own customers is pitiable. Here in this discussion various hon. Members have already referred to that kind of behaviour which was there towards the passengers. Sir, some hon. Members were referring to the claim of Air India that it was able to solve many crisis and it was carrying WIPs and so on. Sir, so far as a crisis and its management are concerned, as a national carrier it is the duty of Air India. So. it cannot be considered as a merit. They have to do it because that is their responsibility. But, regarding Haj

pilgrims their claim is false and it has already been stated here. A very good example in this regard is the recent Haj pilgrimage. There were so many Press reports about it. The Haj pilgrims were stranded at Jeddah Airport for days. The behaviour of Air India was very harsh. Every pilgrim who returned from Saudi Arabia was narrating this story, a story of humiliation that he had experienced at the hands of Air India. If after such behaviour they are making false claims, it cannot be justified. Sir, another thing that I want to emphasise here is with regard to the fate of the Gulf passengers because of the monopoly of Air India.

[THE VICE-CHAIRMAN (SHRI ADHIK SHIRODKAR) in the Chair]

Shri Rajagopalji who is a Minister from Kerala is also here. He and many other Members know that we have three airports, Calicut, Cochin and Trivandrum. Mr. Minister, you should take a concrete stand and action for solving the problems of the Gulf passengers.

We have been repeating this for so many years. But, so far nothing has been done. Sir, the fare rate is very high which is not justified. Whenever Members of Parliament both from the Rajya Sabha and from the Lok Sabha, and other social and political workers draw the attention of Air India to this, they say that IATA is fixing the rate and Air India is not responsible for that. Sir, as far as we know, always it so happens that IATA only accepts the suggestions made by Air India. So, basically, Air India is responsible and the fare is very high. There are so many other international airlines which are ready to operate to our destinations in Kerala but Air India is not allowing them. There are just putting hurdles. They claim that it is only they who have the monopoly on these routes to do business. The other thing is, instead of minimising the fare, they are making it high. The point which I wanted to emphasize here is, passengers to Gulf are a rare phenomenon in this country. Most of them are not educated. They are very poor. They go abroad for some kind of a job in Gulf, by selling their ornaments and property. Air India is exploiting such poor people, who are not literate, in a very cruel manner. The fare is very high. And, even after making so many demands, they are not ready to do anything in this regard. Another point is, on so many occasions, these Gulf passengers are put to trouble. Air India changes its route without giving any advance information to the passengers. Even, sometimes, the flights take off without passengers. Sometimes the passengers are on the waiting list.

Air India people will say that seats are not available and the flight is full. And yet, the flight will take off with only a few passengers on board. I do not know what the technicality behind this is? There are so many instances. The flight, sometimes, takes off with empty seats without clearing the waiting list. Sometimes, what they do with regard to the Gulf passengers is, they lift the Gulf passengers from Dubai or Abu Dhabi to Cochin or Calicut but they re-route the flight, drop them in some other destination and from there they arrange buses and ask the passengers to go by bus. Such kind of phenomenon, which cannot be justified by any international norms, is followed by Air India in dealing with the Gulf passengers. Sir, Shri Sharad Yadavji, the hon. Minister, is present in this House. I do not want to repeat the points which have already been referred to by other hon. Members. The attitude of Air India towards Gulf passengers is very harsh and they are being exploited, especially with regard to fare. We are in need of more flights, especially at all the three airports - Calicut, Cochin and Trivandrum - in Kerala. Sir, Calicut is a thickly populated city. Here, the people are very much related with the Gulf countries. I request the hon. Minister, while replying, to please help these Gulf passengers who are facing a lot of problems because of the policies of Air India.

THE VICE-CHAIRMAN (SHRI ADHIK SHIRODKAR): I have before me seven names. It will take quite some time. At 4 o' clock, there is a statement by the Minister of Defence. May I request the Members not to repeat the points, if they can, and be precise, concise and yet lucid? Now, Mr. Margabandu.

SHRI R. MARGABANDU: Mr. Vice-Chairman, Sir, the statement made by the Minister in the morning shows that Air India is running in profit. As per the statement, from 1994-99, the total loss comes to Rs. 1.056 crores. I do not know as to how this Government is going to compensate this and how are they going to retrieve from these losses. It is also said that for 26 aircraft, the staff strength is 17,848. That means, there are nearly 700 workers per aircraft. To reduce this, several measures have also been taken. The age of retirement has been reduced from 60 years to 58 years and the voluntary retirement scheme is going to be introduced. I think, these types of relief from the Government may not help them much. As a matter of fact, I can quote one instance. Sir, the charge of the Egyptian Airways for Delhi-Cairo-Delhi is Rs. 29,000/-. When I enquired from Air India, I was informed that Air India charges for the same route Rs.

