ICT, Advisory Consultants for a World Bank funded Uttar Pradesh State Road Improvement project, completed in July 2004 their assignment of 217 kms state roads upgradation and rehabilitation, a part of Rs. 2500 crores UP State Road Project. A senior State Government official visited on 7th August 2004 the two packages Meerut-Bijnore-Najibabad and highly appreciated the project and the quality of completed works, which resulted into cutting the traveling time by almost 50%. The team led by Mr. W. Rahman deserves a big “shabash”. Well done and keep up the good work. We include in this Newsletter, a few photographs of this project. Our engineers and consultants, I am sure, are doing wonderful job on the ground and therefore should use this medium (ICT Newsletter) to share their achievements with their colleagues.

What could be the difference between the “lateral” and “logical” thinking? Well, lateral thinking methods provide a deliberate and systematic process resulting in innovative thinking. In this process one uses commonsense rules to increase the probability of solving the problems. Here one looks at the problem from many angles instead of tackling it head-on. On the other hand, logical thinking is a coherent process in which one uses reasoning consistently to come to a conclusion. It is a “sequential thought” which involves jotting the important ideas, facts and conclusions and arranging them in a chain-like progression. To appreciate the difference between lateral and logical thinking, we have in this Newsletter “The Pebble Story”. After reading the story, decide for yourself if the girl’s dilemma was resolved as a result of lateral thinking or logical thinking? If you think logically, the answer should be lateral thinking; but thinking laterally, it could be logical thinking also?!

ICT Testing Laboratory at Faridabad has cleared one more hurdle in achieving their mission of becoming an ISO/IEC 17025:1999 accredited Laboratory. On 22nd August 2004, they have successfully cleared their Pre-assessment Audit and are all set to face the Assessment Audit. We understand that the Lead Assessor was mighty pleased with their housekeeping and documentation. Our heartiest congratulations to Mr. Prashant Kapila, Director of the Laboratory and his staff for their hard work. We are confident that their performance in the Assessment Audit will be equally good. We wish them all the luck.

Happy reading,

- Editor

Project Photographs

Meerut-Bijnor-Najibabad State Road
Projects Awarded

- Consultancy Services for Supervision of Civil Works (Phase-I) under Madhya Pradesh State Roads Development Project (ADB TA No. 1959 IND). **Client**: Public Works Department, Government of Madhya Pradesh.

  The main objectives of the consultancy services are to fulfill the role of the Engineer and to supervise the construction of works and ensure quality and timely completion of the project within the contract amount. The total length of the six state roads involved is 332.59 kms which are grouped in four contract packages.

- Consultancy Services for Strengthening Environmental Management at the State Level (Cluster) Component E-Strengthening Environmental Management at West Bengal Pollution Control Board (TA No. 3423-IND). **Client**: Asian Development Bank.

  This project has been divided into four major components, i.e. Environmental Management Information System, Wetland Management, Hazardous Waste Management and Air Quality Management. The main objectives of this project are to develop appropriate legal policies for wetland management, updating inventory of hazardous wastes generated by 462 identified industrial units, apportionment of pollution from industrial and automobile sources and identify polluted stretches in major traffic corridors in Kolkata.

- Identification of Best Practices adopted by the State Governments for the Development of Tourism. **Client**: Department of Tourism, Government of India.

  The proposed study envisages documenting the best practices like tourism infrastructure, products, marketing and conservation of resources, which are in vogue in Orissa, West Bengal, Maharashtra, Gujarat, Goa, Rajasthan, Uttarakhand, Kerala, Andhra Pradesh, Tamil Nadu, Karnataka and Sikkim and are effective in promoting the tourism industry in respective states.

- Consultancy Services for Conducting Training Programme of DOR's Staff for Institutional Support. **Client**: Department of Roads Implementary Agency, Government of Mongolia.

  The project is funded by Kuwait Fund for Arab Economic Development (KFAED) with the main objective of imparting training to Department of Roads engineers for Institutional Support in various fields including communication skills development in India and USA.
**Training Cell Exploring New Horizons**

Training and skill upgradation is a continuing process in a knowledge-based activity like consulting. ICT set up a Training Cell in the year 2000. Initially, the training was being conducted for ICT personnel considering their training requirements. Utilizing large pool of expertise available within the Company, ICT in association with CDC is venturing into organising Training and Executive Development Programmes for other organisations. During this year, we organised one workshop on “Socio-Economic and Environmental Engineering Studies of Projects” in February 2004 at India Habitat Centre, New Delhi. The workshop was well attended by over 20 delegates drawn from various organisations such as; National Institute of Urban Affairs, DGBR, CRRI, RITES, NTPC, HUDCO, MES, Sulabh International Social Service Organisation, Projects & Development India Ltd., Holtec Consulting Pvt. Ltd., PWD Delhi, Airports Authority of India, and others. Subsequently, two training programmes were conducted for CSIR on “Economy through New Construction Technologies and use of Alternative Materials” and “Maintenance and Management of Assets for Achieving Cost Effective Operations” on 23rd and 24th July 2004 at CSIR Headquarters, New Delhi. Two programmes were also conducted for DRDO on 9th and 10th September 2004 on “Computer Aided Project Management Techniques” and “Economy through New Construction Technologies and use of Alternative Materials”. The under mentioned programmes are planned for DRDO in November 2004:

1. Maintenance and Management of Assets for Achieving Cost Effective Operations
   - Secunderabad
   - 24th November 2004

2. Contract Management with Specific reference to FIDIC Conditions and Dispute Resolution
   - Secunderabad
   - 25th November 2004

The faculty for the above programmes is drawn from ICT and outside experts. Our Company, in keeping with its vision, propagates the spread of knowledge and sharing information with others.