42,000/-. So, Rs 13,000 had been charged in excess. The private airlines are running at a profit and Air India is running at a loss, inspite of the fact that they are charging more. It seems that they are charging the highest rate. When the private airlines are running at a profit, what has made the Air India run at a loss, in spite of its charging a higher rate? There is some problem in its management, about which many Members have spoken. Shri Narendra Mohan mentioned that a pilot in Air India is getting five lakhs of rupees. I think it is five times more than what even the President of India is getting. So much of salary is given, but there is no utility at all. Just for 26 aircraft, so many people are working, with the highest rate of salary and so on! Do you think this institution can survive? No amount of rectification in its management can nuke it survive. It has been rightly mentioned that there should be proper management and they should operate profitably and, if possible, with lower rates. Only then it can survive. Otherwise, it is of no use at all. Sir, one day, I travelled from Bombay. It was 12.30 in the night. The plane was almost empty. There were only a few passengers. Despite this, they were running the flight. Of course, they were taking care of the passengers. but the plane was flying empty, with so much money ,being paid to the crew and others. Then, how do we expect Air India to survive? So. Air India requires proper management, reduction in salaries of the staff and other things. I would like to know on what basis these employees had been appointed. Seven hundred workers are needed for a flight. Is it necessary ? Has the Government thought of reducing the staff strength? Who is responsible for it? Under such circumstances, how long is Air India going to fly? Will it be profitable for the Government? Or, like other things which the BJP Government is privatising, are they privatising Air India also? I expect answers to these points from the Government.

THE VICE-CHAIRMAN (SHRI ADHIK SHIRODKAR): Mr. Margabandu, you have raised a point which, I believe, nobody else has raised earlier. The wage-structure of the employees of Air India vis-a-vis the employees of other similarly placed airlines, will be a matter of great enlightenment. Now. Shri Suresh A. Keswani. You have got five minutes.

SHRI SURESH A. KESWANI (Maharashtra): Thank you. Sir, for giving me time to call the attention of the hon. Minister to the plight of Air India. I am first going to refer to the statement of the Minister in which he says that the losses are due to increase in expenditure on account of interest and depreciation of new aircraft, reduction in yields due to increased

discounting in the market and cost of operations, increase in wage bill and other staff costs, landing handling, navigational charges, depreciation of rupee value, etc. Sir, you will readily agree, if a sick patient goes to a doctor and the sickness is diagnosed wrongly, the doctor is unlikely to be able to give the right medicine to correct the illness. If this House is given information which is designed to mislead it, which take us in the wrong direction, then we are unlikely to find a solution.

Speaker after speaker, from the morning till this afternoon, have all pointed out fingers in the directions other than what the hon. Minister has pointed out over here. Sir, Air India, as somebody has pointed out, was one of the prized possessions of this country. Let us first analyse what is an airline business. Basically, airlines business is a service-oriented business where the quality of service determines the quality of the product. When you have a very high quality of service, you have a very high quality of product. Our strongest point in history has been a very high quality of service throughout the world. How, did this quality of the product go down? This is where the genesis of the problem lies. How did this product quality go down? Is it that we do not have brand new aircraft? We have the Minister on record saying that the losses are due to the new aircraft on which we have not been able to recover interest and depreciation. So, it is not the aircraft quality which is responsible for where we are in Air India. What is the problem with Air India? Sir, I am reminded of a story that a father was very much perturbed about his son not doing well in his exams, not studying and having a lot of problems. He appointed some consultants. They said, "Please buy him a computer". Somebody said, "Please buy him some good writing instruments." Somebody said, "Create a right kind of environment, that means, have chair, table etc.." Somebody said, "Give him an airconditioner and put some nice ambience, paintings, photographs, etc. in his room so that the child will have a right kind of environment." Nobody pointed out that the basic defect with the child was that his application was not there and he was not studying. Sir, we have, time and again, for the last four or five years - during the time it has been making losses -- been continuously talking about Air India. I have been on the Civil Aviation Consultative Committee since last four years. Every time this issue is being discussed. Everybody knows what the problem is. But nobody wants to do anything in this direction. Sir, through you, I wish to submit that one can wake up a man who is sleeping, but can not wake up a man who is

pretending to be asleep? Does this House mean to understand that our hon. Minister, hon. Civil Aviation Secretary, hon. Minister of State for Civil Aviation do not know, or, are not seized of the problem. They are. What are the issues? I would like to take some time of the House because these are the issues which must be brought before the nation, if we have to find a long-term solution of this problem. If you start ringing the bell, this nation will be deprived of some vital information which I want to share with you, Sir.

THE VICE-CHAIRMAN (SHRI ADHIK SHIRODKAR). Mr. Keswani, you must remember that I am bound by the constraints of time.

SHRI SURESH A. KESWANI ; Sir, I fully appreciate your problem, but you know, as even body has been seeking your mercy, I am doing it twice because I belong to your city. Now, the real reason relates to the policy. As I have already said. "Tree dries from the top." It is the policy of the Government which must decide where we are going. Somebody makes an appointment of the Minister of Civil Aviation. The same authority makes an appointment of the Civil Aviation Secretary and the very same authority appoints the Joint Secretary, Civil Aviation. They create various hurdles, f he same authority appoints the Managing Director of Air India inspite of continuous allegations against him for misdemeanour. That person manages to get appointed as Managing Director. What do we do? How does this nation respond to a situation like that? The second problem is that the product quality that I was talking about, is basically the function of the company. The company, in its wisdom, decides to play on with the schedules which have nothing to do with the profitability. The schedules of the flights, the on-time performance of the flights and the planning involved are the issues which definitely affect the profitability of a company. When you have a company where a person who is in charge of planning, takes some decisions, on the basis of which, lease agreements are signed, that person continues to get promotions, and. finally, after serving thirty years in one department, comes to head that department, how do you respond to this situation? This cannot happen by accident. This cannot happen by any other method but by design and, naturally, the intention of the Government behind it.

Sir, as we know very well. Air India has been subjected to plunder. There are empires within empires, wheels within wheels. Everybody has

created his own small, little empire over there. In the company parlance, we know that whenever there is a misdemeanour of corruption, it is described in three different categories. One is जिसको हम कहते हैं दूध का प्याला । There were Managing Directors in Air India, who were known for wrong practices, but the company was making money. So, it was definitely a method of having, what I call, दूध का प्याला । There were others of the second category, who were having something that they desired, whether the company was making money or not, which I call, पानी का प्याला । There is a third category today, people who, in order to make one rupee for themselves, would make Air India lose ten rupees. This is जिसको मैं कहता खून का प्याला । uflerM Air India is being subjected to the last category today.

**उपसभाध्यक्ष (श्री अधिक शिरोडकर):** सर, टाईम का प्याला भर चुका है ।

**SHRI SURESH A. KESWANI:** Sir, we have mentioned here about pilots being given charge to head this Corporation. They are ending up with PLI agreements which result in losses of crores of rupees. The whole Government was sitting there. Nobody was willing to take cognizance of this fact, for the smallest of a pin which has to be purchased in Air India, the matters have to go right up to the top. There is a Finance man sitting in the Ministry of Civil Aviation. What happened? How did this happen? This did not happen by accident. People like me were sitting on the Board. I opposed the PLI agreement, but I was brushed aside. The Chairman said, "I have received instructions right from the top. This has to be cleared. I have cleared it. So, please give me the post-facto approval." If the PM's House runs Air India or if the Minister starts running Air India or if the Civil Aviation Secretary starts running Air India, and if anything happens, they must be held accountable, and they must be answerable to this House.

In the Consultative Committee, I have suggested that the Minister must agree to the appointment of a Parliamentary Committee to probe in depth into how Air India has come to this state and that no guilty person must go unpunished.

Thank you, Sir.

**THE VICE-CHAIRMAN (SHRI ADHIK SHIRODKAR):** Thank you, Mr. Keswani.

Mr. C.P.Thirunavukkarasu not present. Mr. Jibon Roy not present.

Mr. Rajeev Shukla.

आप पहले बोल चुके हैं। यह आपकी मेडन स्पीच नहीं है। इसलिए वक्त की पाबन्दी है।

**श्री राजीव शुक्ला**(उत्तर प्रदेश): सर, मैं वक्त की पाबन्दी मांगूंगा क्योंकि यह कार्लिंग अटेंशन मोशन है, यह कोई डिबेट नहीं है। इसलिए मैं अपनी बात संक्षेप में रखूंगा। उपसभाध्यक्ष महोदय, मैं सुबह से एयर इंडिया की बहस को सुन रहा हूँ जिसको संजय निरूपम जी ने शुरू किया है। मुझे इसमें तीन समस्याएँ लगती हैं। एक स्मालैस्ट फ्लीट, दूसरा इंडस्ट्रियल रिलेशन और तीसरी पिलफ्रेज। जब सिंगापुर एयरलाइन्स की स्थापना हुई थी तो उसके चयरमैन ने इनोवेशन पर अपनी स्पीच में कहा था कि उनका लाइफ टाइम ड्रीम यह होगा कि एयर इंडिया की तरह सिंगापुर एयरलाइन्स बन जाए। आज हालत यह है कि सिंगापुर एयरलाइन्स के पास 100 से ज्यादा एयरक्राफ्ट हैं और एयर इंडिया के पास सिर्फ 28 एयरक्राफ्ट हैं। 28 की संख्या आज मिनिस्टर साहब ने लिखकर दी है।  
...(व्यवधान)....

**माननीय सदस्य:** 26 एयरक्राफ्ट हैं।

**श्री राजीव शुक्ला:** अगर 26 हैं तो दो और कम हो गए। दो एयरक्राफ्ट कभी कभी वीवीआईपी में चले जाते हैं जब कोई जाता है तो फिर 24 एयरक्राफ्ट रह जाते हैं। बड़े-बड़े देशों के लिहाज से देखा जाए तो सबसे छोटा फ्लीट एयर इंडिया का है। कोई भी एयरलाइन्स तब तक वायबिल नहीं हो सकती जब तक कि उसके पास पर्याप्त संख्या में हवाई जहाज न हों। यह सब जानते हैं। इसके बारे में आप जितनी कोशिश कर लीजिए। चाहे इसका प्राइवेटाइजेशन हो या चाहे डिसइन्वेस्टमेंट हो या न हों, चाहे इसको सरकार चलाये, यह तब तक सम्भव नहीं होगा जब तक कि इसमें जहाजों की संख्या नहीं बढ़ाई जाती है। इस समय एयर इंडिया में कम से कम 50 जहाज लाने पड़ेंगे। अगर सरकार डिसइन्वेस्टमेंट इसमें नहीं करती है तो उसे यह इनश्योर करना चाहिये कि इसको कितना फण्ड एवलेबल कराया जाए। यह किसी भी तरीके से कराया जाए जिससे कि जहाज खरीदे जा सकें। इसके लिए चाहे हर साल एक जहाज खरीदा जाए, चाहे किसी भी तरीके से इसको करा जाए। अगर सरकार के पास धन नहीं है तो फिर निश्चित रूप से डिसइन्वेस्टमेंट ही एक तरीका है जिसके जरिए से जहाज लाये जा सकते हैं। इस पर फैसला माननीय मंत्री जी को लेना है, सरकार को लेना है। अगर वह एयरक्राफ्ट के लिए धन मुहैया करा सकती है तो फिर कोई जरूरत प्राइवेटाइजेशन की या डिसइन्वेस्टमेंट की नहीं है। अगर वही नहीं करा सकती है तो फिर उन्हें निश्चित रूप से यह कार्य करना चाहिए।