“One candle is enough to light 100 candles and brighten the entire environment”.

**The Pebble Story**

Many years ago in a small Italian town, a merchant had the misfortune of owing a large sum of money to a moneylender. The moneylender, who was old and ugly, fancied the merchant's beautiful daughter. So he proposed a bargain. He said he would forgo the merchant's debt if he could marry his daughter. Both the merchant and his daughter were horrified by the proposal. So the cunning moneylender suggested that they let providence decide the matter.

He told them that he would put a black pebble and a white pebble into an empty money bag. Then the girl would have to pick one pebble from the bag. If she picked the black pebble, she would become his wife and her father's debt would be forgiven. If she picked the white pebble she need not marry him and her father's debt would still be forgiven. But if she refused to pick a pebble, her father would be thrown into jail.

They were standing on a pebble strewn path in the merchant's garden. As they talked, the moneylender bent over to pick up two pebbles. As he picked them up, the sharp-eyed girl noticed that he had picked up two black pebbles and put them into the bag. He then asked the girl to pick a pebble from the bag.

Careful analysis would produce three possibilities:

1. The girl should refuse to take a pebble.
2. The girl should show that there were two black pebbles in the bag and expose the moneylender as a cheat.
3. The girl should pick a black pebble and sacrifice herself in order to save her father from his debt and imprisonment.

Take a moment to ponder over the story. Think of the consequences if she chooses the above logical answers. What would be your recommendation to the girl? To know how exactly the girl resolved this tangle, please refer to the last page.

- Contributed by Mr. Ravi Khera
Kudos

Dr. S. S. Seehra’s article “Modern Technological Development of Fully-Mechanised Construction of Cement Concrete Pavements for Highway Paving Projects” was published in the Journal of New Building Materials and Construction World (NBM & CW), Volume 10, Issue 1, July 2004, New Delhi. Our heartiest congratulations to Dr. Seehra!!

New Appointments

The following have joined our Company. We take this opportunity to welcome them to the ICT Family.

**Director**  
Mr. Surinder Mohan Mehra

**Associate Director**  
Mr. D. R. Gopinath Rao

**Consultant**  
Mr. Prakash Suri, Mr. Manish Kumar Tiwary, Mr. Sitansu Kumar Bhattacharya, Ms. Sonalika Gadeock, Mr. Ravi Ghuratia and Mr. Harinder Singh

**General Manager**  
Mr. Sanjay Kumar Goyal and Mr. Ishwar Singh Goel

**Deputy General Manager**  
Mr. Chalasani Mzzurali Krishna and Mr. Parikshit Shrivastava

**Senior Manager**  
Mr. Om Kumar Dubey and Ms. Anasua Gangopadhyay

**Manager**  
Mr. A. Nageswara Rav and Mr. Shantanu Sinha

Humour Section

- **Have a Drink**

  The cars of a lawyer and a doctor collided on a country road. Seeing the doctor was a little shaken up, the lawyer pulled a flask out of his briefcase and offered the doctor a drink. The doctor took a drink and handed the flask back to the lawyer. “Aren’t you going to have a drink?” the doctor asked. “I sure am, after the police leave.” replied the lawyer.

- **Good & Bad News**

  An old man visits his doctor and after thorough examination the doctor tells him: “I have good news and bad news, what would you like to hear first?”

  Patient: “Well, give me the bad news first.”

  Doctor: “You have cancer, I estimate that you have about two years left.”

  Patient: “OH NO! That’s awful! In two years my life will be over! What kind of good news could you probably tell me, after this???”

  Doctor: “You also have Alzheimer’s. In about three months you are going to forget everything I told you.”

- **Daddy is going to War**

  A soldier was assigned to go to war. As he was saying good-bye to his family, his three-year-old son was holding on to his leg and pleading with him not to leave. “No, Daddy, please don’t go!” he kept repeating. Desperate to calm him, the soldier’s wife said, “Let Daddy go and I’ll get you a pizza.”

  Immediately, the boy loosened his death grip, stepped back and in a calm voice said, “Bye, Daddy.”

Contd. from Page 3

This is what the girl did. She put her hand into the moneybag and drew out a pebble. Without looking at it, she fumbled and let it fall onto the pebble-strewn path where it was lost among all the other pebbles.

“Oh, how clumsy of me,” she said. “But never mind, if you look into the bag for the one that is left, you will be able to tell which pebble I picked.”

Since the remaining pebble is black, it must be assumed that she had picked the white one. And since the moneylender dare not admit his dishonesty, the girl changed what seemed an impossible situation into an extremely advantageous one.

**Moral of the Story**: Most complex problems do have a solution it is only that we don’t attempt to think.