दूसरी बात इंडस्ट्रियल रिलेशन्स की है। 1994 के बाद वेरियस एग्रीमेंट एयर

इंडिया के अंदर हुए हैं। इंजीनियर्स के साथ, पायलेट्स के साथ और दूसरे कर्मचारियों के साथ। इसका नतीजा यह हुआ है कि वेजिज बिल 4 हजार करोड़ से बढ़कर 8 हजार करोड़ रुपये हो गया है। प्रोडक्टिविटी नीचे चली गई, फ्लीट कम होता चला गया और प्राफिट नीचे होता चला गया यानी घाटा बढ़ता चला गया। पहले तो परफोरमेंस लिंग प्रमोशन था, मैरिट के बेसिस पर प्रमोशन होता था, उसके बाद उन्होंने एक जनरल प्रमोशन पालिसी लगा दी जिसकसे नाते हर एक को अपने आप प्रमोशन मिल जाना था। इसके अलावा मैं समझता हूँ कि एयर इंडिया और इंडियन एयरलाइंस दोनों के पास सबसे ज्यादा पेंपर्ड पायलेट हैं, जब चाहे स्ट्राइक पर चले जाये, जब चाहे वैसे जहाज चलाये। मुझे याद है कि जब गुलाम नबी आज़ाद मिनिस्टर थे, तो 7 बजे मुम्बई से दिल्ली जहाज आता था तो वह 20 मिनट तक दिल्ली के ऊपर घूमता रहता था। उसके बारे में उन्होंने खुद पता किया तो उनको इसका कारण पता चला कि कोई मील अलाउन्स मिलता था जिसकी वजह से 15-20 मिनट तक वह ऊपर घूमता रहता था। वे मील अलाउन्स की वजह से 50 हजार, एक लाख रुपये का फ्यूल बर्बाद करते थे। सबसे ज्यादा पेंपर्ड पायलेट हमारे इंडियन एयरलाइन्स और एयर इंडिया के हैं। इसके अलावा जो परफोरमेंस लिंकड इनसेंटिव हैं, इन्होंने जैसे पीएलआई की बात कही है, इन्होंने इसको अपोल किया था कि डेढ़ सौ से दो सौ करोड़ रुपये तक एयर इंडिया का इस पर खर्च हो रहा है। इसमें ट्रेड यूनियन से मुताल्लिक निरूपम जी यहां पर बैठे हैं, वे उनके नेता भी हैं, लेकिन उतनी गलती मैं उनकी भी मानता हूँ कि ट्रेड यूनियन भी इतनी ही रेसपांसिबल हैं जितनी कि मैनेजमेंट है या गवर्नमेंट है या ब्यूरोक्रेसी को कहा जा रहा है।

तीसरी चीज पिलफ्रेज की हैं। गवर्नमेंट ऑफ इंडिया में इसके बारे में कुछ लोगों ने दबे स्वर से यह बात उठाई है। जीएसए जिनके पास है वह तो मुनाफा कमा रहे हैं, उनको तो जबरदस्त प्रोफिट हो रहा है और एयर इंडिया घाटे में जा रही हैं, यह कैसे हो सकता है? आर्गनाइजेशन घाटे में जाए और फिर उनके जो एजेंट्स हैं उनके पास 100-100 करोड़ रुपये आ जाए यह कैसे पॉसिबल है? मेरे ख्याल से तो जीएसए जिस तरह से चल रही हैं, उनकी जो फंक्शनिंग हैं, क्या उनका रिश्ता है इसकी भी जांच होनी चाहिए। अगर इन पाइंट्स को सरकार अपने ध्यान में ला सके यानी जहाज खरीदना, फ्लीट को बढ़ाना। उसके लिए अगर पैसे का इंतज़ाम कर सकें तो अच्छा है। दूसरा, अगर वह प्रमोशन पॉलिसीज में बदलाव ला सकें-हालांकि उसके लिए ट्रेड यूनियन से आपको लड़ाई लड़नी पड़ेगी और तीसरा पिलफ्रेज रोक जा सके तभी एयर इंडिया वायबल हो सकता है वरना मुझे नहीं लगता है कि यह वायबल हो पाएगा और धीरे-धीरे जैसे बाकी रूट्स पर फॉरेन एयरलाइंस आती जा रही हैं, इस पर भी आ जाएंगी। सारे रूट्स पर बहुत पोटेंशियल हैं लेकिन हम चला नहीं पा रहे हैं। मान्यवर, मुझे संक्षेप में इतनी ही बात कहनी थी। धन्यवाद।

**श्री जीवन राय**(पश्चिम बंगाल): महोदय,अखबार में जो खबर आयी है,अगर वह ठीक है तो सबसे पहले मैं आपको बधाई देता हूँ कि आपने यह कहा है कि 25 प्रतिशत से ज्यादा डिसइनवैस्टमेंट आप नहीं करने देंगे । मेरी आपसे अपील है कि आप इस पर डटे रहिए । जो डिसइनवैस्टमेंट होगा,उसकी वैल्यू भी, उसका प्राइस भी-एयर इंडिया की इक्विटी बहुत कम हैं,नैरो हैं लेकिन ऐसेट वैल्यू बहुत ज्यादा है,15 हजार करोड़ से ज्यादा हैं,इक्विटी बहुत कम हैं । इसीलिए मैं कहना चाहता हूँ कि करंट ऐसेट वैल्यू जो होगी-अगर डिसइनवैस्टमेंट 25 प्रतिशत भी होगा तो भी ऐसेट वैल्यू के हिसाब से डिसइनवैस्टमेंट होना चाहिए । दूसरा मैं कहना चाहता हूँ कि एयर इंडिया को सबसे ज्यादा घाटा 1995-96और 1996-97 में हुआ । उस समय फ्यूल का प्राइस सबसे कम था,फ्यूल का प्राइस कम होते हुए भी घाटा कैसे हुआ ? एक महाराज उस वक्त मैनेजिंग डायरेक्टर थे,आप उनकी इन्क्वायरी करवाइए और अगर इन्क्वायरी के बाद कुछ पता चले तो उनके ऐसेट्स की जांच भी करवाइए । उनके पास क्वार्टर था किन्तु क्वार्टर होते हुए भी वह फाइव स्टार होटल में,ताज होटल में ठहरते थे । ऐसी इनफॉर्मेशन हमारे पास है । उनके बारे में इन्क्वायरी करके उनके खिलाफ ऐक्शन लीजिए । तीसरा,प्राइस डिफरेंशियल का सवाल उठा । सर,दिल्ली-फ्रांस का किराया थ्रू कुवैत एयरलाइन्स 38 हजार हैं,सीरियन एयरलाइन्स वाया दमस्क हैं 23 हजार —अप एण्ड डाउन और इंडियन एयरलाइन्स का हैं- 49 हजार । मेरे पास जो इनफॉर्मेशन है कि दुनिया के सब देशों में जो एयरलाइन्स हैं,उनको सरकार की तरफ से सब्सिडी दी जाती हैं,फ्रांस में देते हैं,इंग्लैंड में देते हैं,अमेरिका में देते हैं-सब जगह देते हैं किन्तु हमारे यहां कोई सब्सिडी नहीं है । हमारे यहां एयर इंडिया को घाटे में चलाते हैं । इस बारे में दो रास्ते आप सोच सकते हैं । एक तो इंटरनेशनल कॉन्फ्रेंस हम हर वक्त करते हैं—ग्लोबलाइजेशन हो गया,सब बराबर हैं,कोई सब्सिडी नहीं दी जाएग-यह पॉलिसी है । फ्रांस में,अमेरिका में,इंग्लैंड में सब्सिडी दी जाती है इसलिए या तो वह सब्सिडी समाप्त कर दें या आप सब्सिडी देकर मुफ्त में चलाइए । इस प्रकार का फर्क दोनों में है । वह सब्सिडी देते हैं,सभी एयरलाइन्स में देते हैं,सारे संसार में देते हैं । आप इंटरनेशनल कॉन्फ्रेंस इस बारे में भी होनी चाहिए कि एयरलाइन्स का किराया क्या होगा,सब्सिडी का रेट क्या होगा, सब्सिडी देंगे या नहीं-इस पर विचार होना चाहिए,यह बहुत गंभीर सवाल मैंने आपके सामने रखा है । इसके अतिरिक्त मंत्री जी,आप तो सोशल जस्टिस का नारा देने वाले मंत्री हैं । इसी वजह से हम आपका आदर भी करते हैं । दो महिला पायलट मेरे दफ्तर में आयी थीं । पचास साल की उम्र के बाद आप उनको फ्लाइट पर नहीं जाने देते हैं लेकिन पुरुष पायलट के सीने पर अगर मशीन भी लगी हुई है तो भी वह फ्लाइट पर जाते हैं तो महिला पायलट के साथ

यह डिसक्रिमिनेशन क्यों हो रहा है? इस बारे में छानबीन की जानी चाहिए। एक और सवाल है। आपके कुछ कॉन्ट्रैक्ट वर्कर्स को हाई कोर्ट ने, लेबर मिनिस्ट्री ने रेगुलराइज़ करवाने के लिए रिवाइड दिया। आपका दफ्तर लेबर डिपार्टमेंट के खिलाफ कोर्ट में चला गया। सोशल जस्टिस दफ्तर में तो यह नहीं होना चाहिए। We take it as a friends of the labour. यह कुछ सवाल मैं आपसे पूछना चाहता था। धन्यवाद।

DR. RAJA RAMANNA (Nominated): Sir, it is with great sadness that I take part in this debate on Air India. In the earlier days, we used to be so proud of our national carrier and it was thought to be a part of our Independence Movement. In those days, our airline system was among the best in the world. We used to be so proud of it. At that time, the Chairman was no less a person than Mr. J.R.D. Tata. Now, as the years go by, it is easy to forget Mr. Tata. But we have seen him in action, in running the various industries of the country and in looking after Air India. He was not a full time Chairman. We were very proud of the fact that Air India was by far the best airline in the world. We did ask him once: How do you manage to keep Air India at such a high position? And we were very surprised with the reply that he gave. He said, "I give top priority to maintenance." People think that it is the management, or. sending off the files quickly. or. the amount of money involved, that is important. But you must appoint the right people to see that the plane is maintained regularly and the signals are checked regularly. When a plane comes down, it should come down with a natural safety. The people had a kind of pride in running these planes. This was obvious to all of us who travelled in those days. Everybody was polite on the plane. Even the passengers wanted to look after the plane and not mess it up. as they do it now. All this comes about due to a widespread lack of morale. If something goes wrong, everything starts going wrong and even the passengers become a nuisance, as it happened in recent times. But I would like to bring to the attention of the people that simply saying that the management is bad, will not do. Management can be wonderful, but the management has to be built up. I can give you hundreds of instances where planes have flown empty and ticketing people have been rude to me and say that we cannot take you even when I have a reservation. But the basic malaise must be understood. For instance. Mr. Tata was ignominiously removed from the Chairmanship by no less than a great Prime Minister like Mr. Morarji Desai. There was a strange reason for it. He said. "We should have a chairman who is

younger." At that time, Mr. Morarji Desai was 90 years old and Shri Tata was 80 or 85 years old. Both of them discussed this and thought of having a younger Chairman. Be that as it may, Mr. Tata left the organisation. After that, things began to spiral down. Why did it happen? Whenever Mr. Tata travelled by plane, he used to go to the bathroom and check whether the things were working properly or not. He used to go to the pilot's room and check whether the signals were working properly or not. And when the plane landed, he used to go and examine the wheels. It is not that you need a high technical knowledge for it. But it was the spirit with which he looked after these things. The Chairman himself used to come down to check the wheels. After Mr. Tata, I don't think any Chairmen ever got off the flight to check like this. They were all so highly paid and well-looked after that they saw everything around them, as an emperor of the olden days. But you have to have a dynamic Chairman; and it is difficult to get a dynamic Chairman. But it is possible that they would have left behind a certain tradition which we could follow. But what did they do? As was pointed out by my learned friend, Mr. Nariman, the pilots went to the court and said that we should be declared as workforce. *(Interruptions)* Please correct me, I don't know the exact wording of that. We are all working people and we don't mind being called workmen. This working unit has a legal protection of some sort. The highest paid people in the country were behaving like labour, going on strike, adopting go-slow methods and adopting all sorts of things connected with people at the tower level who suffer and who need these kind of protective devices. What happens when the morale at the top level goes down? The morale at the tower level also goes down. Even the stewardesses will become rough because they are treated badly. The whole chain of events takes place. It is true that all these things are known to many people. Now, we are worried about the fact that if our national carrier has a bad reputation, it means India has a bad reputation. So, we all have to put our efforts together to see that the airline recovers its reputation. The Minister is fully aware of these problems. He is an ok friend of mine. I think we have to hold our hands and not simply bring down the airlines either here in Parliament or outside. I am sure the Minister can find a group of well-meaning people who will remind him of the days when our country was fighting for independence. This is something of national importance. We have to treat it as a national effort and not simply bring it down by saying that this man is wrong or that

man is wrong. The point is that if you have a good man, you must support him and that man must support all others. Unfortunately, that is missing. You don't support the man who tries to do good work. There is always somebody at the top who will tell you all these things, provided you do that. This sort of things happen very often in governmental activities. In governmental activities, you will always find somebody at the top who supports a wrong cause also. I am sure the Minister can find out this lacuna and try to solve this. I think there is no point in going into the details as to what should be done or what should not be done in a place like Parliament. He can consult many of us like Mr. Keswani and others, who know about the company for a long time, separately. He says that he belongs to Bombay, like you, Mr. Vice-Chairman.

THE VICE-CHAIRMAN (SHRI ADHIK SHIRODKAR): No, Sir. He belongs to Bombay, but I belong to Mumbai.

DR. RAJA RAMANNA: Well, Sir. I seek some compassion from you for having lived 40 years in Bombay. But I have lost the chance. Be that as it may. I thank you for giving me a few minutes to express my views.

THE VICE-CHAIRMAN (SHRI ADHIK SHIRODKAR): May I have the sense of the House? At 4 o'clock there is a statement by the hon. Defence Minister. We are almost touching 4 o'clock. There are two more speakers and, after that there is the reply by the Minister. Should we continue with this? Or, will we have the statement and then continue with this, without any time constraint?

SHRI SATISHCHANDRA SITARAM PRADHAN: Sir, will it be all right technically?

THE VICE-CHAIRMAN (SHRI ADHIK SHIRODKAR): Is it because it is not yet 4 o'clock<sup>0</sup>

SHRI SATISHCHANDRA SITARAM PRADHAN: The Secretary-General has advised the Chair not to start it early.

THE VICE-CHAIRMAN (SHRI ADHIK SHIRODKAR): Very good. Mr. Minister, will you please wait for two minutes<sup>9</sup> Mr. Vayalar Ravi wants to speak for one minute. Mr. Vayalar Ravi. You please take two minutes.

SHRI VAYALAR RAVI (Kerala): Sir, the hon. Minister may please

explain why he is periodically increasing the fare to the Gulf countries from Kerala, Tamil Nadu and other areas. As far as the people of Kerala who are working in the Gulf countries are concerned, this is a heart-burning issue. Air India always takes shelter under the umbrella of IATA, saying that the IATA is responsible. The Minister knows that it is not the IATA. It is Air India which recommends to the IATA to increase the fare. Air India says, "we don't know anything". I think the Minister will look into the matter. I want a categorical reply from the hon. Minister. Don't take shelter under the umbrella of IATA. It is wrong and it is misleading. Please see to it that the Kerala labourers are not exploited beyond a point. It is very dangerous. I want a categorical assurance from the Minister regarding the reduction of fare from Kerala to the Gulf countries.

THE VICE-CHAIRMAN (SHRI ADHIK SHIRODKAR): Thank you, Mr. Ravi. I had given you two minutes. Mr. Ravi Shankar Prasad.

**श्री रवि शंकर प्रसाद (बिहार):** उपसभाध्यक्ष जी, मैं आपका बहुत ही अनुगृहीत हूँ जो आपने मुझे समय दिया। मैं बहुत ही विनम्रता से दो शब्द कहना चाहता हूँ। मैं आरम्भ से ही सारी डिबेट सुन रहा हूँ। एयर इंडिया के साथ पूरे भारत का एक भावनात्मक लगाव है। यह लगाव तब और अधिक बढ़ जाता है जब हम विदेशों में जाते हैं और जब एक जम्बो जेट विदेश में उतरता है तो जो विदेश में भारत के रहने वाले होते हैं, उनका एक भावनात्मक लगाव होता है। इसलिए हम एयर इंडिया को सुधारने की कोशिश करें। यह हमारी प्राथमिकता होनी चाहिए।

इस संबंध में मुझे केवल दो सुझाव देने हैं। पहली बात आदरणीय मंत्री जी ने अपनी स्टेटमेंट में रखी है परंतु उसमें उन्होंने एक बात का विस्तार से उल्लेख नहीं किया है कि कंपीटीटिव प्राइस देने के लिए एयर इंडियाने क्या प्रयास किया है ? विश्व की यात्राओं को देखने का अवसर मिल रहा है। काफी कंपीटीटिव प्राइस ऑफर किए जा रहे हैं। लेकिन एयर इंडिया ने इस क्षेत्र में क्या काम किया है इस बात से विस्तार से कुछ भी उल्लेख नहीं है। दूसरी बात जो लॉस 1995-96 में 271.84 करोड़ थे वे बाद में कम हुए 89.75 हुए। इसके लिए क्या-क्या विशेष प्रयास किए गए जिससे लॉस में कमी आई। इन प्रयासों को हम और आगे बढ़ा सकते हैं। मुझे लगता है कि जब हम विस्तार से यह बात पाएंगे तो यह संतोष का विषय होगा। एक अंतिम आग्रह करना है कि पायलट के जो ट्रेड यूनियन संबंध थे, उस पर बहुत चर्चा हुई है। क्या हम ऐसा वातावरण बना सकते हैं, मंत्री जी, मेरा आपसे प्रश्न है, जो पायलट एयर इंडिया के विमान उड़ाते हैं, यह देश के प्रति दायित्व है, जिस प्रकार हम

4.00 P.M.

सेना के बड़े पदाधिकारियों के समक्ष एक विशेष उत्तरदायित्व का भाव जगाते हैं क्या वैसा कोई आग्रह या परिवेश हम एयर इंडिया के पायलटों में जगाने का प्रयास कर सकते हैं ? आज देश का दायित्व आप पर है, आप नेशनल कैरियर हैं, आपकी देश के प्रति रिस्पॉसिबिलिटी कुछ अधिक है। आपका जो ट्रेडीशनल ट्रेड यूनियन का व्यवहार होता है उसमें कमी लाने की आवश्यकता है। बस मुझे यही दो बिंदु रखने थे। इस आग्रह के साथ कि इस नेशनल कैरियन को लाभ के साथ प्रतिष्ठा मिले, इसके लिए आपकी ओर से क्या-क्या प्रयास हो रहे हैं, इसका उत्तर देंगे तो बड़ी कृपा होगी।

THE VICE-CHAIRMAN (SHRI ADHI K SHIRODKAR): Shri CP. Thirunavukkarasu, you have got only two minutes. Then the reply will be given by the hon. Minister, Mr. Yadav. After that, there will be the Statement by the hon. Defence Minister. Otherwise, there will be confusion. After the statement, clarifications will be sought by Members. The list consists of 16 speakers.

SHRI SHARAD YADAV: I request you to continue it. Then I will reply.

THE VICE-CHAIRMAN (SHRI ADHIK SHIRODKAR): Okay, very well.  
Sir.

SHRI CP. THIRUNAVUKKARASU (Pondicherry): Thank you very much. Sir.

THE VICE-CHAIRMAN (SHRI ADHIK SHIRODKAR): Mr. Minister, there is one last speaker.

THE MINISTER OF DEFENCE (SHRI GEORGE FERNANDES): Okay.

SHRI CP. THIRUNAVUKKARASU: Sir, the number of employees per aircraft in the case of Air India is 700; as against the world average of 250 employees per aircraft. So, here, per aircraft approximately, 450 more people are engaged. I would like to know whether the Government is planning to reduce the number of employees engaged per aircraft. I think this is the main reason why Air India is sustaining losses. I would also like to point out that Centour Hotel is one of the subsidiaries of Air India. I came to know from a newspaper report that the other day, the Minister of State for Civil Aviation visited the Centour Hotel. Sir, you will be surprised

to know that out of the 335 rooms in the Centour Hotel, only 35 rooms were occupied, and all the other rooms were vacant. The reasons are; rats are there, cockroaches are there; monkeys are there but not human beings. So. it is others and not human beings who have occupied these rooms. That is why human beings are not able to occupy these rooms. I do not know, what will be the fate of this hotel? On the other hand, persons who travel by Air India are provided accommodation in big inter-continental hotels. Ashoka hotel, etc.. in the event of delay or cancellation of a flight. In such a situation. Air India Officials say that they book big inter-continental hotels to accommodate the passengers. As a result of this, serious loss has been incurred. This point should also be taken into consideration by the Minister. I expect a reply from the Minister on this point. When our hon. Prime Minister. Shri Atal Bihari Vajpayeeji, visited Mauritius, -the worst food was served in the aircraft. If this is the case with the Prime Minister of a country, what will be the situation of an ordinary citizen like me. who generally travels by such aircraft? If this situation continues, the day is not far when we will get no food at all. I would request, that some improvement should be brought about in the situation. If not, I am afraid, the passengers will not travel in those flights in future. As far as pilots are concerned, as my friends have already said, one of the pilots wanted to take four of his companions in the flight. Since the flight was already booked, he was not allowed to take those four persons. Immediately, the pilot said, ""I am ill and I will not be able to take off at all." The flight was delayed by several hours. The Government of India suffered a loss of Rs. 85 lakhs. Subsequently, some pilots went on a strike. They were also issued show-cause notices. What action is the Minister going to take against those pilots? If the revenue of Air India is not increased, we will be put to a lot of difficulties. I would request the hon. Minister to clarify these points. So far as the statement is concerned. I am not seeking any clarification because it is void, vague and indefinite. Thank you.

SHRI SATISHCHANDRA SITARAM PRADHAN (Maharashtra): Sir. I would like to make only two points. Sir, an observation has been made that many of the political leaders who stayed in the Centour Hotel have not paid their Bills so far. मंत्री जी जरा यह सुन लें । बहुत सारे पोलिटिकल लीडर एयर इंडिया का जो होटल हैं, सेंटर, वहां जाकर ठहरे हैं और वहां के बहुत बड़े बड़े बिल इन लोगों ने आज तक नहीं दिए हैं, ऐसी हमें जानकारी है । तो क्या इस विषय पर आप इसमें

सुधार लाने के लिए कुछ प्रावधान करने वाले हैं ? पहला मेरा यह प्रश्न है और दूसरा प्रश्न यह है कि आपका एयर इंडिया का जो स्टाफ है उनके साथ जो उनके रिलेटिव होते हैं तो कम्युटर्स के साथ, पैसेंजर्स के साथ जो रिलेशंस चलते हैं उससे विदेशों में भी हमारी बदनामी होती है और लोग पैसेंजर्स को लाने के बजाए अपने रिलेटिव को लाने की सोचते हैं। ऐसा समय समय पर न्यूज में भी आया है। तो इस विषय पर आप क्या करने वाले हैं ताकि हमारी एयर इंडिया की जो इज्जत पुराने जमाने में विदेशों में थी वैसे ही बनी रहे।

**THE LEADER OF THE OPPOSITION (DR. MANMOHAN SINGH):** Sir, the lion. Member has just now mentioned that there are politicians who stayed at the Centour Hotel and have not paid their bills. I think this is a reflection on all the politicians. I would, therefore, urge upon the hon. Minister that if there are any politicians who have stayed at the Centour Hotel and have not paid their Bills, make their names public.

**DR. BIPLAB DASGUPTA (West Bengal):** Sir. I associate myself with Dr. Manmohan Singh.

**SHRI SATISHCHANDRA SITARAM PRADHAN:** Sir, I also support Dr. Manmohan Singh.

**THE VICE-CHAIRMAN (SHRI ADHIK SHIRODKAR):** Now the Defence Minister will make his statement. Thereafter, the Minister of Civil Aviation would give his reply.

#### **STATEMENT BY MINISTER**

##### **Explosion of Ammunitions in the Ammunition Depot, Bharatpur**

**THE MINISTER OF DEFENCE (SHRI GEORGE FERNANDES):** Sir, Ammunition Depot, Bharatpur was established during the period 1957-65 and is located approximately six kms. from Bharatpur town. This Depot holds parts of Southern Command Reserve and some portions of Army Headquarters Reserve ammunition. The Depot was holding approximately 30,000 tonnes of ammunition under both permanent (17,220 metric tonnes) as well as non standard storage (12,700 metric tonnes).

The sequence of events as reported by the Army Headquarters is as follows:-